



**Arab American University
Faculty of Graduate Studies**

**The Role of International Non-Governmental
Organizations Strategic Plans in the Sustainable
Development Process: Jordan Valley as a case**

By

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**This thesis was submitted in partial fulfilment of the
requirements for the Master's degree in strategic
planning and fundraising**

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Thesis Approval

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Plans in the Sustainable Development Process: Jordan Valley as a
case”**

By:

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**This Thesis was defended successfully on 15th October, 2023 and
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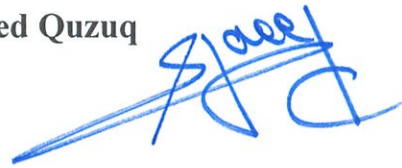
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Declaration

I, the undersigned, the author of the master's thesis entitled "The Role of International Non-Governmental Organizations' Strategic Plans in the Sustainable Development Process: Jordan Valley as a Case," hereby submit it to the Arab American University for the master's degree. Furthermore, I declare that this work is the result of my own research, except as indicated, and that none of it has been offered for a higher degree to any other university or educational institution.

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Dedication

To my unwavering source of inspiration and strength,

This thesis is dedicated to the pure spirits who have stood by my side since the day I was born, nurturing my development, and patiently awaiting the day I would attain this milestone. To those whose names I bear, since I owe my wisdom, knowledge, and dreams to their steadfast encouragement, patience, and hope. I dedicate this thesis to my dearest loved ones, my father and mother, as a token of my appreciation for their unending love and wisdom. To those who have always supported me in this life, my sister and brothers.

To my wife Abeer, and my children's Zain and Naya, who have been the steady anchor in the turbulent sea of academic pursuit. Your unwavering support, understanding, and sacrifices have made this journey possible. Your love and encouragement have been the driving force behind every late-night study session, every moment of doubt, and every milestone achieved.

With deepest gratitude and love,

Acknowledgment

Now as my thesis has been completed, I'd like to convey my thankfulness to Almighty Allah for allowing me to accomplish this research. I'd want to thank everyone who has helped with the research since the beginning. I am also grateful to those who have made important information available to me.

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Finally, I'd like to express my heartfelt gratitude to my family, colleagues, and friends.

Researcher

Saeed Quzuq

Abstract

The Jordan Valley, with its unique environmental, social, and economic challenges, serves as a pivotal point for sustainable development efforts in the State of Palestine. International Non-Governmental Organizations (INGOs) play a crucial role in shaping and implementing the necessary strategies to address these challenges.

The current study aims to explore the role of the strategic plans of international NGOs in promoting sustainable development in the Jordan Valley. The research seeks to identify gaps and possible improvements in these plans, as well as highlight best practices for other organizations operating in similar contexts. Additionally, the study aims to shed light on the challenges related to aligning strategic plans with sustainable development goals in the region and provide guidance for decision-making and improvement of the operations of international NGOs in the Jordan Valley and other areas. Using a multidisciplinary approach, the researcher conducts a comprehensive assessment of the impact of international NGOs' strategies on sustainable development in the region, utilizing surveys and interviews to gather comprehensive insights.

The researcher targeted international NGOs in the West Bank, including JICA, Re-lab, World Vision, CARE International Palestine, and the United Nations Development Programme. The study sample consisted of 96 participants representing managers and staff of these NGOs, selected through a simple random sample. Additionally, 11 interviews were conducted with beneficiaries representing local authorities.

The study concluded that the level of alignment of international NGOs' plans aimed at promoting economic growth with the goal of sustainable development,

specifically "decent work and economic growth," in the Jordan Valley was moderate. The study also revealed that the implementation rate of these plans to achieve sustainable economic growth in the Jordan Valley was average. Effective practices and areas needing improvement in the plans of international NGOs were identified as high. Furthermore, the sufficiency of economic growth projects proposed by international organizations in the Jordan Valley to meet the development requirements in the region was high, with high economic growth needs for the local community.

In light of the study's results, the researcher presented several recommendations, including the need to enhance the impact of international NGOs in the Jordan Valley. International NGOs should align their strategic plans with the goal of sustainable development, emphasizing the importance of community ownership to align with local needs. Advocating for government support is vital, and effective communication and collaboration with local stakeholders are necessary.

Additionally, there is a need to enhance coordination and cooperation between public institutions, civil society, and the private sector. Creating incentives for joint work and collaboration among these three sectors is essential. Therefore, the importance of developing plans for civil society organizations based on a clear strategy that meets the needs and priorities of the Palestinian community is emphasized.

In conclusion, this research seeks to contribute to a deeper understanding of the role played by international NGOs and their strategic plans in promoting sustainable development in the Jordan Valley. By highlighting best practices and identifying areas for improvement, this study aims to enrich policies and practices, thereby promoting more impactful and sustainable development.

Keywords: International Non-Governmental Organizations (INGOs), Strategic Plans, Sustainable Development, Jordan Valley, Environmental Challenges, Resource Allocation, Collaboration, Local Stakeholders, Hybrid Approach.

Table of Contents

Thesis Approval.....	i
Declaration.....	ii
Dedication.....	iii
Acknowledgment.....	iv
Abstract.....	ii
Table of Contents	v
List of Tables.....	vii
List of Figures	vii
Chapter One.....	1
General Framework of the Study.....	1
1.1 Introduction.....	2
1.2 Problem Statement.....	3
1.3 Significance of the Study.....	5
1.4 Objective of the Study.....	6
1.5 Research Questions	7
Hypotheses	7
1.6 Methodology of the Study.....	9
1.7 Research Tools: Study area, sample size.....	9
Chapter Two	10
Theoretical Framework and Literatures Review	10
Strategic plans and Sustainable Development	10
2.1 Introduction	11
2.2 Definition of Strategy	13
2.3 Strategic Planning.....	14
2.4 Planning and Strategic planning process.....	16
2.5 Involvement of local communities and stakeholders	19
Objectives of Public Participations	21
2.6 Principles of Sustainable development.....	22
2.7 The Sustainable Development Goals (SDGs)	24
2.8 Literatures Review.....	27
2.9 Summary.....	36
Chapter Three.....	37
The Jordan Valley: Context and Challenges	37
3.1 Introduction to the Jordan Valley region.....	38
3.2 Socio-economic, environmental, and developmental challenges in the Jordan Valley	38
3.3 Stakeholders and actors involved in sustainable development efforts.	41
Local Communities	41
International Non-Governmental Organizations (INGOs).....	41
Palestinian Authority.....	42
International Donors and Development Agencies.....	42
3.4 Previous initiatives and interventions in the Jordan Valley	43
1. Sustainable Agriculture and Rural Development:	45

2. Water Management and Conservation:.....	45
3. Livelihood Support and Economic Empowerment:.....	46
4. Environmental Conservation and Natural Resource Management:.....	46
3.5 Importance of sustainable development in the Jordan Valley.....	47
Chapter Four	49
Methodology and Procedures.....	49
4.1 Introduction	50
4.2 Study Design	50
4.3 Population.....	50
4.4 Sampling.....	51
4.5 Study Tools.....	51
4.6 Ethical approval.....	52
4.7 Tool Validity	52
4.7.1 Validity	52
4.7.2 Exploratory Data Analysis (Construct Validity):.....	52
4.8 Reliability	54
4.9 Statistical analysis.	54
4.10 Conclusion.....	55
Chapter Five.....	56
Results.....	56
5.1 Results and data analysis	57
5.2 Introduction	57
5.3 Socio-Demographic analysis	57
5.4 Descriptive statistics:.....	58
5.5 Testing hypothesis	69
5.6 The Result of Qualitative Data.....	73
Chapter Six.....	80
Conclusion and Recommendations	80
6.1 Conclusions	81
6.2 Recommendations	82
6.3 References.....	85
English Sources:	85
Websites:	91
Appendices	99
Appendix A: Questionnaire.....	99
Appendix B: Sample Questions:	102
ملخص الدراسة.....	105

List of Tables

Table (1): Strategic Planning and conventional Planning approach	18
(3.1) Pearson correlation coefficient between the items and the total score of the related dimension of social responsibility	53
Table (3.2) Cronbach's Alpha values for the exploratory sample among managers and employees of INGOs working in Jordan Vally distributed by dimensions.	54
Table (4.1) Socio-Demographic characteristics among managers and employees of INGOs working in Jordan Vally (n=96)	57
Table (4.2): Descriptive statistics of extent of the strategic plans of INGOs promoting economic growth align with the SDG "Decent work and economic growth" in the Jordan Valley.....	59
Table (4.3): Descriptive statistics of the level impact of the implementation of INGOs' strategic plans on achieving sustainable economic growth in the Jordan Valley	61
Table (4.7): Significant mean differences between the level of alignment between INGOs' strategic plans in the Jordan Valley and the SDG "Decent work and economic growth" and the default mean value=3	70
Table (4.8): Significant mean differences between the impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley and the default mean value=3	71
Table (4.9): Significant mean differences between the impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley and the default mean value=3	72

List of Figures

Figure 1: Spectrum of Public Participation (Friesecke, 2001).....	20
Figure 2: Principles of sustainable development	23

Chapter One

General Framework of the Study

1.1 Introduction

1.2 Problem Statement

1.3 Significance of the Study

1.4 Objective of the Study

1.5 Research Questions and Hypotheses

1.6 Methodology of the Study

1.7 Research Tools

Chapter One

General Framework of the Study

1.1 Introduction

The role of International Non-Governmental Organizations (INGOs) in the pursuit of sustainable development has garnered substantial attention in contemporary development discourse. INGOs, with their global reach and diverse mandates, operate at the intersection of humanitarian assistance, development, and advocacy. Within the fragile and complex contexts of conflict-affected regions, their interventions often hold the promise of mitigating socio-economic disparities and fostering resilience among vulnerable populations. This thesis embarks on a critical exploration of the strategic planning processes of INGOs and their impact on the sustainable development process, with the Jordan Valley in the West Bank serving as a unique case study. (Bacallao-Pino, L. M. 2022)

The Jordan Valley, situated within the challenging geopolitical context of Palestine, has long been a site of contention and hardship. Its residents contend with issues ranging from resource scarcity and unemployment to political instability and limited access to essential services. Against this backdrop, INGOs have assumed a pivotal role, providing crucial support and development initiatives aimed at ameliorating the living conditions of the local population. (Kool, 2016)

However, despite the significant presence of INGOs, comprehensive research examining the alignment between their strategic plans and the specific needs and priorities of the Jordan Valley community is notably limited. This study seeks to bridge this gap by systematically investigating the extent to which INGOs' strategic plans

reflect the realities and requirements of the region. Furthermore, it delves into the practices of strategic planning employed by INGOs and explores the perceptions and experiences of both donors and the local community regarding these interventions. (Mohammad et al., 2020)

In doing so, this research aims to contribute to a nuanced understanding of the dynamics between INGOs, donors, and the local community within a fragile context. By assessing the effectiveness of INGO interventions and identifying areas for improvement, it seeks to inform future development strategies, thereby advancing the discourse on sustainable development in conflict-affected regions. In essence, this study serves as a vital step towards harnessing the potential of INGOs in fostering sustainable development and resilience in the Jordan Valley and similar contexts worldwide.

1.2 Problem Statement

Despite the presence of numerous INGOs in the Jordan Valley, it is unclear to what extent their strategic plans align with the United Nations' Sustainable Development Goals (SDGs) and contribute to sustainable development in the region.

The Jordan Valley grapples with a myriad of challenges, predominantly stemming from Israeli control and restrictions imposed on the region. With nearly 90% designated as Area C under full Israeli control, Palestinian communities face severe limitations on access, development, and construction. Exploitation of the area's resources by Israel further compounds the issues, as legal designations such as "state land" and closed military zones hinder Palestinian utilization of approximately 85% of the Jordan Valley. These restrictions extend to construction permits, leading to frequent demolitions, creating uncertainty and upheaval in the lives of residents. Additionally,

water and power supply constraints, along with periodic forced displacements due to military training, intensify the hardships faced by the roughly 10,000 inhabitants of Palestinian communities in Area C. (btselem, 2017)

The overarching Israeli policies in the Jordan Valley not only aim to maintain control but also push towards de-facto annexation, with a focus on exploiting the region's resources. Allegations of war crimes arise from the systematic displacement of Palestinian residents, as they are coerced to leave their homes and lands through both direct and indirect means. This situation paints a grim picture for the Jordan Valley, where communities grapple with challenges that impact their daily lives, economic stability, and overall prospects for sustainable development. (btselem, 2017)

This research problem highlights the gap in current knowledge on the alignment of INGOs' strategic plans with the SDGs and their impact on sustainable development in the Jordan Valley, as well as the need for more research on INGOs' operations in the area.

1.3 Significance of the Study

Studying the role of INGOs' strategic plans in the sustainable development process in the Jordan Valley has significant importance as it can offer valuable insights into how INGOs can most effectively contribute to sustainable development in the region. This research can identify gaps and areas for improvement in INGOs' strategic plans, as well as best practices that can be replicated by other organizations working in similar contexts. Additionally, it can inform policy and decision-making regarding INGOs' operations in the Jordan Valley and other regions.

There are several justifications for conducting this research:

- INGOs play a crucial role in the sustainable development process, and it is important to understand how their strategic plans align with the SDGs and contribute to sustainable development in the region.

- The Jordan Valley faces specific challenges related to water management, agricultural development, and poverty reduction, and studying how INGOs address these challenges in their strategic plans can provide valuable insights for other organizations.

- There is a lack of research on the role of INGOs' strategic plans in the sustainable development process in the Jordan Valley, and this study can help fill this gap in the literature.

- The findings of the study can be used to improve the effectiveness of INGOs' operations in the Jordan Valley and can also inform policy and decision-making related to INGOs' work in the region.

- The research can explore different components of INGOs' strategic plans and their relevance to the sustainable development process in the Jordan Valley, including

examining objectives, goals, activities, partnerships, and collaborations with other stakeholders.

- The study can also assess the impact of INGOs' strategic plans on sustainable development outcomes and outputs, as well as the sustainability of their approaches.

Overall, researching the role of INGOs' strategic plans in the sustainable development process in the Jordan Valley can provide valuable insights into the effectiveness of INGOs' strategies in addressing complex development challenges. This can inform policy and practice in the region and contribute to achieving sustainable development goals, while also improving the accountability of INGOs for their actions and the use of the funds provided by donors.

1.4 Objective of the Study

The main objective of this study is to identify the Role of INGOs' Strategic Plans in the Sustainable Development Process in Jordan Valley, the most important of which are as follows:

Objective 1: To assess the level of alignment between INGOs' strategic plans for economic growth and the SDG "Decent work and economic growth" in the Jordan Valley.

Objective 2: To examine the impact of INGOs' strategic plans on the achievement of sustainable economic growth in the Jordan Valley.

Objective 3: To identify the best practices and areas for improvement in INGOs' strategic plans for promoting sustainable economic growth in the Jordan Valley, particularly regarding the SDG "Decent work and economic growth".

Objective 4: To evaluate the extent to which the projects offered by international organizations in the Jordan Valley meet the economic growth needs of the local

community and the designated regions, particularly in relation to the SDG "Decent work and economic growth".

1.5 Research Questions

This segment discusses the research's fields of investigation, the queries explored, the methodology employed, and the research's scope. To accomplish the research's goals, four questions were formulated as follows:

Research Questions:

Research Question 1: To what extent do the strategic plans of INGOs promoting economic growth align with the SDG "Decent work and economic growth" in the Jordan Valley?

Research Question 2: What is the impact of the implementation of INGOs' strategic plans on achieving sustainable economic growth in the Jordan Valley?

Research Question 3: What are the effective practices and areas requiring improvement in INGOs' strategic plans to support sustainable economic growth in the Jordan Valley, especially in relation to the SDG "Decent work and economic growth"?

Research Question 4: How adequately do the economic growth projects proposed by international organizations in the Jordan Valley fulfill the economic growth needs of the local community and the designated regions?

Hypotheses

As we venture into the realm of hypotheses, our study seeks to unravel the intricate dynamics shaping the sustainable development landscape in the Jordan Valley. Grounded in the backdrop of challenges faced by the region's residents, our exploration

extends to the pivotal role of International Non-Governmental Organizations (INGOs). Through a nuanced examination of their strategic plans and interventions, we aim to formulate hypotheses that elucidate the potential impact of INGO initiatives on mitigating these challenges and fostering sustainable development. By proposing hypotheses informed by real-world complexities, we aspire to contribute not only to academic discourse but also to the practical realm of decision-making, resource allocation, and policy formulation for a more sustainable and equitable future in the Jordan Valley and analogous settings.

A. The level of alignment between INGOs' strategic plans in the Jordan Valley and the SDG "Decent work and economic growth" is limited.

B. The impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley is insufficient.

C. INGOs' strategic plans in the Jordan Valley lack clearly defined performance indicators and evaluation mechanisms.

D. International organizations' projects offered in the Jordan Valley fall short of meeting the economic growth requirements of the local community and designated regions.

1.6 Methodology of the Study

The research methodology is based on the mixed method approach where both quantitative and qualitative data will be generated and later analyzed.

Qualitative Data: This would involve collecting data from a sample of stakeholders, such as local village councils order to obtain their perspectives on the role of INGOs in the sustainable development process in the Jordan Valley region. A semi-structured interview (or focus groups meeting) will be conducted to achieve this purpose. The results of this tool will be analyzed thematically based on the most frequent topics and themes raised by the respondents.

Quantitative Data: The researcher will collect data through developing a questionnaire and distributing it to the INGOs working in the Jordan Valley region. It will be developed based on the existing literature. Besides, it will test by related experts to check its reliability and validity. The results of the study will be analyzed using the SPSS.

1.7 Research Tools: Study area, sample size.

Study area: The study investigates the strategic planning role in the development process in the Jordan Valley. Thus, it will draw on the frameworks and literatures of the Management discipline and the Humanities in its general sense.

The research sample will include all managers and employees of INGOs and village councils in the Jordan Valley who participate in the strategic planning process. Additionally, representatives of these organizations will be also interviewed as part of the study.

Chapter Two

Theoretical Framework and Literatures Review

Strategic plans and Sustainable Development

2.1 Introduction

2.2 Definition of Strategy

2.3 Strategic Planning

2.4 Planning and Strategic planning process

2.5 Involvement of local communities and stakeholders

2.6 Principles of Sustainable development

2.7 The Sustainable Development Goals (SDGs)

2.8 Literatures Review

2.9 Summary

Theoretical Framework

Strategic Plans and Sustainable Development

2.1 Introduction

An international non-governmental organization (INGO) is an organization which is independent of government involvement and extends the concept of a non-governmental organization (NGO) to an international scope.

An INGO may be founded by private philanthropy, such as the Carnegie, Rockefeller, Gates and Ford Foundations, or as an adjunct to existing international organizations, such as the Catholic or Lutheran churches. A surge in INGOs for economic development occurred during World War II, some of which would later become large organizations like SOS Children's Villages, Oxfam, Catholic Relief Services, Care International, World Diplomacy Organization or World Diplomatic for Justice and Peace Organization and Lutheran World Relief. The number of INGOs grew from 6,000 in 1990 to 26,000 in 1999, and a 2013 report estimated about 40,000. Diogo et al. (2015)

In the current global interconnected era, sustainable development has become a priority for international organizations due to pressing environmental concerns. Strategic plans have emerged as valuable tools for directing activities towards achieving sustainable development goals. This chapter focuses on examining the significance of strategic plans within the context of international organizations' involvement in sustainable development processes, using the Jordan Valley as a case study.

The chapter aims to establish a solid theoretical foundation for understanding the dynamics and implications of strategic planning in international organizations working

towards sustainable development. It reviews key concepts, ideas, and empirical research to provide a comprehensive overview.

It begins with an introduction to sustainable development, emphasizing its three interconnected pillars: environmental, social, and economic. The chapter highlights the need for long-term development interventions in regions like the Jordan Valley, which face complex challenges such as water scarcity, environmental degradation, and socioeconomic inequality. Existing literature is examined to build a thorough understanding of the theoretical basis of sustainable development and its relevance to international organizations.

Next, the chapter explores the conceptual framework of strategic planning in the context of multinational organizations. It delves into various theories and models that support strategic planning processes, emphasizing essential topics such as goal setting, stakeholder participation, resource allocation, and performance measurement. This section lays the groundwork for assessing the role of strategic planning in driving sustainable development initiatives undertaken by international organizations in the Jordan Valley.

Furthermore, the chapter explores the unique environment of the Jordan Valley as a case study to investigate the importance of strategic plans in sustainable development processes. It provides an overview of the region's distinct natural, socioeconomic, and political characteristics, emphasizing its significance as a critical area for sustainable development interventions. Relevant literature and empirical investigations are examined to identify specific challenges and opportunities associated with sustainable development in the Jordan Valley.

Finally, the chapter proposes a theoretical framework that integrates sustainable development, strategic planning, and the Jordan Valley setting. It seeks to offer a comprehensive understanding of the role of strategic plans for international organizations involved in the sustainable development process of the Jordan Valley, synthesizing existing knowledge and perspectives. The analysis presented in this chapter aims to contribute to the broader discourse on sustainable development and provide valuable insights for policymakers, practitioners, and scholars working towards a more sustainable future.

2.2 Definition of Strategy

According to Nickols (2016), strategy serves as a bridge between policy and tactics, aligning goals and methods. Mintzberg (1994) describes strategy as a plan, a "how," outlining the path from the present state to the desired outcome. In essence, strategy represents a planned set of actions designed to achieve specific goals, specifying the desired objectives and the means of attaining them (Nicols, 2012). It plays an essential part in molding the future of organizations over a long period and determining the necessary actions to accomplish strategic objectives. (Thomas, 2005). Strategy formation involves more than articulating concepts; it entails convincing and motivating various actors within a governance landscape to adopt and implement project ideas. The process of strategy creation evolves over time, marked by various phases such as idea filtration, strategy framing, generation of mobilizing energy, and the potential for transformative impact (Healey, 2007).

The researcher's opinion on defining strategy appears to emphasize the importance of clarity and specificity in articulating and implementing strategic plans. They likely

believe that a well-defined strategy is crucial for the success of organizations or initiatives, particularly in the context of international non-governmental organizations (INGOs) involved in sustainable development projects. This opinion aligns with common best practices in strategic management, where a clear and focused strategy can help organizations achieve their goals more effectively. It suggests that a well-defined strategy can serve as a guiding framework for INGOs, helping them align their efforts with specific objectives, such as those related to sustainable development.

2.3 Strategic Planning

Strategic planning refers to the overall planning that enables effective process management by clarifying intended accomplishments and outlining the approach for achieving them. It is employed when the strategic framework of an organization or project needs to be defined, clarified, or consolidated. Strategic thinking and management heavily rely on planning, as it allows teams to creatively contemplate the organization's focus and direction. By working together on a strategic plan, decisions can be made regarding the optimal utilization of available resources (Thomas, 2005). Common causes for initiating a strategic planning process, as stated by Rodriguez (2009), include the following:

1. Responding to crisis situations,
2. Resolving management issues,
3. Engaging in city and diplomatic activities.

The researcher strongly believes that effective strategic planning is essential for the success and impact of International Non-Governmental Organizations (INGOs) in sustainable development. Their perspective underscores several key points:

1. **Alignment:** Strategic planning should closely align with an organization's mission, vision, and goals, particularly in the context of sustainable development. This alignment ensures that efforts are purposeful and geared towards meaningful outcomes.
2. **Customization and Responsiveness:** Strategic plans must be adaptable and responsive to the specific needs, challenges, and opportunities of the communities and regions where INGOs operate. This flexibility enables more effective interventions.
3. **Community-Centric Approach:** The researcher advocates for a community-centric approach, emphasizing the involvement of local stakeholders and communities in the strategic planning process. This participatory approach ensures that strategies reflect local insights and priorities.
4. **Government Engagement:** They stress the importance of engaging with governmental authorities to secure support, policy alignment, and regulatory cooperation, enhancing the effectiveness and sustainability of INGO projects.
5. **Transparency and Accountability:** The researcher places a strong emphasis on transparency and accountability in strategic planning and implementation. This builds trust with local stakeholders and ensures efficient resource utilization.
6. **Adaptability:** Recognizing the dynamic nature of the regions where INGOs work, adaptability and flexibility in strategic planning are deemed essential.

Plans should evolve in response to changing economic, environmental, and political factors.

2.4 Planning and Strategic planning process

Strategic planning differs from other types of planning in several ways. While normal planning focuses on setting clear and achievable goals in a short period, strategic planning aims to accomplish ambitious long-term goals that require the involvement of the entire community. Strategic planning seeks to shape the future, while regular planning focuses on predicting the future. Additionally, strategic planning extends beyond the local context to include the international environment (UN Habitat, 2007).

Strategic urban planning also distinguishes itself from conventional approaches such as master plans or comprehensive development plans. It follows a decentralized and process-oriented approach, involves stakeholders, and integrates planning, budgeting, and implementation. In contrast, conventional planning tends to be centralized, product-oriented, and rigid, relying on data rather than stakeholder engagement. UN Habitat, (2007) highlighted the following two distinctions:

- Strategic planning seeks to affect the future, whereas ordinary planning seeks to forecast the future.
- Planning is frequently connected with the regular local context, whereas strategic planning extends to the international environment.

Strategic urban planning differs from traditional approaches to urban planning such as master plans or comprehensive development plans. Table 1 shows the differences between the two approaches.

Table (1): Strategic Planning and conventional Planning approach

Strategic Planning	Conventional Planning
Decentralized approach (bottom-up)	Centralized approach (top-down)
Process-oriented and action-oriented	Product oriented
Flexible	Rigid
Starts with consensus on issues	Begins with an agreement on the authority and ability to enforce power
Planning budgeting and implementation integrated	Planning separated from implementation (and therefore, budgeting)
The focus is on identifying and addressing crucial issues, aiming for sustainable and well-balanced long-term urban development	Comprehensive
Strong assessment of internal and external environment (situation)	Restricted or influenced by political factors
Expect new trends, discontinuous and surprises	The present trends will persist in the future
Interactive with a range of stakeholders	Relies predominantly on data instead of actively involving stakeholders
Political/multi-stakeholder awareness and involvement	An administrative focus and understanding
Implementation by empowerment	Implementation by directive

Source: (Majdoub, 2016)

Outputs of Strategic Planning: The outputs of strategic planning include a strategic plan, a medium-term plan, and short-term plans. The strategic plan encompasses the organization's philosophy, regulations, goals, and timeframes. The medium-term plan focuses on key areas of activity and is prepared at the middle management level for a duration of 3 to 7 years. Short-term plans provide specific guidelines for immediate actions (Khamis, 1999).

2.5 Involvement of local communities and stakeholders

According to Foucault, he envisioned a society where every individual, regardless of their position, could have a comprehensive understanding of the entire society. He hoped that people would be able to connect with one another, overcome barriers, and allow collective opinions to influence everyone (Foucault, 1980, p. 11).

Many countries, including those in the developing world, are now incorporating public engagement into their planning processes, going beyond mere hearings. The aim is to enable citizens to contribute, comment, update, and evaluate materials throughout the entire process. This approach, known as the participation ladder, can take different forms: level 1: informing, level 2: consulting, level 3: involving, level 4: cooperating, and level 5: empowering. Citizen participation is considered crucial in various urban planning initiatives and projects (Sameh, 2011).

When citizens are involved in defining their needs, setting priorities, and formulating strategies, there is a higher likelihood of developing sustainable, viable solutions that are willingly embraced by the community. Techniques such as stakeholder analysis, city consultations, and working groups can be employed to enhance public participation in urban decision-making (Majdouba, 2016, p. 22).

The researcher believes in the importance of enhancing the involvement of village councils and local communities in decision-making processes related to economic growth projects. They believe that a more inclusive and collaborative approach, where the voices and perspectives of these stakeholders are given greater consideration, would lead to more effective and sustainable outcomes.

Public participation can be categorized into three types (Majdouba, 2016, p. 23):

1. Bottom-up decision-making process: Here, the focus is not solely on achieving quantitative development targets but rather on the process itself. The objective is to gain more control over resources and regulations, allowing people to be actively involved in the design, construction, management, and maintenance of their homes.
2. Tool in a bottom-up decision-making process: Public participation serves as a tool within a decision-making process that starts from the grassroots level.
3. Co-determination: This is the most extreme form of participation, where concerned and interested stakeholders are given the opportunity to participate in decision-making from the inception, execution, and implementation stages of a proposition.

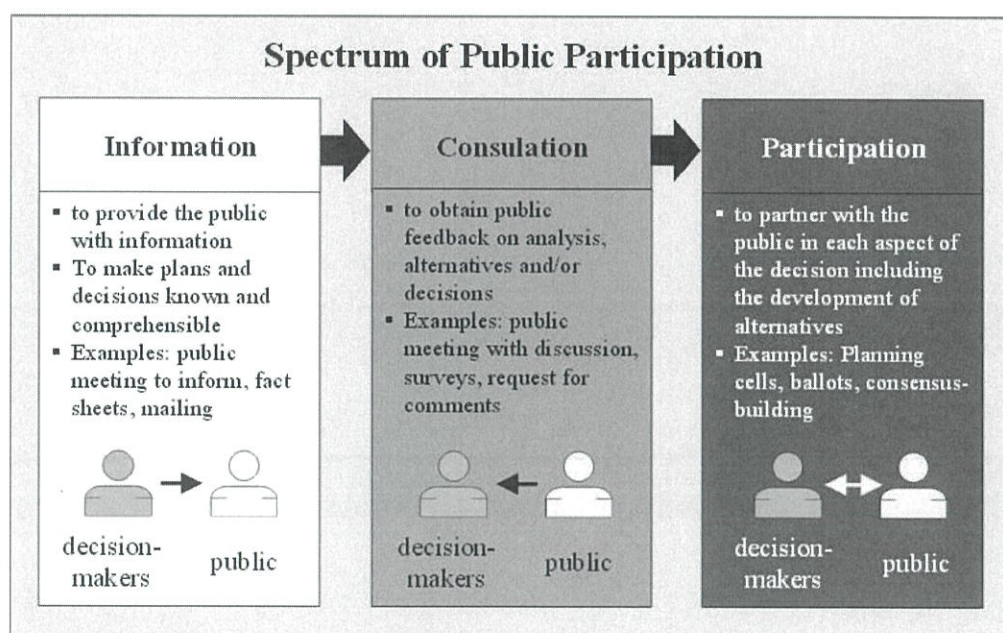


Figure 1: Spectrum of Public Participation (Majdouba, 2016)

Objectives of Public Participations

Jean-Jacques Rousseau emphasized the psychological impact of participation, highlighting the dynamic relationship between institutional mechanisms and the psychological well-being of individuals involved. Consequently, planners increasingly recognize that public participation is not only essential for achieving democracy but also crucial for developing viable and acceptable solutions to community design and planning challenges. (Majdoubia 2016, p. 24)

Extensive research has extensively documented the advantages of inclusive community participation in. Some of these benefits include: (Majdoubia 2016, p. 24)

- Fostering a sense of commitment and empowering citizens to negotiate and manage projects effectively.
- Enhancing user satisfaction by bridging the gap between expectations and outcomes.
- Empowering citizens, making them feel more valued and aware of the importance of working together for the common good.
- Leveraging local resources and skills to improve the cost efficiency of activities and projects.
- Increasing the effectiveness of programs and projects by ensuring they are based on a deep understanding of local issues and can more effectively meet local needs.

- Facilitating the identification of initiatives aligned with the community's needs and goals, including those of marginalized groups such as ethnic minorities and women.
- Promoting interethnic tolerance and collaboration, while also advancing gender equality and equity by providing equal opportunities for men and women to participate in activities and projects.

The researcher concurs with this pattern and underscores, based on the interviews conducted, the importance of involving the public in the effective planning and execution of projects. This inclusion enhances the capacity to address potential challenges that may impact project success and facilitates the discovery of viable solutions.

2.6 Principles of Sustainable development

The revised vision for sustainable development in the United Kingdom builds upon the principles that guided the country's 2005 sustainable development plan. These principles recognize the interdependence of the economy, society, and the environment, and emphasize the importance of good governance and scientific knowledge. Sustainable policies should adhere to all five principles, although some policies may prioritize certain principles over others. (THOMAS, 2005).

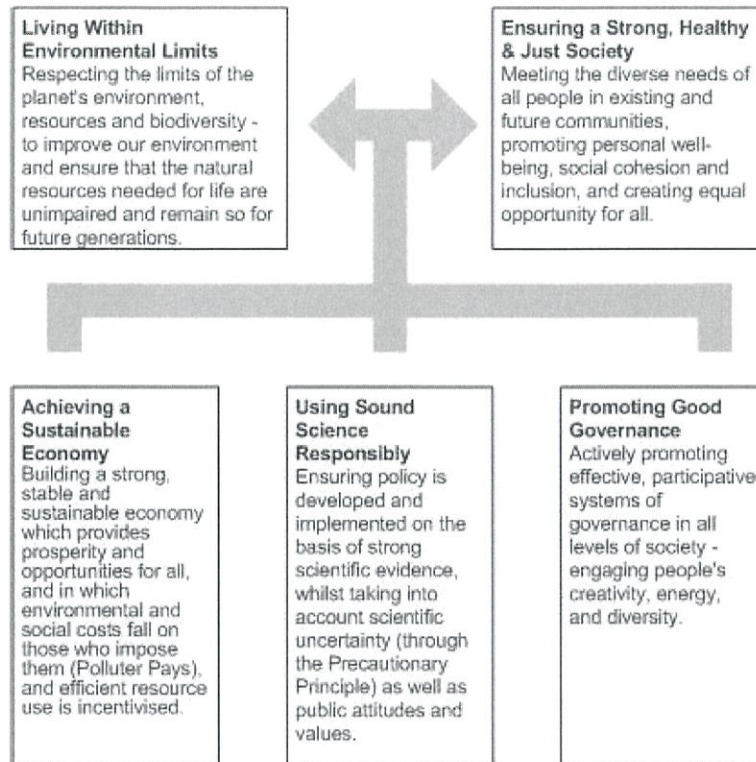


Figure 2: Principles of sustainable development (UK, 2005)

The government's growth reviews aim to set the UK on a path of strong, sustainable, and balanced growth by considering the long-term environmental and social implications of economic development. (THOMAS, 2005).

This confirms the researcher's findings that a more robust partnership between the INGOs' and village councils would be instrumental in ensuring that projects are not only implemented effectively but also aligned with the long-term development goals and aspirations of the local communities. This would contribute to greater sustainability and lasting impact.

The researcher's perspective on sustainable development underscores the importance of recognizing the interconnectedness of economic, social, and environmental factors. They emphasize a long-term focus that safeguards the interests of future generations and prioritizes equity and social inclusion to reduce disparities. Responsible environmental stewardship and active community and stakeholder engagement are crucial. They advocate for adaptive management, global responsibility, and a holistic approach to address multifaceted challenges and promote integrated and effective solutions for sustainable well-being.

2.7 The Sustainable Development Goals (SDGs)

The 2030 Agenda for Sustainable Development was adopted by the UN General Assembly in 2015, comprising 17 Sustainable Development Goals (SDGs) and 169 targets. The SDGs represent a global agreement to eradicate poverty and create a more equitable, just, and sustainable world. The goals were developed through an inclusive process involving national governments and citizens worldwide.

This study focuses on exploring the role of international non-governmental organizations (INGOs) in contributing to the achievement of the SDGs, specifically Goal 8 related to decent work and economic growth. Goal (8) seeks to promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. (FAO, 2015).

According to the FAO 2015, The Sustainable Development Goal (SDGs'), "Decent Work and Economic Growth," focuses specifically on promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. To monitor progress toward this goal, several specific indicators have been

established by the United Nations. These indicators help assess various aspects of decent work and economic growth. Here are some key indicators for SDG "Decent Work and Economic Growth":

1. Growth of Real GDP per Capita: This indicator measures **the annual growth rate of real** Gross Domestic Product (GDP) per capita, reflecting the economic well-being of the population.
2. Employment-to-Population Ratio: This ratio assesses the proportion of a country's working-age population (typically ages 15-64) that is employed. It provides insights into the extent of employment opportunities.
3. Unemployment Rate: The unemployment rate measures the percentage of the labor force that is unemployed and actively seeking employment. It helps evaluate labor market conditions.
4. Youth Unemployment Rate: Focusing on the unemployment rate among young people (typically aged 15-24) is crucial, as youth unemployment can have long-term consequences for economic growth and social stability.
5. Informal Employment as a Percentage of Non-Agricultural Employment: Informal employment often lacks social protection and job security. This indicator assesses the extent of informal employment in non-agricultural sectors.
6. Average Hourly Earnings of Employees: This indicator measures the average earnings of wage and salaried workers, providing insights into income levels and wage equality.
7. Labor Productivity, GDP per Hour Worked: Labor productivity is a key driver of economic growth. This indicator measures the GDP produced per hour worked.

8. Incidence of Child Labor: Monitoring the prevalence of child labor helps ensure that children are protected and can access quality education.
9. Social Protection Coverage: The percentage of the population covered by social protection systems, including unemployment benefits, pensions, and healthcare, is essential for ensuring economic security.
10. Proportion of Informal Employment in Total Employment: This indicator specifically looks at the share of informal employment in the total labor force, including both agricultural and non-agricultural sectors.
11. Average Income of the Bottom 40% of the Population: This metric assesses income distribution and the well-being of the most vulnerable segments of society.
12. Extent of Global Resource Flows to Developing Countries: This indicator examines the extent of international financial support, including official development assistance (ODA) and foreign direct investment (FDI), directed toward developing countries to support economic growth.
13. Access to Financial Services: Measuring the percentage of adults with access to financial services, such as banking and credit, can support economic growth by increasing access to capital.
14. Green Jobs as a Percentage of Total Employment: This indicator reflects the extent to which economic growth is environmentally sustainable by measuring the share of employment in "green" sectors.

These indicators collectively provide a comprehensive framework for monitoring progress toward SDG (8) and evaluating the achievement of decent work and sustainable economic growth on a global scale. Countries can use these indicators to

tailor policies and initiatives to address specific challenges and promote inclusive and sustainable development.

The researcher places significant importance on the Sustainable Development Goals (SDGs), particularly highlighting the goal of "Decent Work and Economic Growth." Their analysis underscores that this goal serves as a linchpin for achieving broader sustainability objectives. They argue that promoting decent work and sustainable economic growth not only fosters financial stability but also contributes to social equity, environmental responsibility, and overall well-being. This goal, in their view, represents a crucial pathway to address interconnected global challenges and create a more sustainable and equitable future.

2.8 Literatures Review

The strategic plans of international organizations in Palestine are recent and not very abundant, conditioned by the political situation that has prevailed. To do so, plans and programs must be developed to connect international plans and implement them at the local and regional levels. The Jordan Valley regional plan also aims to approach various development issues to propose appropriate solutions for them in accordance with a future vision for the region's development that is set up through sectoral policies and development programs and plans that lead and direct the development process in the coming years.

Related Studies

In a similar study, Fritzsche and Nasir (2021) investigated the role of INGOs in promoting sustainable development in fragile contexts. The study found that INGOs play a significant role in promoting sustainable development in fragile contexts through their various programs and projects. However, the study also highlighted the challenges

of working in such contexts, including security risks, lack of institutional capacity, and limited resources. The study recommended that INGOs work closely with local communities and stakeholders and tailor their strategies to local conditions to ensure the effectiveness and sustainability of their projects.

Al-Adwan and Al-Azzam (2020) - This study investigated the role of international organizations in promoting sustainable development in the Jordan Valley. The study found that INGOs play an important role in promoting sustainable development in the region through their strategic plans. However, the study also emphasized the need for increased cooperation and coordination between INGOs and local communities to ensure the sustainability of their projects. The study recommended that INGOs involve local communities in the decision-making process and collaborate with local authorities to ensure the sustainability of their projects.

In a related context, Alqawasmi and Al-Smadi (2020) explored the role of INGOs in promoting sustainable development in the Middle East, with a focus on Jordan. The study found that INGOs play a significant role in promoting sustainable development in the region through their programs and projects. However, the study also emphasized the need for increased collaboration and coordination between INGOs and local communities to ensure the sustainability of their projects. The study recommended that INGOs involve local communities in the decision-making process and collaborate with local authorities to ensure the sustainability of their projects.

Baumann and Wildemeersch (2019) - This study examined the role of NGOs in promoting sustainable development globally. The study found that NGOs play a significant role in promoting sustainable development through their various activities, including advocacy, service delivery, and capacity building. The study emphasized the

need for increased collaboration and coordination between NGOs, governments, and other stakeholders to ensure the effectiveness and sustainability of their activities.

In a study conducted by Kim (2019) the focus was on investigating how international non-governmental organizations (INGOs) contribute to promoting sustainable development in South Korea. The findings indicated that INGOs have a vital function in advancing sustainable development in the country by implementing their programs and projects. However, the study also emphasized the importance of strengthening the cooperation and coordination between INGOs and local communities to ensure the long-term sustainability of their initiatives. To address this concern, the study suggested that INGOs should engage local communities in decision-making and closely collaborate with local authorities to ensure the sustainability of their projects.

Moreover, Al-Hinti et al. (2019) emphasized the importance of INGOs' strategic plans in addressing the challenges of sustainable development in the Jordan Valley. The study found that INGOs' strategic plans should be based on the principles of partnership, participation, and empowerment to achieve the desired outcomes. The authors highlighted the need for INGOs to collaborate with local governments, NGOs, and other stakeholders in the development and implementation of their strategic plans.

A study of Sahin and Ulucak (2019) about investigated the role of INGOs in achieving sustainable development goals in the Middle East, with a focus on the Jordan Valley. The study found that INGOs' strategic plans are crucial for achieving sustainable development in the region. It emphasized the need for increased collaboration between INGOs and local authorities to ensure the sustainability of their projects. The study recommended that INGOs involve local communities in the development and implementation of their strategies to ensure their effectiveness and sustainability. The

study further recommended that INGOs establish partnerships with local organizations to ensure the sustainability of their projects.

Al-Atrash et al. (2018) - This study examined the role of INGOs' strategic plans in promoting sustainable development in the Middle East. The study found that INGOs' strategic plans are essential for promoting sustainable development in the region. It emphasized the need for INGOs to develop strategies that are tailored to local conditions and involve local communities in the development and implementation process. The study recommended that INGOs involve local communities in the development and implementation of their strategies to ensure their effectiveness and sustainability.

Ahsan and Mustafa (2018) conducted a study to explore the role of INGOs in promoting sustainable development in Jordan. The study found that INGOs play a significant role in addressing environmental and social issues in the country through their strategic plans. However, the study also highlighted the need for increased collaboration between INGOs and local communities to ensure the sustainability of their projects. The study recommended that INGOs involve local communities in the decision-making process and collaborate with local authorities to ensure the sustainability of their projects.

AbouAssi (2018) also examined the role of INGOs in promoting sustainable development in Lebanon. The study found that INGOs play a crucial role in promoting sustainable development in Lebanon through their various programs and projects. However, the study also highlighted the need for increased coordination and collaboration between INGOs and local authorities to ensure the sustainability of their projects. The study recommended that INGOs involve local communities in the

development and implementation of their strategies to ensure their effectiveness and sustainability.

Abou-Hamour (2018) conducted study examined the role of international organizations in achieving sustainable development goals in the Jordan Valley. The study found that international organizations play a crucial role in achieving sustainable development goals in the Jordan Valley. It also highlighted the need for international organizations to coordinate their efforts with local authorities to ensure the sustainability of their development projects. The study recommended that international organizations involve local communities in the development and implementation of their strategies to ensure their effectiveness and sustainability.

In another study, Al-Jubari et al. (2017) investigated the role of INGOs' strategic plans in promoting sustainable development in the Jordan Valley. The study found that INGOs' strategic plans have a significant impact on achieving sustainable development in the region. The authors identified several factors that affect the success of INGOs' strategic plans, including the level of community involvement, the extent of collaboration with local governments, and the availability of resources.

A study conducted by Pearce and Kay (2016) found that INGOs' strategic plans are essential in facilitating sustainable development in the Jordan Valley. The authors highlighted that INGOs' strategic plans should incorporate the principles of sustainability, including social, environmental, and economic aspects, to achieve the desired outcomes. The study also emphasized that the involvement of local communities and stakeholders is critical in the development and implementation of INGOs' strategic plans.

EcoPeace Middle East published a master plan in (2015) for sustainable development in the Jordan Valley, with the main goals of promoting peace, prosperity, and security in the region. The plan focuses on sectoral development objectives such as sustainable tourism, water management, pollution control, sustainable energy and infrastructure, ecological rehabilitation, and sustainable agriculture. Special emphasis is placed on national water balances for Palestine, Jordan, and Israel.

Al-Ali (2011) conducted a study on living conditions of marginalized social groups in the northern governorates of West Bank, finding significant contributions from foreign organizations to social development. Foreign organizations face obstacles from the Israeli occupation, and their administrative and legal framework is in the second level, while their focus is on the third level. The study found varying levels of activity from foreign organizations across different sectors. Foreign organizations are also working to provide clear objectives in accordance with their home country's statutes.

Similarly, Hamdan, (2010) conducted a study on the role of financially funded international institutions in Palestine in reformulating the Palestinian space. The study found that the system of international aid undermines local leadership and agendas, as decisions about resources are in the hands of non-locals. The study focused on major donor programs and found that the US Agency for International Development has the first decision-making authority regarding disbursement and aims to create a realistic developmental impact using its experts in projects. However, this system makes Palestinians based on the role of an intermediary contractor rather than a planner, which reduces their engagement in decision-making.

Thaher (2010) conducted a study on the impact of American aid on development in Palestine. The study found that the United States aims primarily to achieve its own goals and interests through aid provided to the Palestinian Authority and uses aid as a pressure and bargaining tool. The Palestinian Authority lacks a clear development plan, and development takes place randomly at the expense of other sectors. The American administration does not allow the Palestinians to invest aid in productive projects that would enable the Palestinian Authority to dispense with future funding and implement development policies without conditions or obligations imposed by donors.

JICA (2009) also conducted study focused on improving the local government system in Jericho and the Jordan Valley with the support of JICA and several Palestinian ministries. The plan was medium-term, developed by local authorities, and divided into four groups. The study aimed to review the needs of local authorities and develop proposals for public projects in coordination with the Ministry of Local Government, encourage local government bodies, and provide common public services through joint councils and in coordination with relevant central government ministries.

A study of Hamid (2009) about the development of local authorities in the Jericho and Jordan Valley region. The study aimed to assess the reality of local authorities by analyzing and evaluating their stages of development, identifying obstacles and difficulties they face, and strengthening their role in the development process. The study found that the local authorities face difficulties in meeting the needs of citizens due to their inability to perform their roles and tasks. The Palestinian local authorities' law of 1997 was found to be inadequate for the current reality in the study area and lacked the necessary flexibility to face various challenges and developments. The study relied on a

descriptive survey approach and analytical approach using available information and data from various sources.

In a related context, JICA (2006) conducted a study to identify the needs for the development of local authorities in the Jericho region and the Jordan Valley. The study included a description of the region's geography and demographics and found that residents in the area are in urgent need of development and improvement of basic services. The study also found that there is a lack of interest from Palestinian Authority institutions, as well as international and local institutions, in supporting and strengthening the resilience of citizens in their regions.

The KRI International Corp and Nippon Koei Co., Ltd (2005) conducted a study on regional development in the Jericho region at the request of the Palestinian National Authority. The study aimed to develop a regional development plan to promote peacebuilding in Palestine, with a focus on priority sectors such as the productive sector, social services, infrastructure, and economic development. The study resulted in the implementation of three technical cooperation projects by the JICA Foundation in the areas of local government administration, maternal and child health, and solid waste management. The study also aimed to produce an integrated regional development plan, capacity development, and technology transfer.

Through investigation of the existing literatures, regarding role of the Role of INGOs' Strategic Plans in the Sustainable Development Process in the Jordan Valley reveals that there is a dearth in the studies conducted in such a context. Although there are several studies that target in Palestine very few of these studies have addressed Jordan valley region.

In addition, many of the studies reviewed are old and do not cover the research aspects comprehensively, and there is a contradiction between the strategic dimension of INGOs' and what is being implemented on the ground.

Furthermore, the previous literatures on pays particular attention to the concepts of international institutions and development and their role in society, and previous studies agreed that international aid is linked the prevailing political situation in Palestine, and that any change in the peace process is matched by a change in international support for Palestine,

The previous studies have unanimously agreed that international funding for Palestine is not based on national plans development, but linked to political goals that serve its interests in the region, and not to harm Israel.

In addition, most of the results of previous studies indicate the main obstacle to the work of international institutions operating in Palestine, which is the Israeli occupation, and it is expected that this obstacle will also be one of the results of this study.

Accordingly, this study tries to contribute to fill the gap particularly investigating the role of the Role of INGOs' Strategic Plans in the Sustainable Development Process.

In conclusion, the literature suggests that INGOs' strategic plans play a crucial role in promoting sustainable development in the Jordan Valley. These plans should incorporate the principles of sustainability and involve local communities and stakeholders in their development and implementation. Collaboration with local governments, NGOs, and other stakeholders is also essential in achieving sustainable development in the region.

2.9 Summary

In this chapter, we have examined the idea of Strategic Planning, which is founded on public engagement and guided by a clear vision. Florian Steinberg (2005) defines strategic planning as a process that enables public and private stakeholders to articulate their initiatives and work together to achieve synergistic urban development. Additionally, the chapter has provided an overview of the Sustainable Development Goals (SDGs), with a specific focus on Goal (8).

Chapter Three

The Jordan Valley: Context and Challenges

3.1 Introduction to the Jordan Valley region

3.2 Socio-economic, environmental, and developmental challenges in the Jordan Valley

3.3 Stakeholders and actors involved in sustainable development efforts.

3.4 Previous initiatives and interventions in the Jordan Valley

3.5 Importance of sustainable development in the Jordan Valley

3.1 Introduction to the Jordan Valley region

The Jordan Valley holds immense importance on the Palestinian side, both historically and in the contemporary context. Situated in the eastern part of the West Bank, the Jordan Valley stretches along the border with Jordan, encompassing lush agricultural lands, strategic water resources, and diverse ecosystems. The region has been a focal point of political disputes, land control, and development challenges, making it a complex and significant area for sustainable development efforts. Understanding the socioeconomic, environmental, and political dimensions of the Jordan Valley in the Palestinian context is crucial for comprehending the role of international non-governmental organizations (INGOs) in promoting sustainable development and addressing the unique challenges faced by the local communities.

3.2 Socio-economic, environmental, and developmental challenges in the Jordan Valley

According to UNDP (2020), The Jordan Valley on the Palestinian side is characterized by a complex web of social, economic, environmental, and developmental challenges that significantly impact the region's prospects for achieving sustainable development. This unique area, home to diverse communities and ecosystems, faces multifaceted obstacles that hinder progress and exacerbate existing vulnerabilities. Issues such as restricted access to land and resources, water scarcity, economic marginalization, high unemployment rates, and environmental degradation pose significant hurdles to the well-being and prosperity of the local population. Addressing these challenges requires a concerted effort from various stakeholders, including

international non-governmental organizations (INGOs) that play a vital role in driving sustainable development through their strategic plans and interventions.

The strategic plans of international NGOs serve as important tools in addressing the socio-economic, environmental, and developmental challenges faced by communities in the Jordan Valley. These plans outline the goals, objectives, and strategies through which INGOs aim to contribute to sustainable development in the region. By aligning their interventions with the local context, INGOs can address pressing social issues, promote economic empowerment, safeguard the environment, and foster inclusive development. Moreover, their strategic plans often emphasize collaboration with local stakeholders, capacity building, and knowledge sharing, thereby empowering communities to actively participate in shaping their own sustainable development trajectories. (UNDP, 2020)

Land and Resource Access: Limited access to land and resources is a significant challenge in the Jordan Valley. Palestinians face restrictions on land use, settlement expansion, and access to water resources, affecting their livelihoods and economic opportunities (UNCTAD, 2013; MAS, 2014). The strategic plans of INGOs can address this challenge by promoting equitable access to land and resources, supporting sustainable agriculture practices, and advocating for land rights and water rights for local communities.

Water Scarcity and Inequitable Distribution: Water scarcity is a pressing challenge in the Jordan Valley, exacerbated by inequitable water distribution due to Israeli policies. Palestinians face difficulties accessing sufficient water resources for domestic use and agriculture (Palestinian Water Authority, 2013; ARIJ, 2013). INGOs' strategic plans can contribute to addressing this challenge by implementing water

management projects, promoting water conservation practices, and advocating for equitable water rights and access.

Economic Marginalization and Unemployment: Economic marginalization and high unemployment rates are significant challenges in the Jordan Valley. Palestinians face limited job opportunities, economic restrictions, and dependency on external aid (World Bank, 2019; PCBS, 2020). INGOs can contribute to addressing these challenges by implementing income-generating projects, promoting entrepreneurship and vocational training, and supporting sustainable economic development initiatives.

Environmental Degradation: Environmental degradation poses a significant challenge in the Jordan Valley, resulting from unsustainable agricultural practices, waste management issues, and pollution from industrial activities (PENGON, 2018; UNEP, 2017). INGOs can address this challenge by implementing environmental conservation projects, promoting sustainable agriculture and waste management practices, and raising awareness about environmental protection among local communities.

Developmental Challenges: The Jordan Valley faces developmental challenges related to infrastructure, governance, and institutional capacity. Limited access to basic services, weak governance structures, and capacity gaps hinder sustainable development efforts (EU, 2016; HRW, 2020). INGOs' strategic plans can contribute to addressing these challenges by supporting infrastructure development, capacity building initiatives, and promoting good governance practices.

3.3 Stakeholders and actors involved in sustainable development efforts.

Sustainable development efforts in the Jordan Valley involve a wide range of stakeholders and actors who play essential roles in shaping and implementing initiatives to address social, economic, environmental, and developmental challenges. These stakeholders include local communities, international non-governmental organizations (INGOs), the Palestinian Authority (PA), and international donors and development agencies. Their collaborative efforts and engagement contribute to the promotion of sustainable practices and the achievement of sustainable development goals in the region.

Local Communities

The local communities residing in the Jordan Valley are primary stakeholders in sustainable development efforts. These communities consist of Palestinian farmers, herders, residents of villages and towns, and indigenous groups. They rely on agriculture, livestock, and natural resources for their livelihoods. Local communities have traditional knowledge and practices that contribute to sustainable land use and resource management (PHG, 2020; Abu-Rish & Zweiri, 2018).

International Non-Governmental Organizations (INGOs)

INGOs operating in the Jordan Valley are critical actors in sustainable development efforts. These organizations bring technical expertise, resources, and funding to implement projects and initiatives that address various challenges. INGOs work closely with local communities, government agencies, and other stakeholders to design and implement programs related to water management, agricultural

development, livelihood support, capacity building, and environmental conservation. They often collaborate with local organizations and engage in advocacy work to promote sustainable practices and policies (Oxfam, 2019; GIZ, 2018).

Palestinian Authority

The Palestinian Authority (PA) plays a significant role in sustainable development efforts in the Jordan Valley. It provides policy guidance, coordinates development initiatives, and oversees governance and infrastructure development. The PA's Ministry of Agriculture and Ministry of Local Government, along with other relevant ministries, work towards sustainable agricultural practices, land management, infrastructure development, and environmental protection. The PA also collaborates with INGOs, local communities, and international stakeholders to promote sustainable development goals (PCBS, 2020; Palestinian National Authority, 2017).

International Donors and Development Agencies

International donors and development agencies, such as the European Union, United Nations agencies, and bilateral aid organizations, provide financial support, technical expertise, and capacity-building assistance in sustainable development efforts. They contribute to infrastructure development, agriculture and rural development, water management, education, and healthcare projects. These stakeholders work in collaboration with local authorities, INGOs, and the Palestinian Authority to promote sustainable development and address socio-economic challenges (EEAS, 2021; UNDP, 2020).

3.4 Previous initiatives and interventions in the Jordan Valley

International non-governmental organizations (INGOs) have played a significant role in implementing initiatives and interventions to address various challenges in the Jordan Valley on the Palestinian side.

Over the years, INGOs have implemented various initiatives in the Jordan Valley to promote sustainable agriculture and rural development. Oxfam, for example, launched the "Palestinian Market Development Program" to improve the livelihoods of small-scale farmers by enhancing their access to markets and providing training on sustainable farming practices (Oxfam, 2019). These interventions have contributed to increased agricultural productivity, strengthened local food systems, and improved socio-economic conditions for farmers in the region.

In addition to agriculture, water management and conservation have been key areas of focus for INGOs operating in the Jordan Valley. The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) has been actively involved in implementing projects to improve water resource management and enhance the capacity of local water management institutions (GIZ, n.d.). These initiatives aim to address water scarcity, promote efficient water use, and ensure sustainable water management practices in the region.

Furthermore, INGOs have implemented programs aimed at supporting livelihoods and promoting economic empowerment in the Jordan Valley. The Near East Foundation (NEF) has carried out projects focused on enhancing the economic resilience of vulnerable communities through vocational training, small business development, and microfinance support (NEF, n.d.). These interventions aim to create

income-generating opportunities, reduce poverty, and improve the economic well-being of local communities.

In the realm of environmental conservation and natural resource management, several INGOs have focused their efforts in the Jordan Valley. The Applied Research Institute - Jerusalem (ARIJ) has implemented projects to rehabilitate degraded lands, conserve biodiversity, and promote sustainable land use practices (ARIJ, n.d.). These initiatives aim to protect ecosystems, preserve biodiversity, and promote the sustainable use of natural resources in the region.

These previous initiatives and interventions by INGOs in the Jordan Valley have made significant contributions to sustainable development, addressing socio-economic, environmental, and developmental challenges. They exemplify the importance of strategic plans implemented by INGOs in fostering sustainable practices and achieving positive and lasting impacts in the pursuit of sustainable development goals.

The researcher believes that achieving the goal of decent work and economic growth in the Jordan Valley region can be achieved through recognizing the historical efforts to address economic development challenges in the region. INGOs have undertaken various projects aimed at improving livelihoods, fostering entrepreneurship, and enhancing economic opportunities for local communities. By aligning these past interventions with the SDG, we can identify common objectives and areas of impact. These initiatives have laid the foundation for sustainable economic growth, job creation, and skill development, all of which are integral components of the broader SDG's commitment to promoting decent work and inclusive economic prosperity in the Jordan Valley.

In this context, I outline the major sectors on which the international non-governmental organizations (INGOs) focused their initiatives and interventions in the Jordan Valley as following:

1. Sustainable Agriculture and Rural Development:

INGOs have implemented various initiatives in the Jordan Valley to promote sustainable agriculture and rural development. For example, Oxfam initiated the "Palestinian Market Development Program" aimed at improving the livelihoods of small-scale farmers by enhancing their access to markets and providing training on sustainable farming practices (Oxfam, 2019). Another initiative, implemented by Action Against Hunger, focused on supporting small-scale farmers through agricultural training, provision of quality seeds, and improvement of irrigation techniques (Action Against Hunger, n.d.). These interventions by INGOs have helped enhance agricultural productivity, strengthen local food systems, and improve the socio-economic conditions of farmers in the Jordan Valley.

2. Water Management and Conservation:

Water management and conservation have been key focus areas for INGOs in the Jordan Valley. The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) implemented the "Integrated Water Resources Management in the Jordan Valley" project, which aimed to improve water resource management and enhance the capacity of local water management institutions (GIZ, n.d.). Additionally, the Palestinian Hydrology Group (PHG) worked on projects related to rainwater harvesting, rehabilitation of water springs, and water conservation awareness campaigns (PHG, n.d.). These interventions by INGOs have contributed to sustainable water use,

increased water availability for agricultural purposes, and raised awareness about water conservation among local communities.

3. Livelihood Support and Economic Empowerment:

INGOs have implemented livelihood support programs and economic empowerment initiatives in the Jordan Valley. The Near East Foundation (NEF) carried out projects aimed at enhancing the economic resilience of vulnerable communities through vocational training, small business development, and microfinance support (NEF, n.d.). Mercy Corps implemented the "Youth Empowerment Program" to provide skills training and entrepreneurship opportunities to young people in the Jordan Valley (Mercy Corps, n.d.). These interventions by INGOs have helped create income-generating opportunities, reduce poverty, and improve the economic well-being of local communities.

4. Environmental Conservation and Natural Resource Management:

Several INGOs have focused on environmental conservation and natural resource management in the Jordan Valley. The Applied Research Institute - Jerusalem (ARIJ) has implemented projects to rehabilitate degraded lands, conserve biodiversity, and promote sustainable land use practices (ARIJ, n.d.). The Palestine Wildlife Society (PWLS) has been involved in biodiversity conservation initiatives, including the establishment of protected areas and the promotion of sustainable ecotourism (PWLS, n.d.). These interventions by INGOs have helped protect ecosystems, preserve biodiversity, and promote sustainable use of natural resources in the Jordan Valley.

3.5 Importance of sustainable development in the Jordan Valley

The Jordan Valley is of great importance for sustainable development due to its unique ecological characteristics, socio-economic significance, and potential for the well-being of local communities. The valley is characterized by fertile agricultural land, water resources, and diverse ecosystems that support biodiversity and provide valuable ecosystem services (ARIJ, 2021). Sustainable development in the Jordan Valley is crucial for preserving natural resources, promoting resilience against climate change impacts, enhancing food security, and improving the socio-economic conditions of the local population.

The Jordan Valley is an agricultural heartland, with farming being the main economic activity for many communities in the region (PHG, 2020). Sustainable agricultural practices are vital to ensure food production, income generation, and the livelihoods of farmers. By promoting sustainable agriculture in the Jordan Valley, sustainable development efforts aim to enhance productivity, diversify crops, and improve agricultural techniques to meet the increasing demands for food while safeguarding the natural resource base (Oxfam, 2019).

Water resources management is a crucial aspect of sustainable development in the Jordan Valley. The region faces challenges related to water scarcity, unequal distribution of water resources, and limited access to clean water (GIZ, 2018). Sustainable water management practices, such as efficient irrigation techniques, wastewater treatment, and conservation measures, are essential for preserving water resources, supporting agricultural activities, and ensuring the availability of safe drinking water for communities (PHG, 2020).

Sustainable development in the Jordan Valley also contributes to the resilience of local communities. By adopting sustainable practices, such as climate-smart agriculture, renewable energy, and eco-tourism, the region can better withstand the impacts of climate change, including water scarcity, extreme weather events, and changing agricultural patterns (ARIJ, 2021). Resilient communities are better equipped to cope with environmental and socio-economic challenges, reduce vulnerability, and improve their overall well-being.

Moreover, sustainable development in the Jordan Valley fosters social and economic inclusivity. It provides opportunities for job creation, income generation, and economic diversification, particularly for marginalized communities (NEF, n.d.). By focusing on social equity and promoting gender equality, sustainable development efforts aim to reduce poverty, enhance social well-being, and create a more inclusive society where all individuals can participate and benefit from the region's development.

In summary, sustainable development in the Jordan Valley is of utmost importance for preserving natural resources, ensuring food security, addressing water scarcity, fostering resilience, and promoting social and economic inclusivity. By adopting sustainable practices and implementing strategic plans, international non-governmental organizations (INGOs) play a vital role in driving sustainable development efforts in the region, working in collaboration with local communities, the Palestinian Authority, and other stakeholders.

Chapter Four

Methodology and Procedures

4.1 Introduction

4.2 Study Design.

4.3 Population

4.4 Sampling

4.5 Study tool

4.6 Ethical approval

4.7 Tool Validity

4.7.1 Virtual Validity

4.7.2 Exploratory Data Analysis (Construct Validity)

4.8 Reliability.

4.9 Statistical analysis.

4.10 Conclusion

Chapter Four: Methodology and Procedures

4.1 Introduction

The previous chapter explained in detail a theoretical bases of the role of international non-governmental organizations strategic plans in the sustainable development process. While this chapter shows a detailed discussion about the research process design that is used to answer the research questions and test hypothesis which has been clarified previously in chapter one. This chapter will illustrate the research method, instruments applied, internal validity and reliability, population, sample, data collection and analysis procedures.

4.2 Study Design

The design of this study is mixing quantitative and qualitative research which is a method used gathering numerical data and making interviews to explain a phenomenon based (Cicenaite, 2012). In this research a quantitative method was chosen to answer questions and test the hypotheses. To conduct the study, the researcher relied on the questionnaire tool, and interviews to assess the role of international non-governmental organizations strategic plans in the sustainable development process in Jordan Valley.

4.3 Population

The study population is all managers and employees of INGOs and (11) village councils in the Jordan Valley who participate in the strategic planning process, the total number equals (113) employees.

4.4 Sampling

This study adopts a survey approach because the total number of the population size is small, the researcher distributed (113) questionnaire and retrieved (96) about (85%) of the population size, valid for statistical analysis.

4.5 Study Tools.

To collect data, the researcher used a questionnaire and a semi-structured interview developed according to previous studies. The questionnaire is divided into two sections:

Section A: information on socio-demographic variables of respondents.

Section B: questions to assess the role of international non-governmental organizations strategic plans in the sustainable development process in Jordan Valley.

The questionnaire must be designed in a way that it can precisely measure the dependent and independent variables in this research. Likert scale allows the respondent to choose the degree of agree or disagree with each item, when it comes to the stimulus purpose, the different items were measured on 5- point Likert scale to check the participant's degree of convenient with the statement or not, as below:

- 1- Strongly disagree (SD)
- 2- Disagree (D)
- 3-Neither Agree nor Disagree (NAD)
- 4- Agree (A)
- 5-Strongly Agree (SA)

We will use the following scale to assess the level of to assess the role of international non-governmental organizations strategic plans in the sustainable development process in Jordan Valley, this scale depends on interval length=range/number of intervals, interval length= $(5-1)/3=1.33$. The following scale represents the result: 1-less than 2.33 is low; 2.33- less than 3.66 is medium and 3.66-5 is high.

4.6 Ethical approval

After getting ethical approval from Arab American University, approval letter will be requested from the INGOs working in the Jordan Valley region, to get their permission to conduct this study.

- The soft copy of electronic questionnaire was distributed among the employees.
- Completed questionnaires were collected electronically.
- The data was collected, and treated as (SPSS, 28), for statistical analysis.

4.7 Tool Validity

4.7.1 Validity

Validity is “the accuracy of an assessment” in another word it means, does the used instruments measure what supposed to measure? to have confidence about the validity of the questionnaire before distributing it to the last respondent (Oluwatayo, 2012), content validity of the instrument ensured through valid previous studies. The data collection tool translated to Arabic language and then content validity reviewed by experts in the field, and PHD experts from Palestinian Universities to ensure that it is highly valid relevance, readability, clarity, and comprehensiveness to provide a level of consensus on which items should be included in the final questionnaire, then the questionnaire was amended in the appropriate manner.

4.7.2 Exploratory Data Analysis (Construct Validity):

Exploratory data analysis is the set of steps that quantitative researchers follow in exploring a new area of social or psychological life, which researcher did by collecting ended questions to generate new concepts and generalizations about that area. The most

efficacious exploratory data analysis leaves these investigators as much scope as possible for the discovery of new concepts and generalizations.

To examine the construct validity, the tool applied to an exploratory sample of (15) managers and employees of INGOs and village councils in the Jordan Valley who participate in the strategic planning process. It was distributed among participants from the study population. The purpose of the exploratory sample to make the questionnaire achieve the greatest degree of accuracy, and to identify the extent to which the respondents understand the paragraphs of the questionnaire, and detect any problems that appear during the conduct of the study, also, to examine the possibility of its application to obtain information related to the validity of the tool, through the exploratory sample, a Pearson correlation coefficient of the items and the total score of the related dimension was calculated, it was compared with the standard approved for accepting the item according to what was stated in (Garcia, 2011) if greater than (.40), the items are statistically acceptable, in order to confirm the consistency of the items.

Table (3.1) shows the result.

(3.1) Pearson correlation coefficient between the items and the total score of the related dimension of social responsibility

item	Promoting economic growth	item	Achieving sustainable economic growth	item	Effective practices	item	adequately of the economic growth projects
1	0.74**	1	0.82**	1	0.84**	1	0.77**
2	0.52**	2	0.88**	2	0.80**	2	0.80**
3	0.68**	3	0.89**	3	0.89**	3	0.87**
4	0.79**	4	0.71**	4	0.87**	4	0.88**
5	0.77**	5	0.74**	5	0.88**	5	0.82**
Total score=0.81**		Total score=0.89**		Total score=0.89**		Total score=0.88**	

** Statistically significant (p<0.01)

It is noted from table (3.1) that the values of Pearson correlation coefficients ranged between (0.52-0.89), these values were acceptable and statistically significant as mentioned in (Garcia, 2011).

4.8 Reliability

To find out the reliability degree of the questionnaire, the reliability coefficient (Cronbach alpha) is calculated as an indicator of the homogeneity to the level of the instrument. An accepted level would be more than (70%) (Fraenkel & Wallen, 2003). Table (3.2) summarizes the Cronbach's alpha values of the exploratory sample.

Table (3.2) Cronbach's Alpha values for the exploratory sample among managers and employees of INGOs working in Jordan Vally distributed by dimensions.

Dimension	Number of items	Cronbach's Alpha
promoting economic growth	5	0.72
Achieving sustainable economic growth	5	0.84
Effective practices	5	0.97
adequately of the economic growth projects	5	0.85
The tool	20	0.89

Table (3.2) shows that Cronbach's Alpha for all dimensions ranged between (0.72-0.97) and more than 0.70, the reliability for the whole instrument equals 0.89, which means the consistency of assessment, all items in the instrument measure the same construct, if we distribute the instrument again among the sample of managers and employees of INGOs working in Jordan Vally.

4.9 Statistical analysis.

(SPSS, 28) used to analyze the collected data to find out the following:

- -Frequencies, percentages, means and standard deviations analysis.
- Statistical tests (One sample t- test), and Pearson correlation will be used to conduct the results.
- $P \leq 0.05$ will be rejected as statistically significant.

4.10 Conclusion

This chapter has identified the methodological approach selected for this thesis study, in this part the researcher identified the research instrument that applied to test the hypothesis to reach the results which illustrates the role of international non-governmental organizations strategic plans in the sustainable development process in Jordan Valley, also in this chapter identified the internal validity and reliability of the questionnaire used. The results were used to make the necessary modifications to the instrument. Moreover, in this chapter the researcher identified the population and the targeted research sample. Finally, the researcher explained the procedures used to conduct the data collection and analysis.

Chapter Five

Results

5.1 Results and data analysis

5.2 Introduction

5.3 Socio-Demographic analysis

5.4 Descriptive statistics

5.5 Testing hypothesis

5.6 The Result of Qualitative Data

5.1 Results and data analysis

5.2 Introduction

The overall purpose of this research is to assess the role of international non-governmental organizations strategic plans in the sustainable development process in Jordan Valley; Also, to examine the significant mean differences among managers and employees of INGOs working in Jordan Vally according to hypothesis. The researcher presents analysis using (SPSS, 28), to answer the questions and reject or fail to reject the hypothesis. This chapter will separate into 3 parts, the first one: demographic analysis, the second part is the descriptive analysis, and the third part tests, testing hypothesis.

5.3 Socio-Demographic analysis

Table (4.1) Socio-Demographic characteristics among managers and employees of INGOs working in Jordan Vally (n=96)

Variable	Level	Count	Percentage%
Gender	Male	34	35%
	Female	62	65%
	Total	96	
Educational Qualification	Bachelor's	71	74%
	Postgraduate studies	25	26%
	Total	96	
Years of Experience	5 years or less	19	20%
	Between 6 and 10 years	15	16%
	More than 10 years	62	65%
	Total	96	
Job position	General manager	10	10%
	Project coordinator	70	73%
	Other	16	17%
	Total	96	

Table (4.1) shows the following:

-Gender: the highest percentage is (65%) related to females' respondents, (35%) males.

- **Educational Qualification:** the education level for the sample was distributed as following (74%) bachelor's degree, (26%) postgraduate studies.
- **Work division:** The majority of sample respondents working as banking operations with (46.6%) the highest, but the lowest respondents working in treasury division with (11.9%) of sample size.
- **Years of experience:** More than 10 years of experience has the highest percentage of the sample size with (65%), while between 6 and less than 10 years is the lowest with (16%).
- **Job position:** the majority of the sample worked as project coordinators with (73%), while the lowest related to general managers with (10%).

Based on that, I conclude from those percentages that the sample exhibits significant diversity in education levels and years of experience, which will add a qualitative advantage to my study.

5.4 Descriptive statistics:

The descriptive analysis part describes the gathered numerical data to make it easier when explains; also, descriptive analysis results show the mean and standard deviation for each statement to determine the items that has the highest and lowest mean in each dimension. The purpose of this analysis to identify the central tendency of the responses through mean results and the spread of a set of observations through the standard deviation results which means, when the standard deviation is low it expressed most of the respondents has the same opinion (concentrated) toward the same statement, on the other hand, if the score of the standard deviation is high it means that the respondents have a different opinion toward the same statement (Cicenaite, 2012). The 5-point Likert scale was used, where 5 means strongly agree and 1 means strongly disagree.

First question: To what extent do the strategic plans of INGOs promoting economic growth align with the SDG "Decent work and economic growth" in the Jordan Valley?

To answer this question, means and standard deviations are calculated to find the level of extent of the strategic plans of INGOs promoting economic growth align with the SDG "Decent work and economic growth" in the Jordan Valley.

Table (4.2): Descriptive statistics of extent of the strategic plans of INGOs promoting economic growth align with the SDG "Decent work and economic growth" in the Jordan Valley

statement	Mean	Standard Deviation	Level
The strategic plan of the organization I work for focuses on enhancing economic growth within the economic landscape of the Jordan Valley region.	3.20	0.84	Medium
Our organization's strategic plan contributes to achieving long-term sustainability in the Jordan Valley region.	3.63	0.79	Medium
Our organization's strategic plan addresses diverse economic needs and ambitions within the Jordan Valley region, with inclusivity in mind.	3.81	0.87	High
Our organization's strategic plan includes clear indicators to measure progress towards achieving conditions for sustainable economic growth.	3.57	0.89	Medium
Our organization's strategic plan incorporates communication and engagement strategies to inform stakeholders about how our plan aligns with the Sustainable Development Goals for 'Decent Work and Economic Growth' in the Jordan Valley region	3.89	0.69	High
Total average	3.62	0.34	Medium

According to table (4.2) it is clear that the total average of extent of the strategic plans of INGOs promoting economic growth align with the SDG "Decent work and economic growth" in the Jordan Valley represents the medium level with (3.62), the statements mean located between (3.20) related to the strategic plan of the organization. I work for

focuses on enhancing economic growth within the economic landscape of the Jordan Valley region with a medium level and (3.89) related "our organization's strategic plan incorporates communication and engagement strategies to inform stakeholders about how our plan aligns with the sustainable development goals for 'Decent Work and economic growth' in the Jordan Valley region" with a high level.

Based on the results, this finding underscores a notable aspect of concern: the interventions of international organizations operating within the Jordan Valley region appear to be insufficient in addressing the economic challenges. However, the scores on the questionnaire suggest that there is room for improvement in non-governmental organization efforts to address the diverse economic needs and ambitions of the region, while keeping inclusivity as a guiding principle.

In addition, the NGO's strategic plan did not focus on the importance of improving and strengthening performance indicators sufficiently to ensure that their impact is effectively tracked and that their strategies are adjusted as needed.

As well as, communication and engagement strategies that are designed to inform stakeholders about how international organizations' plans align with the Sustainable Development Goals, especially those related to "decent work and economic growth" in the Jordan Valley region.

The interviews with local council and municipality representatives in the Jordan Valley confirm the study's findings. Many of these representatives expressed dissatisfaction with international organizations' efforts in the area, highlighting that most programs lack collaboration with local communities and fail to address their needs for achieving economic growth in the region.

This is consistent with what I mentioned in the previous study conducted by Pearce and Kay (2016), which was focused on the importance of the involvement of local communities and stakeholders is critical in the development and implementation of INGOs' strategic plans.

In addition, Al-Jubari et al. (2017) attributed the success of the strategic plans of international non-governmental organizations to the level of community participation and the extent of cooperation with local governments.

Second question: What is the level impact of the implementation of INGOs' strategic plans on achieving sustainable economic growth in the Jordan Valley?

To answer this question, means and standard deviations are calculated to find the level impact of the implementation of INGOs' strategic plans on achieving sustainable economic growth in the Jordan Valley.

Table (4.3): Descriptive statistics of the level impact of the implementation of INGOs' strategic plans on achieving sustainable economic growth in the Jordan Valley

Statement	Mean	Standard Deviation	Level
The results of our organization's strategic plan have led to measurable improvements in the economic level of the Jordan Valley region.	3.55	0.50	Medium
The activities outlined in our organization's strategic plan have provided new opportunities to enhance income in some sectors within the region.	3.46	0.81	Medium
The implementation of our organization's strategic plan has contributed to diversifying economic activities in the Jordan Valley region.	3.44	0.69	Medium
Our organization's strategic plan has contributed to promoting sustainable economic growth, especially through business development.	3.47	0.50	Medium
Our strategic plan has helped strengthen effective collaboration with partners to promote inclusive growth.	3.85	0.36	High
Total average	3.55	0.46	Medium

According to table (4.3) it is clear that the total average of impact of the implementation of INGOs' strategic plans on achieving sustainable economic growth in the Jordan Valley represents the medium level with (3.55), the statements means located between (3.44) related to "the implementation of our organization's strategic plan has contributed to diversifying economic activities in the Jordan Valley region" with a medium level and (3.85) related "Our strategic plan has helped strengthen effective collaboration with partners to promote inclusive growth" with a high level.

Considering the results obtained, this situation also indicates a significant area of concern: it appears that the efforts undertaken by international organizations in the Jordan Valley region may be insufficient to effectively address the economic challenges identified in the questionnaire.

Furthermore, the strategic plan of these international non-governmental organizations (INGOs) has not led to substantial improvements in the economic status of the Jordan Valley region. Additionally, the study's findings revealed limited opportunities for income enhancement in the Jordan Valley area, primarily because the programs offered are not aligned with the specific needs of the local community. Consequently, these initiatives fall short of achieving the overarching goal of sustainable development, particularly in terms of providing "decent work and economic growth" within the region.

This aligns with the outcomes of the interviews, which revealed that the INGOs' did not sufficiently consider the economic challenges confronting the Jordan Valley region. These challenges encompass resource scarcity, high unemployment rates, limited economic prospects, insufficient economic diversification, environmental issues, and political conflicts.

This is what was indicated in a study by Al-Atrash et al. (2018) - It emphasized the need for INGOs to develop strategies that are tailored to local conditions and involve local communities in the development and implementation process. The study recommended that INGOs involve local communities in the development and implementation of their strategies to ensure their effectiveness and sustainability.

This is also consistent with a study by Fritzsche and Nasir (2021) investigated the role of INGOs in promoting sustainable development in fragile contexts. The study found that INGOs play a significant role in promoting sustainable development in fragile contexts through their various programs and projects. However, the study also highlighted the challenges of working in such contexts, including security risks, lack of institutional capacity, and limited resources.

Question three: What is the level of the effective practices and areas requiring improvement in INGOs' strategic plans to support sustainable economic growth in the Jordan Valley, especially in relation to the SDG "Decent work and economic growth"?

To answer this question, means and standard deviations are calculated to find the level of the effective practices and areas requiring improvement in INGOs' strategic plans to support sustainable economic growth in the Jordan Valley, especially in relation to the SDG "Decent work and economic growth".

Table (4.4): Descriptive statistics of the level of the effective practices and areas requiring improvement in INGOs' strategic plans to support sustainable economic growth in the Jordan Valley, especially in relation to the SDG "Decent work and economic growth

Statement	Mean	Standard Deviation	Level
Our strategic plans emphasize a precise understanding of the local context in the Jordan Valley region.	4.05	0.85	High
Our strategic plans emphasize effective collaboration with the local community to ensure alignment with their needs.	4.35	0.73	High
Communication strategies within the organization include engaging local community components in initiatives to promote economic growth in the region.	4.16	0.77	High
Our organization always seeks to expand capacity-building programs aimed at enhancing the skills and capabilities of its workforce.	4.24	0.69	High
Our strategic plan underscores the principle of gender equality within its economic growth activities while adhering to sustainable practices	4.36	0.73	High
Total average	4.23	0.72	High

According to table (4.4) it is clear that the total average of the effective practices and areas requiring improvement in INGOs' strategic plans to support sustainable economic growth in the Jordan Valley, especially in relation to the SDG "Decent work and economic growth represents the high level with (4.23), the statements means located between (4.05) related to "our strategic plans emphasize a precise understanding of the local context in the Jordan Valley region" with a high level and (4.36) related "our strategic plan underscores the principle of gender equality within its economic growth activities while adhering to sustainable practices" with a high level.

Based on the findings presented in Table (4.4) and comparing them with the insights from previous studies, a notable consistency emerges concerning the importance of International Non-Governmental Organizations' (INGOs) strategic plans in promoting sustainable development. The results from the current study reveal a high average (4.23) for effective practices and areas requiring improvement related to the Sustainable Development Goal (SDG) "Decent work and economic growth" in the Jordan Valley. Specific statements, such as emphasizing a precise understanding of the local context (4.05) and emphasizing the principle of gender equality in economic growth activities (4.36), also received high levels of agreement.

In alignment with these findings, previous studies by Fritzsche and Nasir (2021), Al-Adwan and Al-Azzam (2020), and Alqawasmi and Al-Smadi (2020) emphasize the significant role of INGOs in promoting sustainable development through their strategic plans. The importance of collaboration and coordination with local communities, local authorities, and other stakeholders is consistently highlighted across multiple studies.

Moreover, the study by Sahin and Ulucak (2019) underscores the critical role of INGOs' strategic plans in achieving sustainable development goals in the Middle East, particularly in the Jordan Valley. The emphasis on collaboration with local authorities and involving local communities in the decision-making process is a recurrent theme in the literature, as indicated by studies conducted by Al-Atrash et al. (2018), Ahsan and Mustafa (2018), AbouAssi (2018), and Abou-Hamour (2018).

Similarly, the study by Kim (2019) emphasizes the importance of strengthening cooperation and coordination between INGOs and local communities in South Korea to ensure the long-term sustainability of their initiatives. The focus on involving local communities in decision-making processes and collaborating with local authorities is

reiterated in studies by Al-Hinti et al. (2019), Pearce and Kay (2016), and EcoPeace Middle East (2015).

The consistent theme across these studies aligns with the current research, suggesting that INGOs' strategic plans are integral to sustainable development. The literature emphasizes the need for tailored strategies, community involvement, and collaboration with local authorities to overcome challenges and ensure the effectiveness and sustainability of projects. The current study aims to contribute to this body of knowledge by investigating the specific role of INGOs' strategic plans in the sustainable development process in the Jordan Valley, addressing a gap in the existing literature.

Question four: How adequately do the economic growth projects proposed by international organizations in the Jordan Valley fulfill the economic growth needs of the local community and the designated regions "?

To answer this question, means and standard deviations are calculated to find the adequacy of the economic growth projects proposed by international organizations in the Jordan Valley fulfill the economic growth needs of the local community and the designated regions.

Table (4.5): Descriptive statistics of the adequacy of the economic growth projects proposed by international organizations in the Jordan Valley fulfill the economic growth needs of the local community and the designated regions

Statement	Mean	Standard Deviation	Level
Our organization's economic growth project has been adapted to align with the unique economic circumstances of the local community in the Jordan Valley region.	3.54	0.50	Medium
The planning process for our organization's projects includes a comprehensive analysis of the economic challenges and opportunities specific to the Jordan Valley region.	3.74	0.44	High
Our economic growth project involves engaging local stakeholders in identifying priority areas for economic development.	4.05	0.59	High
Our organization's economic growth project aligns with the current resources of the designated areas within the Jordan Valley region.	3.85	0.36	High
Our organization consistently seeks to improve livelihoods, public life, and economic well-being in the Jordan Valley region.	3.85	0.36	High
Total average	3.81	0.36	High

According to table (4.5) it is clear that the total average of the adequacy of the economic growth projects proposed by international organizations in the Jordan Valley fulfill the economic growth needs of the local community and the designated regions represents the high level with (3.81), the statements means located between (3.54) related to "our organization's economic growth project has been adapted to align with the unique economic circumstances of the local community in the Jordan Valley region" with a medium level and (4.05) related "our economic growth project involves engaging local stakeholders in identifying priority areas for economic development" with a high level.

Table (4.5) indicates a high level of consistency between the findings of the current study and the insights from previous studies regarding the adequacy of economic growth projects proposed by international organizations in the Jordan Valley. The total average of (3.81) suggests a generally positive assessment, with specific statements receiving high levels of agreement, such as the project alignment with the unique economic circumstances of the local community (3.54) and the engagement of local stakeholders in identifying priority areas for economic development (4.05).

The alignment with previous studies is evident in the emphasis on the importance of collaboration and coordination between international organizations (INGOs) and local communities, as highlighted by Al-Adwan and Al-Azzam (2020) and Alqawasmi and Al-Smadi (2020). These studies stress the role of INGOs in promoting sustainable development but also underscore the need for increased collaboration and coordination to ensure the projects' sustainability. Similar sentiments are echoed by Baumann and Wildemeersch (2019), who emphasize increased collaboration and coordination between NGOs, governments, and other stakeholders to ensure effective and sustainable activities.

The study by Kim (2019) reinforces the importance of collaboration and coordination, focusing on how INGOs contribute to sustainable development in South Korea. The need for strengthening cooperation and coordination between INGOs and local communities for long-term sustainability aligns with the current study's emphasis on engaging local stakeholders in economic growth projects.

Additionally, the emphasis on INGOs' strategic plans, as highlighted by Al-Hinti et al. (2019) and Sahin and Ulucak (2019), corresponds with the current study's focus on the economic growth projects proposed by these organizations. The recommendation to

involve local communities in the development and implementation of strategies for effectiveness and sustainability resonates with the findings of the present study.

The consistent theme of involving local communities, collaborating with local authorities, and tailoring projects to unique local circumstances is evident in the studies by Al-Atrash et al. (2018), Ahsan and Mustafa (2018), AbouAssi (2018), and Abou-Hamour (2018). These studies collectively reinforce the idea that successful and sustainable development projects require a deep understanding of the local context and active involvement of the communities affected.

The study by Al-Jubari et al. (2017) also supports the notion that INGOs' strategic plans have a significant impact on achieving sustainable development, emphasizing the importance of community involvement and collaboration with local governments and stakeholders.

Eventually, the current study's findings align well with the insights from previous studies, collectively emphasizing the crucial role of INGOs in promoting sustainable development in the Jordan Valley. The consistent themes of collaboration, coordination, community involvement, and strategic planning contribute to a comprehensive understanding of the factors that contribute to the effectiveness and sustainability of economic growth projects in the region.

5.5 Testing hypothesis

Before testing the hypothesis, the researcher tested the assumption through (Normality) to make sure which testing hypothesis needed (parametric or nonparametric). To check the normality test Kolmogorov-Smirnov test is used, the following table shows the result:

Table (4.6) Kolmogorov-Smirnov test for normality

Test	Test value	Significance	Result
Kolmogorov-Smirnov	1.30	0.169	Accept

Our assumption shows that the data distributed normally, referring to the significance value= $0.169 > 0.05$, we accept the assumption, which means that we will use the parametric tests. To test the following hypothesis:

Hypothesis 1: The level of alignment between INGOs' strategic plans in the Jordan Valley and the SDG "Decent work and economic growth" is significantly limited.

To test this hypothesis, we use (One-sample t test) to compare the mean of the level of alignment between INGOs' strategic plans in the Jordan Valley and the SDG "Decent work and economic growth" and the default mean value=3, table (4.7).

Table (4.7): Significant mean differences between the level of alignment between INGOs' strategic plans in the Jordan Valley and the SDG "Decent work and economic growth" and the default mean value=3

Alignment between INGOs' strategic plans in the Jordan Valley and the SDG "Decent work and economic growth"	Mean	Standard Deviation	T-value	P-Value
	3.62	0.34	17.98	0.00

Through the results from table (4.7), t-value=17.98 which greater than the significant value=1.96, the p value= $0.00 < 0.05$, we reject hypothesis 1, which means, the level of alignment between INGOs' strategic plans in the Jordan Valley and the SDG "Decent work and economic growth" is significantly not limited.

The statistical results from Table (4.7), specifically the observed t-value of 17.98, which exceeds the critical value of 1.96, and a p-value of 0.00 less than 0.05, lead to the rejection of hypothesis 1. This rejection implies that the alignment between the International Non-Governmental Organizations (INGOs) strategic plans in the Jordan

Valley and the Sustainable Development Goal (SDG) "Decent work and economic growth" is significantly not limited.

These findings align with and complement the insights gained from a range of previous studies conducted in the broader context of international organizations and sustainable development, particularly within the Jordan Valley region. One such study by Al-Adwan and Al-Azzam (2020) underscored the pivotal role of INGOs in advancing sustainable development through their strategic plans in the Jordan Valley. Despite this acknowledgment, Al-Adwan and Al-Azzam emphasized the imperative for heightened cooperation and coordination between INGOs and local communities to ensure the long-term sustainability of their initiatives.

Similarly, the study conducted by Alqawasmi and Al-Smadi (2020), focusing on INGOs in the Middle East, aligns with the statistical results. It reinforces the significant contribution of INGOs to sustainable development in the region through their programs and projects but emphasizes the necessity for increased collaboration and coordination with local communities to guarantee project sustainability.

In statistical analyses, a neutral point is often represented by the midpoint of a scale, and it is typically assigned a value of 3 on a scale of 1 to 5. The choice of a neutral point is arbitrary and depends on the scale used in the survey or measurement. In a scale of 1 to 5, where 1 might represent "strongly disagree," 3 could be considered the midpoint or neutral point, and 5 might represent "strongly agree."

Hypothesis 2: The impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley is significantly insufficient.

To test this hypothesis, we use (One-sample t test) to compare the mean of the impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley and the default mean value=3, table (4.8).

Table (4.8): Significant mean differences between the impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley and the default mean value=3

The impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley	Mean	Standard Deviation	T-value	P-Value
	3.55	0.46	11.80	0.00

Through the results from table (4.8), t-value=11.80 which greater than the significant value=1.96, the p value=0.00 < 0.05, we reject hypothesis 2, which means, the impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley is significantly sufficient.

Hypothesis 3: INGOs' strategic plans in the Jordan Valley significantly lack clearly defined performance indicators and evaluation mechanisms.

To test this hypothesis, we use (One-sample t test) to compare the mean of the impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley and the default mean value=3, table (4.9).

Table (4.9): Significant mean differences between the impact of INGOs' strategic plans on sustainable economic growth in the Jordan Valley and the default mean value=3

INGOs' strategic plans in the Jordan Valley defined performance indicators and evaluation mechanisms	Mean	Standard Deviation	T-value	P-Value
	4.23	0.72	16.86	0.00

Through the results from table (4.9), t-value=16.86 which greater than the significant value=1.96, the p value=0.00 < 0.05, we reject hypothesis 3, which means, INGOs'

strategic plans in the Jordan Valley significantly clearly defined performance indicators and evaluation mechanisms.

Hypothesis 4: International organizations' projects offered in the Jordan Valley significantly fall short of meeting the economic growth requirements of the local community and designated regions.

To test this hypothesis, we use (One-sample t test) to compare the mean of international organizations' projects offered in the Jordan Valley meeting the economic growth requirements of the local community and designated regions and the default mean value=3, table (4.10).

Table (4.10): Significant mean differences between the international organizations' projects offered in the Jordan Valley meeting the economic growth requirements of the local community and designated regions and the default mean value=3

international organizations' projects offered in the Jordan Valley the economic growth requirements of the local community and designated regions	Mean	Standard Deviation	T-value	P-Value
	3.81	0.36	22.07	0.00

Through the results from table (4.10), t-value=22.07 which greater than the significant value=1.96, the p value=0.00 < 0.05, we reject hypothesis 4, which means, international organizations' projects offered in the Jordan Valley significantly meeting the economic growth requirements of the local community and designated regions.

5.6 The Result of Qualitative Data

1. How aware are you of the strategic plans implemented by INGOs for promoting economic growth in the Jordan Valley?

According to the insights gathered from interviews conducted with the following village councils' representatives (L.T, H.D, M.S, H.J, R.S, A.G, E.E, K.M, E.A, M.A, and

A.D), there is a consensus that the strategic plans implemented by international non-governmental organizations (INGOs) for the promotion of economic growth in the Jordan Valley are deemed insufficient. The representatives expressed concerns and reservations regarding the effectiveness and comprehensiveness of these plans in addressing the region's economic challenges. This acknowledgment underscores the need for a more robust and inclusive approach by INGOs to better align their strategies with the specific needs and aspirations of the local communities in the Jordan Valley, ultimately working towards achieving sustainable economic growth in the region.

2. From your perspective, how well do these plans align with the SDG "Decent work and economic growth"?

Based on the interviews, it has become evident that the strategic plans implemented by international non-governmental organizations (INGOs) do not align adequately with the Sustainable Development Goal (SDG) of "Decent work and economic growth." The representatives have noted a lack of alignment between INGOs' initiatives and the specific targets and indicators outlined in the SDG framework, which emphasizes the importance of promoting inclusive economic growth and ensuring decent employment opportunities. This observation underscores the need for INGOs to reevaluate and enhance the alignment of their strategies with the SDGs, particularly regarding fostering economic growth and creating opportunities for decent work in the Jordan Valley region.

3. What benefits or challenges have you observed as a result of the implementation of INGOs' economic growth initiatives in the Jordan Valley?

Based on the feedback provided during interviews with village councils' representatives, it is evident that the initiatives undertaken by international non-governmental organizations (INGOs) are perceived as not sufficiently useful and are falling short in addressing the specific challenges faced by the Jordan Valley region. The representatives have expressed concerns that these initiatives may not adequately consider the unique economic, environmental, and social challenges prevalent in the region. Such as the lack of proof of people's ownership of the lands necessary to implement some vital projects, the volatile weather conditions in the region, the occupation's restrictions on marketing some products abroad, high prices, and agricultural pests. This valuable input emphasizes the importance of INGOs conducting a thorough needs assessment and tailoring their interventions to align more effectively with the region's distinct challenges, ultimately enhancing their impact and relevance in the Jordan Valley.

4. Are there specific areas within economic growth where you believe more attention is needed in the plans developed by INGOs?

Interviews with village councils' representatives in the Jordan Valley region highlight specific areas requiring increased attention in the economic growth plans of international non-governmental organizations (INGOs). These areas encompass marketing and promotion, packaging methods, mass production, tourism development, and sustainability. Representatives stress the need for INGOs to prioritize initiatives that enhance these aspects, emphasizing the potential for job creation and long-term community impact. Overall, the input emphasizes the importance of tailoring INGO

plans to these areas to better contribute to the region's economic development and prosperity.

5. How would you describe the involvement of village councils and local communities in the decision-making process for economic growth projects?

Based on the insights gathered from interviews conducted with village councils' representatives, it is evident that the involvement of village councils and local communities in the decision-making process for economic growth projects is described as limited. Representatives have expressed concerns about the level of engagement and influence they have in shaping the direction of such projects. This perceived limitation in participation can lead to challenges in ensuring that economic growth initiatives align with the specific needs and aspirations of the local communities in the Jordan Valley region.

The representatives have underscored the importance of enhancing the involvement of village councils and local communities in decision-making processes related to economic growth projects. They believe that a more inclusive and collaborative approach, where the voices and perspectives of these stakeholders are given greater consideration, would lead to more effective and sustainable outcomes.

6. In your view, how effectively do INGOs collaborate with village councils to ensure the sustainability and impact of their initiatives?

It is apparent that the effectiveness of collaboration between international non-governmental organizations (INGOs) and village councils to ensure the sustainability and impact of their initiatives is perceived as limited. The representatives have

expressed concerns about the extent to which INGOs engage with and involve village councils in the planning, execution, and evaluation of projects aimed at fostering economic growth in the Jordan Valley region.

The interviews have highlighted also the need for INGOs to strengthen their collaborative efforts with village councils. A more robust partnership between these entities would be instrumental in ensuring that projects are not only implemented effectively but also aligned with the long-term development goals and aspirations of the local communities. This would contribute to greater sustainability and lasting impact.

Eventually, the feedback from village councils' representatives underscores the importance of enhancing collaboration between INGOs and local stakeholders to maximize the sustainability and effectiveness of economic growth initiatives in the Jordan Valley. Improved cooperation and engagement can lead to more meaningful and enduring outcomes for the benefit of the region.

7. Are there any lessons or best practices that you think can be learned from successful economic growth projects in the Jordan Valley?

The interviews with village councils' representatives revealed important insights from prosperous economic growth projects in the Jordan Valley. Two key success factors stood out. Firstly, community members' financial contributions were recognized as vital for maintaining and ensuring the projects' sustainability, demonstrating community ownership and securing a dependable funding source. Secondly, government support, encompassing policies, regulations, and financial assistance, was identified as a critical element for the achievements and continuity of these endeavors, supplying essential

resources and infrastructure. These findings emphasize the significance of involving the community and collaborating with the government to attain enduring economic growth in the region.

8. What steps can be taken to enhance the participation of local communities and village councils in shaping the economic growth agenda?

The interviews with village councils' representatives highlight steps to enhance local community and village council involvement in shaping the economic growth agenda in the Jordan Valley. These steps include improving access to resources for citizens to initiate their projects, promoting inclusive decision-making by involving stakeholders in project selection, aligning strategic plans with local development goals through collaboration with international organizations, and diversifying project types to involve a broader local workforce. These measures aim to empower communities, align initiatives with local needs, and broaden the impact of economic growth efforts in the region.

9. How can the relationship between INGOs and village councils be strengthened to maximize the positive outcomes of economic growth projects?

The interviews with representatives of village councils underscore the significance of strengthening the partnership between international non-governmental organizations (INGOs) and village councils to optimize the positive results of economic growth projects in the Jordan Valley. Vital approaches to achieving this objective encompass consistent communication and collaboration, comprehensive needs assessments, transparent and accountable practices, capacity-building initiatives, inclusive

engagement, fostering local ownership, adaptability, cultural sensitivity, and the establishment of shared project objectives and performance measures. These actions are geared towards cultivating trust, customizing projects to local requirements, and forging partnerships that enhance the effectiveness of initiatives, ultimately benefiting both the Jordan Valley and its communities.

Chapter Six

Conclusion and Recommendations

6.1 Conclusion

6.2 Recommendations

6.3 References

6.1 Conclusions

This study came to shed light on the research problem represented in the gap in current knowledge on the alignment of INGOs' strategic plans with the SDGs and their impact on sustainable development in the Jordan Valley. In examining the strategic plans of International Non-Governmental Organizations (INGOs) operating in the Jordan Valley, it becomes evident that there is a moderate level of alignment with the Sustainable Development Goal (SDG) "Decent work and economic growth." While some INGOs demonstrate a commendable commitment to aligning their strategies with the SDGs, there remains ample room for improvement across the board. This finding highlights the need for a more concerted effort by INGOs to integrate SDGs more comprehensively into their project objectives and activities. The researcher reached the following conclusions:

- 1- The impact of INGOs' strategic plans on achieving sustainable economic growth in the Jordan Valley is perceived as moderate. While there are notable achievements attributable to these plans, there are also challenges in effectively addressing the region's complex economic needs. This suggests the necessity for a more nuanced and tailored approach in designing and implementing projects to address the specific economic challenges of the Jordan Valley effectively.
- 2- One positive aspect revealed in the assessment of INGOs' strategic plans is their emphasis on effective practices. Notably, these organizations prioritize understanding the local context and promoting gender equality within their economic growth activities. This indicates a recognition of the importance of

context sensitivity and inclusivity in their approaches, which can serve as a foundation for further progress.

- 3- The perception of the adequacy of economic growth projects proposed by INGOs is notably medium, signifying a negative reception within the local community. This suggests that INGOs have not been successful in addressing the economic growth needs of the region. However, the context-specific nature of these projects should be further explored and expanded upon to ensure a more comprehensive response to the diverse needs of the community.
- 4- A noteworthy concern emerges in the limited involvement of village councils and local communities in decision-making processes and collaborations with INGOs. This highlights a significant need for greater inclusivity and active participation of local stakeholders in shaping the economic growth agenda in the Jordan Valley.

6.2 Recommendations

To enhance the impact of INGOs' efforts in the Jordan Valley, several recommendations can be made:

1. Firstly, INGOs should make concerted efforts to enhance the alignment of their strategic plans with the SDGs, particularly "Decent work and economic growth." This alignment can be achieved through a more thorough integration of SDGs into project objectives and activities, demonstrating a clear commitment to global sustainability goals.
2. Customization of initiatives is essential. INGOs should conduct comprehensive needs assessments in collaboration with local stakeholders to tailor their projects

to the specific challenges and opportunities in the Jordan Valley. This customization will not only enhance project relevance but also effectiveness.

3. Promoting community ownership is vital. INGOs should actively involve local communities in decision-making processes for economic growth projects, incorporating their insights, preferences, and financial contributions where feasible. This approach fosters a sense of ownership and ensures projects are more closely aligned with local needs.
4. Advocating for government support is critical. INGOs should engage with governmental authorities to garner support in terms of policies, regulations, and financial assistance, which can facilitate the success and sustainability of economic growth projects.
5. Effective communication and collaboration should be established. INGOs should create consistent communication channels and collaborative mechanisms with village councils and local communities to ensure that their initiatives are closely aligned with local development goals and community needs.
6. Investing in capacity-building initiatives for local communities is crucial. Empowering communities to actively participate in economic growth projects and decision-making processes can lead to more sustainable and inclusive development outcomes.
7. Diversity of projects should be pursued. INGOs should diversify the types of economic growth projects to involve a broader local workforce and address a wider range of economic challenges in the region.
8. Transparency and accountability are key. INGOs should foster transparency and accountability in project implementation to build trust between themselves and

local stakeholders, including clearly defined objectives and performance measures.

Lastly, adaptability is essential in the ever-changing landscape of the Jordan Valley. INGOs should be prepared to adapt their projects to changing economic, environmental, and political factors in the region. Flexibility in project design and execution is crucial for long-term success. By implementing these recommendations, INGOs can play a more effective role in promoting sustainable economic growth in the Jordan Valley, aligning their initiatives with the SDGs, and ensuring the active participation and ownership of local communities and village councils. This, in turn, can lead to more meaningful and enduring positive outcomes for the region's development.

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Appendices

Appendix A: Questionnaire

الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY



الجامعة العربية الأمريكية- جنين
كلية الدراسات العليا

تحية طيبة وبعد:

يقوم الباحث بدراسة ميدانية بعنوان " دور الخطط الاستراتيجية الخاصة بالمنظمات الدولية غير الحكومية في عملية التنمية المستدامة: منطقة الاغوار كحالة". وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجنيد الاموال من الجامعة العربية الأمريكية. ولتحقيق غرض الدراسة وأهدافها، قام الباحث بتطوير هذه الاستبانة. ولما تتمتعون به من علم ودراسة وخبرة، يُرجى التكرم بالإجابة على فقراتها من خلال وضع إشارة (X) في المكان المناسب لذلك. علماً بأن البيانات التي سنتدلون بها هي فقط لأغراض البحث العلمي، وستُعامل بموضوعية وأمانة وسرية تامة.

شاكراً لكم حُسن تعاونكم

الباحث: سعيد قزق

إشراف الدكتورة: روز عثمان

القسم الأول: البيانات الديمغرافية

ضع إشارة (x) داخل المربع المناسب
1- الجنس:

ذكر أنثى

2- المؤهل العلمي:

دبلوم متوسط بكالوريوس دراسات عليا

3- سنوات الخبرة:

5 سنوات فأقل 6 - 10 سنوات أكثر من 10 سنوات

4-المنصب الوظيفي:

_____ غير ذلك

القسم الثاني: متغيرات الدراسة

الرجاء وضع علامة (X) عند الإجابة التي تعبر عن وجهة نظرك لكل فقرة من الفقرات الآتية:

معرض بشدة	معارض	محايد	موافق	موافق بشدة	
اولاً: تتوافق خطط المنظمات الدولية غير الحكومية الرامية لتعزيز النمو الاقتصادي مع هدف التنمية المستدامة "العمل اللائق والنمو الاقتصادي" في منطقة الاغوار.					
					1 تركز الخطة الاستراتيجية للمنظمة التي اعلم بها على تعزيز النمو الاقتصادي في سياق المشهد الاقتصادي لمنطقة الاغوار.
					2 تسهم خطة منظمتي الاستراتيجية في تحقيق الاستدامة على المدى الطويل في منطقة الاغوار
					3 تتناول خطة منظمتي الاستراتيجية احتياجات وطموحات اقتصادية متنوعة داخل منطقة الاغوار، مع مراعاة الشمولية.
					4 تتضمن خطة منظمتي الاستراتيجية مؤشرات واضحة لقياس التقدم نحو تحقيق ظروف النمو الاقتصادي المستدام.
					5 تتضمن خطة منظمتي الاستراتيجية استراتيجيات اتصال ومشاركة لإبلاغ أصحاب المصلحة عن كيفية انسجام خطتنا مع أهداف التنمية المستدامة لـ "العمل اللائق والنمو الاقتصادي" في منطقة الاغوار.
ثانياً: تأثير تنفيذ خطط المنظمات الدولية غير الحكومية على تحقيق النمو الاقتصادي المستدام في منطقة الاغوار					
					1 أدت نتائج خطة منظمتي الاستراتيجية إلى تحسينات قابلة للقياس على المستوى الاقتصادي لمنطقة الاغوار.
					2 ساهمت أنشطة خطة منظمتي الاستراتيجية بتوفير فرص جديدة لتعزيز الدخل لدى بعض القطاعات في المنطقة.
					3 أسهمت تنفيذ خطة منظمتي الاستراتيجية في تنويع الأنشطة الاقتصادية في منطقة الاغوار.
					4 ساهمت خطة منظمتي الاستراتيجية في تعزيز النمو الاقتصادي المستدام، ولا سيما من خلال تطوير الأعمال.
					5 ساعدت خطتنا الاستراتيجية في تعزيز التعاون الفاعل مع الشركاء من أجل تعزيز النمو الشامل
ثالثاً: الممارسات الفعالة والمجالات التي تحتاج إلى تحسينها في خطط المنظمات الدولية غير الحكومية لدعم النمو الاقتصادي المستدام في منطقة الاغوار، خاصة فيما يتعلق بالهدف "العمل اللائق والنمو الاقتصادي".					
					1 تؤكد خططنا الاستراتيجية على فهم دقيق للسياق المحلي في منطقة الاغوار.
					2 تؤكد خططنا الاستراتيجية على التعاون الفاعل مع المجتمع المحلي لضمان التناغم مع احتياجاتهم.
					3 تتضمن استراتيجيات التواصل في المنظمة على إشراك مكونات المجتمع المحلي في مبادرات تعزيز النمو الاقتصادي للمنطقة.
					4 تسعى منظمتنا دائماً لتوسيع برامج بناء القدرات الرامية

					الى لتعزيز مهارات وقدرات القوى العاملة لديها.
					5 تؤكد خطتنا الاستراتيجية على مبدأ المساواة بين الجنسين ضمن أنشطتها للنمو الاقتصادي مع الالتزام بالممارسات المستدامة.
رابعاً: مدى كفاية مشاريع النمو الاقتصادي المقترحة من قبل المنظمات الدولية في منطقة الاغوار تلبية احتياجات النمو الاقتصادي للمجتمع المحلي					
					1 تم تكييف مشروع النمو الاقتصادي لمنظمتنا ليتلاءم مع الظروف الاقتصادية الفريدة للمجتمع المحلي في منطقة الاغوار.
					2 تتضمن عملية تخطيط مشاريع منظمتنا تحليلاً شاملاً للتحديات والفرص الاقتصادية الخاصة بمنطقة الاغوار.
					3 يشمل مشروع النمو الاقتصادي لمنظمتنا إشراك أصحاب المصلحة المحليين في تحديد المجالات ذات الأولوية للتنمية الاقتصادية.
					4 يتوافق مشروع النمو الاقتصادي لمنظمتنا مع الموارد الحالية للمناطق المعنية داخل منطقة الاغوار.
					5 تسعى منظمتنا دائماً لتحسين سبل العيش والحياة العامة والرفاه الاقتصادي في منطقة الاغوار.

Appendix B: Sample Questions:

الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY



الجامعة العربية الأمريكية- جنين
كلية الدراسات العليا

تحية طيبة وبعد:

يقوم الباحث بدراسة ميدانية بعنوان " دور الخطط الاستراتيجية الخاصة بالمنظمات الدولية غير الحكومية في عملية التنمية المستدامة: منطقة الاغوار كحالة". وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجديد الاموال من الجامعة العربية الأمريكية. ولتحقيق غرض الدراسة وأهدافها، قام الباحث بتطوير هذه الاسئلة.

ولما تتمتعون به من علم ودراسة وخبرة، يُرجى التكرم بالإجابة على كل اسئلة المقابلة. علمًا بأن البيانات التي ستدولون بها هي فقط لأغراض البحث العلمي، وستُعامل بموضوعية وأمانة وسرية تامة.

شاكراً لكم حسن تعاونكم

الباحث: سعيد قزق

إشراف الدكتورة: روز عثمان

القسم الثالث: البيانات النوعية

1. هل من الممكن توضيح مدى وعيك بالخطط الاستراتيجية التي تنفذها المنظمات الدولية غير الحكومية لتعزيز النمو الاقتصادي في منطقة الاغوار؟

2. من وجهة نظرك، إلى أي مدى تتناسب هذه الخطط مع هدف التنمية المستدامة "العمل اللائق والنمو الاقتصادي"؟

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3. ما هي الفوائد أو التحديات التي لاحظتها نتيجة تنفيذ مبادرات نمو اقتصادي للمنظمات الدولية غير حكومية في منطقة الاغوار؟

4. هل هناك مجالات معينة ضمن النمو الاقتصادي تعتقد أنها تحتاج إلى مزيد من الاهتمام في الخطط التي وضعتها المنظمات الدولية غير الحكومية؟

5. كيف تصف مشاركة المجالس القروية والمجتمعات المحلية في عملية اتخاذ القرار لمشاريع النمو الاقتصادي؟

6. من وجهة نظرك، إلى أي مدى تتعاون المنظمات الدولية غير الحكومية بفعالية مع المجالس القروية لضمان استدامة وتأثير مبادراتها؟

7. هل هناك دروس أو ممارسات جيدة تعتقد أنه يمكن أن تُستفاد منها من مشاريع نمو اقتصادي ناجحة في منطقة الاغوار؟

8. ما هي الخطوات التي يمكن اتخاذها لتعزيز مشاركة المجتمعات المحلية والمجالس القروية في تشكيل أجندة النمو الاقتصادي؟

9. كيف يمكن تعزيز العلاقة بين المنظمات الدولية غير الحكومية والمجالس القروية لتعظيم النتائج الإيجابية لمشاريع النمو الاقتصادي؟

انتهت الاسئلة
شكرا لتعاونكم

ملخص الدراسة

تمثل منطقة الاغوار، بتحدياتها البيئية والاجتماعية والاقتصادية الفريدة، نقطة محورية حاسمة لجهود التنمية المستدامة لدولة فلسطين، فيما تلعب المنظمات الدولية غير الحكومية (INGOs) دوراً محورياً في تشكيل وتنفيذ الاستراتيجيات اللازمة لمواجهة هذه التحديات.

تهدف الدراسة الحالية إلى استكشاف دور الخطط الاستراتيجية للمنظمات الدولية غير الحكومية في تعزيز التنمية المستدامة في منطقة الاغوار. يهدف البحث إلى تحديد الفجوات والتحسينات الممكنة في هذه الخطط، وكذلك تحديد أفضل الممارسات للمنظمات الأخرى ذات السياقات المماثلة. بالإضافة إلى ذلك، تسعى الدراسة إلى إلقاء الضوء على التحديات المتعلقة بمواءمة الخطط الاستراتيجية مع أهداف التنمية المستدامة في المنطقة، وتقديم توجيهات تسهم في صنع القرارات وتحسين عمليات المنظمات غير الحكومية الدولية في الاغوار والمناطق الأخرى. باستخدام نهج متعدد التخصصات، يجري الباحث تقييماً شاملاً لتأثير استراتيجيات المنظمات غير الحكومية الدولية على التنمية المستدامة في المنطقة، مع استخدام استبيانات ومقابلات للحصول على رؤى شاملة.

استهدف الباحث المنظمات الدولية غير الحكومية في الضفة الغربية وهي (مؤسسة جايبا، مؤسسة ريلاب، مؤسسة الرؤية العالمية، مؤسسة كير الدولية فلسطين، برنامج الأمم المتحدة الإنمائي). حيث تكونت عينة الدراسة من (96) مشاركاً يمثلون مديري وموظفي المنظمات الدولية غير الحكومية، الذين تم اختيارهم باستخدام عينة عشوائية بسيطة، وتم إجراء (11) مقابلة استهدفت (11) مشاركاً من المستفيدين وهم ممثلي الهيئات المحلية.

خلصت الدراسة إلى أن مستوى توافق خطط المنظمات الدولية غير الحكومية الهادفة إلى تعزيز النمو الاقتصادي مع هدف التنمية المستدامة المتمثل في "العمل اللائق والنمو الاقتصادي" في منطقة وادي الأردن كان متوسطاً، وتبين أن نسبة تنفيذ خطط المنظمات الدولية غير الحكومية لتحقيق النمو الاقتصادي المستدام في منطقة وادي الأردن متوسطة. كما تبين أن الممارسات الفعالة والمجالات التي تحتاج إلى تحسين في خطط المنظمات الدولية غير الحكومية كانت مرتفعة، بالإضافة إلى أن كفاية مشاريع النمو الاقتصادي التي تقترحها المنظمات الدولية في منطقة الأغوار لتلبية متطلبات التنمية في منطقة الأغوار. كانت احتياجات النمو الاقتصادي للمجتمع المحلي مرتفعة.

في ضوء نتائج الدراسة الحالية، قدم الباحث عدة توصيات، بما في ذلك الحاجة إلى تعزيز تأثير المنظمات غير الحكومية الدولية في وادي الأردن، ويجب على المنظمات غير الحكومية الدولية مواصلة خططها الاستراتيجية مع هدف التنمية المستدامة المتمثل في "العمل اللائق والنمو الاقتصادي". علاوة على ذلك، فإن الحاجة إلى تعزيز الملكية المجتمعية تعزز المواطنة مع الاحتياجات المحلية. الدعوة للحصول على الدعم الحكومي أمر حيوي. من الضروري التواصل والتعاون الفعال مع أصحاب المصلحة المحليين.

إضافة إلى ذلك، ضرورة تعزيز التنسيق والتعاون بين مؤسسات القطاع العام والمجتمع المدني والقطاع الخاص. ولا بد من خلق حوافز للعمل المشترك والتعاون بين القطاعات الثلاثة. ومن هنا تأتي أهمية تطوير خطط منظمات المجتمع المدني بناء على استراتيجية واضحة تلبي احتياجات وأولويات المجتمع الفلسطيني.

في الختام، يسعى هذا البحث إلى المساهمة في فهم أعمق للدور الذي تلعبه المنظمات غير الحكومية الدولية وخططها الاستراتيجية في تعزيز التنمية المستدامة في وادي الأردن. ومن خلال تسليط الضوء على أفضل الممارسات وتحديد مجالات التحسين، تهدف هذه الدراسة إلى إثراء السياسات والممارسات، وبالتالي تعزيز تنمية أكثر تأثيراً واستدامة.

الكلمات المفتاحية: المنظمات الدولية غير الحكومية، الخطط الإستراتيجية، التنمية المستدامة،

وادي الأردن، التحديات البيئية، تخصيص الموارد، التعاون، أصحاب المصلحة المحليين، النهج الهجين.