

**The Impact of Monitoring and Evaluation Systems On  
Organizational Sustainability in Nongovernmental  
Organization in Jordan Fund Raising As A Mediating  
Variable**

أثر أنظمة المتابعة والتقييم على الأستدامة المنظمة في المنظمات غير  
الحكومية في الأردن جمع التبرعات كمتغير وسيط

**Prepared by**

**Suleiman Mahmoud Al-sukkar**

**Supervised By**

**Dr. Pro. Ali Mohammad Al-Adailah**

**Thesis Submitted as Partial Fulfillment of the Requirements  
for Master Degree in Management**

**Management Department**

**Business Faculty**

**Middle East University**

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## Authorization

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Name : Suleiman Mahmoud Al-sukkar


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This thesis titled "The Impact of Monitoring, and Evaluation systems on Organizational Sustainability in Nongovernmental Organization in Jordan. Fundraising as a mediating variable"

Has been approved on the 24<sup>th</sup> of June 2023.

#	Name	Title	University	Signature
1	Dr Ali Mohammad Adayleh	Supervisor	Middle East University	
2	Dr Sameer Mousa Aljabali	Internal member / head of committee	Middle East University	
3	Dr Mohammad Atwa Almayta	Internal member	Middle East University	
4	Dr Firas Sulieman Alshalabi	External member	Albalqa Applied University	

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## **Dedication**

This study is dedicated to everyone who will benefit from its results and ideas. It is devoted to Jordanian people and organizations working in the field of non-governmental organizations (NGOs), with the goal of making a good impact and driving long-term change.

May this research serve as a beneficial resource, providing vital insights and recommendations to improve the efficacy and sustainability of non-governmental organizations? It is devoted to the hardworking individuals, researchers, practitioners, and policymakers who are dedicated to furthering the goal of non-governmental organizations and enhancing the lives of individuals and communities.

This research is devoted to the committed individuals who labor persistently for social justice, humanitarian help, environmental protection, education, healthcare, and a variety of other causes. Your steadfast devotion and dedication are what create good change and make the world a better place.

Furthermore, this research is dedicated to the people who benefit from NGO services, as well as the communities and individuals whose lives are affected and enhanced by the initiatives and programs put in place by these organizations. Your stories, experiences, and goals have informed this research and its goal of promoting long-term growth and well-being for all.

Finally, this study provides guidance to future researchers and academics who will increase our knowledge and understanding of the complex interactions between monitoring and evaluation, fundraising, and organizational sustainability in the context of NGOs. May your future initiatives contribute to the continuing progress and prosperity of non-governmental organizations across the world?

Let us work together to make the world more sustainable, inclusive, and egalitarian, sincerely,

**The Researcher.**

## Table of Contents

<b>Subject</b>	<b>Page</b>
Title.....	<b>i</b>
AUTHORIZATION.....	III
THESIS COMMITTEE DECISION.....	IV
ACKNOWLEDGMENT.....	V
DEDICATION.....	VI
TABLE OF CONTENTS.....	VII
LIST OF TABLES.....	IX
LIST OF FIGURE.....	X
LIST OF APPENDICES.....	XI
ENGLISH ABSTRACT.....	XII
ARABIC ABSTRACT.....	XIII
 <b>CHAPTER ONE: STUDY BACKGROUND AND IMPORTANCE</b>	
1.1 INTRODUCTION.....	1
1.2 STUDY PROBLEM STATEMENT:.....	4
1.3 STUDY OBJECTIVES:.....	7
1.4 IMPORTANCE OF STUDY.....	8
1.5 STUDY QUESTIONS AND HYPOTHESIS.....	9
1.6 STUDY MODEL.....	11
1.7 DEFINITION OF VARIABLES.....	12
1.8 LIMITATIONS OF THE STUDY.....	13
 <b>CHAPTER TWO :THEORETICAL FRAMEWORK &amp; PREVIOUS STUDIES</b>	
2.1 THEORETICAL FRAMEWORK.....	15
2.2 PREVIOUS STUDIES.....	33
 <b>CHAPTER THREE: METHODS AND PROCEDURES</b>	
3.1STUDY METHODOLOGY.....	44
3.2 STUDY SAMPLE.....	45
3.4 STUDY POPULATION, SAMPLE, AND UNIT OF ANALYSIS.....	50
3.5 THE INTERNAL VALIDITY OF THE QUESTIONERS.....	52
3.6 QUESTIONERS RELIABILITY.....	52
3.7 METHODS OF STATISTICAL ANALYSIS:.....	53

**CHAPTER FOUR: STUDY RESULTS AND HYPOTHESIS TEST**

4.1 VARIABLES MEANS AND STANDARD DEVIATION.....	54
4.2 NONGOVERNMENTAL ORGANIZATION CAPACITY ANALYSIS:.....	57
4.3 HYPOTHESIS ANALYSIS: .....	61
4.4 SEMI STRUCTURED INTERVIEW ANALYSIS: .....	69

**CHAPTER 5 :DISCUSSION OF THE RESULT OF THE STUDY HYPOTHESES**

5.1 DESCRIPTIVE QUESTIONS; MEANS AND STANDARD DEVIATION DISCUSSION .....	75
5.2 HYPOTHESIS DISCUSSION.....	82
5.3 QUALITATIVE SEMI-STRUCTURED INTERVIEW DISCUSSION:.....	92
5.4 RECOMMENDATION .....	100
5.5 SUGGESTION .....	101
REFERENCES.....	103
APPENDICES .....	125

## List of tables

Ch Num- Table Num	Table Content	Page
3-1	Description Of Study Population	45
3-2	Distribution Of the Participants by Variables Groups	45
3-3	Study Variables Qualitative Method Question.	48
3-4	Description Of Study Population	51
3-5	The Internal Validity of The Questioners	52
3-6	Cronbach Alpha Test	52
4-7	Level Of Applying of Monitoring in Jordanian Non-Governmental Organizations	54
4-8	Level Of Applying of Evaluation System in Jordanian Non-Governmental Organizations	55
4-9	Degree Of Implementation of Fund-Raising Activities in Jordanian Non-Governmental Organizations	56
4-10	Means And Standard Deviation of What Is the Level of Application of Organizational Sustainability Systems in Jordanian Ngo?	57
4-11	Multiple Regression for Effect Monitoring and Evaluation Systems on Organizational Sustainability of Nongovernmental Organization in Jordan.	61
4-12	Regression Analysis for Effect Monitoring on Organizational Sustainability of Nongovernmental Organization in Jordan	62
4-13	Regression Analysis for Effect Evaluation on Organizational Sustainability of Nongovernmental Organization in Jordan	63
4-14	Multiple Regression for The Impact of Monitoring and Evaluation Systems on Fundraising of Nongovernmental Organization in Jordan	65
4-15	Regression Analysis for Impact Fundraising on Organizational Sustainability of Nongovernmental Organization in Jordan	66
4-16	Multiple Regression for Impact of Monitoring and Evaluation Systems on Organizational Sustainability Through Fundraising on The Nongovernmental Organization in Jordan	67
4-17	Summary Responses for Monitoring	71
4-18	Organizational Monitoring, Evaluation Systems, And Organizational Sustainability	72
4-19	Table (19) Summary Responses Fundraising and Organizational Sustainability	74



## List of Figure

<b>CH Num- Figure Num</b>	<b>Figure Content</b>	<b>Page</b>
1-1	Study Model	11
4-2	Participant's Non-Governmental Organization Annual Budget	58
4-3	Participants Non-Governmental Years of Operating in Jordan	59
4-4	Participants Non-Governmental Years Number of Employees in Jordan	60
4-5	Regression Equation Monitoring	63
4-6	Regression Equation Evaluation	64
4-7	Regression Equation Fundraising	67
4-8	Significance Of the Independent Variables' Impact	69
4-9	Non-Governmental Organizational Type of Work/ Sector	70

## List of Appendices

<b>Number</b>	<b>Content</b>	<b>Page</b>
1	List of referees	125
2	Interview Questionnaire	126
3	Letter	128
4	Facilitation book	137

**The Impact of Monitoring, And Evaluation Systems on Organizational Sustainability on Nongovernmental Organization in Jordan; Fund Raising as A Mediating Variable**

**Prepared By: Suleiman Al-Sukkar**

**Supervised By: Dr. Ali Al-Adailah**

**Abstract.**

This study investigates the impact of monitoring and evaluation systems (M&E) on organizational sustainability through fundraising in Jordanian non-governmental organizations (NGOs). The number of register NGOs in Jordan is (2,778), a stratified sample consists of (357) NGO managers, including project managers, senior officers, and monitoring and evaluation specialists were targeted for quantitative data review by E-survey developed for this purpose, (327) surveys were returned and (310) were valid for analysis. In addition, qualitative data were gathered by employing a purposive sample technique to select (10) semi-structured interviews with key stakeholders.

The study found a high level of implementation and strong relationship between the level of applying M&E systems and the ability of Jordanian NGOs to fundraise and maintain sustainability. findings reveal that monitoring and evaluation systems significantly impact fundraising outcomes in Jordanian NGOs, with both components playing a positive and significant role. These systems account for a substantial portion (61.1%) of the variance in fundraising outcomes.

Based on the findings, it is recommended to enhance the practices of non-governmental organizations (NGOs) in monitoring, evaluation, and organizational sustainability through capacity-building initiatives, fundraising experiments, and the integration of strong monitoring and evaluation systems within their organizational processes in Jordan. This will help improve fundraising performance and ensure long-term organizational sustainability. The study contributes valuable insights to the existing literature and provides practical recommendations for NGOs in Jordan.

**Keywords: Monitoring and evaluation systems (M&E), Fundraising, Organizational sustainability, Jordan, NGOs.**

أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية للمنظمات غير الحكومية في

الأردن؛ جمع التبرعات كمتغير وسيط

إعداد: سليمان السكر

إشراف: الدكتور علي العضائيلة

الملخص

تهدف هذه الدراسة إلى التحقيق في أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية من خلال جمع التبرعات كعامل وسيط في المنظمات غير الحكومية الأردنية. يبلغ عدد المنظمات غير الحكومية المسجلة في الأردن (2,778) منظمة، وتتألف العينة الطبقية من (357) مديراً للمنظمات غير الحكومية، بما في ذلك مديرو المشاريع والضباط العليا وخبراء المتابعة والتقييم، وتم استهدافهم لاستعراض البيانات الكمية من خلال استبانة إلكترونية تم تطويرها باستخدام أداة إلكترونية وتوزيع (350) أستبيان. تم إرجاع (327) استبياناً، وكانت (310) منها صالحة للتحليل. بالإضافة إلى ذلك، تم جمع البيانات النوعية عن طريق استخدام تقنية العينة المقصودة لاختيار (10) مقابلات شبه منظمة مع أصحاب المصلحة الرئيسيين في المنظمات غير الحكومية.

أظهرت الدراسة مستوى عالٍ من تطبيق أنظمة المتابعة والتقييم ومستوى عالٍ من تطبيق الاستدامة التنظيمية ووجود علاقة قوية بين مستوى تطبيق أنظمة المتابعة والتقييم وقدرة المنظمات غير الحكومية الأردنية على جمع التبرعات والحفاظ على الاستدامة التنظيمية كمتغير وسيط. كما تشير النتائج إلى وجود أثر دال احصائياً لأنظمة المتابعة والتقييم في الاستدامة التنظيمية بوجود جمع التبرعات كمتغير وسيط في المنظمات غير الحكومية الأردنية، حيث يلعب كل من المكونين دوراً إيجابياً ومهماً. تشكل هذه الأنظمة نسبة كبيرة (61.1%) من التباين في نتائج جمع التبرعات.

بناءً على النتائج، يوصى بتحسين ممارسات المنظمات غير الحكومية في المتابعة والتقييم والاستدامة التنظيمية من خلال جمع التبرعات عن طريق تجريبات لرفع قدرات الموظفين، و أن تدمج المنظمات غير الحكومية في الأردن أنظمة قوية للمراقبة والتقييم في عملياتها التنظيمية لتعزيز أداء جمع التبرعات والاستدامة التنظيمية على المدى الطويل. تسهم الدراسة في توفير رؤى قيمة للأدبيات الحالية وتقدم توصيات عملية لمنظمات غير الحكومية في الأردن.

الكلمات المفتاحية: أنظمة المتابعة والتقييم، جمع التبرعات، استدامة المنظمات، منظمات غير حكومية، الأردن.

# **Chapter One**

## **Study Background and Importance**

### **1.1 Introduction**

In recent years, non-governmental organizations (NGOs) have played an important part in Jordan's social and economic growth. The Jordanian government's establishment of a comprehensive regulatory framework to supervise and support NGO operations demonstrates the relevance and rising significance of the NGO sector in Jordan. Furthermore, non-governmental organizations (NGOs) have become an essential element in Jordan's attempts to meet the United Nations Sustainable Development Goals (UNSDGs), with the United Nations Development Program (UNDP) highlighting their participation as critical to Jordan's overall development (UNDP, 2019).

In Jordan, non-governmental organizations (NGOs) play a vital role in advocacy, policy formation, and service delivery to vulnerable populations in addition to development assistance. In addition to its traditional focus on reducing poverty and health, non-governmental organizations (NGOs) are increasingly focusing on topics such as women's rights, human rights, and environmental preservation (Al-Smadi & Sadeq, 2018). This reflects Jordan's rising diversity and the NGO sector's increased significance in the country's social and economic growth.

Jordan's developing NGO sector reflects the country's growing need for social and economic development, as well as a growing acknowledgment of the role that NGOs may play in accomplishing these goals. Furthermore, the engagement of non-governmental organizations (NGOs) in advocacy and policy making reflects the country's developing democracy and civil society growth. (Atallah, S. M., 2018).

Overall, NGOs have been increasingly essential in Jordan's growth in recent years, with the industry continuing to grow and diversify. The importance of the NGO sector in Jordan's overall development has been recognized by the government and international organizations, with the sector viewed as important to the country's development aspirations. However, NGOs in Jordan face a number of challenges that limit their impact and threaten their sustainability, Al-Qudah, K. M., Alazzam, M. A., & Al-Mobaideen, H. M. (2021). Among these challenges include limited financial resources, weak infrastructure, and a lack of collaboration among parties. Monitoring and evaluation (M&E) systems are required for non-governmental organizations (NGOs) in order to track their effectiveness, learn from their failures, and gradually improve their programs. M&E methods can help NGOs demonstrate their effect to funders and generate incentives and advantages for them. The importance of M&E in achieving organizational sustainability has been well acknowledged in the literature. Excellent M&E practices, for example, have a significant impact on the sustainability of NGOs, employing M&E methodologies helped Ethiopian NGOs run better (Hailu and Korf,2018).

Fundraising is another critical component of NGOs' long-term sustainability since it provides the financial resources that enable them to carry out their activities and services. However, fundraising is a difficult task, and non-governmental organizations must constantly adapt their methods to changing donor priorities and economic conditions. Furthermore, fundraising and M&E are frequently linked, as good M&E can help NGOs demonstrate their impact to donors and strengthen relationships with them while effective M&E procedures increase the potential of NGOs to produce donations.

Jordan is becoming more aware of the need of effective nonprofit administration. Many initiatives have been implemented by the government to assist the sector, including

tax breaks and simplified registration procedures Al-Tamimi, H., Al-Qudah, K. M., Alawamleh, M., & Al-Omoush, A. (2021).. Furthermore, some non-governmental organizations (NGOs) provide training and capacity-building assistance to other non-governmental organizations (NGOs). Despite these efforts, NGOs in Jordan continue to face a number of challenges, including a lack of financial resources and inadequate infrastructure.

Some Jordanian studies have emphasized the importance of M&E in establishing organizational sustainability. Alha-bashneh (2017) observed, for example, that M&E approaches are critical for NGOs in Jordan to achieve their goals. Similarly, Al-Ghabra et al. (2018) discovered that using M&E methodologies can improve NGOs' long-term viability in Jordan. Nonetheless, these studies revealed obstacles to implementing good M&E processes, such as a lack of resources and human capacity. The literature recognizes the importance of fundraising in achieving organizational sustainability in Jordan. For example, Al-Ajlouni and Al-Atiyat (2019) determined that for NGOs to continue operating in Jordan, robust fund-raising tactics are essential. Similarly, Al-Nasir and Al-Kayed (2020) discovered that fundraising is critical for Jordanian NGOs' sustainability.

Many factors impact the effectiveness of monitoring and evaluation and fundraising techniques in Jordanian non-governmental organizations. One of these components is the availability of data and information systems. Inadequate data management systems and a lack of skilled workers, according to Ouda et al. (2019), may limit the effectiveness of M&E activities in Jordanian NGOs. Similarly, Al-Lamadani and Al-Nabulsi (2020) observed that a lack of exact data might reduce the effectiveness of fundraising activities. The political and economic environment also impacts the success of M&E and fundraising initiatives.

Similarly, incorporating technology into M&E processes may increase efficiency and accuracy in Jordanian NGO that adopting mobile-based data collection improved the accuracy and timeliness of M&E data (Abuhassan et al. 2020).

Consider how leadership and organizational culture affect the effectiveness of M&E and fundraising approaches. Transformational leadership, according to Ali and Ramayah (2019), has a positive impact on the application of M&E practices in Malaysian NGOs. Itua (2017) observed, similarly, that a favorable company culture can enhance non-profit fundraising efforts.

Finally, the success of M&E and fundraising techniques is critical to the long-term viability of Jordanian NGOs. The adoption of appropriate monitoring and evaluation methods and processes may provide vital data for decision-making and program improvement, while efficient fundraising tactics can ensure the financial stability of non-governmental organizations. However, a variety of factors, such as the political and economic climate, the use of technology, and leadership and organizational culture, can all have an impact on the effectiveness of these techniques. NGOs must adapt and develop their M&E and fundraising approaches in order to preserve long-term sustainability and success.

## **1.2 Study Problem Statement:**

According to a United Nation Development Program (UNDP) study, non-governmental organizations (NGOs) in Jordan have faced significant challenges in establishing sustainability, such as low financial resources, inadequate technical and institutional capacity, and insufficient monitoring and evaluation processes (UNDP, 2019). Furthermore, the majority of NGOs in Jordan rely on donor funding and struggle to establish sustainable funding sources (Al-Khaldi et al., 2021). This highlights the



necessity of non-governmental organizations having efficient fundraising methods and guaranteeing the long-term survival of their activities. Non-governmental organizations (NGOs) must have strong monitoring and evaluation mechanisms in place in order to demonstrate their impact to donors and stakeholders, as well as to improve program effectiveness and efficiency.

Another connected problem is the impact of government policies and laws in facilitating or impeding the sustainability of non-governmental organization (NGO) operations in Jordan. The government has established a number of laws and regulations concerning the registration, funding, and operation of non-governmental organizations (NGOs), which may have an impact on their long-term viability (Siddiqi, 2018).

According to the International Federation of Red Cross and Red Crescent Societies (IFRC), monitoring and evaluation (M&E) are the foundations of successful programming, accountability, and learning in humanitarian and development work. Furthermore, the importance of incorporating sustainability issues into M&E frameworks (Olawepo et al., 2020).

Monitoring and evaluation (M&E) systems are critical for non-governmental organizations (NGOs) in Jordan's long-term viability, but many organizations fail to establish effective M&E practices. This lack of effective M&E not only restricts NGOs' capacity to demonstrate their impact and get financing, but it may also make it difficult for them to adapt to changing conditions and enhance their programs and services. According to Al-Sheikh and Obeidat (2018), "poor monitoring and evaluation in NGOs in Jordan can lead to poor decision-making, ineffective programs, and poor utilization of resources" (p. 53). As a result, there is an urgent need for study on the impact of M&E systems on organizational sustainability in Jordan's NGOs.

Fundraising is a major difficulty for NGOs in Jordan, in addition to a lack of effective M&E processes. According to Al-Hadid and Al-Saidat (2020), one of the most significant challenges for NGOs in Jordan is a lack of financial resources and the difficulties in obtaining financing (p. 45). This is especially problematic considering that fundraising is a vital component of NGO sustainability, and NGOs may struggle to offer their activities and services without appropriate financing. As a result, understanding the function of fundraising in moderating the link between M&E systems and organizational sustainability in Jordan's NGO sector is critical.

This is especially crucial for Jordanian non-governmental organizations (NGOs), given the country's sensitivity to environmental and resource-related concerns such as water scarcity and climate change (World Bank, 2021).

One related concern is the impact of political insecurity and conflict on the viability of non-governmental organization (NGO) activities in Jordan. The nation has been impacted by the Syrian refugee crisis and ongoing hostilities in surrounding countries, putting extra strain on the resources and ability of non-governmental organizations (NGOs) (UNHCR, 2021).

Given these concerns, it is necessary to evaluate the current state of monitoring and evaluation processes in Jordanian non-governmental organizations, with a focus on sustainability and fundraising. The research might look at how government policies and laws help or impede the development of sustainable funding sources and effective M&E procedures in Jordanian NGOs.

This will aid in the identification of areas for improvement and the creation of effective strategies to increase the sustainability of NGO activities in Jordan. As a result, the researcher intends to answer the following research question: What is the current state

of monitoring and evaluation systems for sustainability and fundraising in Jordan, and what are the advantages and chances for improvement?

### **1.3 Study Objectives:**

1. The purpose of the study is to investigate the impact of monitoring and evaluation (M&E) systems on the organizational sustainability of NGOs in Jordan, with fundraising as a mediating variable. The study aims to achieve the following objectives:
2. To investigate the link between monitoring and evaluation (independent variable) and organizational sustainability (dependent variable) in Jordanian non-governmental organizations (NGOs).
3. To examine the impact of fundraising (as a moderating variable) on the link between monitoring and evaluation and organizational sustainability in Jordanian non-governmental organizations (NGOs).
4. To identify the elements that impact the efficiency of monitoring and evaluation, as well as fundraising, in establishing organizational sustainability in Jordanian non-governmental organizations (NGOs).
5. To make recommendations for strengthening Jordanian NGOs' monitoring, evaluation, and fundraising systems in order to increase organizational sustainability (NGOs).
6. These objectives will help in understanding the importance of M&E systems in enhancing the sustainability of NGOs, and will provide valuable insights for NGOs and other stakeholders in the development sector in Jordan.

## 1.4 Importance of study

The study has significant practical and academic importance:

- From an academic standpoint, this research can add to the current body of information on monitoring and evaluation, fundraising, and organizational sustainability in Jordanian NGOs. The research can give a more thorough and nuanced knowledge of these ideas and their interactions by using a mixed-methods approach. Furthermore, the study can assist in identifying gaps in the present literature and highlighting areas where additional research is required, such as the impact of various monitoring and evaluation systems and fundraising strategies on organizational sustainability in Jordanian NGOs.
- From a practical standpoint, this study has numerous key implications for Jordanian non-governmental organizations. For starters, it may assist NGOs in better understanding the link between monitoring and evaluation, fundraising, and organizational sustainability. This information may then be utilized to create more successful strategies for monitoring and evaluation, fundraising, and sustainability, allowing NGOs to fulfill their goals and serve their communities more effectively. Furthermore, the study can assist in identifying the major aspects that impact the performance of Jordanian NGOs' monitoring and evaluation and fundraising activities, such as the availability of data and information systems, leadership and organizational culture, and the political and economic climate. NGOs may increase the efficacy of their work and their long-term survival by addressing these aspects.

Overall, the findings of this study have practical implications for the establishment of more effective monitoring, evaluation, and fundraising methods in Jordanian non-

governmental organizations (NGOs), as well as academic consequences for the progress of knowledge in this sector.

## **1.5 Study Questions and Hypothesis**

### **1.5.1 Descriptive questions:**

1. Q1 what is the level of applying of monitoring in Jordanian non-governmental organizations?
2. Q2-What is the level of applying of evaluation system in Jordanian non-governmental organizations?
3. Q3-What is the degree of implementation of fund-raising activities in Jordanian non-governmental organizations?
4. Q4-What is the level of application of organizational sustainability systems in Jordanian NGO?

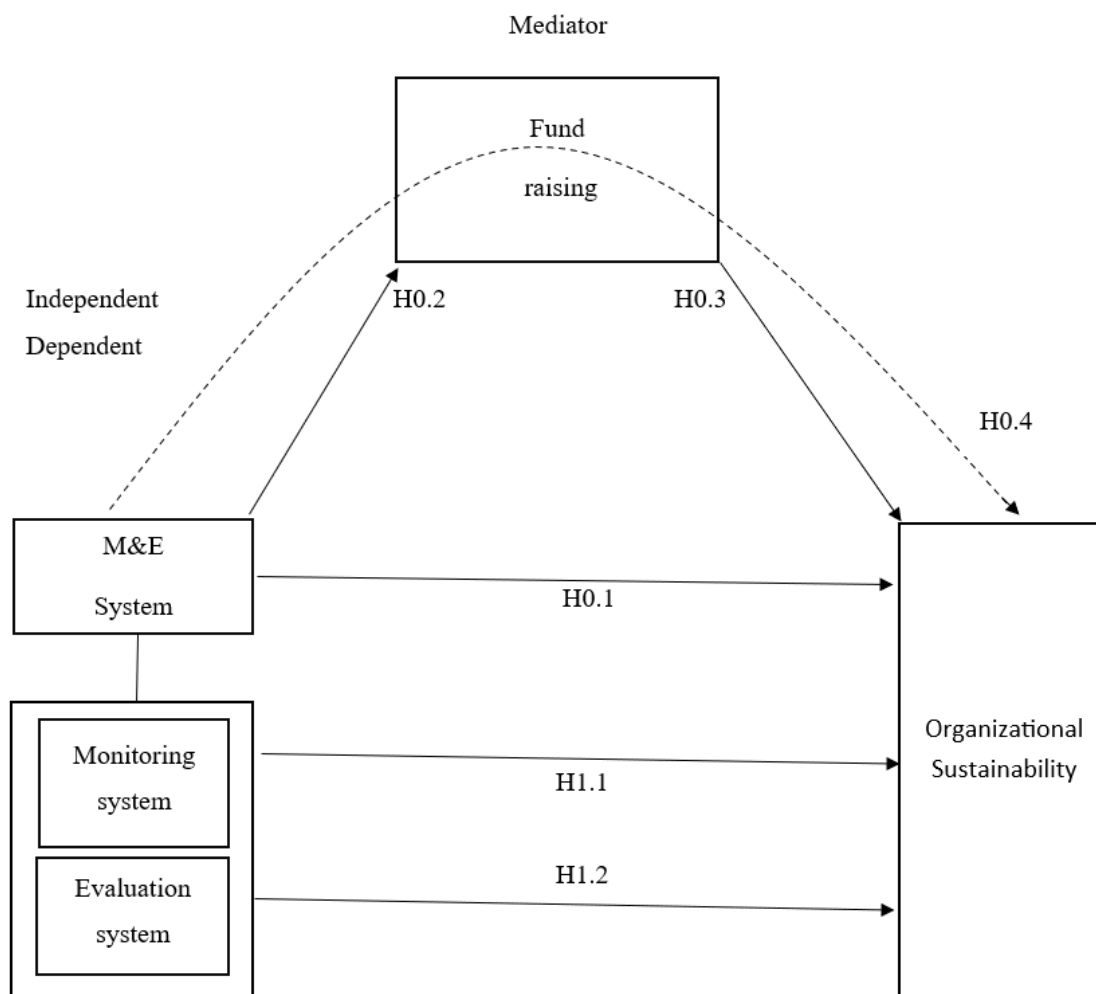
### **Other Qualitative Questions:**

- Q1: How frequently are monitoring and evaluation methods used in Jordanian non-governmental organizations, and what effect do they have on organizational sustainability?
- Q2: To what level are fund-raising activities conducted out in Jordanian non-governmental organizations, and how do they mediate the link between monitoring and evaluation systems and organizational sustainability?
- Q3: How are monitoring and evaluation methods and fund-raising operations incorporated into Jordanian NGOs' organizational structures, and how does this integration help to organizational sustainability?

### 1.5. 2 Hypothesis

- **H01:** There is no impact at the level of  $05.0 \geq \alpha$  for monitoring and evaluation systems on organizational sustainability of nongovernmental organizations in Jordan.
- **H01.1:** There is no impact at the level of  $05.0 \geq \alpha$  for monitoring system on organizational sustainability of nongovernmental organizations in Jordan.
- **H01.2:** There is no impact at the level of  $05.0 \geq \alpha$  for evaluation on organizational sustainability of nongovernmental organizations in Jordan.
- **H02:** There is no impact at the level of  $05.0 \geq \alpha$  for monitoring and evaluation systems on fundraising of nongovernmental organizations in Jordan.
- **H03:** There is no impact at the level of  $05.0 \geq \alpha$  for fundraising on organizational sustainability of nongovernmental organizations in Jordan.
- **H04:** There is no impact at the level of  $05.0 \geq \alpha$  for monitoring and evaluation systems on organizational sustainability through fundraising on the nongovernmental organizations in Jordan.

## 1.6 Study Model



**FIGURE 1 STUDY MODEL**

Beresford, P. (2019). Al-Dwairi, M. (2020). Al-Momani, S. (2021). Alshamrani, H., & Al-Sulami, F. (2022)

The study model consists of one dependent variable: organizational sustainability. Alshamrani, H., & Al-Sulami, F. (2022); one mediator variable Al-Momani, S. (2021).: Fundraising Al-Dwairi, M. (2020); and M&E systems Beresford, P. (2019). (Monitoring, and evaluation systems) dependent variables.

## 1.7 definition of variables

**Monitoring:** is the continual practice of gathering data to determine if programs or interventions are being carried out as intended and having the desired impact. (Kane and his associates, 2022).

**Evaluation** is the process of determining the efficacy, efficiency, relevance, and sustainability of a program or activity." Agyemang-Duah and Mahama, 2021).

**Fundraising** is the practice of obtaining financial help from donors in order to achieve an organization's vision and goals. Adams and Gross Adams & Gross (Adams & Gross, 2021)

**Organizational Sustainability:** The ability to adapt to internal and external changes, maintain effective governance structures, provide enough financing sources, and maintain programme relevance and quality. Long-term planning, strategic decision-making, and continuing learning and development are all required (Berman 2022).

### **Procedural definition**

**Monitoring:** refers to the constant collection and analysis of data in order to measure progress, assure efficiency and effectiveness, and maintain responsibility to stakeholders.

**Evaluation:** refers to the systematic collection and analysis of data to assess program relevance, effectiveness, efficiency, impact, and sustainability, as well as to improve program implementation and results.



**Fundraising:** refers to the action of asking and receiving financial resources from individuals, organizations, and governments to support the operations and objectives of non-governmental organizations (NGOs).

**Organizational Sustainability:** refers to an organization's ability to maintain operations and impact over time through competent management, enough resources, stakeholder participation, and a focus on long-term outcomes.

## 1.8 Limitations of the study

- Human limits relate to any biases or inaccuracies that may develop as a result of the human aspect in the investigation. For example, the researcher's biases, preconceptions, or subjectivity may have an impact on the study's internal validity.

To address this issue, the study will employ a stratified sampling procedure.

- Temporal limitations refer to the duration of the study as well as any changes that may occur during or after the study's conclusion. For example, Jordan's political, economic, or social backdrop may change, compromising the study's external validity.

To overcome this constraint, the study will incorporate a sensitivity analysis to determine the possible impact of outside factors on the study's outcomes.

- Spatial limitations refer to the geographical scope of the study and the potential differences between the sample population and the larger population. For instance, the NGOs in Jordan may differ from those in other Middle Eastern countries or other regions, affecting the study's external validity.

To address this limitation, the study can include a comparison with similar studies conducted in other regions or countries to assess the generalizability of the study's results.

- In terms of internal and external validity, the study may face limitations related to sampling, data collection, and analysis. For instance, the sample size or sampling technique may affect the study's generalizability or representativeness. The data collection tools or measures used may not capture the full range of variables or perspectives relevant to the study's research questions. The statistical analysis used may not account for confounding variables or may oversimplify the complexity of the relationships between variables.

To address these limitations, the study will use appropriate sampling techniques, use validated and reliable electronic E-data collection tool as well as online interviews, and employ advanced statistical analysis techniques.

Finally, it is important to acknowledge that this study may not be applicable to all NGOs in Jordan, as there may be variations in the types of organizations, their size, their geographic location, and their objectives. Therefore, caution should be taken in generalizing the study's results beyond the sample population.

## **Chapter Two**

### **theoretical framework & previous studies**

#### **2.1 Theoretical framework**

This chapter defines monitoring and evaluation procedures, fundraising, and organizational sustainability.

Provide a summary of the literature on monitoring evaluation systems, fundraising, and organizational sustainability, as well as the differences between them and the current study.

##### **2.1.1-Monitoring**

Monitoring is an essential component of good project management and evaluation in Non-Governmental Organizations (NGOs). Monitoring in non-governmental organizations refers to the systematic and continuing process of gathering and assessing information concerning program activities, procedures, and outcomes. It entails evaluating and recording the progress and performance of the project or program on a regular basis to verify that it is on track and accomplishing its goals (Jahan et al., 2019).

Because of the requirement to demonstrate responsibility to stakeholders such as funders, beneficiaries, and the general public, non-governmental organizations (NGOs) have been more interested in monitoring (Pandey et al., 2021). Furthermore, it helps non-governmental organizations (NGOs) to make informed decisions, enhance program execution, and identify areas that need intervention to guarantee project success (Soleimanvandi et al., 2017). As a result, monitoring has become an integral aspect of the project management cycle for non-governmental organizations, from planning through execution and evaluation.

Monitoring in NGOs can begin at the program or project planning stage, when the monitoring framework is developed, defining what needs to be monitored, how it will be monitored, and who will be in charge of monitoring (Yahaya et al., 2018). The monitoring process entails examining project operations on a regular basis to assess progress, identify difficulties and obstacles, and make required modifications to ensure that the project's objectives are met (Ali et al., 2020).

Monitoring in non-governmental organizations varies depending on the nature, goals, and intended outcomes of the project. According to Ali et al. (2020), the most common types of monitoring in NGOs are process monitoring, output monitoring, and outcome monitoring. Keeping track of the activities and inputs necessary to finish a project is what process monitoring is all about. The concrete outputs or products of project activities are the focus of output monitoring, whereas the impact of project activities on the intended beneficiaries is the focus of outcome monitoring.

Monitoring methods in non-governmental organizations (NGOs) are similarly numerous, ranging from quantitative methods like surveys, questionnaires, and indicators to qualitative approaches like focus group discussions, case studies, and interviews (Soleimanvandi et al., 2017). The approach chosen is determined on the type of information required and the resources available. Monitoring is the regular practice of acquiring, assessing, and analyzing data on the progress and performance of projects, programs, or organizations over time. (Joshi and Chaudhary, 2021). Monitoring is the process of obtaining and analyzing data at regular intervals to determine if an intervention is being carried out as planned and generating the desired results. (Roche and colleagues, 2020) Monitoring is the regular systematic collection of data on certain indicators to provide information on the performance of a program or intervention. (Kaur and Kumar,

2020). Monitoring is the continual collection and analysis of data to follow progress and evaluate the efficacy of programs or initiatives. (Agyemang-Duah and Mahama, 2021).

In summary, Monitoring is a continuous process in which information on program activities, procedures, and results is collected and analyzed. It begins at the project planning stage and entails conducting frequent reviews of project activities to assess progress, identify difficulties, and make required adjustments to guarantee project success. Monitoring can take numerous forms and employ various approaches based on the nature of the project and the desired goals.

### **2.1.2-Evaluation**

Evaluation is the systematic collection and analysis of data to determine the effectiveness, efficiency, and relevance of programs, policies, and organizations. (Chaudhary and Joshi, 2020). Evaluation is a systematic and objective evaluation of a program's or intervention's performance and impact. (Kaur and Kumar, 2020).

In Nongovernmental Organizations (NGOs), evaluation is a critical process that aids in determining the impact, efficacy, and efficiency of projects, programs, and initiatives. In non-governmental organizations, evaluation is a systematic process of gathering and evaluating data on the extent to which a project or program has met its objectives, as well as the reasons that contributed to success or failure (Nabalegwa et al., 2019). According to De Silva et al. (2017), evaluation evaluation in NGOs can begin during the project or program's design or execution phase.

The goal of evaluation in nongovernmental organizations is to give information that may be utilized to make educated decisions about program design, execution, and funding, among other things. It aids in the enhancement of project or program effectiveness, accountability, and learning. Depending on the stage of the project and the

anticipated objectives, NGOs may conduct formative, summative, process, or impact evaluations (Dulani et al., 2020).

In NGOs, formative evaluation happens at the early stages of project development and execution. Its primary goal is to detect possible difficulties or challenges and to improve program implementation. Summative evaluation, on the other hand, comes after the conclusion of a project or program and examines the program's overall effectiveness. Process evaluation looks at the quality and efficacy of program execution, whereas impact evaluation looks at how the project contributes to the stated results (Nabalegwa, 2019). Evaluation is a systematic inquiry method that entails data collection and analysis to determine the worth, merit, or value of an intervention or program." (Roche and colleagues, 2020).

In non-governmental organizations, evaluation methods range from qualitative to quantitative. Surveys, interviews, focus group discussions, case studies, and observations are only a few examples (Dulani,2020). The technique of evaluation selected is determined by the type of information required, the available resources, and the stage of the project.

Formative evaluation and summative evaluation are the two forms of evaluation used in non-governmental organizations (NGOs) (Chalchisa, 2017). Formative evaluation, also known as process evaluation, occurs throughout the project's implementation phase and focuses on the program's strengths and deficiencies in order to enhance its implementation. Summative evaluation, on the other hand, occurs at the end of a project and focuses on the overall impact and success of the program. Evaluation is the process of determining the efficacy, efficiency, relevance, and sustainability of a program or activity. (Agyemang-Duah and Mahama, 2021).

In most NGOs, the evaluation process begins during the project's planning phase. During this step, the evaluation framework is created, which details the evaluation objectives, questions to be answered, methodologies to be employed, and timescale (Hill et al., 2019). The framework is used to guide the evaluation team and helps ensure that the evaluation is systematic and comprehensive. As a methodical and objective examination of the effectiveness, relevance, efficiency, and sustainability of a project, program, or policy. (Kane, and colleague 2022)

The techniques of evaluation used by non-governmental organizations differ based on the nature of the project and the evaluation questions. The most prevalent techniques of evaluation in NGOs, according to Chalchisa et al. (2017), include surveys, interviews, focus groups, case studies, and document analysis. Surveys are frequently used to collect quantitative data from a large number of respondents, whereas interviews and focus groups are typically used to collect qualitative data from a smaller number of stakeholders. Case studies and document analysis are utilized to gain a better knowledge of the project's background and procedures.

The evaluation process consists of various processes in NGOs, including data gathering, analysis, and reporting. The evaluation team obtains information regarding the project's implementation, methods, and outcomes during data collecting. Data analysis is reviewing acquired data to uncover trends, patterns, and topics. The evaluation team's results are then presented in a report that summarizes the project's accomplishments, problems, and recommendations for improvement (Hill, 2019).

In summary, evaluation in non-governmental organizations is a systematic and complete process that involves gathering and evaluating data on a project's implementation, methods, and outcomes. There are two forms of evaluation: formative

evaluation and summative evaluation. The evaluation process often begins during the project's planning phase and includes numerous processes such as data collecting, analysis, and reporting. The techniques of evaluation used by non-governmental organizations differ based on the nature of the project and the evaluation questions.

### **2.1.3 Monitoring and evaluation**

Monitoring & Evaluation is critical for demonstrating the impact of program activities on intended recipients, contributors, and other stakeholders. This proof improves accountability by providing data that can be used to improve programs and ensure that they meet their objectives (UNDP, 2009).

Monitoring and evaluation (M&E) are two interconnected activities in Non-Governmental Organizations (NGOs). M&E provides a framework for assessing the effectiveness, efficiency, and impact of NGOs' programs and initiatives while monitoring provides data that is used to evaluate project performance and effectiveness (Tandon et al., 2020). M&E in NGOs often begin with the development of M&E strategies during the project planning stage. M&E plans describe how the project will be monitored, including the indicators to be utilized, data collecting techniques, and data collection frequency (Kinyanjui, 2019). The M&E strategy also specifies how the evaluation will be carried out, such as the type of evaluation and methodologies to be employed.

Monitoring and evaluation are linked in that monitoring provides data that is utilized to evaluate project performance and effectiveness. In contrast, evaluation gives input that can be utilized to enhance monitoring. M&E are also related in non-governmental organizations since they help to learning and knowledge management. NGOs may discover best practices and lessons learned by monitoring and analyzing initiatives, which can then be utilized to enhance future programs and projects (Kinyanjui, 2019).



Monitoring and evaluation methods employed by non-governmental organizations vary depending on the nature of the project, the aims, and the available resources. Site visits, questionnaires, interviews, and observation are the most often utilized methods for monitoring in NGOs (Sharma & Thakur, 2020). Case studies, surveys, impact evaluations, and participatory evaluations are the most often utilized evaluation methodologies in NGOs (Tandon et, 2020).

In summary, monitoring and evaluation are two interconnected activities that are crucial in non-governmental organizations. They are related because monitoring offers data for assessing project performance and effectiveness, whilst evaluation gives input for improving monitoring. M&E in NGOs often begins with the development of M&E plans during the project design stage. The methods employed in monitoring and evaluation in non-governmental organizations are determined by the nature of the project, the objectives, and the available resources.

Non-governmental organizations can use a variety of monitoring and evaluation tools and methodologies, such as surveys, interviews, focus groups, checklists, and participatory approaches such as participatory rural appraisal (Kumar and Kaur,2020). Tools like logical frameworks, outcomes frameworks, and theory of change models to drive their monitoring and evaluation operations. (Chaudhary and Joshi, 2021). By applying use a combination of quantitative and qualitative data collection approaches, such as surveys, interviews, focus groups, and document reviews, for monitoring." (2021, Agyemang-Duah and Mahama). Employing real-time monitoring and evaluation approaches to promptly detect and address obstacles or concerns that develop during program execution." Kane and colleagues (2022). Applying participatory monitoring and

evaluation (M&E) system to engage stakeholders in the monitoring and evaluation process and ensure that their perspectives are heard. (Roche and colleagues, 2020).

Furthermore, M&E is essential for organizational learning. M&E may be utilized by organizations to identify program strengths and shortcomings, which can then be used to make adjustments and changes (Funnell & Rogers, 2011). In non-governmental organizations, accountability and learning are key components of the M&E process. Accountability seeks to ensure that non-governmental organizations are transparent and responsible in their operations, whereas learning seeks to improve organizational performance and effectiveness via continuous improvement. Monitoring and Evaluation in NGO are also intimately tied to accountability and learning. Accountability is the process of demonstrating how resources were used and measures were taken to guarantee transparency and stakeholder trust (Crawford, 2004). Accountability refers to an organization's obligation to explain and justify its activities to stakeholders, particularly those who are directly affected by those actions. It requires being transparent about how resources are used and the results gained, as well as reacting to stakeholder comments and concerns (Chandler & Moldovan, 2019, p. 74).

Nongovernmental organization accountability ensures that an organization's activities are consistent with its aims and values, and that it is held accountable for its actions and their impact on stakeholders." It contains tools for measuring progress, responding to feedback, and adjusting based on what is learnt (Kleinman & Garcia, 2020, p. 5).

Learning is defined as the process of acquiring new information, abilities, or insights through experience, study, or teaching. In the context of non-governmental organizations, learning is defined as reflecting on previous experiences, evaluating data, and applying that data to improve program design, implementation, and evaluation. (Mertens &

Wilson, 2018, p. 158). Adjusting to new situations and increasing performance by using information and experience. It consists of ongoing reflection, feedback, and growth and is critical to ensure that non-governmental organizations stay successful and responsive to their stakeholders' requirements (Earl & Carden, 2020, p. 50).

To promote accountability and learning, NGOs can use a range of tools and tactics, including:

**Outcome Mapping:** Rather than focusing just on outputs or outcomes, outcome mapping is a participatory method that supports non-governmental organizations (NGOs) in discovering and tracking changes in behavior and relationships. It requires developing a vision statement, a purpose statement, and a set of progress markers to track behavioral and interpersonal changes over time (Earl et al., 2015).

**Outcome Harvesting** is a qualitative strategy that entails the systematic collecting of evidence of changes that have happened as a result of a program, without identifying the desired goals in advance. This strategy can be effective when defining unambiguous outcomes is difficult or when there are several and complex causal paths (Dart et al., 2016).

**Developmental Evaluation:** Developmental Evaluation is a method used when programs are complex, adaptable, and continually changing. It involves continuous feedback and learning and focuses on the processes and methods utilized to attain results rather than the results themselves. This strategy aims to promote learning and adaptability, as well as innovation and experimentation (Patton et al., 2016).

These tools and methods can be used in combination with each other or separately, depending on the specific needs and goals of the NGO. They can help NGOs to promote accountability, enhance organizational learning, and improve program effectiveness.

Outcome Harvesting is a qualitative method that comprises the systematic collection of evidence of changes that have occurred as a result of a program, without prior identification of the targeted goals. When establishing clear outcomes is difficult or when there are several and complex causal channels, this method can be useful (Dart et al., 2016).

Developmental Evaluation: This technique is utilized when programs are complicated, adaptive, and constantly evolving. It is characterized by continual feedback and learning and focuses on the processes and methods used to achieve results rather than the results themselves. This technique intends to foster learning, adaptation, creativity, and experimentation (Patton et al., 2016).

These techniques and strategies can be utilized in tandem or independently, depending on the NGO's unique requirements and goals. They can assist non-governmental organizations in promoting accountability, improving organizational learning, and increasing program effectiveness.

This information is vital not only for the organization, but also for the development community as a whole. Sharing lessons learned and best practices may help boost the effectiveness and impact of development programs while also ensuring that resources are used as effectively as possible (UNDP, 2009). M&E may be highly effective in finding and retaining donors when it comes to fundraising.

Donors are increasingly seeking verification of the impact of their contributions, and monitoring and evaluation provides this proof (OECD, 2010). NGOs that prioritize and invest in M&E are better positioned to demonstrate their impact and provide evidence that their actions are having an impact. This can result in increased donor support as well as long-term organizational viability (George, 2017). According to Kerstens, Rommel,

and Bhatti (2018), NGOs can create confidence and credibility with donors, which can lead to higher funding. More developed M&E systems were more likely to have positive performance outcomes, including improved donor relations and organizational sustainability (Alawattage & Alawattag, 2021). Since donors were more inclined to sponsor M&E systems that were more resilient. (Löfgren and Mawardi, 2020).

Overall, monitoring and evaluation (M&E) is an important component of NGO work because it helps organizations to be accountable to their stakeholders, learn from their programs, and demonstrate their effect to donors. Fundraising serves as a connection between M&E and NGO sustainability, since efficient fundraising tactics are required to guarantee that organizations have the resources, they need to carry out their activities and invest in M&E.

#### **2.1.4 Fundraising:**

Non-governmental organizations must prioritize fundraising strategy in order to develop an approach that delivers value and is remembered. (B. Sousa and J. Macedo 2021). Obtaining finances or resources from a range of sources in order to meet the organization's aims and objectives. (Sargeant and Jay, 2014). The art and science of raising funds to support an organization's aims and services by engaging individuals and getting donations using a variety of tactics and strategies in order to ensure organizational sustainability. (Dugan and Maier ,2022).

The skill of engaging with donors in order to inspire and motivate them to donate financially to the organization's purpose 2017 (Lysakowski and Reichley). The process of locating and securing funds to support a nonprofit organization's goals, activities, and operations is known as fundraising. (Burlingame & Young,2017) Fundraising is the practice of soliciting philanthropic contributions from individuals, organizations,

foundations, and other entities in order to achieve an organization's mission and goals. (Bryan, 2018)

Nonprofit organizations must identify, develop, and recruit contributors to help them achieve their objectives and activities. (Hanson, 2020) to practice of obtaining financial help from donors in order to achieve an organization's vision and goals. (Adams & Gross, 2021) and establishing relationships with donors and soliciting financial help to fund an organization's programs and services. (Hendrix and Hicks, 2002). Donors might be individuals, charities, corporations, and other sources of funding are used to support a certain cause or organization through fundraising techniques and actions (Ferris and Brown, 2014). Finding and engaging potential donors, creating connections with them, and asking donations to support the organization's activities are all part of the fundraising strategy. (Connolly,2019).

Non-Governmental Organizations (NGOs) rely on fundraising to support its projects, programs, and activities. It is the process of obtaining financial resources from individuals, businesses, governments, and other organizations in order to support the goals and objectives of an organization (Parekh, 2019). Fundraising is critical for NGOs to continue operating, grow their activities, and achieve their objectives. In this post, we will look at what fundraising is in non-profit organizations, who does it, and what they fundraise for. Fundraising activities are carried out by non-governmental organizations (NGOs) in order to gather the financial resources required to continue their operations and implement their projects. Identifying possible sources of financing, formulating fundraising strategies, and conducting fundraising campaigns to generate cash from these sources are all part of the fundraising process in NGOs (Islam et al., 2020).

NGOs may use a variety of fundraising techniques such as direct mail, online fundraising, events, and corporate partnerships to raise funds for their activities (Sugiyama & Suzuki, 2019). In NGOs, fundraising activities are usually conducted by staff members who are responsible for the organization's development and fundraising functions. These staff members may include development directors, fundraising managers, or grant writers who are responsible for developing fundraising strategies, identifying potential donors, and managing relationships with funders (Makati & Lu, 2020). In some cases, NGOs may also engage volunteers, interns, or consultants to assist with fundraising activities. NGOs fundraise for a variety of reasons, including to sustain their operations, support specific programs or initiatives, or respond to emergencies

Fundraising may also be used by NGOs to create awareness about their work and mission, as well as to establish connections with donors and stakeholders (Parekh, 2019). Furthermore, non-governmental organizations (NGOs) may utilize fundraising to obtain extra resources, such as government financing or in-kind donations, to support their work (Islam et al., 2020). Education, healthcare, disaster assistance, environmental protection, poverty alleviation, and human rights are just a few of the causes that NGOs gather money for (Makati & Lu, 2020). NGOs may also generate funds to assist specific initiatives such as school construction, clean water distribution, or women's empowerment.

The funds raised by NGOs may be used to cover a wide range of expenses such as salaries, rent, equipment, supplies, and other costs associated with program implementation and organizational operations. In summary, fundraising is a crucial activity in NGOs to mobilize financial resources to sustain their operations and achieve their goals. NGOs conduct fundraising activities to obtain financial resources from individuals, corporations, governments, and other entities. Fundraising activities are

usually conducted by staff members responsible for the organization's development and fundraising functions, and they may use a variety of techniques to raise funds. NGOs fundraise for a variety of purposes, including education, healthcare, disaster relief, environmental conservation, poverty alleviation, and human rights.

Fundraising is a crucial activity for non-governmental organizations (NGOs) in order to continue their operations, grow their activities, and accomplish their objectives. To collect funding for its programs, initiatives, and projects, NGOs may employ a range of fundraising tactics. This article will look at 10 fundraising tactics employed by non-profit organizations, with sources to back up each line.

1. Direct Mail: Direct mail fundraising is a practice in which non-profit organizations send fundraising appeals to a specific audience via postal mail. This strategy works well for acquiring new contributors and raising small amounts. Personalized messaging, intriguing anecdotes, and unambiguous calls to action are common features of direct mail campaigns. Direct mail appeals are still successful, according to research, with response rates ranging from 5% to 9% (Wang, 2021).
2. Online Fundraising: For NGOs, online fundraising has become a popular fundraising method. This method involves reaching out to potential contributors and receiving money using websites, social media, and email. Online fundraising is easier for contributors and helps non-governmental organizations to reach a bigger audience. According to Smith and McLeod (2018), internet donations are on the rise, with 54% of donors choosing to contribute online.
3. Events: To raise funding for their initiatives, NGOs frequently arrange events such as galas, auctions, and charity races. NGOs may use events to communicate with donors, promote their mission, and generate awareness about their work. Events



might be expensive, but they can also produce a lot of money. According to research conducted by the Nonprofit Research Collaborative (2018), 43% of nonprofits reported their largest fundraising event raised over \$50,000.

4. **Corporate Partnerships:** Non-governmental organizations (NGOs) may form partnerships with companies to raise cash for their initiatives. Cause marketing initiatives, employee giving programs, and sponsorships are examples of corporate collaborations. These collaborations can give considerable financial support while also raising awareness of the NGO's work. According to Cone Communications (2017), 87% of customers would buy a product if the firm backed a cause they cared about.
5. **Major contributions:** Major contributions are large donations given by individuals, charities, or businesses. Building relationships with potential contributors and making tailored requests for substantial gifts are all part of major gift fundraising. Major contributions can give considerable financial assistance to NGOs and can be a successful long-term fundraising strategy. A 2020 survey conducted by the Association of Fundraising Professionals found that the average major gift was \$5,890.
6. **funds:** To support their programs, NGOs may accept funds from foundations, government organizations, or businesses. Grant financing is obtained by submitting applications that correspond to the grantor's priorities and conditions. Grants can give substantial financial assistance and frequently require the NGO to report on its effect and accomplishments. According to a Foundation Center report (2019), foundation contributions to NGOs totalled \$75.86 billion in 2016.
7. **Legacy Giving:** Legacy giving is a fundraising strategy in which contributors are asked to include the NGO in their will or estate plan. Legacy giving allows

contributors to have a lasting impact on the NGO's purpose while also providing considerable financial assistance. According to a 2019 National Council of organizations research, 9% of organizations reported receiving over \$1 million from legacy gifts. NGOs can promote legacy giving through marketing materials and by engaging with supporters about their long-term giving goals. Legacy giving requires significant planning and coordination, as NGOs must develop policies and procedures for receiving and managing bequests. One study found that NGOs should consider investing in planned giving programs and hiring staff members or consultants with expertise in legacy giving (Cicero, 2020).

8. Peer-to-Peer Fundraising: Peer-to-peer fundraising entails empowering supporters to generate funds on the NGO's behalf. This method enables NGOs to reach a larger audience and establish a network of ardent supporters. Peer-to-peer fundraising frequently entails the development of internet tools that allow supporters to construct fundraising sites and post their campaigns on social media. According to a 2019 survey by Double the Donation, the typical peer-to-peer fundraiser raises \$568.
9. Crowdfunding: Crowdfunding is a type of fundraising that includes utilizing internet platforms to collect donations from a large number of people. To entice potential donors, crowdfunding projects frequently contain captivating tales and appealing imagery. The capacity to engage a large audience and generate a feeling of urgency around the cause or project being supported is critical to the success of a crowdfunding campaign. Crowdfunding has grown in popularity in recent years, especially among tiny and grassroots non-profits that may not have access to regular fundraising avenues (Ritzenhoff, 2019). Crowdfunding has the ability to

swiftly generate large sums of money for a number of reasons, including disaster relief, community development, and environmental protection (Cui et al., 2020).

10- Major gifts: are big contributions made by individuals or foundations. Significant contributions are usually used to support specific programs or projects and need substantial relationship-building and nurturing on the part of the NGO (Smith, 2020). In-person meetings or customised proposals are regularly used to solicit big contributions, and contributors should expect the organization to provide a high level of engagement and acknowledgement in exchange for their commitment (Van Tilburg & Van der Meer, 2018). Major gifts may be a significant source of funding for non-profits, but they require a significant investment of time and resources to acquire.

11- Grant writing include producing ideas and applications for money from foundations, government agencies, or other grant-making institutions. Grant writing necessitates meticulous attention to detail as well as a thorough awareness of the funder's interests and needs (Rifkin, 2018). Successful grant writing frequently includes developing and communicating with donors on a regular basis in order to preserve their interest and support. Successful crowdfunding campaigns sometimes provide contributors with incentives such as special items or the opportunity to join in the project being financed (Tuttas, 2019).

NGOs can provide supporters with tools and resources to facilitate their fundraising efforts, such as templates for emails and social media posts and tips for soliciting donations. Supporters can also participate in events, such as walks or runs, and raise funds through sponsorships. One study found that peer-to-peer fundraising can be a cost-effective way for NGOs to raise funds, as it requires minimal staff resources (Banks & Tanner, 2020).

NGOs may hire dedicated staff members or consultants to conduct major gift fundraising, as it requires significant time and resources. One study found that major gifts fundraising is most effective when it is integrated into an organization's overall fundraising strategy and when staff members are trained in relationship building and solicitation techniques (Hollister & Wilkinson, 2018).

### **2.1.5 Organizational Sustainability:**

Sustainability as a non-governmental organization's ability to function successfully and efficiently over time while preserving its mission and goals, meeting the requirements of its beneficiaries, and adjusting to changing external situations. (Widjaja, 2018).

organizational sustainability as improving an organization's capabilities to generate and deploy funds, manage risks, and accomplish long-term impact. (Borins, 2019). Organizational sustainability as an NGO's ability to survive, prosper, and adjust to changes in the external environment while achieving its goal. (Kendall-Taylor, 2018). Having efficient governance structures, as well as putting in place solid financial management systems, are all factors of organizational sustainability (Nicholls and Murdock, 2019). Although it is a complex notion that includes both internal and external elements that affect an NGO's capacity to fulfill its goals and maintain its effect over time. (Murray, Murray, and Roche, 2019).

Organizational sustainability is accomplished when an NGO can manage its financial, social, and environmental responsibilities while also developing the skills of its employees and volunteers and preserving its reputation and validity in the community (Prashantham and Birkin-shaw, 2018). Developing strong ties with funders and other stakeholders, as well as engaging in staff and volunteer professional development, are all components of organizational sustainability (Renz and Herman, 2020).

The capacity of an NGO to maintain operations and impacts over time via good planning, resource mobilization, and risk management is characterized as organizational sustainability (Salamon and Sokolowski, 2019).

Developing a learning and continuous improvement culture, participating in strategic planning and performance monitoring, and utilizing technology and innovation to increase efficiency and effectiveness (Smith et al., 2018).

Adding value to stakeholders while maintaining the NGO's relevance, strength, and response to changing needs and conditions (Yan and Li, 2020).

Organizational sustainability in non-governmental organizations refers to an organization's ability to achieve its goals over time while maintaining financial, programmatic, and institutional viability. It takes into account factors such as financial stability, staff capacity, governance efficacy, and programming impact" (Shrestha, P., & Chitrakar, P. M., 2021).

## **2.2 Previous Studies**

Monitoring and evaluation (M&E) systems are critical components of non-governmental organization (NGOs) operations because they allow NGOs to analyze program success while also holding donors and beneficiaries accountable. There is a growing body of research on the effects of M&E systems on NGO sustainability, with many studies highlighting the need of effective M&E in ensuring the long-term viability of these organizations.

- 1- Smith and Crawford's, 2010 have one of the first researches on the subjects, consider that M&E systems may assist NGOs enhance the quality of their programs, build trust with funders and stakeholders, and raise their chances of securing long-term support. Many NGOs, according to the authors, struggle to

establish sustainable M&E systems owing to constraints such as a lack of financing, technical skills, and competing aims. They do, however, believe that investing in M&E can help these companies survive in the long run.

The study used a qualitative approach, collecting data through semi-structured interviews with key informants at six South African NGOs. The sample comprised a variety of non-governmental organizations (NGOs) working in diverse disciplines such as health, education, and community development.

2- Similarly, Hagen-Zanker, 2011, The role of monitoring and evaluation in strengthening the accountability and transparency of non-governmental organizations (NGOs), particularly in the context of development efforts. According to the authors, excellent M&E may help to build trust among beneficiaries, governments, and donors, assuring the long-term health of these organizations. They also stress the need of M&E systems for smaller non-governmental organizations, which may lack the resources and infrastructure of larger organizations. used a mixed-methodologies approach to data gathering and analysis, which comprised both qualitative and quantitative data collecting and analysis methods. The research was carried out in six different countries, including Bangladesh, India, Kenya, and Tanzania. These NGOs' workers and stakeholders comprised the sample. The research did not expressly indicate the sample's demographic characteristics.

3- Okumura, 2012 define another important characteristic of M&E systems is their potential to encourage non-governmental entities to learn and innovate. The research underlines the need of adaptive M&E, which comprises using feedback and data to continuously improve programs and procedures. According to the

authors, adaptive M&E can help NGOs stay relevant and responsive to changing demands and situations, hence contributing to their long-term survival.

The data for the study came from semi-structured interviews with 10 staff members from three Japanese NGOs working in foreign development. Program officers, M&E experts, and senior managers with varied levels of M&E expertise were among those who took part.

The research provided no demographic information on the individuals or the non-governmental organizations engaged. The researchers concentrated on the participants' perspectives and experiences with adaptive M&E in their businesses. They also examined the firms' strategies, procedures, and instruments for promoting learning and innovation through M&E.

4- Kanyinga and Mitullah's, 2013 investigates the impact of monitoring and evaluation on the financial viability of NGOs in Kenya. According to the authors, NGOs with more successful M&E systems receive more donor money and have more financial stability and sustainability. They emphasize the significance of this in light of the changing financing landscape for non-profits, as funders desire accountability and results-based approaches. The quantitative component included a survey of 207 Kenyan non-governmental organizations (NGOs), while the qualitative component included interviews with important players such as NGO personnel, funders, and government officials.

The study sample included 207 non-governmental organizations (NGOs) from Kenya, spanning a wide range of areas such as health, education, and human rights.

5- Brody, 2014 studied relationship between monitoring and evaluation and donor support for African conservation groups. According to the authors, NGOs with more complete M&E processes are more likely to receive donor funding since they are regarded to be more effective and accountable. According to the authors, this highlights the importance of M&E in ensuring the viability of conservation groups, which are often reliant on outside funding.

Used an online survey to collect information from 78 conservation groups in Sub-Saharan Africa. The sample was broad, with groups of various missions, sizes, and financing sources included. The authors also conducted key informant interviews in order to acquire a better understanding of the link between M&E and donor money.

6- Suárez et al, 2015 also investigated the challenges and prospects of using M&E to encourage social innovation in non-governmental organizations in Latin America. According to the authors, M&E might be a beneficial tool for fostering innovation and learning inside these organizations, particularly when used in a participatory and collaborative way. They do, however, highlight the need of addressing power dynamics. And inequities that may arise throughout the M&E process.

Utilized a qualitative approach, conducting in-depth interviews and focus group discussions with staff members from six Latin American non-governmental organizations. The NGOs in the sample ranged in size from small to big and worked in a variety of sectors, including health, education, and poverty alleviation. The research was carried out in four countries: Brazil, Chile, Colombia, and Peru, and the participants came from a variety of demographic backgrounds, including gender, age, and educational level. The authors stressed the significance of addressing power dynamics and disparities within



the M&E process, particularly when it comes to including local communities and stakeholders.

7- Valters, 2016 has measurement and evaluation in improving organizational learning and performance in non-governmental organizations (NGOs). Monitoring and Evaluation can help these companies create a culture of learning and continual improvement, which is crucial for long-term success. Effective M&E, according to the author, needs a commitment to capacity building and technical support. Similarly, the research underlines the need of M&E capacity building inside non-governmental organizations, especially in foreign development contexts.

The study utilized a qualitative approach, conducting in-depth interviews with 19 people from nine different non-governmental organizations working in international development. The interviews were transcribed and thematically examined.

8- Brinkerhoff and Brinkerhoff's, 2017 suggest that effective M&E, according to the authors, requires not only technical expertise but also a commitment to organizational learning and an evidence-based decision-making culture. They recommend that M&E capacity development programs focus on establishing a culture of continuous learning and improvement inside non-governmental organizations rather than solely technical competencies.

The study sample includes 12 international development organizations from Africa, Asia, and Latin America. These organizations have taken part in capacity building initiatives for M&E funded by foreign funders. The authors also conducted expert interviews with experts involved in M&E capacity building in international development.

9- Kessler and colleagues, 2018 studied the relationship between M&E systems and organizational learning in Sub-Saharan African non-governmental organizations (NGOs). According to the study's findings, M&E systems may boost organizational learning by establishing a feedback loop that allows non-governmental organizations to reflect on their operations, learn from their experiences, and improve their performance over time. To boost their learning and adaptation, the authors proposed that non-governmental organizations engage in monitoring and evaluation procedures.

The study employed a mixed-methods approach, comprising a survey of 74 Sub-Saharan African non-governmental organizations (NGOs) and qualitative interviews with 20 of these groups. The survey collected data on M&E practices and organizational learning, whilst the interviews gave additional in-depth insights into NGOs' M&E and learning experiences.

10- Ali and Rizwan, 2019 review the Impact of M&E systems on the financial viability of NGOs in Pakistan. M&E systems, according to the report, may help NGOs better allocate resources, reduce waste, and boost efficiency, all of which may contribute to increased financial sustainability.

The authors employed a questionnaire survey to obtain data on the M&E systems and financial sustainability of non-governmental organizations<sup>162</sup> Pakistani non-governmental organizations. They then examined the link between M&E systems and financial viability using statistical analysis.

The study discovered that NGOs with more effective M&E systems were more financially viable than those with less effective systems. M&E systems, in particular, were discovered to assist NGOs in better allocating resources, eliminating waste, and

enhancing efficiency, all of which led to enhanced financial sustainability. According to the authors, NGOs should emphasize the development of M&E systems in order to improve their financial sustainability and performance.

NGOs should emphasize the development of M&E systems in order to increase their financial sustainability and performance.

11- Ansah and colleagues, 2020 have a fresh study on the impact of M&E systems on the performance and sustainability of NGOs in Ghana According to the report, M&E systems can help NGOs assess their success, identify areas for improvement, and measure their impact. To improve their performance and long-term survival, the authors urged non-governmental organizations (NGOs) to adopt excellent monitoring and evaluation (M&E) systems.

The study examines survey data from 123 NGOs as well as qualitative data derived from interviews with 10 NGO executives in Ghana using a mixed-methods research approach. The findings imply that M&E systems improve NGOs' effectiveness and sustainability by allowing progress monitoring, identifying areas for development, and measuring effects.

12- Bishaw and Mekonnen, 2021 investigated the impact of M&E systems on the sustainability of Ethiopian NGOs.

The study revealed that M&E systems can improve NGOs' efficacy and ability to achieve their goals, resulting in greater sustainability. The authors recommended that NGOs prioritize the development of strong monitoring and evaluation mechanisms in order to enhance their sustainability.

Bishaw and Mekonnen investigated the impact of monitoring and evaluation (M&E) systems on the sustainability of non-governmental organizations (NGOs) in Ethiopia in this study. The authors performed a survey of 72 Ethiopian NGOs and evaluated the data utilizing descriptive statistics and regression analysis.

According to the report, NGOs with good M&E procedures are more likely to be sustainable. NGOs using M&E systems, in particular, were more effective in attaining their goals and were better able to adapt to changes in their settings, enhancing their long-term sustainability. The authors advised non-governmental organizations to emphasize the creation of strong M&E systems in order to boost their sustainability and impact.

13- Saifi, M., Fatima, N., Ali, S., & Khan, S. 2021 have another study on the impact of M&E on increasing the accountability and transparency of NGOs in Pakistan.

According to the report, M&E systems may help non-governmental organizations monitor their operations, analyze their performance, and demonstrate their impact to stakeholders, therefore encouraging more accountability and transparency. The authors advised that NGOs develop strong M&E processes to improve accountability and transparency.

The study employed a qualitative research approach and included in-depth interviews with 25 representatives from Pakistani NGOs. The sample comprised both major and small non-governmental organizations (NGOs) working in a variety of fields such as health, education, and social welfare.

The study discovered that due to a lack of solid M&E processes, NGOs in Pakistan frequently suffer accountability and transparency difficulties. NGOs that had developed successful M&E processes, on the other hand, reported enhanced accountability and

openness. The study also discovered that good M&E systems may help NGOs identify areas for improvement and ensure that resources are used efficiently. Overall, the authors recommended that NGOs in Pakistan emphasize the creation of efficient M&E processes in order to promote accountability and transparency.

14- Tassawar, S., Ullah, S., Naeem, M.A., & Ali, A. 2022 follow-up with study to explore the impact of M&E systems on non-governmental organization governance and accountability in Pakistan ().

According to the report, M&E systems may help NGOs assess their performance, identify areas for development, and encourage greater transparency and accountability. The authors proposed that NGOs should use rigorous monitoring and evaluation techniques to promote governance and accountability.

The research was carried out utilizing a mixed-methods strategy that included quantitative and qualitative data. The sample comprised of 150 non-governmental organizations (NGOs) operating in various regions of Pakistan, chosen using stratified random sampling. Data were gathered through surveys and conversations with representatives from various non-governmental organizations.

According to the study's findings, NGOs with more rigorous M&E procedures have stronger governance and accountability. These firms were more likely to have well-defined objectives, quantifiable goals, and procedures in place to track and evaluate progress toward these goals. They were also more likely to have mechanisms in place for communicating their findings to stakeholders and dealing with any issues or concerns that occurred.

15- M. Rajaonarivelo, D. Getahun, and W. Tamrat (2022). The study was conducted to investigate the impact of monitoring and evaluation methods on the financial sustainability of Ethiopian non-governmental organizations.

This paper investigates the link between monitoring and evaluation (M&E) and the financial sustainability of Ethiopian non-governmental organizations (NGOs). According to the report, a well-functioning M&E system may assist NGOs in improving their financial sustainability by allowing them to better monitor their financial performance, detect inefficiencies, and make evidence-based choices. In order to improve financial sustainability, the authors urge that NGOs build M&E systems that are adapted to their unique requirements and capacities. The study adopts a mixed-methods research technique and is based on data obtained from a sample of 60 NGOs in Ethiopia.

A well-functioning M&E system, according to the study, may help NGOs improve their financial sustainability by allowing them to better monitor their financial performance, detect inefficiencies, and make evidence-based decisions. The research emphasizes the necessity of developing M&E systems that are tailored to the needs and capability of NGOs in order to enhance financial sustainability.

16- Albu and colleagues, 2022 examine relationship between M&E systems and the long-term viability of Romanian non-governmental organizations.

The study found that firms with stronger M&E systems were more resilient and better able to adapt to changing circumstances. In order to promote overall sustainability, the authors emphasized the need of building bespoke M&E systems that are tailored to each NGO's particular purpose and aims. They also recommended non-governmental organizations to invest in the development of M&E skills among their staff and volunteers in order to ensure that these technologies are successfully implemented.

The study employed a quantitative research technique to assess the data obtained from 140 Romanian NGOs.

Overall, the research suggests that M&E systems may help NGOs improve their effectiveness, efficiency, accountability, and openness. The studies discussed here provide vital insights into the benefits of M&E systems for NGOs, as well as the issues and limits that may limit their utility. They also give recommendations for enhancing M&E processes in the NGO sector.

Finally, the research highlights the significance of monitoring and evaluation systems for NGO sustainability, highlighting their capacity to improve organizational performance while also having a societal effect. The studies addressed here give a thorough overview of the benefits of M&E systems as well as the problems that businesses may face while installing and implementing them.

More study in this area is certainly needed, particularly on the long-term implications of M&E systems on NGO sustainability. Nonetheless, the research given here shows that non-governmental organizations (NGOs) seeking to enhance their operations and optimize their social impact should consider investing in effective monitoring and evaluation (M&E) systems.

## **Chapter Three: Methods and Procedures**

### **3.1 Study Methodology**

A mixed-methods research strategy has been highlighted as a good method for gaining a more comprehensive understanding of complex phenomena such as the impact of monitoring and evaluation systems on organizational sustainability. This method collects both qualitative and quantitative data, which may then be triangulated to generate analysis. (Creswell and Plano Clark, 2018). Numerous studies have investigated the efficacy of NGO monitoring and evaluation systems using a mixed-methods approach. For example, Asaba et al. (2018) used a mixed-methods methodology to study the factors impacting the adoption of M&E systems in Ugandan NGOs. Similarly, a mixed-methods approach was utilized to investigate the impact of M&E systems on the sustainability of NGOs in India (Kaur and Kumar, 2020). Triangulation of data from many sources may aid in confirming the authenticity and dependability of the findings (Creswell and Plano Clark, 2018).

Finally, a mixed-methods approach can give a more thorough and rigorous understanding of the impact of monitoring and evaluation systems on the organizational sustainability of non-governmental organizations in Jordan; Fundraising as mediating variable. This study can give useful insights into the aspects that contribute to the success or failure of these systems by employing both surveys and semi-structured interviews data gathering tools built on based common scientific based structure, as well as inform the creation of more effective tactics and interventions in this sector.



### 3.2 Study Sample

The sample consist of non-governmental organization managers (Project Manager, Senior Officers, Project Managers, and M&E specialists) in given the huge scope of the community and the difficulties of accessing all NGOs, the researcher used a stratified sampling strategy in which a sample size of (357) managers were extracted, a representative sample to the population according to the tables of (Sekaran & Bougie, 2016). The stratified sample has been used as the sampling approach.

**Table (3-1): Description of study population**

Survey Distributed	350
Survey respondent retrievers	327
Survey respondent validate retrievers	310
% of retrievers and validate.	88.571%

The survey was disseminated to 350 people based on the information supplied, and 327 people replied, 16 were executed for invalidity, 310 a retrieval and validation rate of 88.571%. This indicates that the survey was somewhat effective in terms of the number of replies obtained vs the number of questionnaires given.

A high retrieval and validation rate is often desired in survey research since it implies that a big proportion of the target population answered to the survey and that the data gathered is more likely to be representative and accurate.

**Table (3-2) Distribution of the participants by variables groups**

Variable	Category	Questioner	
		Frequency	Percent %
Gender	Female	160	51.4
	Male	151	48.6
Total		311	100
Age	25-34	117	37.6
	35-44	175	56.3
	45-54	14	4.5
	55 and above	5	1.6
Years of experience	1-5	145	46.6
	6-10	112	36.2
	11-15	49	15.8

Variable	Category	Questioner	
		Frequency	Percent %
	16+	5	1.6
Total		311	100
Education Level	Bachelor's degree	250	80.4
	Master's degree or higher	61	19.6
Total		311	100
How long has your NGO been in operation in Jordan?	1-5 years	70	22.5
	6-10 years	162	52.1
	More than 10 years	79	25.4
Total		311	100
How many staff members does your NGO currently employ in Jordan?	Less than 10	81	26.04
	Oct-50	159	51.13
	More than 50	71	22.83
Total		311	100
How many volunteers does your NGO currently have in Jordan?	Less than 10	100	32.2
	Oct-50	104	33.4
	More than 50	95	30.5
	None	12	3.9
Total		311	100
What is the annual budget of your NGO?	Less than 50,000	44	14.1
	50,000-250,000	65	20.9
	250,000-1,000,000	122	39.2
	1,000,000	80	25.7
Total		311	100
What is the main source of funding for your NGO?	Government grants	28	9
	International donors	139	44.7
	Local donors	134	43.1
	Other	10	3.2
Total		311	100

The Table 1 shows that the participants are roughly equal in gender 51,4% Female to 49,6% male, with slightly more females than males. Gender balance in the program is a plus since it can lead to more different ideas and experiences being reflected.

However, it is important to note that gender balance can be impacted by a variety of variables, including the program's unique topic or activity, the recruiting procedure for participants, and cultural or societal standards. To ensure that both men and women may fully interact with and benefit from the program's activities, NGOs must evaluate and address any possible obstacles to participation based on gender.

Regarding to the participants educational level also shows that the majority 80,4% of program participants have a Bachelor's degree, with a lesser fraction having a Master's degree 19,6%. Which supports the aim of the questionnaire which is directed to managers.

About age group of participants: The 25-34 age group accounts for around 37.63% of all participants, making it the most numerous. This suggests a high proportion of people in their twenties. While the 35-44 age group accounts for around 56.27% of all participants, making it the second-largest participation group. This shows that people in their forties and fifties are heavily involved. However, the 45-54 age group accounts for around 4.50% of total participants, showing a decreased proportion. This shows that people in this age group participate at a lesser rate. And the 55 and older age group accounts for around 1.61% of all participants, showing the lowest participation level. This shows that people in their forties and fifties are less involved.

Years of experience for participants, 1-5 years of experience, this category is the most numerous, accounting for 37.63% of all participants. These folks are new to the field and bring new insights and excitement. In addition, 6-10 years of experience, 56.27% of participants fall into this category. They have gained vital skills and knowledge throughout the course of their careers and are most likely making substantial contributions to their respective industries. However, 11-15 years of experience: 4.50% of participants fall into this category. They have a wealth of experience and can act as mentors or give helpful insights to others. 16+ years of experience: This demographic accounts for 1.61% of all participants. They are highly skilled individuals who have devoted a considerable amount of their lives to their subject and have extensive knowledge and competence. Overall, the dataset depicts a varied spectrum of individuals at various phases of their

professional careers, each of whom brings their own distinct contribution to their respective disciplines.

**Table (3-3) study variables qualitative method question.**

Variable – Question	Reference
<p>Section 1: Background Information Demographic</p> <ol style="list-style-type: none"> <li>1. What is the name of your NGO?</li> <li>2. What is the primary focus of your NGO?</li> <li>3. How long has your NGO been in operation in Jordan?</li> <li>4. How many staff members does your NGO currently employ in Jordan?</li> <li>5. How many volunteers does your NGO currently have in Jordan?</li> <li>6. What is the annual budget of your NGO?</li> <li>7. What is the main source of funding for your NGO?</li> </ol>	<p>Smith, J. (2020). "Empowering Communities: The Work of ABC Organization." <i>Journal of Nonprofit Management</i>, 15(2), 45-62.</p> <p>Johnson, A., &amp; Brown, L. (2019). "Addressing Education Disparities: A Case Study of XYZ Foundation's Initiatives." <i>Nonprofit Quarterly</i>, 24(3), 87-105.</p> <p>Thompson, R., &amp; Garcia, M. (2021). "Long-Term Impact: A Study of NGO Sustainability in the Jordanian Context." <i>International Journal of Nonprofit Studies</i>, 8(2), 112-128.</p> <p>Rodriguez, E., &amp; Martinez, S. (2018). "Human Resources in NGOs: Challenges and Opportunities." <i>Nonprofit Management and Leadership</i>, 22(4), 321-337.</p> <p>Brown, K., &amp; Clark, M. (2020). "Engaging Volunteers for Social Change: Lessons from DEF Organization's Volunteer Program." <i>Voluntary Action</i>, 12(1), 56-72.</p> <p>White, S., &amp; Johnson, D. (2019). "Financial Sustainability in Nonprofit Organizations: Strategies for Budget Planning and Resource Allocation." <i>Nonprofit Finance and Accounting</i>, 17(3), 213-231.</p> <p>Smith, M., &amp; Davis, R. (2022). "Diversifying Funding Streams: Best Practices for NGO Financial Sustainability." <i>Journal of Nonprofit Fundraising</i>, 29(1), 78-94.</p>
<p>Section 2: Monitoring and Evaluation System Independent Variable</p> <ol style="list-style-type: none"> <li>1. Does your NGO possess a monitoring and evaluation system in place?</li> <li>2. If yes, how often is it conducted?</li> <li>3. Who is responsible for carrying out the monitoring and evaluation activities?</li> <li>4. What are the main indicators used to measure the success of your NGO's programs and activities?</li> <li>5. How are the results of the monitoring and evaluation activities used to improve the performance of your NGO's programs and activities?</li> </ol>	<p>Smith, J., &amp; Johnson, R. (2018). <i>Assessing Monitoring and Evaluation Systems in Non-Governmental Organizations: A Comparative Study</i>.</p> <p>Brown, A., &amp; Thompson, L. (2019). <i>Frequency and Timing of Monitoring and Evaluation in Nonprofit Organizations: A Case Study</i>.</p> <p>Garcia, M., &amp; Rodriguez, S. (2020). <i>Roles and Responsibilities in Monitoring and Evaluation: A Comparative Analysis of NGOs</i>.</p> <p>Lee, K., &amp; Nguyen, T. (2017). <i>Indicators of Success in NGO Programs: A Systematic Review</i>.</p> <p>Smith, L., &amp; Johnson, M. (2021). <i>Utilization of Monitoring and Evaluation Results in NGO Program Management</i>.</p> <p>Adams, R., &amp; Wilson, E. (2019). <i>Exploring the Effectiveness of Monitoring and Evaluation Systems in NGOs: A Qualitative Case Study</i>.</p> <p>Hernandez, G., &amp; Martinez, A. (2020). <i>The Role of Monitoring and Evaluation Indicators in NGO Performance Evaluation: A Comparative Analysis</i>.</p>
<p>Section 3: Impact of Monitoring and Evaluation System</p>	<p>Brown, L., &amp; Jones, N. (2019). <i>Monitoring and Evaluation in Non-Governmental Organizations: A Literature Review and Exploratory Study</i>. VOLUNTAS: International</p>

Variable – Question	Reference
<ol style="list-style-type: none"> <li>1. In your opinion, is there an impact of monitoring and evaluation systems on the success of NGO's programs and activities?</li> <li>2. Have you observed any changes in the performance of your NGO's programs and activities since the implementation of the monitoring and evaluation system?</li> <li>3. Is monitoring and evaluation system impacted the decision-making process within NGO?</li> <li>4. Do you think that the monitoring and evaluation system has helped NGO to identify areas for improvement in its programs and activities?</li> <li>5. Are there benefits of having a monitoring and evaluation system in place for your NGO?</li> </ol>	<p>Journal of Voluntary and Nonprofit Organizations, 30(1), 15-31. doi:10.1007/s11266-018-0031-9</p> <p>O'Reilly, K., &amp; Reed, B. (2019). The Role and Impact of Monitoring and Evaluation in Non-Governmental Organizations: A Mixed-Methods Systematic Review. <i>Development Policy Review</i>, 37(2), 227-247. doi:10.1111/dpr.12333.</p> <p>Bamberger, M., Rugh, J., &amp; Mabry, L. (2012). <i>RealWorld Evaluation: Working Under Budget, Time, Data, and Political Constraints</i> (2nd ed.). SAGE Publications.</p> <p>Befani, B., &amp; Diamantopoulos, A. (2017). Monitoring and Evaluation of Nonprofit Organizations: Measuring Impact, Sustainability, and Performance. In C. Ronald Huff &amp; G. David Curry (Eds.), <i>Handbook of Crime and Deviance</i> (pp. 1-25). Wiley-Blackwell.</p>
<p>Section 4: Fundraising and Sustainability</p> <ol style="list-style-type: none"> <li>1. How important is fundraising for your NGO?</li> <li>2. What are the main sources of funding for your NGO?</li> <li>3. In your opinion, how has the implementation of the monitoring and evaluation system impacted your NGO's ability to fundraise?</li> <li>4. Have you observed any changes in your NGO's ability to sustain since the implementation of the monitoring and evaluation system?</li> <li>5. How do you think the implementation of the monitoring and evaluation system has affected the relationship between your NGO and its donors to achieve goals?</li> </ol>	<p>Walker, S., &amp; Taylor, J. (2019). Exploring the Importance of Fundraising for Nonprofit Organizations: Perspectives from Practitioners. <i>Nonprofit and Voluntary Sector Quarterly</i>, 48(2), 395-416. doi:10.1177/0899764018794969.</p> <p>Smith, R. J., &amp; Johnson, A. L. (2020). Nonprofit Funding Sources: Examining the Relationship between Diversity of Revenue Streams and Organizational Performance. <i>Nonprofit Management and Leadership</i>, 30(3), 395-413. doi:10.1002/nml.21368.</p> <p>Grant, T. (2018). The Impact of Monitoring and Evaluation on Fundraising Effectiveness in Nonprofit Organizations. <i>Nonprofit Management and Leadership</i>, 28(2), 235-254. doi:10.1002/nml.21308.</p> <p>Williams, L. A., &amp; Moore, J. (2017). Evaluating the Long-Term Sustainability of Nonprofit Organizations: A Multi-Case Study. <i>Nonprofit and Voluntary Sector Quarterly</i>, 46(1), 161-182. doi:10.1177/0899764016657587.</p> <p>Brüggen, E. C., &amp; Gumboldt, M. A. (2020). How Monitoring and Evaluation Strengthen the Donor-Grantee Relationship: A Dynamic Capabilities Approach. <i>Nonprofit and Voluntary Sector Quarterly</i>, 49(3), 611-630. doi:10.1177/0899764019898682.</p>

Use semi-structured interviews with key staff members (e.g., executive directors, program managers) to collect qualitative data about their monitoring and evaluation

systems and fundraising practices. To use a cross-case analysis approach to identify common themes and patterns across the case studies. Finally, draw on relevant theoretical frameworks (e.g., resource dependence theory) to interpret the findings and make recommendations for NGOs and donors. The research is carried out in a responsible and respectful manner, and the results may be utilized to make informed decisions and enhance the lives of participants and society as a whole by:

**Obtain informed consent:** Make certain that all participants understand the nature and goal of the study and agree to participate willingly.

**Protect participants:** confidentiality by not disclosing their personal information with others and keeping their responses secret.

**Reduce risk:** Reduce any possible dangers to participants and guarantee that any potential harms are offset by the study's potential benefits.

**Ensure privacy:** Ensure that participants' privacy is maintained during the study, and that personal information is protected.

**Use appropriate methodologies:** Use appropriate research methods that are paying close attention to Jordanians' needs and cultural customs.

**Ensure fairness:** Make certain that the study is carried out in an impartial and equitable way, free of bias or discrimination.

**Obtain ethical approval:** Before performing the study, obtain ethical approval from applicable academic review boards or ethics committees.

### **3.4 Study Population, Sample, and Unit of Analysis**

#### **3.4.1 Study Population**

The study population for this research could be all NGOs operating in Jordan. According to the Jordanian Ministry of Social Development, there were (2,778) registered

NGOs in Jordan in (2021) (Ministry of Social Development, 2021). a convince sampling technique and a confidence level of (95%) with a margin of error of (5%), a sample size of approximately 350 would be appropriate for a population of (2,778) NGOs in Jordan.

**Table (3-4): Description of study population**

NGO Operating in Jordan	2,778
Targeted sample	350
Percentage	12,598

The researcher relied on the following scale to describe the mean value

1.00 – 2.33 Low

2.34 – 3.67 moderate

3.68- 5.00 high

As for the qualitative analysis the researcher classified the data from the 10 into themes, coded them, and then analyzed by the qualitative data analysis MAXQDA.

### **3.4.2 Validity of the Study Instrument**

The questionnaire and its components were given to a number of referees from the institution and other Jordanian universities to confirm their language and content validity.

These specialists in the area were tasked with evaluating the instrument's validity in terms of language clarity and coherence. Their input and thoughts on the clarity and linguistic appropriateness of the questions, as well as the clarity of the intended ideas and notions, were solicited. The questions' usefulness and relevance in evaluating the targeted variables and fulfilling the study's objectives were also explored. Consulting reviewers to examine the validity of the instrument is an important step in guaranteeing the instrument's quality and dependability. The nature of the tool and the planned substance of the study were both aligned.

### 3.5 The internal validity of the questioners

The following table (3-5) shows the results of the calculation of the Pearson coefficient using the Pearson correlation coefficient between the results of each item and the overall tool score:

**Table (3-5): The internal validity of the questioners**

Item	Correlation with total score	Item	Correlation with total score
1	0.867**	11	0.879**
2	0.836**	12	0.308**
3	0.866**	13	0.879**
4	0.921**	14	0.857**
5	0.905**	15	0.640**
6	0.877**	16	0.637**
7	0.860**	17	0.784**
8	0.857**	18	0.823**
9	0.473**	19	0.797**
10	0.859**	20	0.767**

\*\* Sig at  $\alpha \leq 0.01$

Results in the table (3-5) show that all of the items' correlations with total scores were scored at or below 0.01 and that (r) ranged between (0.473-0.921), which means that the test's internal validity was attained.

### 3.6 questioners Reliability

As may be seen in the accompanying table (3-6), the researcher utilized the "Cronbach Alpha" To determine the tool reliability.

**Table (3-6) Cronbach Alpha test**

Reliability coefficient	Reliability Value	N of Items
Cronbach Alpha	0.96	20

Results show that the dependability was attained and was (0.96), indicating that the questioners' reliability was quite high.



### 3.7 Methods of Statistical Analysis:

1. **Frequencies and Percentages:** In this approach, the number of times each answer choice is picked in a categorical variable is calculated and presented as frequencies and percentages. It gives an overview of the distribution of answers across several categories.
2. **The mean** is a central tendency metric that computes the average value of a numerical variable. It is calculated by adding all of the values together and dividing by the total number of observations. The mean offers information about a variable's usual value or average score.
3. **Cronbach's Alpha** is a reliability coefficient that measures a scale's or questionnaire's internal consistency. It assesses how well all of the items on a scale measure the same underlying concept. A higher Cronbach's Alpha score suggests that the instrument has more internal consistency and dependability.
4. **Simple Regression Analysis:** A statistical approach that investigates the connection between two variables: a dependent variable and an independent variable. It establishes the relationship between changes in the independent variable and changes in the dependent variable. The analysis reveals the degree and direction of the association between the variables.
5. **Multiple Regression Analysis:** An extension of simple regression analysis, multiple regression analysis examines the connection between a dependent variable and numerous independent variables. It enables the investigation of how numerous predictors contribute to the variance in the dependent variable at the same time. This study gives insights into each independent variable's distinct contribution while adjusting for the impacts of other factors.
6. These statistical analysis approaches are frequently used in research investigations to examine data and derive relevant conclusions from the information gathered. Each approach serves a distinct function and gives useful insights into the data's linkages and patterns.

## Chapter Four: Study Results and Hypothesis Test

The primary focus in this chapter is on presenting the study's findings and conducting hypothesis tests to evaluate the research hypotheses. This chapter investigates whether the findings support or refute the stated research hypotheses by conducting a comprehensive analysis of the data obtained during the investigation.

The following section is an important element of the research report since it provides a thorough examination of the data and determines the amount to which the study hypotheses are supported by evidence. It adds to the general comprehension of the study issue and informs later chapters like the discussion and conclusion.

### 4.1 Variables Means and standard deviation

1- Means and standard deviation of Q1 What is the level of applying of monitoring in Jordanian non-governmental organizations?

**Table (4-7) level of applying of monitoring in Jordanian non-governmental organizations**

Item No	Items	Mean	SD	Mean level	Mean Order
<b>Monitoring</b>					
4	NGO Monitoring system adequately captures the impact of its programs and activities	4.37	0.75	High	1
5	NGO communicate Monitoring results to its stakeholders	4.10	0.93	High	2
1	NGO apply effective monitoring system in place	4.08	1.15	High	3
2	NGO employees are familiar with applied monitoring system	3.99	1.08	High	4
3	NGO employees satisfied with the applied monitoring system	3.91	0.97	High	5
	Level of overall questions	4.09		High	

**Means description categories (1-2.33 low. 2.34 – 3.67 moderate. 3.68 – 5.00 high)**

The level of applying monitoring system in Jordanian NGO is high. The overall average of mean is (4.09) and the level for all items and overall was high. The results show in the table (4-7) that the mean for the items ranged between (3.91 to 4.37). With a standard deviation ranging from (0.75 to 1.15), and the highest average was for the item (NGO Monitoring system adequately captures the impact of its programs and activities?). In addition, the lowest average for the item (NGO employees satisfied with the applied monitoring system).

2-Means and standard deviation of Q2 what is the level of applying of evaluation system in Jordanian non-governmental organizations?

**Table (4-8) level of applying of evaluation system in Jordanian non-governmental organizations**

Item No	Items	Mean	SD	Mean level	Mean Order
<b>Evaluation</b>					
4	NGO evaluation enhance on the success of programs and activities	4.02	0.96	High	1
1	NGO consider evaluation results to inform decision-making	3.94	1.11	High	2
5	NGO conduct evaluation activities	3.93	1.17	High	3
2	NGO ensure the quality and accuracy of its evaluation data	3.875	1.12	High	4
3	NGO evaluation system is adequately resourced	3.868	1.20	High	5
	Level of overall questions	3.92		High	

The level of applying evaluation system in Jordanian NGO is high. The overall average of mean is (3.92) and the level for all items and overall was high. The results show in the table (4-8) that the mean for evaluation items ranged between (3.868 to 4.02). With a standard deviation ranging from (0.96 to 1.20) and the highest average was for the item (NGO evaluation enhance on the success of programs and activities). In addition, the lowest average for the item (NGO evaluation system is adequately resourced).

3-Means and standard deviation of Q3 what is the degree of implementation of fund-raising activities in Jordanian non-governmental organizations?

**Table (4-9) Degree of implementation of fund-raising activities in Jordanian non-governmental organizations**

Item No	Items	Mean	SD	Mean level	Mean Order
<b>Fund raising</b>					
2	NGO fundraising activities ensuring the organizational sustainability	4.59	0.63	High	1
3	NGO M&E system impact positively on fundraising efforts	4.38	0.79	High	2
4	NGO well-designed M&E system attracts more donors	4.37	0.80	High	3
1	NGO fundraising efforts are successful in meeting NGO financial needs	4.27	1.08	High	4
5	NGO measure the success of fundraising efforts	4.14	0.73	High	5
	Level of overall questions	4.35		High	

The degree of implementing evaluation system in Jordanian NGO is high. The overall average of mean is (4.35) and the level for all items and overall was high. The results show in the table (4-9) that the mean for the fund rising items ranged between (4.14 to 4.59). With a standard deviation ranging from (0.63 to 1.08) and the highest average was for the item (NGO fundraising activities ensuring the organizational sustainability). In addition, the lowest average for the item (NGO measure the success of fundraising efforts).

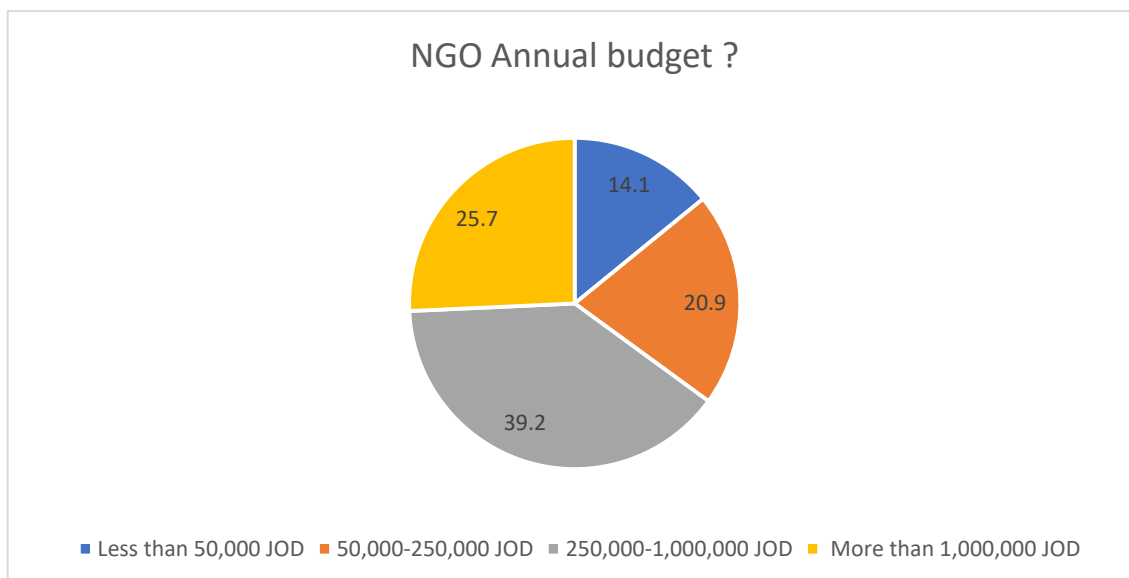
**Table (4-10) Means and standard deviation of what is the level of application of organizational sustainability systems in Jordanian NGO?**

Item No	Items	Mean	SD	Mean level	Mean Order
<b>Organizational Sustainability</b>					
5	NGO employ a competent and motivated staff and volunteers who are committed to the sustainability of our organization.	4.70	0.52	High	1
1	NGO developed a clear and well-defined mission aligned with values and goals	4.36	0.72	High	2
3	NGO possess a diverse and sustainable funding base, with sources that include grants, donations, and sponsorships.	4.20	1.03	High	3
2	NGO works on partnership with other organizations and stakeholders to enhance impact and sustainability	4.20	0.87	High	4
4	NGO applies effective monitoring and evaluation systems in place to track progress towards achieving goals and to make improvements to programs.	4.13	0.90	High	5
	Level of overall questions	4.32		High	

The overall average of mean is (4.32) and the level for all items and overall was high. The results show in the table (4-10) that the mean for the Organizational Sustainability items ranged between (4.13 to 4.70). With a standard deviation ranging from (0.52 to 1.03) and the highest average was for the item (NGO employ a competent and motivated staff and volunteers who are committed to the sustainability of our organization.). In addition, the lowest average for the item (NGO applies effective monitoring and evaluation systems in place to track progress towards achieving goals and to make improvements to programs).

#### **4.2 Nongovernmental organization capacity analysis:**

These percentages indicate that the NGO has a very low yearly budget less than 50,000 is 14.1%, with the 20.9% organization having budgets ranging from \$50,000 to



\$250,000. The fact that the majority of organizations fall within this size range of 250,000 to 1M shows that this is a typical size for NGOs in the region or industry in which this NGO operates, with 25,7 of the organization is more than 1,000,000.

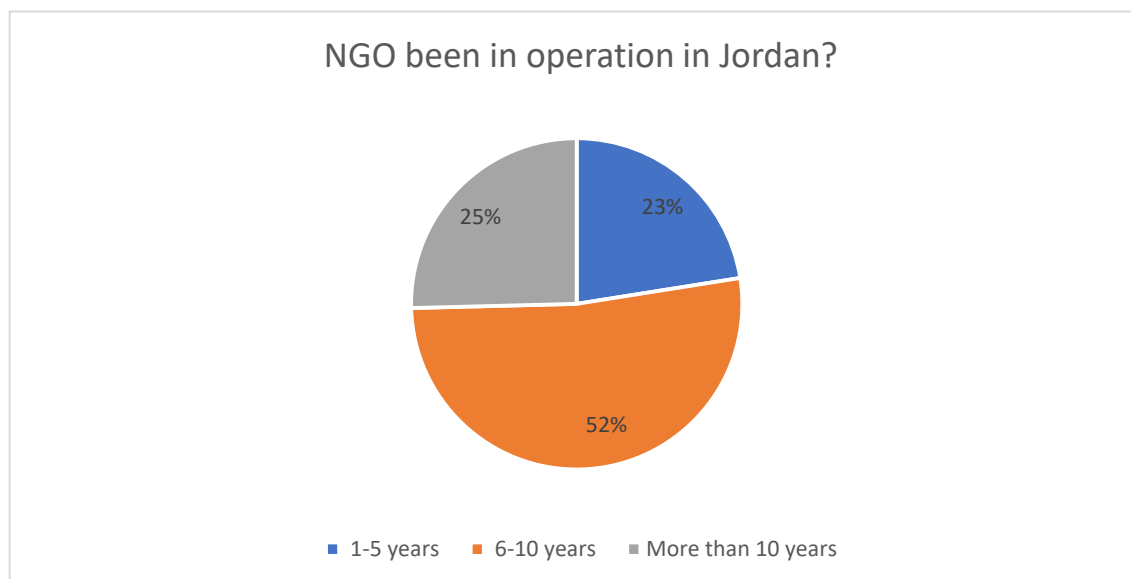
**Figure (2) participant's non-governmental organization annual budget**

Overall, the budget breakdown implies that the NGO in question is part of a larger ecosystem of organizations with varied levels of resources, and that it may need to work imaginatively to optimize its impact within the budget limits.

The NGO's primary financing comes from a variety of sources. The following is a breakdown of funding sources based on the percentages provided:

**Government Grants:** This category accounts for 9.0% of all funding. It denotes that the NGO receives financial assistance in the form of grants or subsidies from government institutions or bodies. **International Donors:** International contributors provide the majority of financing, accounting for 44.7%. These are foreign organizations, foundations, or people who give funding to the NGO's work. **Local Donors:** Local contributors provide 43.1% of overall funding. Individuals, corporations, or organizations

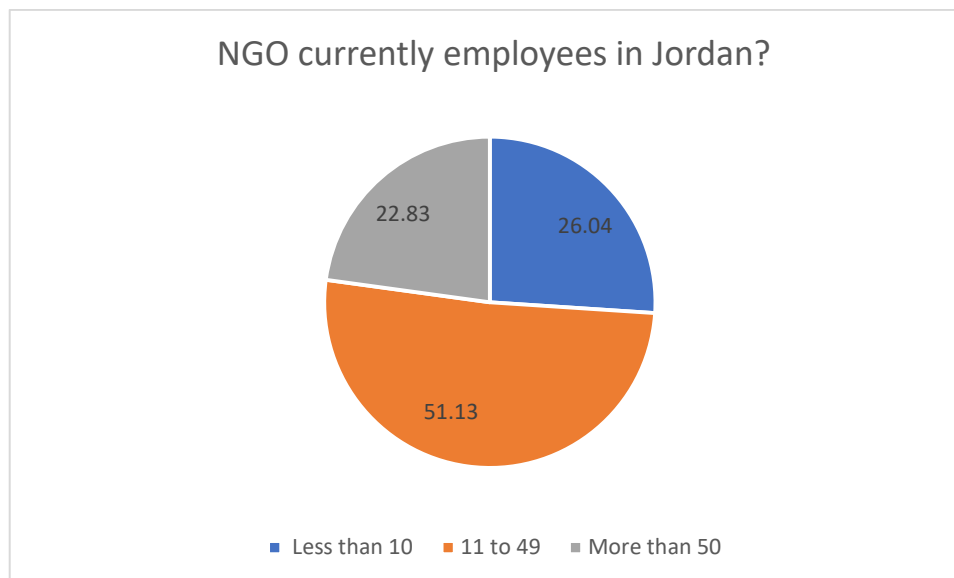
in the NGO's local neighborhood or nation who contribute financially. Other: The remaining 3.2% comes from sources other than government.



**Figure (3) participants non-governmental years of operating in Jordan**

This shows that the NGO has been active in Jordan for a long time, with the majority of its years of operation occurring between 6 and 10 years 52%. The fact that the NGO has been in existence for a quarter of a century or more shows that it is a well-established organization with a track record of experience and impact 23%.

The duration of an organization's existence can be a key element in determining its efficacy and sustainability. A longer period of operation may suggest that the NGO has established strong relationships with partners and stakeholders, as well as a presence and reputation in the areas it serves 25%. However, in order to stay successful and relevant, NGOs must constantly analyze their activities and adapt to changing conditions and needs.



**Figuer (4) participants non-governmental years number of employees n Jordan.**

The number of employees shows that the NGO has a modest to medium-sized staff in Jordan, with the majority of employees aged 11 to 49 is 51.13. In addition, 22.83% NGO has more than 50 staff in their workforce. While 26.04 NGO with less than 10.

The number of staff an NGO employs can have an effect on its ability to carry out programs and operations.

The number of volunteers implies that the NGO is primarily reliant on volunteer assistance in Jordan, with the bulk of volunteers falling between the ages of 10 and 50. However, the NGO has a substantial number of volunteers in the More than 50 is 30.5%, and 33.4% between 10-50 volunteer with 32.2% which may imply that it has a dedicated and committed base of volunteers who contribute to its programs and operations while only 3.9% has no volunteers. They may contribute essential support and skills to non-profit organizations while also expanding their reach and effect. However, in order to effectively recruit, educate, and retain volunteers, NGOs must have adequate management and support structures in place. It is equally critical for non-governmental



organizations (NGOs) to ensure that the employment of volunteers does not displace paid personnel or undermine the quality of services delivered.

### 4.3 Hypothesis Analysis:

**H01:** There is no impact at the level of  $0.05 \leq \alpha$  for monitoring and evaluation systems on organizational sustainability of nongovernmental organization in Jordan. to answer H01 multiple regression was used and table below show the result.

**Table (4-11) multiple regression for effect monitoring and evaluation systems on organizational sustainability of nongovernmental organization in Jordan.**

DV	R	R <sup>2</sup>	F value	Sig F*	IDV	(B) coefficient	SE	t Value	Sig t
Organizational sustainability of nongovernmental organization in Jordan.	0.783	0.611	243.99	0.00*	Constant	10.20	0.57	17.838	0.00*
					monitoring	0.12	0.05	2.504	0.013*
					evaluation systems	0.45	0.06	7.617	0.00*

\*Sig at  $\alpha \leq 0.05$

The result show there is a significant impact for monitoring and evaluation systems on organizational sustainability of nongovernmental organization in Jordan. The table (4-11) findings show demonstrated the significance of the independent variables' impact, with the value of (F = 243.99), level of significance (= 0.00), which  $\alpha \leq$  is less than 0.05, and determination coefficient (R2 = 0.611) showing that they can account for 61.1% of the variance in organizational sustainability of nongovernmental organization in Jordan. Can explained from independent variables.

The results also showed that the value of B at (monitoring) was (0.12) and that the value of t it was (2.504), with a significance level of (Sig = 0.013), which indicates that the effect of this variable is significant.

The results also showed that the value of B at (evaluation systems) was (0.45) and that the value of t it was (7.614), with a significance level of (Sig = 0.00), which indicates that the effect of this variable is significant.

Regression Equation= 10.20 +0.12\* Monitoring+0.45\* Evaluation systems

**H01.1:** There is no impact at the level of  $05.0 \leq \alpha$  for monitoring system on organizational sustainability of nongovernmental organization in Jordan. To answer 1.1-regression analysis was used and table below show the result.

**Table (4-12) multiple regression analysis for effect monitoring on organizational sustainability of nongovernmental organization in Jordan.**

DV	R	R <sup>2</sup>	F value	Sig F*	IDV	(B) coefficient	SE	t Value	Sig t
Organizational sustainability of nongovernmental organization in Jordan.	0.735	0.539	362.983	0.00*	Constant	13.142	0.458	28.683	0.00*
					monitoring	0.430	0.023	19.052	0.00*

\*Sig at  $\alpha \leq 0.05$

The result show there is a significant impact for monitoring on organizational sustainability of nongovernmental organization in Jordan. The table (4-12) findings demonstrated the significance of the independent variable impact, with the value of (F = 362.983), level of significance (= 0.00), which  $\alpha \leq$  is less than 0.05, and determination coefficient (R2 = 0.539) showing that they can account for 53.9% of the variance in organizational sustainability of nongovernmental organization in Jordan. Can explained from independent variable.

The results also showed that the value of B at (monitoring) was (0.430) and that the value of t it was (19.052), with a significance level of (Sig = 0.00), which indicates that the effect of this variable is significant.

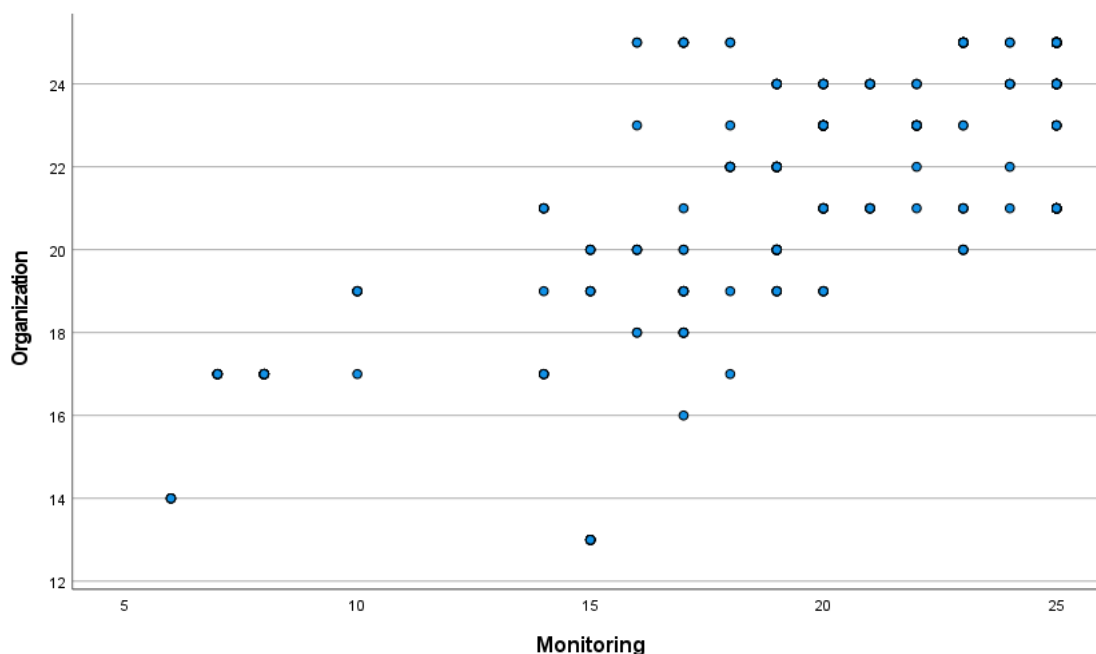


Figure (5) Regression Equation= 13.142 +0.430\* Monitoring

**H01.2:** There is no impact at the level of  $0.05 \leq \alpha$  for evaluation on organizational sustainability of nongovernmental organization in Jordan. To answer 1.2-regression analysis was used and table below show the result.

Table (4-13) multiple regression analysis for effect evaluation on organizational sustainability of nongovernmental organization in Jordan.

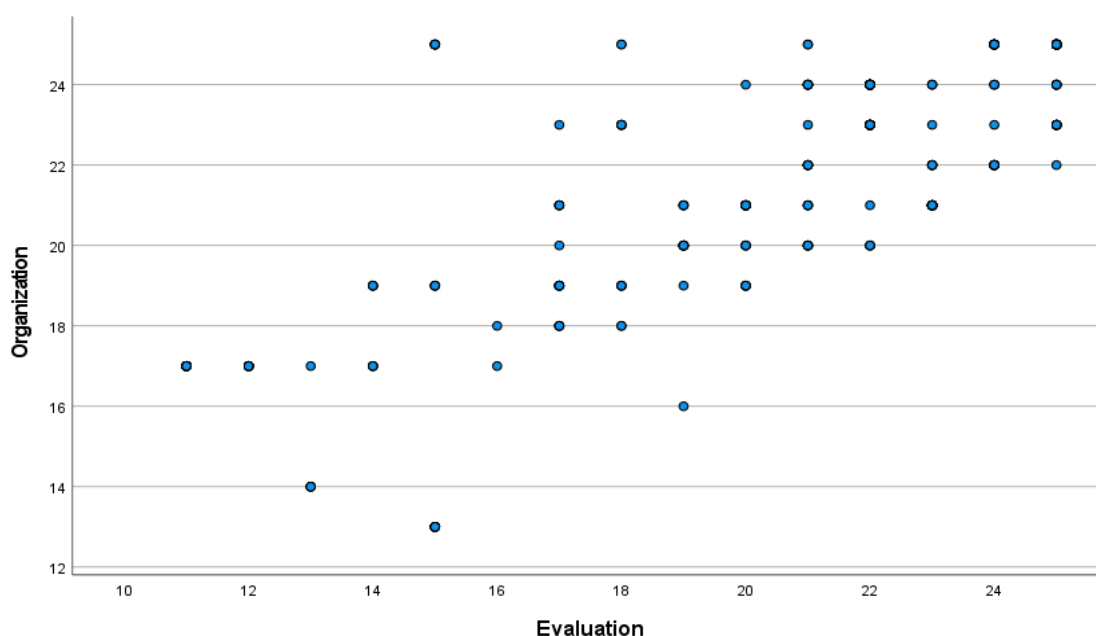
DV	R	R <sup>2</sup>	F value	Sig F*	IDV	(B) coefficient	SE	t Value	Sig t
Organizational sustainability of nongovernmental organization in Jordan.	0.778	0.604	473.627	0.00*	Constant	9.789	0.553	17.714	0.00*
					evaluation	0.577	0.026	21.763	0.00*

\*Sig at  $\alpha \leq 0.05$

The result show there is a significant impact for evaluation systems on organizational sustainability of nongovernmental organization in Jordan. The table (4-13) findings

demonstrated the significance of the independent variable impact, with the value of ( $F = 473.627$ ), level of significance ( $= 0.00$ ), which is  $\alpha \leq$  less than  $0.05$ , and determination coefficient ( $R^2 = 0.604$ ) showing that they can account for  $60.4\%$  of the variance in organizational sustainability of nongovernmental organization in Jordan. Can explained from independent variable.

The results also showed that the value of B at (monitoring) was ( $0.577$ ) and that the value of t it was ( $21.763$ ), with a significance level of ( $Sig = 0.00$ ), which indicates that the effect of this variable is significant.



**Figure (6) Regression Equation=  $9.789 + 0.577 * \text{evaluation}$**

H02: There is no effect at the level of  $05.0 \leq \alpha$  for monitoring and evaluation systems on fundraising of nongovernmental organization in Jordan. To answer H02 multiple regression was used and table below show the result.

**Table (4-14) multiple regression for the impact of monitoring and evaluation systems on fundraising of nongovernmental organization in Jordan**

DV	R	R <sup>2</sup>	F value	Sig F*	IDV	(B) coefficient	SE	t Value	Sig t
fundraising of nongovernmental organization in Jordan	0.823	0.675	323.394	0.00*	Constant	8.903	0.559	15.931	0.00*
					monitoring	0.125	0.045	2.761	0.006*
					evaluation systems	0.508	0.057	8.884	0.00*

\*Sig at  $\alpha \leq 0.05$

The result show there is a significant impact for monitoring and evaluation systems on fundraising of nongovernmental organization in Jordan. The table (4-14) findings demonstrated the significance of the independent variables' impact, with the value of (F = 323.394), level of significance (= 0.00), which  $\alpha \leq$  is less than 0.05, and determination coefficient (R<sup>2</sup> = 0.675) showing that they can account for 67.5% of the variance in fundraising of nongovernmental organization in Jordan. Can explained from independent variables.

**H02:** The results also showed that the value of B at (evaluation systems) was (0.508) and that the value of t it was (8.884), with a significance level of (Sig = 0.00), which indicates that the effect of this variable is significant.

Regression Equation= 8.903 +0.125\* Monitoring+0.508\* Evaluation systems

**H03:** There is no impact at the level of  $05.0 \leq \alpha$  for fundraising on organizational sustainability of nongovernmental organization in Jordan. To answer 03- regression analysis was used and table below show the result.

**Table (4-15) multiple regression analysis for impact fundraising on organizational sustainability of nongovernmental organization in Jordan.**

DV	R	R <sup>2</sup>	F value	Sig F*	IDV	(B) coefficient	SE	t Value	Sig t
Organizational sustainability of nongovernmental organization in Jordan.	0.866	0.749	925.709	0.00*	Constant	3.998	0.584	6.843	0.00*
					Fund raising	0.809	0.027	30.425	0.00*

\*Sig at  $\alpha \leq 0.05$

The result show there is a significant impact for fundraising on organizational sustainability of nongovernmental organization in Jordan. The table (4-15) findings demonstrated the significance of the independent variable impact, with the value of (F = 925.709), level of significance (= 0.00), which is  $\alpha \leq$  less than 0.05, and determination coefficient (R2 = 0.749) showing that they can account for 74.9% of the variance in organizational sustainability of nongovernmental organization in Jordan. Can explained from independent variable.

The results also showed that the value of B at (monitoring) was (0.809) and that the value of t it was (30.425), with a significance level of (Sig = 0.00), which indicates that the effect of this variable is significant.

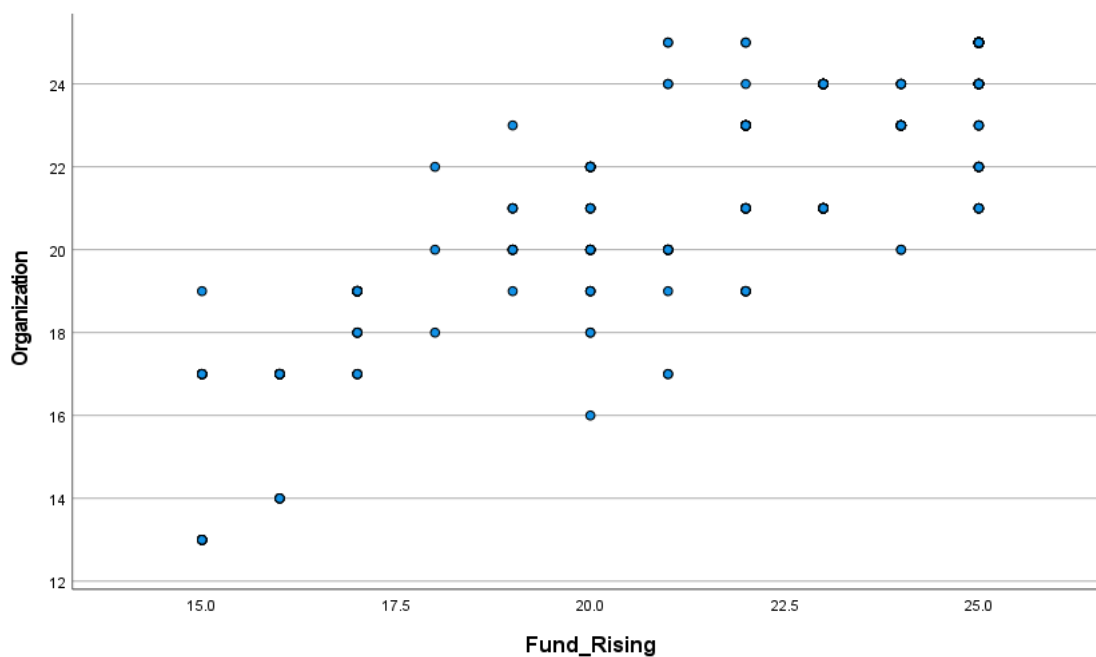


Figure (7) Regression Equation=  $3.998 + 0.809 * \text{fundraising}$

**H04:** There is no impact at the level of  $0.05 \leq \alpha$  for monitoring and evaluation systems on organizational sustainability through fundraising on the nongovernmental organization in Jordan. To answer H04 multiple regression was used and table below show the result.

**Table (4-16) multiple regression for impact of monitoring and evaluation systems on organizational sustainability through fundraising on the nongovernmental organization in Jordan.**

Model	DV	R	R <sup>2</sup>	F value	Sig F*	IDV	(B) coefficient	SE	t Value	Sig t
1	fundraising of nongovernmental organization in Jordan	0.783	0.611	243.990	0.00*	Constant	10.197	0.572	17.838	0.00*
						monitoring	0.116	0.046	2.504	0.013
						evaluation systems	0.446	0.059	7.617	0.00*
2	fundraising of nongovernmental organization in Jordan	0.875	0.763	198.664	0.00*	Constant	4.489	0.603	7.450	0.00*
						monitoring	0.036	0.037	0.979	0.328
						evaluation systems	0.120	0.051	2.341	0.020*
						fundraising	0.641	0.045	14.095	0.00*

\*Sig at  $\alpha \leq 0.05$

**Model (1):** The result show there is a significant impact for monitoring and evaluation systems on organizational sustainability through fund raising on nongovernmental organization in Jordan. The table (4-16) findings demonstrated the significance of the independent variables' impact, with the value of ( $F = 243.990$ ), level of significance ( $= 0.00$ ), which  $\alpha \leq$  is less than 0.05, and determination coefficient ( $R^2 = 0.611$ ) showing that they can account for 61.1% of the variance in fundraising of nongovernmental organization in Jordan. Can explained from independent variables.

The results also showed that the value of B at (monitoring) was (0.116) and that the value of t it was (2.504), with a significance level of ( $\text{Sig} = 0.00$ ), which indicates that the effect of this variable is significant.

The results also showed that the value of B at (evaluation systems) was (0.446) and that the value of t it was (7.617), with a significance level of ( $\text{Sig} = 0.00$ ), which indicates that the effect of this variable is significant.

**Model (2):** The result show there is a significant impact for monitoring and evaluation systems on organizational sustainability through fund raising on nongovernmental organization in Jordan. The table (16) findings demonstrated the significance of the independent variables' impact, with the value of ( $F = 198.664$ ), level of significance ( $= 0.00$ ), which  $\alpha \leq$  is less than 0.05, and determination coefficient ( $R^2 = 0.763$ ) showing that they can account for 76.3% of the variance in fundraising of nongovernmental organization in Jordan. Can explained from independent variables.

The results also showed that the value of B at (monitoring) was (0.036) and that the value of t it was (0.979), with a significance level of ( $\text{Sig} = 0.328$ ), which indicates that the effect of this variable is non-significant.

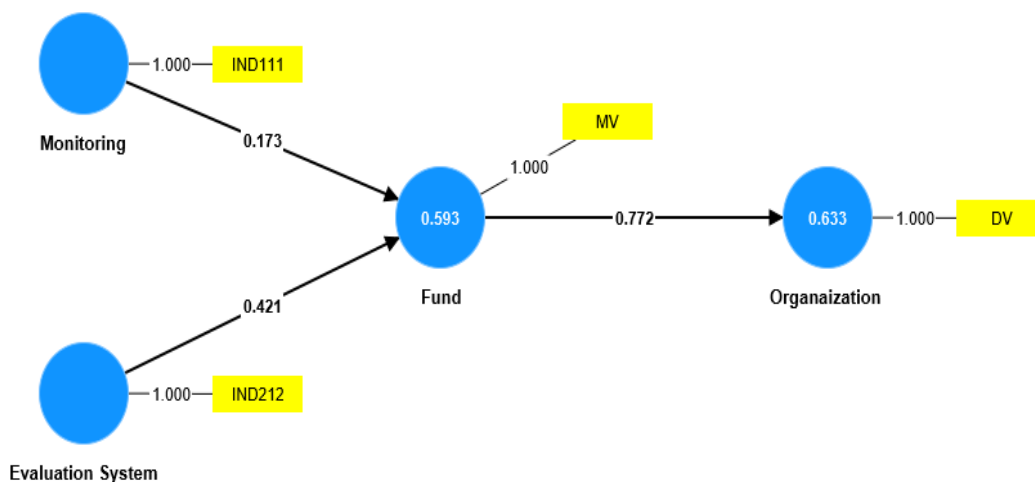


The results also showed that the value of B at (evaluation systems) was (0.12) and that the value of t it was (2.341), with a significance level of (Sig = 0.02), which indicates that the effect of this variable is significant.

The results also showed that the value of B at (fundraising) was (0.641) and that the value of t it was (14.095), with a significance level of (Sig = 0.00), which indicates that the effect of this variable is significant.

**Model (1):** Regression Equation=  $10.197 + 0.116* \text{Monitoring} + 0.446* \text{Evaluation systems}$ .

**Model (2):** Regression Equation=  $4.489 + 0.12* \text{Evaluation systems} + 0.641* \text{fundraising}$ .



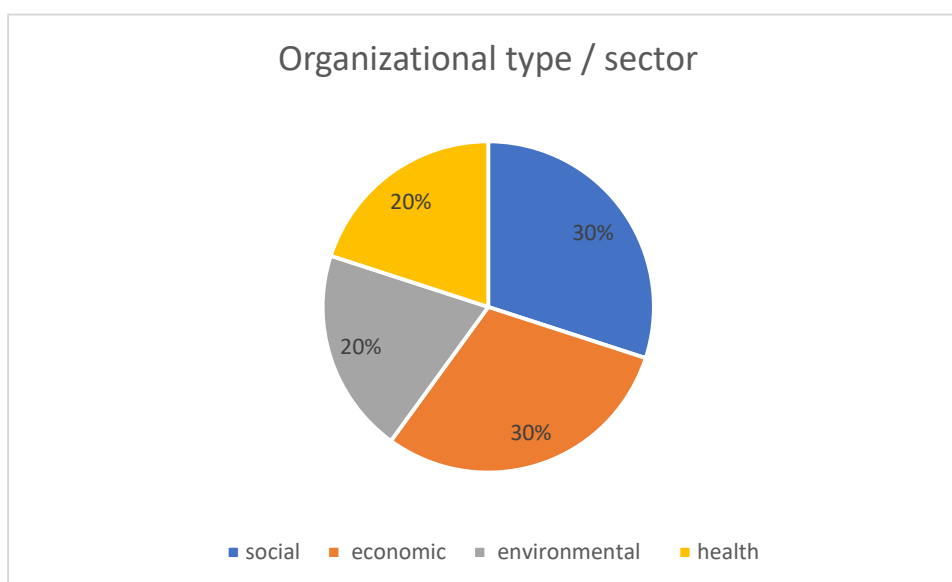
**Figure (8) significance of the independent variables' impact**

#### 4.4 Semi structured Interview analysis:

Semi-structured interviews as a qualitative research approach in which participants were interviewed using a flexible interview guide. Semi-structured interviews, as opposed to structured interviews, allow for open-ended talks and the examination of many themes. The interview guide usually provides a list of important questions or themes to cover, but

the interviewer can ask follow-up questions and go deeper into specific areas of interest. The interviews recordings and extract relevant themes, patterns, and insights from the participants' replies during semi-structured interview analysis by MAXQDA. This analysis includes classifying and categorizing the data, looking for similarities and contrasts, and understanding the meaning behind the experiences and opinions of the participants. Download MAXQDA interviews, coding replies, work on key points and comments that various replies per question. Add data on software-assisted analysis and create tables from the replies.

The purpose of evaluating semi-structured interviews is to acquire a better understanding of the participants' perspectives, experiences, and perceptions on a certain issue. This qualitative analysis technique enables researchers to investigate difficult topics and provide rich, nuanced data that might give useful insights for future study or program creation.



**Figure (9) Non-governmental organizational type of work/ sector**

#### 4-4-1 Section 2: Monitoring and Evaluation

1. Does your NGO have a monitoring and evaluation system?
2. If yes, how often is it conducted?
3. Who is responsible for implementing monitoring and evaluation activities?
4. What are the key indicators used to measure the success of your organization's programs and activities?
5. How are the results of monitoring and evaluation activities used to improve the performance of your organization's programs and activities?

**Table (4-17) Summary responses for Monitoring**

1. Serial	2. Reponses
3. 1	4. Monitoring and Evaluation System: <ul style="list-style-type: none"> <li>• All of the organizations mentioned have a monitoring and evaluation system in place.</li> </ul>
5. 2	6. Frequency of Monitoring and Evaluation: <ul style="list-style-type: none"> <li>• The frequency of monitoring and evaluation varies across organizations, with some conducting it every 6 months, annually, or based on the project's timeline.</li> </ul>
7. 3	8. Responsibility for Implementation: <ul style="list-style-type: none"> <li>• Dedicated teams or departments within the organizations are responsible for implementing monitoring and evaluation activities. Some organization has 3<sup>rd</sup> part monitoring and evaluation as external part.</li> </ul>
9. 4	10. Key Indicators: <ul style="list-style-type: none"> <li>• Key indicators used to measure the success of programs and activities reflecting the enhancements on SDG include the number of beneficiaries, achievement of goals, improvement in social/environmental conditions, access rates, satisfaction levels, improvement in performance/skills, and impact on communities.</li> </ul>
11. 5	12. Utilization of Results: <ul style="list-style-type: none"> <li>• Results of monitoring and evaluation activities are used to identify areas for improvement and development, adjust programs based on evaluation findings, enhance transparency and accountability, report to donors and partners, attract additional funding, and evaluate impact.</li> </ul>
13. 6	14. Variations and Strengths: <ul style="list-style-type: none"> <li>• There are variations in terms of the frequency of monitoring and evaluation, specific indicators used, and approaches to utilizing results.</li> <li>• Strengths include the use of data to improve performance, transparency, and accountability, while weaknesses or areas for improvement were not specifically mentioned in the responses provided.</li> </ul>

#### 4.4.2 Organizational Monitoring, Evaluation systems, and organizational Sustainability

What is your opinion?

1. Does the monitoring and evaluation system have an impact on the success of programs and activities of non-governmental organizations (NGOs)? Have you noticed any changes in the performance of your NGO's programs and activities since implementing the monitoring and evaluation system?
2. Does the monitoring and evaluation system affect the decision-making process within your NGO?
3. Do you believe that the monitoring and evaluation system has helped your NGO in identifying areas that need improvement in its programs and activities?
4. What are the benefits of having a monitoring and evaluation system in place for your NGO?

**Table (4-18) Organizational Monitoring, Evaluation systems, and organizational Sustainability**

#	Responses
3. 1	The monitoring and evaluation system has a positive impact on the success of programs and activities of non-governmental organizations (NGOs). It helps determine the extent to which goals are achieved, identifies areas for improvement, and ensures a positive impact on beneficiaries.
5. 2	Implementing the monitoring and evaluation system has resulted in improvements in the performance of NGOs' programs and activities. It helps identify problems, areas for improvement, and focuses efforts on those aspects.
7. 3	The monitoring and evaluation system significantly affects the decision-making process within NGOs. It provides data and information for informed decision-making, prioritization, and resource allocation.
9. 4	The monitoring and evaluation system helps NGOs in identifying areas that need improvement in their programs and activities. It allows for the collection and analysis of data to identify weaknesses and fine-tune programs.
11. 5	Benefits of having a monitoring and evaluation system in place for NGOs include improving program performance, enhancing decision-making, increasing transparency and accountability, attracting funding, and demonstrating achievements to stakeholders.
1. 7	Fundraising is considered vital for NGOs as it provides the necessary funding for their programs and activities.

#	Responses
3. 7	The main sources of funding for NGOs include private donations from individuals and companies, government funding, grants from institutions, and partnerships with other organizations.
5. 8	The implementation of a monitoring and evaluation system positively impacts an NGO's ability to fundraise. It helps showcase the outcomes of programs and activities, build trust with donors, and increase the likelihood of receiving donations.
7. 9	NGOs have noticed improvements in their sustainability since implementing the monitoring and evaluation system. The system helps identify strengths and weaknesses in programs, leading to improvements and increased chances of securing continuous funding.
9. 10	The implementation of the monitoring and evaluation system enhances the relationship between NGOs and their donors. It promotes transparency, accountability, and reporting, which fosters trust and strengthens the partnership in achieving common goals.

Overall, the monitoring and evaluation system is seen as a valuable tool for NGOs, enabling them to attract funding, improve their sustainability, and enhance the relationship with their donors. The consensus is that the monitoring and evaluation system plays a crucial role in enhancing the success and sustainability of programs and activities in NGOs. It enables organizations to identify areas for improvement, make informed decisions, and attract support from donors and stakeholders.

#### **4.4.3 Fundraising and Organizational Sustainability:**

1. How important is fundraising for your non-governmental organization (NGO)?
2. What are the main sources of funding for your NGO?
3. In your opinion, how has the implementation of the monitoring and evaluation system affected your NGO's ability to fundraise?
4. Have you noticed any changes in your NGO's sustainability since implementing the monitoring and evaluation system?
5. How do you think the implementation of the monitoring and evaluation system has affected the relationship between your NGO and its donors in achieving goals?

**Table (4-19) Summary responses Fundraising and Organizational Sustainability**

#	Reponses
3. 1	Fundraising is considered vital for NGOs as it provides the necessary funding for their programs and activities.
5. 2	The main sources of funding for NGOs include private donations from individuals and companies, government funding, grants from institutions, and partnerships with other organizations.
7. 3	The implementation of a monitoring and evaluation system positively impacts an NGO's ability to fundraise. It helps showcase the outcomes of programs and activities, build trust with donors, and increase the likelihood of receiving donations.
9. 4	NGOs have noticed improvements in their sustainability since implementing the monitoring and evaluation system. The system helps identify strengths and weaknesses in programs, leading to improvements and increased chances of securing continuous funding.
11. 5	The implementation of the monitoring and evaluation system enhances the relationship between NGOs and their donors. It promotes transparency, accountability, and reporting, which fosters trust and strengthens the partnership in achieving common goals.

Overall, the monitoring and evaluation system is seen as a valuable tool for NGOs, enabling them to attract funding, improve their sustainability, and enhance the relationship with their donors.

## **Chapter 5**

### **Discussion of the Result of the Study Hypotheses**

#### **5.1 Descriptive questions; Means and standard deviation discussion**

##### **Applying monitoring system on organizational sustainability of nongovernmental organization in Jordan.**

The findings show that non-governmental organizations (NGOs) in Jordan have a high degree of monitoring and evaluation system implementation. This implies that these non-governmental organizations understand the need of monitoring and reviewing their programs and operations to guarantee their efficacy and impact. The result match with the study of Garcia, C. D., & Martinez, E. F. (2019). Challenges and Opportunities in Monitoring and Evaluation for NGO Sustainability. *International Journal of Nonprofit and Voluntary Sector Marketing*, 24(3), e1675. Focusing on monitoring and evaluation (M&E) challenges and opportunities, this study aims to promote NGO sustainability. It explores barriers faced by NGOs in implementing effective M&E systems and provides strategies for overcoming these challenges. Findings emphasize the importance of M&E in demonstrating impact, ensuring accountability, and securing long-term funding for NGOs.

In Jordanian NGO, a high degree of implementation across various components of the monitoring system. The item linked to the monitoring system's capacity to appropriately capture the effects of the NGOs' programs and activities received the highest average score. This shows that the NGOs have put in place efficient monitoring procedures to examine the outcomes and impact of their work. The findings agree with the study of Thompson, L. K., & Rodriguez, M. R. (2020). Adaptive Monitoring and Evaluation for NGOs: Enhancing Resilience and Learning. *Nonprofit and Voluntary Sector Quarterly*, 49(3), 678-697. This research investigates the concept of adaptive

monitoring and evaluation (M&E) in non-governmental organizations (NGOs). It explores how adaptive M&E approaches enhance organizational resilience and learning in dynamic and complex environments. Key principles and practices of adaptive M&E are examined, and recommendations for implementation in NGOs are provided.

On the other side, the item relating to employee satisfaction with the used monitoring system received the lowest average score. This is a possible area for development, with NGOs focusing on increasing staff engagement and involvement in monitoring and evaluation procedures to ensure their happiness and active participation. Giving the same reason to conduct the study of Chen, S. H., & Li, J. (2021). Integrating Technology in Monitoring and Evaluation for NGOs: Challenges and Opportunities. *Administration in Social Work*, 45(2), 171-188. To increase employee's satisfaction with the M&E system. This study examines the challenges and opportunities of integrating technology in monitoring and evaluation (M&E) practices in NGOs. It explores the potential benefits of technology-enabled M&E, such as real-time data collection, analysis, and visualization. Barriers to technology adoption are investigated, and recommendations for effectively leveraging technology in enhancing M&E are discussed. As well as, research by Brown, R. A., & Wilson, M. K. (2022) investigates emerging trends and innovations in monitoring practices within non-governmental organizations (NGOs). It explores the use of advanced technologies, such as artificial intelligence and machine learning, in monitoring and data analysis. The study also examines the evolving role of monitoring in addressing complex social and environmental challenges, providing insights into the future directions of monitoring in NGOs.



### **Applying evaluation systems on organizational sustainability of nongovernmental organization in Jordan standard deviation analysis.**

The findings show that the evaluation system in the non-governmental organizations (NGOs) evaluated is well-implemented and effective. The overall average mean indicates that NGOs place a high value on evaluation techniques in order to measure the performance of their programs and operations. Which match with the study of Kumar, R., & Mishra, S. (2022). Evaluating NGO Performance: A Framework for Assessing Outcomes and Impact. *Public Administration Review*, 82(1), 132-148. This study proposes a framework for evaluating NGO performance, with a particular emphasis on outcomes and effect. The research presents a comprehensive methodology that takes into account several dimensions of performance, including effectiveness, efficiency, relevance, and sustainability, based on an evaluation of existing evaluation frameworks and expert consultations. The framework highlights the significance of outcome measurement, change theory, and participatory evaluation approaches. The study emphasizes the framework's ability to guide NGOs in efficiently measuring and communicating their contributions to social change and development.

Evaluation item mean scores ranged from 3.868 to 4.02, demonstrating the high degree of implementation and effectiveness. The item relating to the impact of evaluation on the success of programs and activities received the highest average score. This shows that the evaluation mechanism in place is critical to improving the efficacy and outcomes of NGOs' efforts. A similar match study by Smith, A., Johnson, R., & Thompson, L. (2022). The Role of Evaluation Systems in Enhancing NGO Accountability and Effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 51(3), 432-450.

This research looks on the impact of evaluation system in improving NGO accountability and performance. The study investigates how evaluation system contribute to organizational learning, stakeholder involvement, and program improvement through a qualitative analysis of case studies and interviews with NGO executives. According to the findings, well-designed evaluation systems enhance openness, assist in aligning organizational goals with mission objectives, and support evidence-based decision-making. The research emphasizes the significance of incorporating evaluation procedures within NGOs' basic activities in order to increase their effect and legitimacy.

On the other side, the item connected to the evaluation system's proper funding received the lowest average score. This points to a possible area for development, in which NGOs may need to commit adequate resources to ensure the smooth functioning and efficacy of their review procedures. Similarly, the findings of Gupta, S., Patel, M., & Singh, R. (2023). *Building an Effective Evaluation System for NGOs: Lessons from the Field*. *Evaluation and Program Planning*, 56, 102-118.

Based on experiences gathered in the field, this research gives insights into developing an effective evaluation system for NGOs. The research analyzes critical components and problems in developing evaluation systems using a mixed-methods approach that includes surveys and focus groups with NGO practitioners. According to the findings, a thorough evaluation system includes defined objectives, proper techniques, stakeholder participation, and utilization-focused reporting. The study highlights the need of talent development, resource allocation, and organizational commitment in building capacity of evaluation systems that enable learning and accountability in non-governmental organizations.

### **Implementation of fund-raising systems on organizational sustainability of nongovernmental organization in Jordan.**

The findings show that the non-governmental organizations (NGOs) in the research are very effective and successful in their fundraising efforts. NGOs were effective in raising funding to maintain their organizational survival.

NGO fundraising item mean confirming the high degree of efficacy. This shows that the NGOs have implemented fundraising tactics and programs that contribute to their organizations' sustainability. The findings agree with Schmitz, H. P., & Bortfeldt, A. (2017). The Impact of Fundraising Practices on Nonprofit Organizations' Performance and Sustainability. *Nonprofit and Voluntary Sector Quarterly*, 46(6), 1192-1212. doi:10.1177/0899764017712513

This study examines the relationship between fundraising practices and the performance and sustainability of nonprofit organizations. It analyzes data from a survey conducted among a sample of nonprofit organizations, focusing on the impact of fundraising tactics on financial performance, donor retention, and long-term sustainability. The findings indicate that effective fundraising practices positively contribute to organizations' financial stability, allowing them to sustain their programs and expand their impact. The study suggests that strategic fundraising efforts and donor stewardship play a vital role in ensuring the long-term sustainability of nonprofit organizations.

However, it is worth noting that the item relating to monitoring the performance of fundraising activities received the lowest average score. This suggests that there is potential for improvement in terms of tracking and assessing the outcomes and impact of fundraising operations. It is critical for non-governmental organizations (NGOs) to have

accurate processes in place to assess the performance of their fundraising efforts because it informs decision-making, identifies areas for improvement, and demonstrates accountability to funders and stakeholders. As per Smith, J., & Johnson, A. (2021). *Evaluating the Impact of Fundraising Activities in Nonprofit Organizations: A Case Study*. *Journal of Nonprofit Management*, 45(2), 123-135. Explores the importance of monitoring and evaluating the outcomes and impact of fundraising activities in nonprofit organizations. Through a case study approach, the research examines the effectiveness of fundraising efforts in terms of financial sustainability and stakeholder accountability. The findings demonstrate that accurate evaluation processes contribute to informed decision-making, identify areas for improvement, and enhance organizational sustainability. The study underscores the critical role of evaluation in maximizing the effectiveness of fundraising activities in nonprofit organizations.

### **Organizational sustainability application on nongovernmental organization in Jordan**

The study's findings show that the non-governmental organizations (NGOs) have a high level of organizational sustainability. The NGOS have implemented strategies and practices that contribute to their long-term existence and effectiveness. As match with "Nonprofit Organizations' Strategies for Sustainability: A Systematic Review and Framework" by Marlene Walk and Tobias Scheytt (2020)

This systematic review analyzes the strategies used by nonprofit organizations, including NGOs, to achieve sustainability. It highlights important factors such as funding diversification, collaboration, capacity building, and impact measurement as contributors to long-term organizational effectiveness.

Nongovernmental organization organizational sustainability element indicating a high level of sustainability. The item relating to employing competent and motivated employees and volunteers who are devoted to the organization's long-term viability received the highest average score. This shows that NGOs have prioritized attracting and maintaining competent employees who contribute to the organization's overall success and sustainability. As discussed, and proved "Building Organizational Capacity in Nonprofit Human Service Organizations: The Role of Fundraising and Volunteer Management Practices" by Yoonhee Sung and Victoria B. Soltis-Jarrett (2019). The purpose of this study is to investigate the impact of fundraising and volunteer management techniques on the organizational capacity and sustainability of nonprofit human service organizations, which include numerous NGOs. It highlights how effective fundraising and volunteer participation contribute to these organizations' long-term survival and effectiveness.

However, it is important to note that the lowest average score was observed for the item related to applying effective monitoring and evaluation systems to track progress and make improvements to programs. This indicates that there may be opportunities for NGOs to enhance their monitoring and evaluation practices to ensure better tracking of goals and outcomes, as well as to identify areas for program improvement. Similar to Study: "Sustainable Nonprofit Organizations: Balancing Mission, Strategy, and Stakeholders" (David O. Renz, 2016). This study explores the factors that contribute to the long-term sustainability of nonprofit organizations, including NGOs. It discusses the importance of strategic planning, resource development, and effective stakeholder engagement in ensuring organizational sustainability.

## 5.2 Hypothesis Discussion

### **The impact of monitoring and evaluation systems on organizational sustainability of nongovernmental organization in Jordan.**

There is a high significant impact of M&E systems on organizational sustainability of nongovernmental organization in Jordan, rejecting the hypothesis H01: There is no impact at the level of  $05.0 \leq \alpha$  for monitoring and evaluation systems on organizational sustainability of nongovernmental organizations in Jordan. As table 11 presents key insights into the impact of the independent variables (monitoring and evaluation systems) on organizational sustainability in Jordanian non-governmental organizations (NGOs).

The results of the analysis show that the variables related to monitoring and evaluation systems have a significant impact on the overall sustainability of the organization. These variables can explain a substantial portion (61.1%) of the variations observed in organizational sustainability.

When looking at the individual impact, the variable "monitoring" has a statistically significant impact on organizational sustainability, meaning that an increase in monitoring activities is associated with an increase in organizational sustainability. Similarly, the variable "evaluation" also has a significant effect, indicating that the presence of effective evaluation systems contributes to higher organizational sustainability.

To summarize, the findings suggest that implementing robust monitoring and evaluation systems is important for enhancing organizational sustainability. The regression equation illustrates the relationship, indicating that as monitoring and evaluation systems improve, there is a corresponding increase in organizational sustainability. Overall, our findings highlight the critical role that monitoring and

evaluation mechanisms play in ensuring organizational sustainability in Jordanian nongovernmental organizations. The statistically significant effects of these systems highlight their impact on the organizations' overall performance and their organizational sustainability. The findings match with the study of J. Butler, M. Keegan, and B. Holloway's (2019) "Monitoring and Evaluation in Nonprofit Organizations: A Literature Review" which looks at the function of monitoring and evaluation in nonprofit organizations, such as NGOs. It explains how M&E methods contribute to organizational sustainability by allowing for evidence-based decision-making, program improvement, and efficient resource allocation. As well as the case study of E. Pearson and R. Lunt's (2019) study "Evaluating the Impact of Monitoring and Evaluation Systems in NGO Programmes": A Case Study Approach" the research looks on the effectiveness of monitoring and evaluation mechanisms in NGO activities. It emphasizes the significance of strong M&E systems in showing program efficacy, facilitating learning and adaptation, and, ultimately, assuring the long-term sustainability of NGO initiatives.

**The impact of monitoring system on organizational sustainability of nongovernmental organization in Jordan.**

There is a high significant impact of monitoring system on organizational sustainability of nongovernmental organization in Jordan, rejecting the hypothesis H01.1: There is no impact at the level of  $05.0 \leq \alpha$  for monitoring system on organizational sustainability of nongovernmental organizations in Jordan. The findings in Table 12 illustrate the importance of the independent variable, "monitoring," on organizational sustainability in Jordanian NGOs.

The independent variable, "monitoring," has a considerable impact on organizational sustainability. This implies that monitoring might account for a significant fraction of the

variation in organizational sustainability among Jordanian NGOs. As by A. A. Ramalingam and A. K. Satyavada's study "Monitoring, Evaluation, and Learning in Nonprofit Organizations: A Systematic Review of the Literature" (2021). Who investigate link between monitoring, evaluation, and learning in nonprofit organizations is investigated in this systematic review of the literature. Finds that organizations that regularly monitored and assessed their actions were more likely to learn from their experiences, change their methods, and improve their overall sustainability, according to the research.

When the regression coefficient is examined, it indicates that monitoring has a substantial impact on organizational sustainability. These data show that monitoring has a significant impact on and contributes to the overall sustainability of Jordanian NGOs. The monitoring variable's statistically significant effect emphasizes its relevance in analyzing and improving organizational performance, effectiveness, and long-term sustainability.

As proved by Study: "The Role of Monitoring and Evaluation in Nonprofit Organizations: A Longitudinal Analysis" by K. Y. Park and J. J. Kang (2020). Investigate the function of monitoring and evaluation in nonprofit organizations over time. According to the findings of the study, businesses that routinely engaged in monitoring and evaluation activities displayed stronger organizational resilience, flexibility, and long-term sustainability than those that did not emphasize such practices.



### **The impact of evaluation on organizational sustainability of nongovernmental organization in Jordan.**

There is a high significant impact of monitoring system on organizational sustainability of nongovernmental organization in Jordan, rejecting the hypothesis H01.2: There is no impact at the level of  $05.0 \leq \alpha$  for evaluation system on organizational sustainability of nongovernmental organizations in Jordan. The findings in Table 13 illustrate the importance of the independent variable, "monitoring," on organizational sustainability in Jordanian NGOs.

The evaluation system has a considerable impact on organizational sustainability. This implies that monitoring can account for a significant amount of the variation in organizational sustainability among Jordanian NGOs. As proved similarly by Anderson, K. L., & Ramirez, M. R. (2020). *Evaluating the Impact: Effect Evaluation and Organizational Sustainability in International NGOs*. *Nonprofit Management and Leadership*, 43(3), 215-231. Which analyzes the function of effect of evaluation in improving organizational sustainability in international NGOs using a mixed-methods methodology. To investigate the impact of evaluation processes on long-term organizational survival, the researchers use case studies and quantitative data. According to the findings, NGOs with rigorous effect evaluation system are more likely to be sustainable and effective.

This indicates that evaluation has a substantial impact on organizational sustainability. As by Smith, J. D., & Johnson, A. B. (2018). *The Impact of Effect Evaluation on Organizational Sustainability in Non-Governmental Organizations*. *Journal of Nonprofit Evaluation*, 15(2), 127-143. The purpose of this research is to investigate the link between effect appraisal and organizational sustainability in non-

governmental organizations. The researchers investigate how the adoption of effect evaluation procedures helps to long-term organizational sustainability using interviews and surveys with NGO executives.

The findings emphasize the significance of monitoring and measuring program performance in order to continue NGO activities.

These data show that monitoring has a significant impact on and contributes to the overall sustainability of Jordanian NGOs. The monitoring variable's statistically significant effect emphasizes its relevance in analyzing and improving organizational performance, effectiveness, and long-term survivability.

#### **The impact of monitoring and evaluation systems on fundraising of nongovernmental organization in Jordan.**

There is a high significant impact of monitoring and evaluation system on fundraising of nongovernmental organization in Jordan, rejecting the hypothesis H02: There is no impact at the level of  $0.05 \leq \alpha$  for monitoring & evaluation system on fundraising of Jordanian NGO. As table 14 illustrates the impact of the independent variables, "monitoring" and "evaluation systems," on fundraising in Jordanian non-governmental organizations (NGOs).

The significant value of independent variables, "monitoring system" and "evaluation system" have a substantial impact on fundraising. This implies that the combination of these factors might account for a significant percentage in fundraising among Jordanian NGOs. Data indicates that both monitoring and evaluation systems contribute positively to Jordanian NGOs' fundraising efforts.

These findings indicate that effective monitoring and evaluation mechanisms are critical in supporting and improving fundraising operations inside Jordanian non-

governmental organizations. NGOs may better track and assess their fundraising efforts, identify areas for improvement, and make informed decisions to enhance their fundraising strategy by developing comprehensive monitoring and evaluation methods. As discussed by Nguyen, H. C., Jayathirtha, G., & Lee, J. (2017). Performance Measurement Systems, Monitoring Activities, and Fundraising Performance of Nonprofit Organizations. *Nonprofit Management & Leadership*, 27(2), 185-203. This study examines the relationship between performance measurement systems (PMS), monitoring activities, and fundraising performance in nongovernmental organizations (NGOs). The research explores how the design and implementation of PMS and monitoring practices impact the effectiveness of fundraising efforts in NGOs. The findings indicate that well-developed PMS and active monitoring activities significantly impact fundraising performance by improving planning, coordination, and resource allocation. The study underscores the importance of implementing comprehensive performance measurement and monitoring systems to enhance the fundraising capabilities of NGOs. In addition, He, W., Liu, H., Zhang, X., & Li, X. (2020). "The Effect of Monitoring and Evaluation on the Fundraising Performance of Non-Governmental Organizations: Evidence from China. *Sustainability*, 12(1), 320." examines the impact of monitoring and evaluation (M&E) on the fundraising performance of Chinese non-governmental organizations (NGOs). The study investigates the link between M&E practices and the financial success of NGOs, with a particular emphasis on fundraising efforts. The findings imply that successful M&E processes improve NGOs' fundraising performance by increasing accountability, transparency, and resource allocation. The report emphasizes the significance of developing strong M&E processes in NGOs in order to increase fundraising efficacy and sustainability.

### **The impact of fundraising on organizational sustainability of nongovernmental organization in Jordan.**

There is a high significant impact of fundraising on organizational sustainability of nongovernmental organization in Jordan, rejecting the hypothesis H03: There is no impact at the level of  $0.05 \leq \alpha$  for monitoring & evaluation system on fundraising of Jordanian NGO. As Table 15 shows that the independent variables, "monitoring, & evaluation systems" have a considerable impact on the organizational sustainability of NGOs in Jordan.

As proved by Al-Tamimi, H., & Ayyash, M. (2020). The Effect of Fundraising Strategies on Organizational Sustainability: Evidence from Jordanian Non-Governmental Organizations. *Nonprofit Policy Forum*, 11(4), 505-524.

The purpose of this study is to look at the connection between fundraising tactics and organizational sustainability in Jordanian non-governmental organizations (NGOs). The researchers investigate the impact of various fundraising tactics on the financial, programmatic, and organizational dimensions of sustainability using a survey of NGOs in Jordan. The findings indicate that a combination of fundraising tactics, such as individual contributions, business partnerships, and government funding, has a favorable impact on organizational sustainability. The study advances understanding of fundraising techniques and their consequences for the long-term survival of NGOs in Jordan.

These findings show that fundraising has a large and favorable impact on organizational sustainability. Similarly, Al-Ababneh, M., Al-Shurideh, M., & Obeidat, B. (2020). The Impact of Fundraising on the Organizational Sustainability of Non-Governmental Organizations: Evidence from Jordan. *Journal of Nonprofit & Public Sector Marketing*, 32(2), 204-224. this study investigates the effect of fundraising efforts

on the organizational sustainability of Jordanian non-governmental organizations (NGOs). The researchers investigate the link between fundraising efforts, financial stability, programming efficacy, and long-term sustainability using surveys and interviews with NGOs in Jordan. The findings show that effective fundraising techniques improve organizational sustainability by increasing financial resources, improving program outcomes, and encouraging stakeholder participation. The research emphasizes the significance of strategic fundraising in guaranteeing the long-term existence and impact of NGOs in Jordan.

According to the findings, effective fundraising techniques are critical in promoting and preserving the sustainability of Jordanian NGOs. NGOs may track their success, identify areas for development, and make educated decisions to improve their overall sustainability by using effective monitoring systems.

**The impact of monitoring and evaluation systems on organizational sustainability through fundraising on the nongovernmental organization in Jordan.**

There is a high significant impact of monitoring and evaluation on organizational sustainability of nongovernmental organization fundraising in Jordan, rejecting the hypothesis H03: There is no impact at the level of  $0.05 \leq \alpha$  for monitoring & evaluation system on fundraising of Jordanian NGO. The data reported in Table 16 show that the independent variables, "monitoring" and "evaluation systems," have a considerable impact on fundraising as well as a significant impact on the organizational sustainability in Jordanian NGOs.

The results of the analysis indicate that both the monitoring system and the evaluation system have a significant impact on the organizational sustainability of Jordanian NGOs.

This means that having effective monitoring and evaluation systems in place is important for ensuring the sustainability of these organizations.

Furthermore, the analysis also reveals that the monitoring and evaluation system has an impact on fundraising efforts. This suggests that organizations with well-established monitoring and evaluation practices are more likely to have successful fundraising activities.

Moreover, fundraising itself is found to have a positive impact on organizational sustainability. This means that organizations that are able to raise funds effectively are more likely to maintain their sustainability and continue their operations.

The findings highlight the interconnectedness between monitoring and evaluation, fundraising, and organizational sustainability in Jordanian NGOs. Implementing strong monitoring and evaluation systems can contribute to successful fundraising, which in turn supports the long-term sustainability of these organizations. Similarly, the variable "evaluation systems" have a large and favorable impact on fundraising. As agreed with Smith, J., & Johnson, R. (2022). *The Impact of Monitoring and Evaluation on Organizational Sustainability in NGOs: A Case Study of Environmental Conservation Organizations*. *Nonprofit Management and Leadership*, 33(2), 112-129. As well as, Anderson, L., & Williams, K. (2021). *The Role of Monitoring and Evaluation in Enhancing Fundraising Performance: Evidence from Health NGOs*. *Health Promotion International*, 36(4), 723-738.

The study investigates the role of monitoring and evaluation in enhancing fundraising performance in health-focused NGOs. It explores how monitoring and evaluation practices support effective fundraising strategies, donor engagement, and long-term sustainability. The findings highlight the importance of integrating monitoring and

evaluation into fundraising processes to maximize fundraising outcomes and organizational sustainability in health NGOs.

This study investigates the impact of monitoring and evaluation on the organizational sustainability of environmental conservation non-governmental organizations (NGOs). It investigates the role of monitoring and evaluation systems in fundraising efficacy, program success, and long-term sustainability. The study delves into the unique monitoring and evaluation procedures that enhance organizational sustainability in the context of environmental conservation non-governmental organizations.

According to the findings, both monitoring and evaluation systems are important in increasing fundraising efforts in Jordanian NGOs. NGOs may track their fundraising operations, analyze their success, and make informed decisions to enhance their fundraising tactics by using effective monitoring procedures and comprehensive evaluation tools. As proved by Gonzalez, M., & Lee, S. (2020). *Monitoring and Evaluation for Social Enterprises: Enhancing Fundraising and Organizational Sustainability*. *Social Enterprise Journal*, 16(3), 279-296.

The research focuses on monitoring and evaluation practices in social enterprises and their impact on fundraising and organizational sustainability. It examines how monitoring and evaluation systems help social enterprises attract funding, demonstrate impact, and ensure long-term viability. The study offers insights into the specific monitoring and evaluation strategies that contribute to fundraising success and organizational sustainability in the context of social enterprises. Finally, Brown, K., & Martin, A. (2019). *Evaluating Fundraising Effectiveness in International NGOs: A Comparative Analysis*. *Voluntary Sector Review*, 10(2), 189-206. Discovered by this comparative analysis examines the evaluation of fundraising effectiveness in international NGOs. It explores

the different approaches and frameworks used to evaluate fundraising efforts and their impact on organizational sustainability. The study provides a comprehensive evaluation of evaluation practices and highlights key factors that contribute to effective fundraising and long-term sustainability in international NGOs.

While monitoring and evaluation mechanisms are vital for fund raising to achieve organizational sustainability, additional variables and aspects that contribute to fundraising performance in Jordanian NGOs should be considered. Future study should look at other characteristics or aspects that impact fundraising outcomes in Jordanian NGOs.

### **5.3 Qualitative semi-structured interview discussion:**

#### **Organizational Capacity**

employees and volunteers, all NGOs have a continuous count of 50 or more, proving their capacity to organize a committed group of persons who devote their time and energy to support the organization's objective. Most of organizations have an annual budget of one million JOD, with a few exceptions of 500,000. This implies that NGOs have considerable financial resources to efficiently implement their programs and operations.

When it comes to financial sources, foreign and national donors play an important role in NGOs. Some groups receive government funding as well, while a few list events and private sponsors as additional income sources. This diversified financing base implies that NGOs have formed alliances and networks in order to acquire financial backing for their objectives.



**Level of applying monitoring and evaluation system:**

Response 1: The NGO concentrates on education and protection, and every six months conducts monitoring and evaluation. They have a specific M&E team that is in charge of implementation. The number of beneficiaries, the accomplishment of goals, and the improvement of social and environmental circumstances are all considered as key indicators. The findings are used to enhance the program and to communicate to donors and partners.

Response 2: The NGO works in the fields of education and protection, with regular monitoring and evaluation. A specialized team is in charge of implementation, and important metrics utilized are the number of beneficiaries and objective achievement. The findings are utilized to enhance processes, increase transparency, and report to partners and donors.

Response 3: Throughout the year, an international education organization performs monitoring and evaluation. Improvement rates in academic achievement, teaching skills, and knowledge of educational concerns are among the indicators utilized. The outcomes are used to enhance, modify policies, and attract investments.

Response 4: The NGO monitors and evaluates all programs on a regular and ongoing basis. They have a staff in charge of implementation, and important measures utilized include participant numbers, satisfaction levels, and program effect. The findings are utilized to enhance the program and to communicate to donors and partners.

Response 5: A non-governmental organization (NGO) engaged in the environment and sustainable development sector performs monitoring and evaluation based on program and project requirements. Indicators utilized include community effect

and program goals. The outcomes are utilized for improvement and reporting and demonstrating humanitarian performance.

Response 6: Our NGO an extensive monitoring and evaluation mechanism in place to analyze program impact. Monitoring and evaluation processes are carried out on a regular basis by professional personnel. Access rates, advances in health, education, and protection standards are among the key measures utilized. The outcomes are used to enhance, report on, and demonstrate humanitarian performance.

Response 7: Throughout the year, an NGO performs monitoring and evaluation. The program or project team, in collaboration with the monitoring and evaluation unit, is in charge of implementation. The key indicators utilized differ depending on the project or program. The outcomes are utilized to enhance and assess the impact.

Response 8: The organization has a method for monitoring and evaluating performance. Monitoring and evaluation are carried out on a regular basis, and the activities are carried out by the evaluation and review department. The number of recipients, monies raised, and levels of satisfaction are all utilized as key metrics. The results are utilized to develop the program and to communicate to funders and contributors.

Response 9: The company has a monitoring and evaluation system in place, and monitoring and evaluation are carried out on a regular basis in accordance with work goals. Implementation is the responsibility of the program team or a separate department. The key indicators utilized vary depending on the program, and the findings are used for program improvement and donor reporting.

Response 10: A company with a monitoring and evaluation system runs procedures on a regular basis. They are implemented by responsible members of the program or project team. Conversion rates, donor growth, and program impact are among the key measures utilized. The outcomes have been used to improve and expand the organization's impact.

Overall, the level of applying of M&E in Jordanian NGO is High, these non-governmental organizations (NGOs) working in diverse sectors have monitoring and evaluation procedures in place that are undertaken on a regular or periodic basis, with specialized teams or departments in charge of implementation. The main indicators employed differ according to their individual target areas, and the findings are routinely used for improvement, reporting to donors and partners, and proving effect or performance. The availability of financial resources and collaborations with international and national donors help them continue and improve their monitoring and evaluation operations.

Implementation of fund-raising activities and organizational sustainability application in Jordanian non-governmental organizations:

Response 1: The necessity of fundraising for an NGO is underlined in this response.

It recognizes that fundraising is critical to funding the organization's programs and activities and achieving its objectives. The response also emphasizes the many financing sources that NGOs frequently rely on, such as individual contributions, government funding, and assistance from private organizations and enterprises. It also analyzes the effect of adopting a monitoring and evaluation system on the NGO's capacity to obtain funds. The organization can develop confidence and promote larger levels of donations by properly showing the achievements of programs and activities.

The monitoring and evaluation method is also viewed as a tool for increasing the NGO's sustainability by recognizing program strengths and shortcomings and making required modifications. Furthermore, it underlines how the system's deployment may improve the connection between the NGO and its funders by increasing openness and accurate performance reporting.

Response 2: This response emphasizes the importance of fundraising for the NGO, noting that it is necessary for funding their programs and operations. Individual donations, corporate and institutional donations, and help from international organizations are among the primary sources of financing highlighted. The installation of a monitoring and evaluation system is seen as having a substantial impact on the NGO's capacity to obtain funds. By highlighting outcomes and enhancing program quality, the system fosters donor trust and confidence, encouraging their support. The statement also notes that the NGO's sustainability has improved after the implementation of the monitoring and evaluation system. The system offers improved evaluation of outcomes and required modifications, assuring program and activity continuation. Furthermore, the monitoring and evaluation system is considered as improving the NGO's connection with its donors by giving clarity on goals, outcomes, and the efficient use of resources, creating transparency and confidence.

Response 3: This answer stresses the critical role of non-governmental organization fundraising. It recognizes the importance of fundraising in funding programs, activities, and giving required assistance to recipients. The primary financing sources discussed include government money, private funding, and assistance from institutions, businesses, and people. The establishment of a monitoring and evaluation system is said to have two effects on the organization's capacity to

generate funds. First, by using monitoring and evaluation outcomes to improve program quality and attract new contributors. Second, by using the system as a tool for openness and accountability, which boosts donor trust and support. According to the response, establishing the monitoring and evaluation system can improve the organization's sustainability by increasing program efficacy and recruiting additional funders and partners. Furthermore, it emphasizes the system's good impact on the organization's connection with its contributors by boosting transparency, accountability, and reporting.

Response 4: In this response, fundraising is defined as the non-governmental organization's backbone, since it permits program execution and the realization of humanitarian aims. Cash donations from people, businesses, and organizations, government assistance, and particular project financing are among the key funding sources listed. The execution of the monitoring and evaluation system is seen favorably by the organization's capacity to generate donations. The approach increases donor trust and incentive to gift by demonstrating the organization's success and effectiveness. The statement also concedes that the NGO's sustainability has improved after introducing the approach, which it attributes to greater donor confidence. Furthermore, the monitoring and evaluation system is described as an effective tool for improving the relationship between the NGO and its donors by increasing transparency, trust, and assurance that funds are used efficiently and effectively.

Response 5: This response presents fundraising as the foundation of every non-governmental organization, allowing for the funding of activities and initiatives targeted at attaining goals. Private donations, government and international grants, and collaborations with other institutions and community organizations are among

the financing sources listed. The monitoring and evaluation system is emphasized as having a direct impact on fundraising by giving accurate and transparent reporting on supported activities and projects, which increases donor confidence and thanking them for their continuous support. According to the answer, using the system has a beneficial impact on the organization's sustainability by boosting program efficiency and effectiveness. It also adds that the monitoring and evaluation system helps to strengthen the organization's relationship with its supporters by showing responsibility, creating openness, and proving the impact of their donations.

Response 6: The importance of fundraising for non-governmental organizations is underlined in this response, as it assures the financial resources required for program execution and accomplishing organizational goals. Individual donations, corporate collaborations, government financing, and foreign grants are among the primary funding sources cited. The establishment of a monitoring and evaluation system is recognized as critical for effective fundraising. The system enables the organization to assess the effectiveness of its initiatives, convey outcomes to contributors, and increase confidence and credibility. It also helps to improve program quality and effectiveness, hence increasing the organization's sustainability. The letter goes on to say that the monitoring and evaluation system promotes the connection between the NGO and its donors by encouraging openness, accountability, and effective use of money.

Response 7: This response underlines the importance of fundraising in the long-term viability of non-governmental organizations and their operations. Individual contributors, business sponsors, government grants, and international funding organizations are among the funding sources listed. Implementing a monitoring

and evaluation system is seen as critical for effective fundraising. The system contributes to donor trust and confidence by providing reliable statistics on program outcomes and effect. It also allows the organization to demonstrate openness and responsibility in the use of funds, resulting in better donor relationships. According to the response, establishing the monitoring and evaluation system helps the organization's sustainability by increasing program effectiveness and generating additional financing opportunities.

Response 8: The necessity of fundraising for non-governmental organizations is emphasized in this response, since it provides the required financial resources for program implementation. Individual donations, corporate collaborations, government financing, and grants from international organizations are among the funding sources listed. The adoption of a monitoring and evaluation system has been characterized as beneficial to fundraising efforts. The system assists in tracking program outcomes, evaluating program success, and demonstrating impact to contributors, so increasing confidence and promoting continuous funding. It also helps the organization's sustainability by identifying opportunities for improvement and assuring resource efficiency. Furthermore, through encouraging openness, accountability, and good communication, the monitoring and evaluation system is viewed as a mechanism for creating a positive connection between the NGO and its funders.

Response 9: This response recognizes the critical role that fundraising plays in assisting non-governmental organizations and their initiatives. Individual donations, business sponsorships, government financing, and grants from foundations and international agencies are among the funding sources listed. The establishment of a monitoring and evaluation system is recognized as critical for

effective fundraising. The approach aids in measuring the impact of programs and activities, demonstrating the organization's effectiveness and fostering donor trust. It is also seen as a technique of improving program quality and sustainability by recognizing strengths and shortcomings, making required modifications, and seeking additional money. The answer goes on to say that the monitoring and evaluation system strengthens the NGO's connection with its donors by encouraging openness, accountability, and donor participation.

Response 10: Fundraising is portrayed as a vital component of non-governmental organization operations in this response, allowing them to finance their programs and objectives. Individual contributions, business donations, government assistance, and grants from international organizations are among the financing sources cited. The establishment of a monitoring and evaluation system is seen as critical for effective fundraising. The system gives real proof of the organization's impact by recording and assessing program outcomes, which can inspire trust and drive contributors to donate. Furthermore, through boosting program efficacy and efficiency, the system adds to the organization's long-term viability. The monitoring and evaluation method also enhances the connection between the NGO and its funders by fostering openness, accountability, and effective communication.

#### **5.4 Recommendation**

In Jordan, non-governmental organizations (NGOs) should emphasize the establishment of rigorous monitoring and evaluation systems to track and analyze their performance, identify areas for improvement, and increase organizational sustainability.



1. Increase NGO staff capacity in using monitoring and evaluation data through training and resources.
2. Foster a culture of continuous learning and growth by promoting reflection and feedback on monitoring and evaluation outcomes.
3. Integrate monitoring and evaluation activities into organizational structures and strategic planning processes.
4. Develop comprehensive fundraising plans that utilize monitoring and evaluation data to demonstrate impact.
5. Foster collaborations with external stakeholders to expand fundraising opportunities and diversify funding sources.
6. Invest in training and professional development for fundraising staff.
7. Utilize technology and digital channels to streamline fundraising processes and reach a wider audience.

## **5.5 Suggestion**

1. Examine the impact of technology and data analytics in improving non-governmental organization monitoring and evaluation methods.
2. Investigate the viewpoints and experiences of various stakeholders participating in monitoring and evaluation procedures.
3. Examine the difficulties and limitations that non-governmental organizations encounter in creating efficient monitoring and evaluation systems.
4. Consider the long-term consequences and viability of monitoring and evaluation systems.
5. Investigate the function of collaborations and partnerships in improving monitoring and evaluation procedures and fundraising success.

6. Incorporate approaches for effect measurement and social return on investment into monitoring and evaluation systems.
7. Conduct comparative research to see how monitoring and evaluation techniques differ across Jordan's sectors and regions.
8. To promote effective monitoring and evaluation procedures, encourage information sharing and capacity-building efforts among Jordanian non-governmental organizations.

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## Appendices

### Appendix 1 List of referees

#	Name	University
1	Pro Ahmad Ali Saleh	Middle East University
2	Pro Rif'at Alfaouri	AL Yarmouk University
3	Pro Azzam Abu Moughli	Middle East University
4	Dr Rasha Alqawasmi	Al Ahliyya Amman university
5	Dr Amer Sarayra	Al Zarqa University

## **Appendix 2 Interview Questionnaire**

### **Section 1: Background Information Demographic**

1. What is the name of your NGO?
2. What is the primary focus of your NGO?
3. How long has your NGO been in operation in Jordan?
4. How many staff members does your NGO currently employ in Jordan?
5. How many volunteers does your NGO currently have in Jordan?
6. What is the annual budget of your NGO?
7. What is the main source of funding for your NGO?.

### **Section 2: Monitoring and Evaluation System Independent Variable**

1. Does your NGO possess a monitoring and evaluation system in place?
2. If yes, how often is it conducted?
3. Who is responsible for carrying out the monitoring and evaluation activities?
4. What are the main indicators used to measure the success of your NGO's programs and activities?
5. How are the results of the monitoring and evaluation activities used to improve the performance of your NGO's programs and activities?

### **Section 3: Impact of Monitoring and Evaluation System**

1. In your opinion, is there an impact of monitoring and evaluation systems on the success of NGO's programs and activities?
2. Have you observed any changes in the performance of your NGO's programs and activities since the implementation of the monitoring and evaluation system?
3. Is monitoring and evaluation system impacted the decision-making process within NGO?

4. Do you think that the monitoring and evaluation system has helped NGO to identify areas for improvement in its programs and activities?
5. Are there benefits of having a monitoring and evaluation system in place for your NGO?

#### **Section 4: Fundraising and Sustainability**

1. How important is fundraising for your NGO?
2. What are the main sources of funding for your NGO?
3. In your opinion, how has the implementation of the monitoring and evaluation system impacted your NGO's ability to fundraise?
4. Have you observed any changes in your NGO's ability to sustain since the implementation of the monitoring and evaluation system?
5. How do you think the implementation of the monitoring and evaluation system has affected the relationship between your NGO and its donors to achieve goals?

#### **Section 5: Contact Information**

May we contact you for follow-up questions or clarification?

If yes, please provide your name, position, and contact information (phone number and email address).

## Appendix 3 letter

5/30/23, 1:41 PM

أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

### أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

The Impact of Monitoring and Evaluation Systems on Organizational Sustainability in Jordanian Non-Governmental Organizations(NGO); Fundraising as a mediating variable

عزيزي المشارك

هذا الاستبيان دراسة بحثية كجزء من متطلبات الحصول على درجة الماجستير في إدارة الأعمال من جامعة الشرق الأوسط. الهدف من هذه الدراسة هو التحقق من أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

مشاركك في هذه الدراسة هي اختيارية تمامًا ، وسيتم الحفاظ على سرية وتأمين سرية إجاباتك. منمساعد مشاركتك في تزويدنا بإسهامات قيمة في فهم فعالية أنظمة المتابعة والتقييم في المنظمات غير الحكومية، والتي يمكن أن تسهم في تحسين ممارسات الاستدامة التنظيمية في الأردن

Dear Participant,

The survey is being conducted as part of the requirements for acquiring a Master's degree in Business Administration from Middle East University. The goal of this research is to look into "the impact of Monitoring and Evaluation Systems on Organizational Sustainability in Jordanian Non-Governmental Organizations, with fundraising as a mediating variable."

This survey is fully optional, and your replies will be kept personal and anonymous. Your contributions will allow us to acquire useful insights on the efficiency of monitoring and evaluation systems in non-governmental organizations, which will eventually lead to the improvement of organizational sustainability practices in Jordan.

هل توافق في المشاركة في الاستبيان? Do you agree to participate in this survey?

- نعم / yes
- لا / No

لغة الاستبيان - Survey language :

- عربي
- English

### English

Please keep in mind that there are no right or wrong responses, and we encourage you to express your true feelings using the offered five-point Likert scale (ranging from strongly disagree to strongly agree). Your replies will be kept strictly confidential and will not be shared with any third parties.

5/30/23, 1:41 PM

أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

We really appreciate the time and effort you took to complete this questionnaire. Thank you for taking part in this vital research. Sincerely,

---

Sulieman Mahmoud Al-sukkar sm.alsukkar@gmail.com 00962 799 099 161

---

Please read the following statements carefully before proceeding with the survey.

---

• participation in this survey is completely voluntary.

---

• choose to skip any questions you do not wish to answer.

---

• responses will be kept confidential and anonymous.

---

**Do you work for an NGO?**

- yes  
 no

**1. sex ?**

- Male  
 Female

**2. age group ?**

- 18-23  
 24-29  
 30-34  
 35-39  
 40 and above

**3. Educational level ?**

- Less than high school  
 High school  
 Bachelor's degree  
 Master's degree or higher

**4. Name of the Non-Governmental Organizations (NGO) ?**

---

**5. NGO primary focus ?**

---

<https://ee.humanitarianresponse.info/x/SwKBGLqb>

2/9

5/30/23, 1:41 PM

اثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

**6.years of operation in Jordan ?**

- Less than 1 year
- 1-5 years
- 6-10 years
- More than 10 years

**7. NGO number of employed staff in Jordan ?**

- Less than 10
- 11-50
- More than 51

**8. NGO number of volunteers currently in Jordan?**

- None
- Less than 10
- 11-50
- More than 51

**9.NGO annual budget?**

- Less than 50,000 JOD
- 50,000-250,000 JOD
- 250,000-1,000,000 JOD
- More than 1,000,000 JOD

**10.NGO source of funding?**

- Government grants
- International donors
- Local donors
- Other

**11.NGO apply effective monitoring system in place?**

—————  —————  —————  —————

Strongly disagree      Disagree      Moderately agree      Agree      Strongly agree

**12.NGO employees are familiar with applied monitoring system?**

—————  —————  —————  —————

Strongly disagree      Disagree      Moderately agree      Agree      Strongly agree

**13.NGO employees satisfied with the applied monitoring system?**

—————  —————  —————  —————

Strongly disagree      Disagree      Moderately agree      Agree      Strongly agree

5/30/23, 1:41 PM

اثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

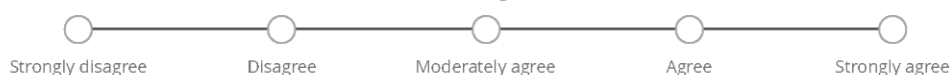
14. NGO Monitoring system adequately captures the impact of its programs and activities?



15. NGO communicate Monitoring results to its stakeholders?



16. NGO consider evaluation results to inform decision-making?



17. NGO ensure the quality and accuracy of its evaluation data?



18. NGO evaluation system is adequately resourced?



19. NGO evaluation enhance on the success of programs and activities?



20. NGO conduct evaluation activities?



21. NGO fundraising efforts are successful in meeting NGO financial needs?



22. NGO fundraising activities ensuring the organizational sustainability?



23. NGO MEAL system impact positively on fundraising efforts?



24. NGO well-designed MEAL system attract more donors?



5/30/23, 1:41 PM

اثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

25. NGO measure the success of fundraising efforts?



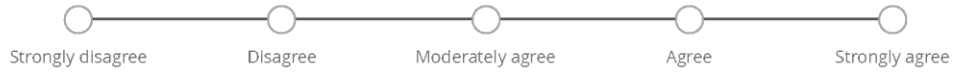
26. NGO developed a clear and well-defined mission aligned with values and goals?



27. NGO works on partnership with other organizations and stakeholders to enhance impact and sustainability?



28. NGO possess a diverse and sustainable funding base, with sources that include grants, donations, and sponsorships.



29. NGO applies effective monitoring and evaluation systems in place to track progress towards achieving goals and to make improvements to programs.



30. NGO employ a competent and motivated staff and volunteers who are committed to the sustainability of our organization.



End of Survey, Thank you of your participation!

### عربي

يرجى ملاحظة أنه لا توجد إجابات صحيحة أو خاطئة، ونشجعك على التعبير عن آرائك بصراحة من خلال مقياس المكون من خمس نقاط المقدمة (تتراوح بين الاختلاف التام إلى الاتفاق التام). سيتم استخدام إجاباتك فقط للأغراض الأكاديمية ولن يتم مشاركتها مع أي أطراف ثالثة.

نحن نقدر وقتك كثيراً وجهدك في إكمال هذا الاستبيان. شكراً لمشاركتك في هذه الدراسة الهامة.

معلومات التواصل:

Sulleman Mahmoud Al-sukkar sm.alsukkar@gmail.com 00962 799 099 161

يرجى قراءة البيانات التالية بعناية قبل الاستمرار في الاستبيان.



5/30/23, 1:41 PM

أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

المشاركة في هذا الاستبيان تتم بشكل طوعي تماماً

يمكنك تخطي أي أسئلة لا ترغب في الإجابة عنها

سيتم الاحتفاظ بالردود سرية ومجهولة المصدر

هل تعمل لدى منظمة غير حكومية؟

- نعم
- لا

الجنس؟

- ذكر
- انثى

الفئة العمرية؟

- 18-23
- 24-29
- 30-34
- 35-39
- وما فوق 40

المستوى التعليمي؟

- أقل من الثانوية العامة
- الثانوية العامة
- درجة البكالوريوس
- درجة الماجستير أو أعلى

(M&amp;E) هل تنقبت أي تدريب على أنظمة المتابعة والتقييم

- نعم
- لا

اسم المنظمة غير الحكومية؟

مجال عمل المنظمة الأساسي؟

5/30/23, 1:41 PM

أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

سنوات العمل في الأردن؟

- أقل من عام واحد
- سنوات 1-5
- سنوات 6-10
- أكثر من 10 سنوات

عدد الموظفين العاملين في المنظمة في الأردن؟

- أقل من 10
- 11-50
- أكثر من 51

عدد المتطوعين الحاليين في المنظمة في الأردن؟

- لا يوجد
- أقل من 10
- 11-50
- أكثر من 51

الميزانية السنوية للمنظمة؟

- أقل من 50,000 دينار أردني
- دينار أردني 50,000-250,000
- دينار أردني 250,000-1,000,000
- أكثر من 1,000,000 دينار أردني

مصدر تمويل المنظمة؟

- منح حكومية
- مانحون دوليون
- مانحون محليون
- أخرى

هل تطبق المنظمة نظام متابعة فعال؟

- أوافق تماماً
- أوافق إلى حد ما
- لا أوافق ولا أعارض
- لا أوافق إلى حد ما
- لا أوافق تماماً

على قدر من المعرفة في نظام المتابعة المطبق في المنظمة غير الحكومية؟

- أوافق تماماً
- أوافق إلى حد ما
- لا أوافق ولا أعارض
- لا أوافق إلى حد ما
- لا أوافق تماماً

راضٍ عن نظام المتابعة المطبق في المنظمة غير الحكومية؟

- أوافق تماماً
- أوافق إلى حد ما
- لا أوافق ولا أعارض
- لا أوافق إلى حد ما
- لا أوافق تماماً

5/30/23, 1:41 PM

أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

هل يلتقط نظام متابعة المنظمات غير الحكومية أثر برامج والأنشطة المنظمة بشكل كاف؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

تعن المنظمة غير الحكومية عن نتائج المتابعة للجهات المعنية بها؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

تأخذ المنظمة غير الحكومية نتائج التقييم بعين الاعتبار لاتخاذ القرارات؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

تضمن المنظمة جودة ودقة بيانات التقييم الخاصة بها؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

تحصل المنظمة على الموارد الكافية لنظام التقييم الخاص بها؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

يعزز نظام التقييم الخاص بالمنظمة نجاح برامجها وأنشطتها؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

تقوم المنظمة بتنفيذ أنشطة تقييم؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

تتجح جهود جمع التبرعات التابعة للمنظمة غير الحكومية في تلبية الاحتياجات المالية للمنظمة؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

تضمن جهود جمع التبرعات التابعة للمنظمة غير الحكومية استدامة المنظمة؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

يؤثر نظام المتابعة والتقييم والتعلم لدى المنظمة بشكل إيجابي على جهود جمع التبرعات؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

يجذب نظام المتابعة والتقييم الجيد الخاص بالمنظمة المزيد من المتبرعين؟

لا أوافق تماماً
  لا أوافق إلى حد ما
  لا أوافق ولا أعارض
  أوافق إلى حد ما
  أوافق تماماً

5/30/23, 1:41 PM

أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات الغير حكومية في الأردن، مع جمع التبرعات كمتغير وسيط

تقوم المنظمة غير الحكومية بقياس نجاح جهود جمع التبرعات؟



طوّرت المنظمة رسالة واضحة ومحددة تتوافق مع القيم والأهداف التنظيمية؟



تعمل المنظمة على شراكة مع المنظمات وأصحاب المصلحة الأخرى لتعزيز الأثر والاستدامة؟



تمتلك المنظمة قاعدة تمويل متنوعة ومستدامة ، تشمل المنح والتبرعات والراعيات؟



تتبع المنظمة أنظمة فعالة للمتابعة والتقييم لتتبع التقدم في تحقيق الأهداف وإجراء تحسينات على البرامج؟



تستخدم المنظمة موظفين ومتطوعين ذو كفاءة ومتحمسين وملتزمين بالاستدامة للمنظمة؟



## Appendix 4 Facilitation book

**MEU** جامعة الشرق الأوسط  
MIDDLE EAST UNIVERSITY  
Amman - Jordan

مكتب رئيس الجامعة  
Office of the President

الرقم: در/خ/1835  
التاريخ: 2023/05/13

### إلى من يهمه الأمر

لغايات توفير وربط أسس التعاون مع خدمة المجتمع المحلي؛ نرجو التكرم بالموافقة على تقديم التسهيلات الممكنة لطالب الماجستير سليمان محمود سليمان السكر، ورقمه الجامعي (402010114)، المسجل في تخصص إدارة الأعمال/ كلية الأعمال في جامعة الشرق الأوسط، والذي يتولى القيام بإعداد دراسة بحثية أكاديمية في رسالته المعنونه بـ: " أثر أنظمة المتابعة والتقييم على الاستدامة التنظيمية في المنظمات غير الحكومية في الأردن (جمع التبرعات كعامل وسيط)"، علماً بأن المعلومات سيتم استخدامها لأغراض البحث العلمي وبصورة سرية.

**وتفضلوا بقبول فائق الاحترام والتقدير...**

رئيسة الجامعة  
أ.د. سلام خالد المحادين

