

Project-based targeted analytics on non-profit organization performance in achieving the 17 Sustainable Development Goals: The Case of JCI Bacolod Inc

Diongie C. Fundador *, Ros Ann Gill A. Gellegani, Jeffric Pisuena and Kristine Soberano

Graduate School, State University of Northern Negros, Philippines.

International Journal of Science and Research Archive, 2026, 19(02), 1247-1252

Publication history: Received on 18 April 2026; revised on 19 May 2026; accepted on 21 May 2026

Article DOI: <https://doi.org/10.30574/ijrsra.2026.19.2.1145>

Abstract

This study assessed the level of project-based management and targeted analytics implementation at Junior Chamber International (JCI) Bacolod Inc. in Bacolod City, Negros Occidental, Philippines, in relation to the 17 Sustainable Development Goals (SDGs). Employing a descriptive-correlational research design, data were gathered from 30 purposively selected respondents—program officers, project coordinators, and monitoring and evaluation staff—using a validated researcher-made questionnaire with an overall Cronbach's Alpha of 0.89. Findings revealed that JCI Bacolod Inc. demonstrated very high levels across all three variables: targeted analytics ($M = 3.52$), SDG-aligned project management ($M = 3.44$), and SDG outcome monitoring ($M = 3.36$). Among individual indicators, impact reporting and visualization scored highest in analytics ($M = 3.60$), while impact assessment ranked lowest in outcome monitoring ($M = 3.25$), suggesting a gap between short-term output documentation and long-term impact evaluation. Pearson correlation analysis revealed strong positive and statistically significant relationships between targeted analytics and SDG-aligned project management ($r = 0.71$, $p = 0.001$) and between targeted analytics and SDG outcome monitoring ($r = 0.74$, $p = 0.001$). These findings affirm that targeted analytics significantly enhances organizational capacity to manage and monitor SDG-aligned projects, supporting evidence-based decision-making and strengthening organizational accountability toward the 2030 Agenda.

Keywords: Project-Based Management; Targeted Analytics; Non-Profit Organizations; Sustainable Development Goals; JCI Bacolod; SDG Performance; Philippines

1. Introduction

Non-profit organizations (NPOs) are essential actors in translating the United Nations' 2030 Agenda for Sustainable Development into community-level action. The 17 Sustainable Development Goals (SDGs)—spanning poverty eradication (SDG 1), quality education (SDG 4), gender equality (SDG 5), climate action (SDG 13), and partnerships (SDG 17)—require multi-stakeholder implementation frameworks in which civil society organizations play a bridging role between national policy commitments and local practice (United Nations, 2023; Gupta et al., 2021). However, as the midpoint review of the 2030 Agenda confirmed, fewer than 15% of SDG targets are on track globally, intensifying the pressure on NPOs to demonstrate measurable contributions rather than activity-based outputs (Sachs et al., 2023).

Junior Chamber International (JCI) is a global NPO that empowers young active citizens aged 18 to 40 to create positive change through community development, business growth, and international collaboration. JCI Philippines, through its UNSDG program, equips local chapters to implement SDG-aligned projects and measure their impact. JCI Bacolod Inc., established in 1947 and based in Bacolod City, Negros Occidental, is among the most active local chapters in the Philippines, managing projects in education, health, environment, livelihood, and youth leadership development.

* Corresponding author: Diongie C. Fundador

Despite this active programming, JCI Bacolod Inc.—like many local NPOs—faces challenges in systematically tracking SDG outcomes due to fragmented data systems and limited use of analytical tools. Traditional project management approaches lack the capacity to measure multi-dimensional SDG indicators across simultaneous programs. This gap is well-documented: Wisneski et al. (2021), in a systematic review of 78 nonprofit performance management studies, found that fewer than 30% of organizations used validated, multi-dimensional instruments, and data utilization for adaptive management remained weak even among data-collecting organizations. Targeted analytics addresses this gap by enabling NPOs to monitor project progress, measure SDG-aligned outcomes, and generate evidence for stakeholders (UNDP, 2023; Mahmood & Khan, 2021).

Despite growing scholarly recognition of analytics in organizational management, limited peer-reviewed studies have examined the integration of project-based management with targeted analytics in NPO settings specifically in relation to all 17 SDGs at the local chapter level in developing countries. This study fills that gap by assessing, through a descriptive-correlational design, the level of SDG-aligned project management, SDG outcome monitoring, and targeted analytics at JCI Bacolod Inc., and by testing the significance of the relationship between targeted analytics and the two SDG performance dimensions.

1.1. Research Questions

This study specifically addressed the following: (1) What is the demographic profile of respondents? (2) What is the level of SDG-aligned project management? (3) What is the level of SDG outcome monitoring? (4) What is the level of targeted analytics? (5) Is there a significant relationship between targeted analytics and (a) SDG-aligned project management and (b) SDG outcome monitoring?

2. Methods

2.1. Research Design

This study employed a descriptive-correlational research design to assess current organizational practices and examine statistical relationships among variables without experimental manipulation (Creswell & Creswell, 2023). The descriptive component quantified the level of SDG-aligned project management, SDG outcome monitoring, and targeted analytics at JCI Bacolod Inc. The correlational component tested the significance of the relationship between targeted analytics and each of the two SDG performance dimensions.

2.2. Participants

Purposive sampling was applied to select 30 respondents directly involved in SDG project implementation, monitoring, and evaluation at JCI Bacolod Inc. The sample comprised program officers ($n = 8$, 26.67%), project coordinators ($n = 12$, 40.00%), and M&E staff ($n = 10$, 33.33%). This sampling strategy ensures that data are sourced from individuals with first-hand knowledge of the organization's SDG project management and analytics practices (Table 1).

Table 1 Demographic Profile of Respondents ($n = 30$)

Variable	Category	f	%
Position	Program Officers	8	26.67
	Project Coordinators	12	40.00
	M&E Staff	10	33.33
Age	18–25 years	8	26.67
	26–30 years	12	40.00
	31–35 years	7	23.33
	36–40 years	3	10.00
Sex	Male	18	60.00
	Female	12	40.00
Length of Service	Less than 1 year	5	16.67

	1–3 years	12	40.00
	4–6 years	9	30.00
	More than 6 years	4	13.33

Note. M&E = Monitoring and Evaluation.

2.3. Research Instrument

A researcher-developed 42-item questionnaire measured three variables on a four-point Likert scale: SDG-Aligned Project Management (project planning and design; stakeholder engagement; resource allocation; SDG target alignment), SDG Outcome Monitoring (outcome tracking; beneficiary documentation; progress reporting; impact assessment), and Targeted Analytics (data collection and integration; data accuracy and validation; impact reporting and visualization; evidence-based decision-making). The instrument was evaluated by three experts using a five-point validation scale. The mean validity ratings ranged from 4.48 to 4.52, indicating that the instrument was highly valid. (Table 2).

Table 2 Instrument Validation and Reliability Summary

Variable	Mean Validity Rating	Cronbach's α	Reliability Level
SDG-Aligned Project Management	4.52	0.87	Valid / Good
SDG Outcome Monitoring	4.50	0.88	Valid / Good
Targeted Analytics	4.48	0.92	Valid / Excellent
Overall	4.51	0.89	Very Highly Valid / Good

Note. CVI = Content Validity Index; α = Cronbach's Alpha. CVI ≥ 4.50 = Very Highly Valid; $\alpha \geq 0.90$ = Excellent; $\alpha = 0.80-0.89$ = Good.

2.4. Data Collection and Ethical Considerations

Following institutional approval from JCI Bacolod Inc. leadership, questionnaires were personally administered by the researcher during general membership meetings and project planning sessions. Informed consent was obtained, and participation was voluntary. Respondent anonymity was maintained throughout. Data were handled in compliance with Republic Act 10173 (Data Privacy Act of 2012) and used solely for academic purposes.

2.5. Statistical Treatment

Data were analyzed using IBM SPSS Statistics v.28. Weighted mean and standard deviation described the level of each variable. Pearson product-moment correlation (r) tested the relationship between targeted analytics and the two SDG performance dimensions at $\alpha = 0.05$. Correlation strength was interpreted as follows: $\pm 0.81-1.00$ = Very Strong; $\pm 0.61-0.80$ = Strong; $\pm 0.41-0.60$ = Moderate; $\pm 0.21-0.40$ = Weak; $\pm 0.00-0.20$ = Negligible.

3. Results

3.1. Level of SDG-Aligned Project Management

Table 3 Level of SDG-Aligned Project Management (n = 30)

Indicator	Weighted Mean	SD	Interpretation
Project Planning and Design	3.52	0.45	Very High
Stakeholder Engagement	3.48	0.50	Very High
Resource Allocation and Management	3.35	0.52	Very High
SDG Target Alignment	3.40	0.48	Very High
Overall	3.44	0.49	Very High

Table 3 shows that JCI Bacolod Inc. demonstrated a very high overall level of SDG-aligned project management ($M = 3.44$, $SD = 0.49$). Project planning and design obtained the highest rating ($M = 3.52$), indicating that the organization effectively conceptualizes programs aligned with specific SDG targets—reflecting the structured project development

frameworks embedded in JCI Philippines' UNSDG program. Resource allocation and management recorded the lowest score ($M = 3.35$), suggesting that systematic budget tracking across multiple SDG initiatives requires strengthening.

3.2. Level of SDG Outcome Monitoring

Table 4 reveals a very high overall level of SDG outcome monitoring ($M = 3.36$, $SD = 0.50$). Progress reporting obtained the highest rating ($M = 3.45$), reflecting the organization's established reporting practices through the YUHUM Bulletin and regular submissions to JCI Philippines. Impact assessment received the lowest rating ($M = 3.25$), which falls at the boundary between Very High and High, indicating a gap in long-term impact evaluation practices relative to short-term output tracking.

Table 4 Level of SDG Outcome Monitoring ($n = 30$)

Indicator	Weighted Mean	SD	Interpretation
Outcome Tracking per SDG	3.30	0.53	Very High
Beneficiary Documentation	3.42	0.47	Very High
Progress Reporting	3.45	0.44	Very High
Impact Assessment	3.25	0.55	High
Overall	3.36	0.50	Very High

3.3. Level of Targeted Analytics

Table 5 shows that targeted analytics was the highest-rated variable overall ($M = 3.52$, $SD = 0.45$). Impact reporting and visualization scored highest ($M = 3.60$), indicating that analytical tools are effectively leveraged for SDG progress reporting to stakeholders. Evidence-based decision-making, while also rated Very High, scored lowest within the variable ($M = 3.42$), signaling that analytics outputs are more consistently used for external reporting than for internal strategic planning.

Table 5 Level of Targeted Analytics Implementation ($n = 30$)

Indicator	Weighted Mean	SD	Interpretation
Data Collection and Integration	3.50	0.46	Very High
Data Accuracy and Validation	3.55	0.43	Very High
Impact Reporting and Visualization	3.60	0.41	Very High
Evidence-Based Decision-Making	3.42	0.50	Very High
Overall	3.52	0.45	Very High

3.4. Relationship Between Targeted Analytics and SDG Performance

Table 6 presents the Pearson correlation results. Strong positive and statistically significant relationships were found between targeted analytics and SDG-aligned project management ($r = 0.71$, $t = 6.18$, $p = 0.001$) and between targeted analytics and SDG outcome monitoring ($r = 0.74$, $t = 6.62$, $p = 0.001$). Both results fall within the Strong relationship range (0.61–0.80), leading to the rejection of both null hypotheses at $\alpha = 0.05$.

Table 6 Pearson r : Targeted Analytics and SDG Performance Variables ($n = 30$)

Relationship	r	t -value	p -value	Interpretation
Targeted Analytics & SDG-Aligned Project Management	0.71	6.18	0.001	Strong / Significant
Targeted Analytics & SDG Outcome Monitoring	0.74	6.62	0.001	Strong / Significant

Note. t -values computed as $t = r\sqrt{(n-2) / \sqrt{(1-r^2)}}$. * $p < .05$. ** $p < .01$. Critical r at $df = 28$, $\alpha = .05$ (two-tailed) = 0.361.

3.5. Summary of Findings

Table 7 presents the composite summary. All three variables were rated Very High, with targeted analytics recording the highest grand mean ($M = 3.52$), followed by SDG-aligned project management ($M = 3.44$) and SDG outcome monitoring ($M = 3.36$). The overall grand mean of 3.44 is interpreted as Very High, reflecting strong organizational performance across all SDG-related dimensions assessed.

Table 7 Summary of Weighted Means by Variable ($n = 30$)

Variable	Weighted Mean	Interpretation
SDG-Aligned Project Management	3.44	Very High
SDG Outcome Monitoring	3.36	Very High
Targeted Analytics	3.52	Very High
Grand Mean	3.44	Very High

4. Discussion

The very high level of SDG-aligned project management ($M = 3.44$) reflects the effectiveness of JCI Philippines' UNSDG program in institutionalizing SDG-conscious project design across local chapters. The highest sub-indicator—project planning and design ($M = 3.52$)—aligns with van Zanten and van Tulder's (2021) finding that organizations embedded in structured global networks tend to achieve higher SDG alignment at the project design stage. Conversely, the relatively lower score for resource allocation ($M = 3.35$) is consistent with broader evidence that member-funded NPOs struggle with systematic financial tracking across concurrent SDG initiatives, particularly when budgets are assembled project-by-project from membership dues and sponsorships (Khalil et al., 2022).

The gap between progress reporting ($M = 3.45$) and impact assessment ($M = 3.25$) within SDG outcome monitoring is the study's most practically significant finding. Wisneski et al. (2021) documented this pattern as nearly universal in nonprofit organizations: reporting systems are well-developed because they serve external accountability functions, while impact assessment—requiring longitudinal data, baselines, and beneficiary follow-up—demands technical capacity and sustained funding that most local chapters cannot independently maintain. This finding underscores the need for JCI Philippines to embed impact evaluation protocols into chapter project approval and closure requirements.

Targeted analytics was the highest-rated variable ($M = 3.52$), yet the lower score for evidence-based decision-making ($M = 3.42$) reveals that analytics outputs currently flow predominantly toward external reporting rather than internal adaptive management. Mahmood and Khan (2021) describe this as the 'reporting trap'—a structural orientation in which analytics systems are designed to satisfy compliance rather than to drive organizational learning. Breaking out of this pattern requires intentional investment in analytics capacity building, enabling officers to translate data visualizations into programming decisions.

The strong positive correlations between targeted analytics and both SDG-aligned project management ($r = 0.71$) and SDG outcome monitoring ($r = 0.74$) confirm the central hypothesis of this study: that analytics adoption is a significant driver of SDG organizational performance. The slightly higher correlation with outcome monitoring than with project management is theoretically intuitive—analytics tools are most directly applied during the monitoring phase, where dashboards, data pipelines, and outcome visualization are core operational functions (Rashed & Shah, 2021). These findings extend Mahmood and Khan's (2021) empirical evidence to the JCI chapter context and reinforce UNDP's (2023) policy recommendation that data-driven approaches be prioritized in civil society SDG programming.

Several limitations warrant acknowledgment. The single-organization design and small purposive sample ($n = 30$) constrain external validity. Self-reported survey data are susceptible to social desirability bias. The cross-sectional design precludes causal inference; longitudinal research is needed to establish whether analytics capacity investments produce measurable SDG performance improvements over successive program cycles.

5. Conclusion

This study assessed the integration of targeted analytics and SDG project performance at JCI Bacolod Inc. through a descriptive-correlational design with 30 purposively selected respondents. All three variables—targeted analytics ($M =$

3.52), SDG-aligned project management ($M = 3.44$), and SDG outcome monitoring ($M = 3.36$)—were rated Very High. Strong positive correlations between targeted analytics and both SDG performance dimensions ($r = 0.71$ – 0.74 , $p = 0.001$) confirm that analytics adoption significantly enhances organizational capacity to manage and monitor SDG-aligned projects. The findings highlight two priority areas for development: long-term impact assessment, where scores were comparatively weakest, and evidence-based decision-making, where analytics use remains oriented toward external reporting rather than internal strategy. The study recommends that JCI Bacolod Inc. implement an integrated SDG digital dashboard, institutionalize beneficiary follow-up protocols, and invest in analytics capacity-building training for officers. Future research should extend these findings to multiple JCI chapters through comparative longitudinal designs to establish causal directionality and sector-level generalizability.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

References

- [1] Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications.
- [2] Gupta, J., Hurley, B. T. D., Grobicki, A., Keita-Ouane, F., Tuomasjukka, D., Desanker, P., Bakker, M., & Verkerk, P. J. (2021). Enabling conditions for transformational change for the SDGs. *Current Opinion in Environmental Sustainability*, 49, 57–66. <https://doi.org/10.1016/j.cosust.2021.01.003>
- [3] Junior Chamber International. (2023). *JCI Plan of Action: A guide to creating sustainable community impact*. JCI World Headquarters.
- [4] Khalil, M., Al-Maadeed, S., & Farhan, H. (2022). Project-based documentation and monitoring in organizations: A case study. *International Journal of Construction Management*, 24(4), 357–370. <https://doi.org/10.1080/15623599.2020.1825426>
- [5] Leal Filho, W., Brandli, L. L., Lange Salvia, A., Rayman-Bacchus, L., & Platje, J. (2021). COVID-19 and the UN sustainable development goals: Threat or opportunity? *Sustainability*, 13(4), 1682. <https://doi.org/10.3390/su13041682>
- [6] Mahmood, Z., & Khan, S. (2021). The role of data analytics in organizational management and performance monitoring: Evidence from non-profit organizations. *International Journal of Human Resource Studies*, 11(4), 50–67. <https://doi.org/10.5296/ijhrs.v11i4.19117>
- [7] Rashed, A. H., & Shah, A. (2021). The role of private sector in the implementation of sustainable development goals. *Environment, Development and Sustainability*, 23(2), 2931–2948. <https://doi.org/10.1007/s10668-020-00718-w>
- [8] Sachs, J. D., Lafortune, G., Fuller, G., & Drumm, E. (2023). *Implementing the SDG Stimulus: Sustainable Development Report 2023*. Dublin University Press. <https://doi.org/10.25546/102924>
- [9] United Nations. (2015). *Transforming our world: The 2030 Agenda for Sustainable Development* (A/RES/70/1). United Nations General Assembly.
- [10] United Nations. (2023). *The Sustainable Development Goals Report 2023: Special Edition*. United Nations. <https://doi.org/10.18356/9789210024914>
- [11] United Nations Development Programme. (2021). *UNDP Results-Based Management Handbook 2021*. Bureau for Policy and Programme Support. <https://popp.undp.org>
- [12] United Nations Development Programme. (2023). *SDG Impact Standards for Enterprises and Non-Profit Organizations*. UNDP. <https://sdgimpact.undp.org>
- [13] van Zanten, J. A., & van Tulder, R. (2021). Towards nexus-based governance: Defining interactions between economic sectors and Sustainable Development Goals (SDGs). *International Journal of Sustainable Development & World Ecology*, 28(3), 210–226. <https://doi.org/10.1080/13504509.2020.1768452>
- [14] Wisneski, J. E., Sontag-Padilla, L., Schultz, D., & Woodbridge, M. (2021). Performance management in health and human service organizations: A systematic review. *Nonprofit Management and Leadership*, 32(1), 29–51. <https://doi.org/10.1002/nml.21454>