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“Assessing NGO´s/NPO´s Performance and Impacts Applying Information and Communication Technologies and Subjective Well-Being Indicators in Taiwan.”

利用資訊通訊技術與主觀幸福指標評估臺灣非政府組織與非營利組織的表現與影響

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Abstract

Many nonprofit organizations work in tight relationships with their beneficiaries, but regardless of the closeness, they cannot wholly comprehend the full impacts of their actions, projects, and programs. The objectives of this thesis is to utilize the Information and Communication Technologies, such as social media or forum interaction is possible to acquire information from the subjective well-being of the local or final stakeholders that can be vital for the decision-making process of the organizations. Traditional indicators used in combination with the subjective perception of the directly affected population, adequately gathered, can increase the institutional perspective of their field of work. Having a better perspective consequently enhances the decision-making process and ultimately providing a cost-effective tool to assess organizational performance and impact. Taking subjective well-being and the rise of the use of Information and Communication Technologies in an attempt to establish a possible method take the best of the available opportunities. This thesis incorporates the results of questionnaires answered by nonprofit organizations representatives in Taiwan to evaluate the point of view and willingness to incorporate process like the discussed in their activities. The results of the analysis suggest that organizations acknowledge the importance and the necessity, but do not have such a process implemented as an institutional tool.

Keywords: Assessment, Information and Communication Technologies, NGO/NPO, Social Impact Assessment, Subjective well-being

多數非營利組織與其受益人有著緊密的連結，然而，不論他們之間的關係有多緊密，受益人仍難以全然瞭解非營利組織的行動與計畫所帶來的影響。本研究論文之目的在透過利用資通訊科技，例如社交媒體或論壇互動，從當地或最終的利害關係人的主觀福祉之中，獲取對於組織的執行面至關重要的資訊。傳統的指標以及直接受影響的大眾之主觀見解，可增進機構對於工作領域的觀點，而擁有良好的觀點可提升決策過程，並提供一個有效率的工具以評估機構的表現與影響。選擇主觀福祉以及資通訊科技使用為研究主題，對於試圖建立一個可行的方法有所助益。本文將臺灣的非營利組織代表所做的問卷，作為評估其觀點與意願的依據，結果顯示機構認可其重要性與必須性，但是這樣的過程並不能成為機構執行之工具。

關鍵字：評估、資通訊科技、非政府組織/非營利組織、社會影響力評估、主觀福祉

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CHAPTER 1 INTRODUCTION

This chapter furnishes reasons for engaging in this research. More specifically, the following areas will be discussed: research background, research objective, research questions, and the delimitation of the research to be used in the study.

1.1 Research Backgrounds

Since the early eighties and nineties, the number of NGOs/NPOs have grown exponentially. Working toward achieving a variety of goals organizations like NGOs/NPOs, have spent millions of dollars and valuable resources. After the activities, projects or programs not all organizations have achieved sustainable results or as permanent as desired by the organizations, their sponsors or their beneficiaries. Organizations come across multiple obstacles while assessing and evaluating the results of their actions, mainly because of the diversity of objectives, activities, approaches, methods or motivation.

For organizations to improve, they must use the best and most modern methods to assess and evaluate the impact of their projects, programs, and actions. These methods should be done by placing the human being, the individual, and communities, in focus during the decision-making process of this organizations. To accomplish this, the input of information from the individuals and communities directly affected by the projects, programs or actions should be considered. Processes and mechanism to gather the information from the most vulnerable stakeholders and take it to the decision-making table from before and after the actions can prove useful for present and future projects or programs.

All activities done by these organizations require resources and budget constraints should always be considered. This paper proposes the use of Information and Communication Technologies in the assessment and evaluation processes, addressing this delicate topic while

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trying to achieve the goal of giving a human perspective to the data for organizations to use the internet as a tool communicate and create a low-cost interaction with local stakeholders.

1.2 Purpose of Research

The purpose of the research is to identify a better way to assess and evaluate the impact of projects, programs, and activities implemented by assistance NGO´s/NPO´s which are dedicated to improving the living conditions of communities. Under the conviction that sometimes effective assistance does not entail a considerable investment of resources, but the right investment. Support received when recipients might think there is no way to do better can be a game changer. The effectiveness of such support might better be measured by moving away from macroeconomic indicators that focus on a country-wide economy to indicators that directly measure the effects of aid on human beings. A balance between technical data and subjective input could help both beneficiaries and aid organizations.

1.3 Research Questions

The research will focus to answer the following questions:

1. Is it possible to establish the importance of the use of Information and Communication Technologies, Subjective Wellbeing indicators and impact perception as a tool for NGO´s/NPO´s?
2. How reliable is the use of Information and Communication Technologies to do assessment, surveys, and collect data on indicators and impact perception from the beneficiaries?
3. Which are the adequate indicators and values of impact perception to gather from the beneficiaries and their usefulness to accurately assess the impact of the projects executed by the NGO´s/NPO´s?

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4. Are NGO´s/NPO´s gathering data through Information and Communication Technologies to assess their organization, programs, and projects?

1.4 Delimitation of the Research

This study focuses solely on Taiwan. The individual targets of the research mechanism will be the decision makers, administration, and members of NGO´s/NPO´s who work in Taiwan or are based in Taiwan and work in other countries.

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CHAPTER 2 LITERATURE REVIEW

This chapter will provide a literature review addressing Information and Communications Technologies, social media, subjective well-being, and finally NGO´s/NPO´s Performance and Assessment. This discussion will also address the topics of usability, transparency, and accountability.

2.1 Information and Communication Technologies as a Tool

Researchers have established the nature of Information and Communication Technologies more as an evolutionary than a revolutionary tool. A comprehensive study conducted by the University of Siegen considered Information and Communication Technologies as a trend amplifier that works in several dimensions to reinforce trends (Universität Siegen, 2010). Trends amplify the effects of communications, accelerate societal processes, increase mobility, and take the effects to a global scale. They also increase the registration control, the equality, civil emancipation, increase the participation, and increase the choice opportunities.

These trends are used at the convenience of many institutions, organizations, and individuals. Different interests are shown in the way they impact European states, the United States, China, Japan, and fast-developing countries in East Asia, such as Taiwan. What this means is that social practices, such as policy-making, can be affected depending on how the members of a given society use the Information and Communication Technologies, and these effects can be both positive and negative (Universität Siegen, 2010). According to Langdon Winner, techniques have independent power; they are 'greedy' and gradually take control of society, politics, and culture (Winner, 1977).

Information and Communication Technologies affect the social development in four useful ways due to its trend of amplifying tendencies. Firstly, Information and Communication

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Technologies boost communication between the individual subjects and the organizations, institutions or governments. Secondly, due to this boost in the communication, a network is enriched, and the social capital is created to exploit. Thirdly, the previous notions cause an intensification of the activities and therefore, the information and knowledge gathered. Finally, this leads to empowerment. The most popular expectation is that Information and Communication Technologies will empower users of all kinds: citizens, consumers, workers, patients, students, activists, beneficiaries and all audiences, although some believe in the centralization of power (Universität Siegen, 2010). The empowerment should change power relations in many, if not all, domains in society. Information and Communication Technologies should increase participation of society and stakeholders in goal settings and the ways goals are being pursued and grasped.

The previous discussion drives to three different views about Information and Communication Technology. Technology instrumentalism states that technology is a dominant force, it is used by powerful interests in society and cannot be escaped. In opposition to this stands the technological voluntarism technology that is often is an instrument of liberation, and it can be used for progress in all spheres of society (Pool, 1983). A consideration of this view is extracted from the social constructivist, who claim that individual and organizational users, as well as regulators in society, are continually constructing the design, operation, application, and uses of technologies (Wiebe E. Bi.Jker, 1993). Social constructivism argues that technologies, particularly those with strong human characteristics are socially shaped (Universität Siegen, 2010). If this is the case, it is necessary for NGO´s/NPO´s to use it consequently.

As discussed above, Information and Communication Technologies is evolutionary, rather than revolutionary. Information and Communication Technologies reinforces particular societal variation processes that are already ongoing than revolutionizing society (Universität

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Siegen, 2010). The reinforcement shows that the effects of Information and Communication Technologies now might be similar to other technological advances that had to happen before, such as the telegraph and later the telephone.

Embedded in this social constructivist approach to technology, specifically in Information and Communication Technologies, is its role in social inclusion. Social inclusion is of enormous interest to technology experts, activists, and policymakers due to the way its innovations have rapidly and unexpectedly emerged, and how these innovations have changed society (Jyoti Choudrie, 2017). Social inclusion should generate equal participation in society leading to general well-being (Gingrich, 2015). Policymakers should adopt Information and Communication Technologies to reform policies and support disadvantaged groups overcome long-standing inequalities (Sourbati, 2012). While doing this is essential that Information and Communication Technologies achieve the requirements and anticipations of society as a whole. It entails that individuals participate equally in structures, activities, and their communities because they can partake in society (Guildford, 2000). The ability and permission to participate in communication assume that Information and Communication Technologies are available to reach out to enough individuals of the society.

For the individuals to be able and willing to communicate is vital to have two components: capabilities and functioning. Capabilities relate to the notion of freedom and "what real opportunities you have regarding the life you may lead" (Sen, 1987). Functioning refers to the well-being of a person associated with the achievements and expectations (Zheng, 2009). These two components, capabilities and functioning, are related to each other as capabilities describe one's freedom to achieve a set of potential actions while functioning the personal, introspective decision to achieve said action. Based on individual choice, the subject will then achieve one specific function from the many potential ones (Jyoti Choudrie, 2017).

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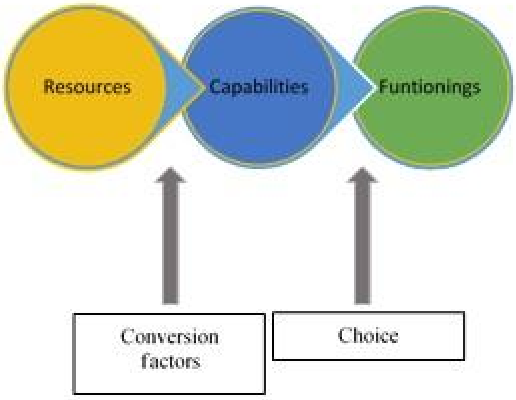

Figure 2-1Illustration Capability Approach

Figure 2.1, explains the conditions of individuals with Information and Communication Technologies relationship between resources, conversion factors, capabilities, and functioning. An individual encircled in the first step is who has the resources, technology capable of communication, to participate. The capabilities of this individual are related to how the subject operate and relate with the resources to accomplish the goals. Here is where the conversion factor, an internal decision, and thinking mechanism come into the game and focus the uses of such resources by the individual. The internal decision encircles the individual into the second step of figure 2.1 which is the capabilities and reaches this individual has to incorporate into the society. Finally, as a result of the individual decision-making process, the individual decides to participate and engage in conversation or activities. This function in the system encircles the individual in the last step giving him a function in the system or process with his participation. The chart Table 2-1 Conversion Factors, Capabilities, and Functioning per Group is an example of this relationship in disadvantaged groups.

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Table 2-1 Conversion Factors, Capabilities, and Functioning's per Group

Group	Conversion Factors	Capabilities	Functioning's
Older adults	● Personal health issues, such as mental impairment, mobility, motor skills, or others. ● Environmental issues, such as support structures	● Read the news online ● Devices and applications they can use (for impaired vision, motor skills, or others .) ● Make video calls with the family ● Access to support network ● Information and Communication Technologies-enabled communication (family, friends, caregivers), e.g., send/receive text messages, instant messages.	● Independent living and successful aging ● Remain active and mentally stimulated ● Continued participation in society
Ethnic minorities	● Personal issues, such as basic literacy, numeracy, employability ● Social issues, such as minority status	● Local information and services ● Support dependents (online skills, language skills, self-efficacy) ● Basic language skills ● Information and Communication Technologies-enabled communication (family, friends), e.g., online social networks ● Language development	● Maintain connection with the homeland ● Integration in the hosting country ● Access to the labor market
Underprivileged women	● Personal issues, such as employability skills, loneliness, financial problems ● Social issues, such as the role of women in society ● Environmental issues, such as geographical location and lack of relevant infrastructures	● Micropayments, mobile money ● Messaging services (e.g., SMS, online forums, chat rooms) ● Access to healthcare and lifestyle information ● Communication with local authorities ● Information and Communication Technologies-focused education ● Support dependents	● Do business and access to the labor market ● Gender balance ● Empowerment and autonomy ● Participation in society
Homeless	● Personal issues, such as employment, homeless and financial problems ● Environmental issues, such as lack of a physical, permanent address ● Social issues, such as homelessness	● Access to information through local services ● Information and Communication Technologies-enabled communication (family, friends), e.g., e-mail accounts ● Device chargers	● Access to labor market ● Improve wellbeing ● Empowerment, control over one's life

Source: (Jyoti Choudrie, 2017)

2.2 Social Media

During the last decade, society had spent a considerable amount of time on social media. The topics of discussion vary from banal celebrities' gossip to real social, political, and economic discussions. The discussions have been seen as irrelevant; nevertheless, it is imperative to notice the underuse as a social and political tool. Facebook was open to the public in 2006, and the power of this social media began to influence consumers and businesses and has continued to do so with breathtaking speed. In the summer of 2013, the top three websites regarding traffic were Facebook, Google, and YouTube whichever dedicated social network sites or platforms that feature strong social networking elements with a considerable amount

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of user-generated media. One out of seven persons on the planet is currently an active member of Facebook, even though the site is not accessible to those under 13 years old, nor is it accessible in China, the world's most populous country (Hofacker, 2013). Now, for instance, Twitter has a monthly active user base of 261 million to the third quarter of 2017 outside of the United States (Zephoria Inc. 2. Z., 2017). Facebook in September 2017, had 1.37 billion people on average logged in as daily active users, which represents a 16 percent increase year over year. There are 1.74 billion mobile active users for December 2016 which is an increase of 21% each year (Zephoria Inc. 2. Z., 2017). The importance of reaching large amounts of the population cannot be denied as a crucial social and political tool.

This tool has been used widely and proven successful; there are already examples of improvised political mobilization such as the case of the Arab spring during 2011; social media played a crucial role in the political uprising in Tunisia and Egypt. Using original data from multiple social media sources, Phillip Howard and his coauthors can offer some concrete conclusions about what that role was (Howard, et al., 2011). Forming the influence of social media in the region has occurred through three main points. Firstly, the acknowledgment that social media played an essential part in the events. Second, the spike in "revolutionary" conversation preceded significant ground events and mobilizations. Third, since social media has no physical boundaries, it went beyond national borders influencing people in different countries. As a final note to this, the authors concur in the fact that social media alone did not cause political upheaval in North Africa. Nevertheless, information technologies altered the capacity of citizens and civil society actors to influence local politics (Howard, et al., 2011). This confirms that Information and Communication Technologies support the trends as discussed earlier.

Nevertheless, there is still a broad sector skeptic of the power or role that social media had played in different protest or political changes. Some of the examples tagged are the points

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made by Hussain and Howard using the example of the Gulf states, which exhibited high levels of social media and low levels of protest (Hussain, 2012,). According to Norris, social media may function to sustain and facilitate collective action, but this is only one channel of communications amongst many and processes of political communications cannot be regarded as a fundamental factor of unrest compared to other structural factors, such as corruption, poverty, and repression (Norris, 2012). In the case of media repression, is also essential to take in consideration that in countries with more oppressive regimes, more disadvantaged conditions or communications under constant scrutiny the possibility of creating the political mobilization through social media is considerably reduced (Herkenrath, 2011). Stopping the influence of such media is not an easy task for centralized repressive governments that must fight the constant creativity of the population to outsmart the limitations and filters. Creation of virtual private networks (VPN) gives the population access points to external information or a way to channel the inside information out (Cohen, 2009).

It is important to point out that the effects of the post-event media are subject to interpretations. These interpretations might affect the sample taking of a viewer and thus distort the reality of the situation (Dredge, 2014). Other effects that might change the perception could be the informality and sometimes the lack of veracity of some popular internet or social news outlets that portray an image of earnest or real journalism but lack the evidence to support such arguments. Social news pages or outlets take advantage of sensationalist journalism and might even be sponsored by one of the opposing or concurring sides of a given conflict. The affected journalism, previously discussed lacks of proper fact-checking in their pages and many times is not done by the reader either. Citizen journalism can fill the spaces that traditional media outlets fail to fill because of their agendas. Today 62% of adults get news on social media according to a 2016 study from the Pew Research Center (Shearer, 2016). The trust and retentive over a Facebook post are considerably more depending on who or what organizations

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or institutions shared it (Owen, 2017). These are not the only problems of social media involvement in social and political research; there are other problems such as bots, spamming, the possibility of buying followers packs, influencers support and other social media platform agents and process that can alter the view of an outsider.

It is no longer a matter of when but a matter how much the influence of technologies affects political and social outcomes because entire political movements now exist and sustain themselves through the capacities of the Internet to disseminate information (John C. Bertot, 2010). As stated before it is a powerful communication tool but their role is highly related with the political environment and the high traffic of first the pre-event conversation and later the post-event media added by the participants (Howard, et al., 2011) (Wolfsfeld, Segev, & Sheafer, 2013).

It is because of practices like this that is essential for the assessors to establish a methodology accurately and a process to approach the stakeholders. If not done correctly, it can backfire against the organization.

2.3 Subjective Well-Being Indicators

One critical aspect of the procedure is what to consult the stakeholder using Information and Communication Technologies. The questions might be a changing matter since the focal point of this paper is to determine how likely, efficient and effective a process like this one could be, nevertheless the question or questions to ask remain of high importance. Taking into consideration the nature of the stakeholders to whom these assessments will address, specific topics would definitively be ruled out. Topics such as administrative actions or processes should not be placed in direct discussion or review since they are, by nature, intrinsic to the institution. The questions should be oriented to the well-being and life quality improvements of the local stakeholders. Recording the effect of a project on a segment of the population and

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follow up recording could, with time generate data to measure the impact of such development projects over time. This record, over time, could eventually help create data enough to measure the improvement of their living conditions of specific development assistance projects as well as the decline of such effect. The practice might prove useful for NGO´s/NPO´s and other interested institutions.

The perception of how good or bad the well-being of a population is, is one crucial factor to take in consideration for various reasons. Administrative considerations of where, how, and the impact of a future project must consider the perceptions of the life quality improvement or diminishment. Similarly, from an administrative consideration, an NGO´s/NPO´s image towards their final and weaker stakeholder, who is the recipient of the assistance is of great value for three main reasons. First, positive perception and cooperation can lead to future projects to execute more efficiently and effortlessly. Second, if the quality of life and perception of well-being is positive this can be used as a marketing tool for the organization to obtain more support from the general population, acceptance of the society, the expanse the endorsement from the current sponsors and reach out for more. Nonprofit organizations not only need to develop a partner relationship with the government, but also need to keep an eye on the performance of the organization, and to use social resources transparently and efficiently (Lee, 2017). Thirdly, transparency also opens up the image of the institution that provokes the changes and that ultimately has positive effects on the development process and all the stakeholders. Knowing the information is of vital importance, gathering regular data can allow the planners to keep constant supervision while monitoring necessities and identifying critical things affecting both the stakeholders as well as the organization. As the OECD committed to the redefining the growth narrative to put people's well-being at the center of governments' efforts (OECD, 2016) likewise, organizations such as NPOs/NGOs should focus towards placing it at the center of their efforts

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The importance to take into consideration the opinion of the final stakeholders is not only for the benefit of the organization or institution in charge of executing and reaching out to budgets and projects. The impact that development projects have on populations must be carefully reviewed to assess the disturbance caused on local economies, government accountability, and transparency. The influence of this disturbances can decrease the activities or interest of the population in cooperating with the social effort of assistance as a whole. A remarkably broad group of academics and policymakers seems to agree that, after all, maybe we do not know how to achieve development, although they are reluctant to say so exactly (Easterly, 2007). This agreement leads to the idea that the process of handing out assistance might not be producing the outcomes that are intended. Due to the laborious task of tracking the results of the assistance given, organizations might not be held accountable for their positive or negative effects on the population. These effects can undermine the economic, social or political progress and development that the whole population might experience. Development sometimes happens without the economic or technical aid, regardless that some of this stories might later fail and return to underdevelopment (Easterly, 2007). The organizations should take all information into consideration in order to maintain the highest level of development.

The personal acceptance of one´s development and progress can be observed from a personal point of view. The impact and benefits of adequately handling these perceptions should be of importance for a society to develop in a uniform way as well as for the proper planning of the organization or institution that works on any assistance. There is even an argument that the first and most crucial generalization about human nature is that each of us is defined, in considerable measure, by an array of “basic needs.” The basic needs are essential to our survival and reproductive success, coming into the world with an orientation toward satisfying these needs (Corning, 2011). The priority for the satisfaction of this needs might be different between the organization giving assistance and the passive or receiving stakeholder.

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Finding the proper way to maximize the effectiveness and the impact of such projects, programs or actions might be in the interest of the NGO/NPO and possibly a government institution planning similar projects.

Another reason to maintain control over subjective well-being indicators is the use of them by both project developers and policymakers. Although difficult to prove how subjective well-being effects of a particular project, program or action might impact on the overall perception of the final stakeholder, studies have proved that a favorable consideration of well-being improves life expectancy. This experiment can set an example of how the continuous study of perceptions can benefit the decision making of both policymakers in NGO´s/NPO´s as well as governmental institutions.

As well-being changes, there might be modifications within the policy-making. Well-being also alters the conduct of the subject of the assistance, and it is of utmost importance for future projects. The constant review of this considerations can lead to more efficient and effective use of resources by the development assistant institutions. Arriving at a single indicator that would enclose the well-being perception of a person is not an easy task to achieve, especially if the well-being and happiness involve different indicators to have an actual assessment of the population´s happiness in question. For instance, the World Happiness Reports utilize six factors to determine the happiness and well-being perception of the citizens of different countries. The factors are GDP per capita, healthy years of life expectancy, social support (as measured by having someone to count on in times of trouble), trust (as measured by a perceived absence of corruption in government and business), perceived freedom to make life decisions, and generosity (as measured by recent donations) (Helliwell, 2017). For the World Happiness Reports, the terms happiness and subjective well-being are exchangeable. Taking Happiness as an interchangeable term with subjective well-being, the Gross National Happiness is another variant measurement. The term, first coined in 1979 by the king of

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Bhutan, Jigme Singye Wangchuck, had several implications to his country, in which the goal of achieving high Gross National Happiness have significantly changed policy making (Dorji, 2012). Bhutan has developed the Gross National Happiness (GNH) index, institutions and policies in the country revolve around maximizing Gross National Happiness index rather than Gross Domestic Product. Bhutan has been experimenting as a society that has openly engaged the issue of well-being and progress. The country has developed indicators, institutions, and policies to reflect this (Braun, 2009). The Gross National Happiness Index establishes the philosophy of the absolute monarchy basing itself upon four pillars: Equitable Economic Development, Environmental Preservation, Cultural Resilience, and Good Governance (Braun, 2009). After the scrutiny of the policies established and enforced by, at that time absolute monarchy, to pursue the highest Gross National Happiness, the Center of Bhutan Studies (CBS) developed the Gross National Happiness Index. This index was comprised of specific indicators that are as follows: Psychological Wellbeing, Time Use, Community Vitality, Cultural Diversity and Resilience, Health, Education, Ecological Diversity and Resilience, Living Standard, and Good Governance (Bhutan, n.d.).

Having or trying to have control over the life or personal perception, noted as happiness or subjective well-being must not ignore or diminish the importance of traditional, technical or other indicators. On the contrary, regular economic evaluations of development and subjective well-being must be considered to prepare the most accurate depiction of the environment of the subject of study.

The World Happiness Report was created to measure the overall happiness on a country level to make a comparative study of countries. The Gross National Happiness Index is trying to find with certainty, as a national goal the level of happiness of the population. Different organizations or institutions might have different necessities from their studies and activities to select valuable data of the subjective well-being to study. All the indicators used in both

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indexes are of great use, the selection of the indicators would depend on the orientation of the NGO/NPO. Since the engaging NGO/NPO are in close relation with the aid recipient, they constitute the southernmost representation of NGO´s/NPO´s right before the final local stakeholder, the people or communities' recipient of the development aid. They are in an advantageous position to gather relevant data that can be useful to assess their impact and performance towards achieving their goals. This relevant information as a regular gathering might also present the foreground for a historical relation of the assistance and the perception of the population receiving such aid. Eventually, this accumulation of data will be useful to establish the maintenance or decay of the living standard.

2.4 NGO´s/NPO´s Performance

From the concepts of private and public two sectors as opposing sides of a spectrum, what lies in the middle must be established. In the middle, what some scholars call the social economy, voluntary sector, solidary sector or the third sector. This sector includes mainly cooperatives, union, associated work enterprises and NGO´s/NPO´s among many smaller other options. This is where NGO´s/NPO´s that have been formed by a group of people to pursue a common not-for-profit goal, to pursue the stated goal expressly without the intention of distributing excess revenue to members or leaders (Smith, Stebbins, & Dover, 2006). As further explanation, a nonprofit organization is often dedicated to furthering a particular social cause or advocating for a particular point of view. In economic terms, a nonprofit organization uses its surplus revenues to achieve its purpose or mission further, rather than to distribute its surplus income to the organization's shareholders or equivalents as profit or dividends. This is known as the non-distribution constraint (Hansmann, 1980).

During the eighties and nineties, the growth of NGO´s/NPO´s was exponential both in size and amount. The growth of registered NGO´s/NPO´s in the OECD countries of the industrialized "North" grew from 1,600 in 1980 to 2,970 in 1993 (Smillie, 1993), Over the

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same period the total spending of these NGO´s/NPO´s raised from USD$ 2.8 billion to USD$ 5.7 billion in current prices (OECD, Development Assistance Committee Report 1993 , 1994). The 176 International NGO´s/NPO´s of 1909 jumped to over 28,900 by 1993. This growth in number and expenses have also increased the power and influence in the policymaking in both "North" and "South" types of NGO´s/NPO´s. There is also the consequence that the role in development is increasing for all NGO´s/NPO´s. This increase in NGO/NPO benefits the vulnerable part of the population, the organizations and the economy (Fowler, 1995).

The absence of a large body of reliable evidence as well as the wide variety of perspectives on the impact and effectiveness of NGO´s/NPO´s makes it difficult to generalize about performance and accountability, despite the general conception that NGO´s/NPO´s are cost effective. As explained before the expansion of these organizations have led to many consequences. How to measure their performance and how well they are fulfilling their duty and achieving their goal is still a topic of discussion. There have been attempts to evaluate this performance many times but not successfully and methodologically.

Another necessity is the quest for the NGO´s/NGO´s accountability. Accountability interpreted as the means by which organizations report to a recognized authority or group of authorities, and hold themselves responsible for both their actions and omissions. Effective accountability requires a clear statement of goals for the NGO´s/NPO´s, transparency of decision or policy-making, honest, and rigorous reports of the resources used, appraisal processes for the authorities to judge results and a proper mechanism to hold accountable those responsible for the performance and accountability. This accountability could be formal or informal (Hulm, 1995). Many of the concerns about the weak accountability of NGO´s/NGO´s relate to the difficulties they face in prioritizing and reconciling accountability with different stakeholders.

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The Information and Communication Technologies can help to homogenize the accountability at all level of stockholders. In 1995 David Hulm and Michael Edwards visualized a chart to explain the reaches of these two types of accountability. Taking into consideration the distance between each of the actors, Hulm and Edwards establish the capacity of each of the actors to reach out for reports or sanctions (Hulm, 1995). The capacity to demand and appraise reports and information as well as the capacity to operate sanctions were placed in the chart in accordance to the position of each of the actors in the linear process through which aid is channeled.

Table 2-2 Functional and Strategic Accountability

	Functional Accountability			Strategic Accountability		
	Capacity to demand reports and information	Capacity to appraise reports and information	Capacity to operate sanctions	Capacity to demand reports and information	Capacity to appraise reports and information	Capacity to operate sanctions
Beneficiaries/Members	Low	Low	Low	Low	Nil	Nil
Trustees	Medium	Low	Medium	Low	Low	Low
Private Contributors	Medium	Low	Low	Medium	Low	Low
NGO´S/NPO´S Network	Low	Low	Low	Low	Low	Nil
National Government	Medium	Low	High	Low	Low	Low
Official Donors	High	Medium	High	Low	Low	Nil
NGO´S/NPO´S s	High	Medium	Medium	Medium	Low	Low

Source: (Hulm, 1995)

For this paper, the stakeholder is defined as one who is involved in or affected by a course of action (Merriam-Webster, 2018). On the traditional linear structure of International NGO´S/NPO´S, the positioning of stakeholders is on a hierarchical flow of the aid, regardless of the form this aid can take. This conceptualization was devised due to the belief the developing efforts Figure 2-2 International Linear NPO Organization. Throughout this chain,

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many stakeholders add their social and political interest. Establishing who are the stakeholders in this process is an essential step towards achieving a better NGO´s/NPO´s assessment.

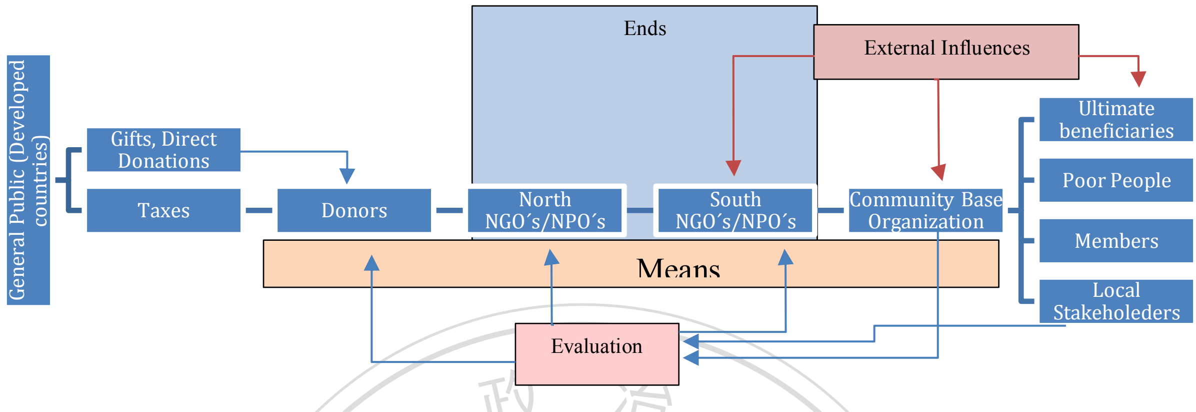

Figure 2-2 International Linear NPO Organization

With Information and Communication Technologies, the observation of the effects or changes can stand out. An initiative like the one proposed here can help address the problem of one size fit all. Using a subjective well-being indicator or other subjective impact evaluation from the local stakeholder, the NGO´S/NPO´S can aid and encourage itself to reach a more transparent and accountable process. Allowing such practices can bring insight into factors of the local stakeholder that haven't been considered.

These technologies have shortened great distances and relating interest sharing parties that couldn't have the chance to meet and communicate before. Now the interest groups have the convenience to share resources; as is the case of crowdfunding. Crowdfunding can by itself have another process configuration and accountability system. In this, crowdfunding websites, which as well as social media discussed earlier are just platforms for user content. Using these tools users have the chance to support NGO´s/NPO´s directly through the website economically.

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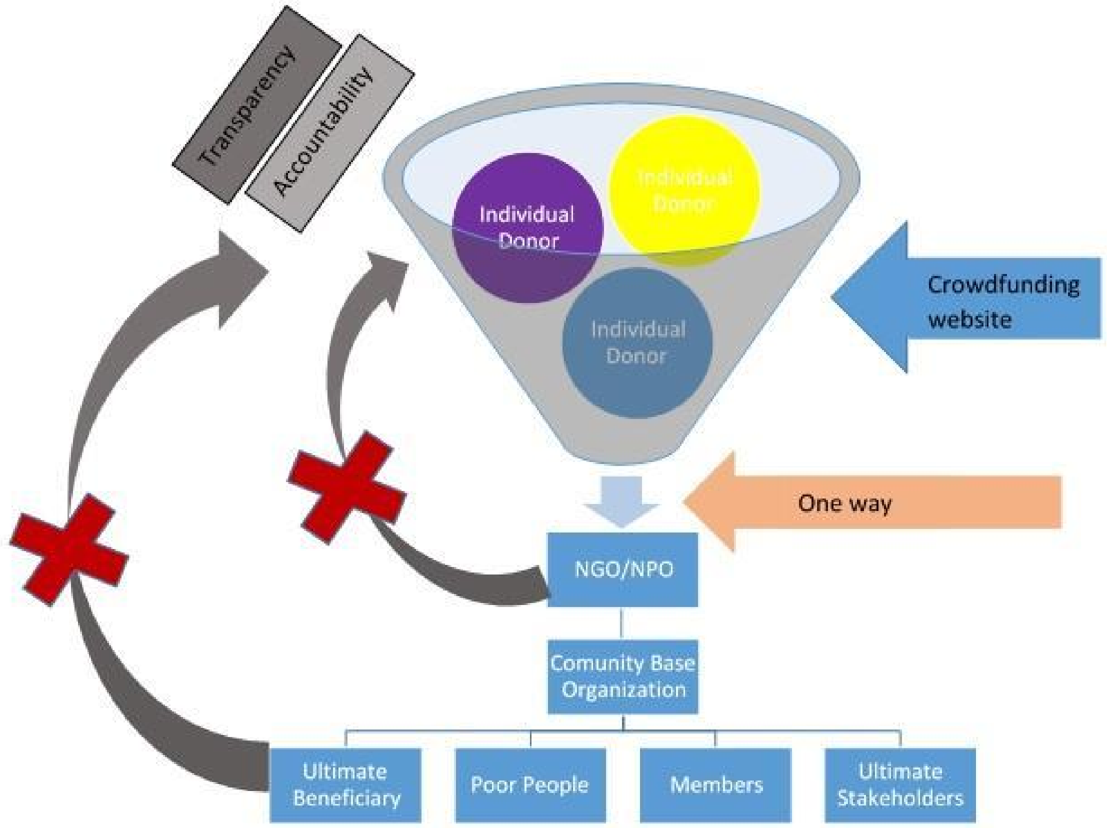

Figure 2-3 Crowdfunding NPO

Due to the lack of control of the users and their activities off the platform, the website cannot guarantee the usage of such resources. Therefore, accountability is still a problem. Crowdfunding website now requires of adding tax identification number to the non-profit classification to increase the accountability and transparency of their users. The crowdfunding website, Indiegogo as on February 28, 2017, has a list of several requisites needed to be able to crowdfund on their website as an NGO´S/NPO´S (Staff I. , 2017). The webpage Kickstarter, famous for crowdfunding many favorite and innovative gadgets had declared their refusal to fund actions or institutions of charity or non-profits. A website dedicated almost exclusively to the crowdfunding of NGO´s/NPO´s is the Korean based Happybean. This website has raised more than 46 million dollars for NGO´S/NPO´S (Greenberg, 2013). Studies have shown that successful fundraising on crowdfunding platforms can succeed by donors who donate a small

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amount of money. However, is important to point out the existence of a few influential donors, each of them donates enough so that their influence is significant for the project (Aejin Song, 2015). Further studies have to be made to check the overviews this system offers to promote transparency and accountability. With the help of a process in which the communities have a response mechanism, systems like these could have a work around this problems.

NGO´s/NPO´s evaluation must fight with the fact that they have no precise, straightforward or uncontested measure of their organizational effectiveness, as companies, governments or projects have. Private enterprises, for instance, can check their performance regarding profit, sells or production. The government, on the other hand, since it has the monopoly of force, and coercive capabilities to be able to receive taxes its only focus on spending. Both of them, private and public, are assessed through a third generation evaluation that focused on objectives oriented from a descriptive approach (Lincoln, 1989). For this is a common practice for governmental offices and institutions to assess their performance through the percentage of budget execution. As for the case of the NGO´s/NPO´s and due to their multilevel and stakeholder nature it is harder to find a proper process to measure their performance.

Rosbeth Moss, the organizational analyst, reviewed the full range of conceptual dilemmas, practical difficulties, contending principles and different methods adopted in attempts to determine NGO´S/NPO´S effectiveness, productivity, and performance. She concluded that the measurement of effectiveness must be related to a particular context and life stage of the organization. Rather than looking for common measures, the need is to identify appropriate questions reflecting many measures. Moreover, the concept of assessment of organizational goals should be replaced with the notion of organizational usages, to recognize the fact that different communities use organizations for different purposes (Summers, 1994).

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Is Important to highlight the stakeholders that their input should not be a one-time affair but a continuous process within the organizations' functions. As so, the most efficient, transparent, flexible, and the cost-efficient process must be used to satisfy the organization's ever-changing requirements. In the planning of the activities of an organization such as the NGO´s/NPO´s one of the most important challenges that it confronts, is the ability and capacity to be responsive. This responsiveness can be enhanced through the communication acts of their stakeholders (Jacobs, 2003). The ability to be responsive, in a fast-paced changing world, condition, and environment allows the organization to be more effective. The NGO´s/NPO´s that take into consideration this will also be able to plan most efficiently.

Social Impact Assessment

Assessment is the action or an instance of making a judgment about something; the act of assessing something or appraisal (Merriam-Webster, 2018). The International Association for Impact Assessment has recognized as a forward-looking instrument that can proactively advise decision-makers on what might happen if a proposed action to implement. Impacts are changes that are judged to have environmental, political, economic or social significance to society. Impacts may be positive or negative and may affect the environment, communities, human health and well-being, desired sustainability objectives, or a combination of these (Partidário, 2012). Henk Becker (A.Becker, 2001) describes it as the process of identifying the future consequences of a current or proposed action which are related to individuals, organizations and social macro-systems. The Social Impact Assessment (SIA) has been used since the late eighteenth century, but it has been after 1960 that the field has suffered from growing attention and significant changes. Computer simulations, application of the *ex-ante* evaluation, programs or policies and diversification to more specific assessments such as fiscal, technological and environmental are some of the changes that the Social Impact Assessment

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had undergone recently. Perhaps, one of the most significant changes is the practice of *ex-ante* and *ex-post* evaluations of Social Impact Assessment. The necessity of doing this before and after the implementation of the project, program or policy resulted in a considerable increase in the methodology and developed the Social Impact Assessment to a social research field (A.Becker, 2001).

As the importance of assessment grew, in 1980 was established the International Association for Impact Assessment (IAIA), the leading global network on best practice in the use of impact assessment for informed decision making regarding policies, programs, plans, and projects. The International Association for Impact Assessment was created to bring together researchers, practitioners, and users of various types of impact assessment from all parts of the world. Members, over 1700 from 120 nations, represent many disciplines and professions. Their annual conferences regularly welcome over 700 participants, and their regional symposia and other events focus attention on specific topics. Available resources include a quarterly professional journal, downloadable publications, training options, and much more (About the IAIA, 2018).

The organization has been working focused on the environmental impact assessment studies. In 2003 after the existence of a considerable interest in producing International Guidelines and Principles for Social Impact Assessment the International Association for Impact Assessment auspice a document with the intent of assisting in the development of legislation and policy at the international level (Vanclay, 2003). This document is meant to provide standards for Social Impact Assessment practice in international contexts (transboundary projects, development cooperation, foreign investment, international banking). Increasing the appeal of Social Impact Assessment to a broader range of audiences will increase the legitimacy and institutionalization of the process. The document intends to establish

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minimum standards for Social Impact Assessment practice, provide an articulation of best practice in Social Impact Assessment as a model to aspire to, remove confusion over terminology and establish the appropriate scope of the social component of impact assessments. Moreover, promote the integration of Social Impact Assessment in all impact assessments.

However, the process of developing international guidelines like those intended to represent a challenge due to multiple contexts on the social, religious, cultural, and economic priorities of different practitioners, organizations, and institutions. According to Frank Vanclay (Vanclay, 2003), Social Impact Assessment is analyzing, monitoring, and managing the social consequences of development projects, programs or actions. However, there are different levels by which to understand the term Social Impact Assessment. As a field of research and practice, consisting of a body of knowledge, techniques, and values. Various individuals identify themselves as Social Impact Assessment professionals or list it as one of their disciplines or specialty areas. These people practice the methodology undertaking associated social and environmental research to inform the practice of Social Impact Assessment. As a methodology or instrument, Social Impact Assessment is the process that professionals follow to assess the social impacts of planned interventions or events developing strategies for the ongoing monitoring and management of those impacts. Social Impact Assessment should not be understood only as the task of predicting social impacts in an impact assessment process. Vanclay, further adds that Social Impact Assessment should be considered as an umbrella term for a multidisciplinary field that embodies the evaluation of impacts on the human beings (Vanclay, 2003).

Is central to determine what to consider as social impact. In the international document establishing the principles of Social Impact Assessment, Vanclay expresses a convenient way

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of conceptualizing social impacts as changes to people's way of life as in how they live, work, play, and interrelate with one another on a daily basis. The changes should also consider their culture, their shared beliefs, customs, values, language or dialect, the community´s cohesion, stability, character, and services (Vanclay, 2003). Political considerations such as the political systems as the extent to which people can participate in decisions that affect their lives, the degree of democratization that is taking place, and the resources provided for this project should be considered too. Some other factors to consider while doing a Social Impact Assessment are the quality of the air and water people use as well as the availability and quality of the food they eat. Include the level of exposition to hazard or risk, dust or noise, the adequacy of sanitation, and their physical safety. The changes in the control and access of community to resources are also considered an impact. Their health as the state of complete physical, mental, social, and spiritual well-being, not merely the absence of disease or infirmity. Their personal and property rights particularly whether people are economically affected, or experience a particular disadvantage that can include a violation of their civil liberties. Finally, their fears and aspirations, their perceptions about their safety, their fears about the future of their community, their ambitions for their future and the future of their children

According to the International Association for Impact Assessment, the objective of Social Impact Assessment is to ensure that development maximizes its benefits and minimizes its costs. Minimizing the cost especially those borne by people including those in other places and the future. Costs and benefits may not be measurable, often not adequately taken into account by decision-makers. As a result of identifying impacts in advance, the organization can make better decisions about which involvements should proceed and how to proceed. Mitigation measures can be implemented to minimize the harm and maximize the benefits from a specific scheduled intervention or associated activity (Partidário, 2012). The International

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Association for Impact Assessment has established a document with the core values, principles, and guidelines that are found in (Annex 1).

The International Association for Impact Assessment categorizes Social Impact Assessment according to the level of impact that the action has over a population. The impact can be measured in three main levels (A.Becker, 2001). Micro-Social level, which analyzes the impact on the behavior of large numbers of individuals. Examples of this groups can be communities, local minorities, neighborhoods, and others. The Meso-social level analyzes the impact on the behavior of collective actors. Example of this collective actors are organizations or social movements. The Macro-Social level analyzes the impact on macro-systems such as national, international or legal systems.

The Social Impact Assessment of projects is a challenging task due to the complex social implications and a multitude of factors and expertise needed. Consequently, the existing literature produced by academics and practitioners has tended to focus on the standard socio-economic indicators, such as a number of jobs created, economic effects on specific sectors or contribution to economic growth. To date, few publications have addressed the social implications of the deployment of large-scale actions (Julia Terrapon-Pfaffa, 2017). Accordingly, different authors have emphasized the need for procedural, theoretical, methodological, and practical improvements particularly regarding stakeholder engagement and the application of participatory processes within Social Impact Assessment´s (Esteves A. F., 2012) (Suopajärvi, 2013). Another issue just as ignored is determining the level of significance the Social Impact Assessments can have (Briggs, 2013) (Rowan, 2009) (Lawrence, 2007). Although various definitions of significance exist, most include one of two characteristics. The significance is a value of judgment; this means that significance essentially depends on the value society attributes to specific elements (level of importance) referring to

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the cost caused to the society. Alternatively, the resulting degree and type of the change in terms of measurable effects (level of consequences) referring to the magnitude of the impact (Julia Terrapon-Pfaffa, 2017) (Thompson, 1990). Insufficient documentation on practical applications exists on this practice (Schindler, 2016). Especially concerning the participatory approaches as called by different authors, which Information and Communication Technologies can boost (Arce-Gomez, 2015) (Esteves A. F., 2012). The Information and Communication Technologies can be useful to target the micro-social level, referred by Becker through the participatory approach. This group of individuals could use the Information and Communication Technologies of the organizations to express their goals, expectations, ambitions as well as get a grasp of other indicators.

To date, most impact assessment studies have applied technical approaches. However, technical approaches cannot account for the fact that stakeholder groups may have different sets of social values, relationships, histories, and other elements distinctive to their contexts (Becker D. H., 2004). Consequently, determining significance without involving stakeholders cannot adequately reflect the range of realities of the affected individuals and groups. On the other hand, committing exclusively on stakeholder perceptions creates the risk of generating biased results and ignoring essential impacts because local stakeholders cannot always expect the scope and effects of specific changes (Becker D. H., 2003).

Therefore, determining impact significance should combine technical knowledge with local stakeholder perspectives. There are very few case studies that combine participatory and technical approaches to determine impact significance (Schindler, 2016) (Arce-Gomez, 2015). This procedure is not useful only from a practical, utilitarian point of view but also from a moral and philosophical as NGO´s\NPO´s are judged by the general public, governments, beneficiaries, and the rest of the stakeholders by the consequences of their projects, programs, policies or by the existence or absence of action. From the consequences, regardless if these

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are positive or negative, the organization is going to be held accountable and responsible. It is in the best interest to decide with as many data as possible of the possible scenarios the organization might confront. Constant ex-post and ex-ante Social Impact Assessment lead to better knowledge and better predictions.

To implement a participatory approach is of vital importance to plan the stakeholder engagement ahead. The assessor must ask who are the principal players and influencers, what is their role, how do they participate in the process, and interact with one another as well. This step, called stakeholder mapping should be done previous the engagement of the local stakeholder. The assessor should map the stakeholders for a better understand the holistic picture view of an organization, project, program or action´s principal influencers. Identifying sources of power and interest, both inside and outside of the organization and include internal functions and teams of the organization and the local group or communities as well as those outside. The stakeholder mapping is also useful for identify potential sources of support or conflict and facilitate the planning, management, maneuver and elaboration of well-developed initiatives, campaigns, and change management programs (Kourdy, 2015). This procedure of mapping and identification of the stakeholder group should be done as a starting point for the participatory procedure. After identifying the related stakeholders, the organization should define the indicator that might find useful to gather or any other relevant relation and perception that the community object of the project, program or action as well as the effects that might concern the stakeholders. Once this decision and parameters are established the organization's management can proceed to select the mechanism of communication between the local stakeholders and the organization. Finally, once the information and data have been gathered is the job of the Social Impact Assessor to evaluate the significance level based on the assessments.

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Stakeholder mapping also allows the assessor focus the attention in the stakeholders that will be addressed since when the governance context is overly network-oriented, the Social Impact Assessment process may lose focus, becoming a consensus-building process in its own right. Consensus-building might sound democratic and justified, but the priority this process is to allow refined decision-making process (Meuleman, 2013). While approaching the stakeholders, the assessor must realize that he shall not over encourage the public to get involved in consultation and invitations to decision making processes since this might lead to a cumbersome Social Impact Assessment procedure or even worst decision-making process. While participatory techniques offer additional support to traditionally technocratic methodologies, the quality of local stakeholders' perspectives should be questioned when the process of developing their judgments is lacking well-informed participants or reflects merely trivial opinions (Yankelovich, 1991) (Albrecht, 1988). Social Impact Assessment should also include intent to the empowerment of local minorities; improvement of the position of women, minority groups, and other disadvantaged or disregarded members of society. As well as developing the capacity building, alleviation of all forms of dependency, promote equity, and maximize poverty reduction (Vanclay, 2003). The empowerment can cause a Social Impact Assessment to have different perspectives, like the difference between the point of views between the developer and the community. This perspective could even change between the same community; the most vulnerable could be affected in a different or more pronounced way than the vast majority. However, awareness of the differential distribution of impacts among different groups in society, and particularly the impact burden experienced by susceptible groups in the community should always be of prime concern (Vanclay, 2003).

While planning the engagement of the stakeholders, is essential to have a proper balance between the information given by the assessor and the output of the stakeholders received by the assessor. The best engagement planning determines and profile stakeholder

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groups, selects the rules of engagement, and the etiquette that will be observed. In the engagement planning description of events that will occur throughout the impact assessment process such as places, times, goals, involved groups, content, and medium of communication (Broeder H. K., 2015). Similarly, the allocation of essential resources such as budget, communication tools, technical support, spokespersons, suitable premises, and finally creates a strategy that shall be described meticulously.

While mapping the Social Impact assessor should analyze the local stakeholder and proceed to establish the whole sample into priority groups with the reflection of their affiliation according to the necessities of the project, program or sample. As an example is the Social Impact Assessment to be implemented in a project that facilitates water infrastructure to a remote community through the creation of a water reservoir to face the dry summer. In this example utilizing a design and methods similar to those used by Julia Terrapon-Pfaffa, Thomas Finka, Peter Viebahna and El Mostafa Jameab done in a case study in Morroco (Julia Terrapon-Pfaffa, 2017), the assessor should establish priority groups. The priority groups should look like single mother families, families with less than four individuals, families with four or more individuals, subsistence farmers, small commercial farmers or other relevant classifications. If different communities are affected conducting separate focus groups for these communities allows for the comparison not only between stakeholder groups but also between communities (Julia Terrapon-Pfaffa, 2017). This participatory assessment and its focus groups have the primary objective to determine the significance attributed by them to the possible impacts of the actions of the organization. The focus groups should complete the activities of identification of the impacts and assign a significant level of these impacts.

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In this step, the assessor should create a list to address the questions of significance to the local stakeholder (Wuppertal Institute, 2015). This list of indicators focuses on convenience in data availability, cost, time, qualifications, and experiences of the researchers (Freudenburg, 1985). It is crucial for the local stakeholder to judge the importance of these aspects of the living environment and wellbeing before evaluating the impacts or the probable outcomes of the project, program or action. The ex-ante assessment is valuable to have the advantage that the judgment should not be directly connected to the project and the related worries, hopes, and expectations of the stakeholders, which produced more systematic and neutral information (Stolp, 2002).

Once the focus groups have established the list of possible impacts, is time, with the help of the assessor specialist to determine their level of impact in two dimensions, the importance, and the magnitude of the impact. Firstly, the local stakeholders should be asked to qualify or rank individually from 1-10 the values and attributes by their perceptions, interests, concepts or wellbeing. Secondly, to quantify the degree of impact each of the values and attributes has on their own or familiar subjective well-being. This time ranging from 1-3.

As a final step in this phase of it is necessary for the assessor to analyze and graph the results to gather the knowledge in a method to be useful in the decision-making process as well as in the form of archive for future projects to create the database. It is necessary to determine the correlation between the two factors: level of importance and impact magnitude. The importance of assigning numerical values to the answers of the stakeholders is to use it to get the mean importance scores. For each of the focus groups and priority groups separately to have the most accurate depiction of their concerns and points of view. These mean scores are then categorized accordingly:

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Level of importance:

1. High (>6)
2. Medium (4-5.9)
3. Low (<4)

Impact magnitude:

1. High (3)
2. Medium (2)
3. Low (1)

Once the numerical values are assigned to each of the values and attributes as a significance level of importance, and the impact magnitude as perceived by the local stakeholders the assessor can proceed, with the aid of Valorization Matrix to determine the results from the participatory approach. Based on the results of the consolidation of the two valorizations the assessor can proceed to determine the significance level of each of the values and attributes to determine the perception of importance by the local stakeholders.

Table 2-3 Impact Valorization Matrix

	Level of importance			
		Low (>4)	Medium (5-5.9)	High(>6)
Impact Magnitude	Low (<1.5)	Very low	Low	Low
	Medium (1.6-2.4)	Low	Moderate	High
	High (2.5-3)	Moderate	High	Very High

With the help of data summaries and graphical representations, impacts with high importance and a high degree of effect can be identified. Furthermore, agreement, and disagreement between stakeholder groups concerning significance could be analyzed. During the analysis of the results from the impact magnitude rating, it is essential to distinguish

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between positive and negative impacts, as a high degree of effect from a positive impact is required while the contrary applies for negative impacts (Julia Terrapon-Pfaffa, 2017).

Another mechanism to the participatory is the Interactive Community Forum. In this mechanism, unlike Social Impact Assessment described before where individuals are asked to express their perception of importance or attitudes on given factors of a proposed project, the Interactive Community Forum seeks to empower individuals by using their knowledge and local expertise to identify community-level impacts (Dennis R. Becker, 2003). As well as in the previously discussed mechanism, the assessor should establish small priority groups to generate discourse and have better considerations. The following objectives guide the implementation of the Interactive Community Forum process, adapted from Becker′s procedure for Environmental Impact Assessment (Dennis R. Becker, 2003).

Provide community members with an opportunity to have their input formally included in the projection phase of the Social Impact Assessment process is essential for social inclusion. Participating local stakeholders will be informed of project-related information and findings while exposing them to others stakeholder perspectives and unique knowledge. Assess community-level social impacts of Social Impact Assessment alternatives using the judgments of community members and obtain local stakeholders ideas about effective strategies for minimizing identified negative social impacts.

This priority groups should be selected based on the stakeholder mapping process explained previously and if the communities or population is big enough a sample selection process can be established. This depending on the project and the stakeholders can have a different amount of subjects. Regardless of the application, it is essential that different types of communities and their residents be assessed to ensure the full range of social impacts are considered in the Social Impact Assessment. Multiple community roles should beforehand identify that span the social and organizational structure of the affected communities to ensure

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the existence of a diversity of ideas and perspectives in the Interactive Community Forum (Becker D. H., 2003). Additionally, to these volunteers of the community can participate in a specific priority group. Both priority groups and volunteers must be part of the affected community; the subjects should be informed and possess knowledge about the issues addressed in the project, program or action to have the best results to participate. Lastly, the assessor should reach out to vulnerable or marginalized subjects to obtain their insight too. The assessor shall assign to each of the priority groups a collaborator to moderate and inform the communities of relevant information as well. This moderator should facilitate an open dialog and sharing of point of views, ideas, and concerns between the subjects. To give closure to this step of the procedure the moderator after the through discussion should facilitate the creation, condensation, justification of ratings, and perspectives that ultimately should add to the database of knowledge. These final ratings can be done through the process of determination of the level of importance and impact magnitude previously detailed.

At the conclusion of this process, group members are led through a facilitated exercise to brainstorm mitigation actions to address identified negative impacts (Becker D. H., 2003). The brainstorm can give an insight into the organization of further actions to be done in the affected areas, therefore, facilitating its activities. This process differs from the previous in that in the Interactive Community Forum; the assessor does not provide with a list of issues or values for the local stakeholders to determine the level of importance and impact magnitude instead the Interactive Community Forum produces these values. It is the responsibility of the moderator to capture this information for knowledge creation accurately. As a final thought, Becker (Becker D. H., 2003) claims that future applications of the Interactive Community Forum fare predicated on the effectiveness of group techniques and the ability to generate informed judgments. Making no claim that the Interactive Community Forum methodology

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cannot be improved or should be used instead of other approaches. Instead, propose the Interactive Community Forum as a compilation of practical techniques and a companion to the more traditional approaches to Social Impact Assessment to achieve the goals of citizen participation, participatory democracy, scientific rigor, and sound decision-making. In both of the Social Impact Assessment methodologies described here, the difficulty lies in adequately control the subjects bias because of their interest and knowledge.

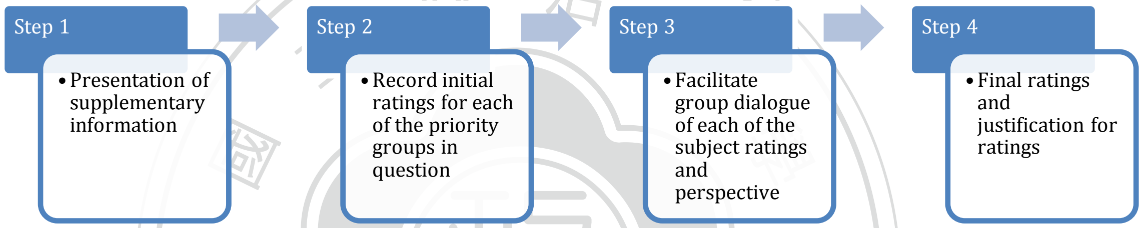

Figure 2-4 Interactive Community Forum Process

(Becker D. H., 2003)

The importance of Impact Assessment for Project Management

The non-business, in this case, the NGO/NPO institutions do not need management less than business (Drucker, 1973). During many years after the industrial revolution, management has gone into the era of management performance. Management, as the organ of leadership and decision making of business, governments, institutions, and other organizations now as a generic function of giving the direction to the organizations to set objectives, manage, and organize resources to make as much of contribution to the society or profit in the case of

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businesses. In performing essential functions, management everywhere faces the same problems. It has to organize work for productivity; it has to lead the worker or volunteer toward productivity and achievement. Management is a discipline as such, processes and qualities must be devised for those in management positions. For this now it is of widespread knowledge that institutions need management, all of them.

As multiphase management is, there are three crucial but different task that management has to perform and define in any institution. These tasks are recognizing or identifying the purpose and mission, the worker, volunteer or collaborator performance, and the overall social impact as well as its responsibility. To these tasks, the difficulty is risen by a constant factor, time. Management has to consider both the present and the future, long and short-term (Drucker, 1973). Management decisions create responsibilities that might not reflect in the immediate future but also in the long run and so these decisions must be taken thoughtfully and well informed. As is the case of a business that the primary purpose is to create a customer to satisfy, in NPO/NGO´s case is not but to satisfy a necessity that cannot be fulfilled by the beneficiaries own reach or the government. Regardless of the finality, the institution to work and perform at an optimum level, most effectively and efficiently managing technics must be taking into consideration.

The person or persons in charge of the project or program management of any organization should have managerial qualities and competencies to execute to great fulfillment the organizational endeavor properly. Taking inspiration in business and project management studies adopting this premises to organizations such as the NPO/NGO´s, according to Gary R. Heerkens (Heerkens, 2014) the competencies of an organization especially the individual in charge of the managing process should include:

Project Management Process Functions

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- Coordinate development of comprehensive, realistic, and understandable plans, estimates, and budgets
- Balances technical solutions with organizational and interpersonal factors
- Obtains formal approvals of program or project goals as needed
- Monitor progress and manages deviations in a timely and effective way
- Anticipates problems and reacts to change through a well-defined process

Technology Management Functions

- Ensures that rational process is used to select the process and technologies to reach the goals.
- Can access the quality of technical decisions and recommendations
- Can communicate technical information to a broad audience

Cognitive Functions

- Gathers information systematically; seeks input from several sources
- Collects the appropriate quantity of data before making a decision
- Draws as close accurate conclusions from the quantitative data
- Makes decisions in an unbiased, objective manner using the appropriate process

Beneficiary Awareness Functions

- Anticipates beneficiaries needs and proactively strives towards satisfying the specific situation
- Accurately translate beneficiaries verbal wants into what they need and can be done for them
- Strives to understand beneficiaries and their problems

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● Responsive to beneficiaries' issues, concerns, and queries

● Actively strives to exceed beneficiaries' expectations

The project, program or activity implementation life cycle is the process through which a program manager, from an institution device the development of a particular project. This process has three main phases, illustrated:

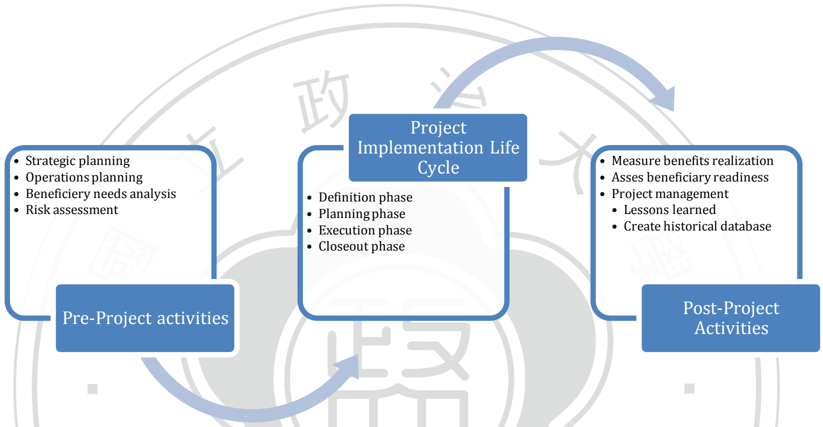

Figure 2-5 Project or Program Life Cycle

Pre-project activities

The pre-project activities start with the project, program or action conception and should address three simple questions: What is the need? Is it worth the financial investment? Does it rank as the best opportunity?

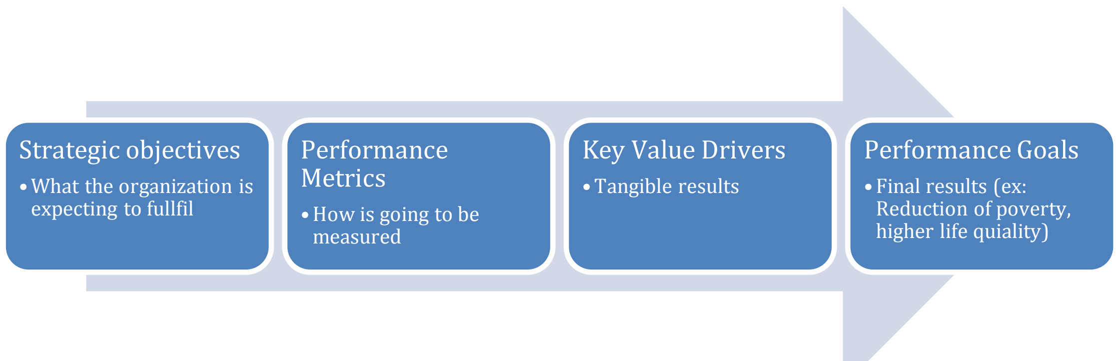

Figure 2-6 Need Analysis

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To answer these questions is relevant to make the proper analysis of the situations, in three different processes to achieve the best possible scenario and thus the best use of resources. Identifying what the need is? A good project is a response to a problem, need, or opportunity (Heerkens, 2014). For this, the ¨Needs Analysis¨ is the process through which the managerial authorities should devise and pinpoint the project to be executed. The need analysis is shown in Figure 2-6 Need Analysis.

Is essential, from the financial perspective to have the assurance that the project can be executed financially and have projections of how much this project will cost. Is of great importance for the survival of the project, program or action to have the financial justification and the cost/benefit relationship of the investment from the organization. According to Heerkens should take the following three steps. First, identify the sources of cash flows both in and out of the organization. Second, estimate the magnitude of the specific cash flows, considering eventualities, and other not planned expenses. Third, chart the cash flows of the project (Heerkens, 2014). Take into consideration the devaluation of the resources and then apply a discount rate, this allows foreseeing how expensive the project or program can be in the close and far future ahead.

The third question, does it rank as the best opportunity? Can be answered after weighing all the possible projects and through a process called ¨Project Prioritization”. For this process, the use of a Weighted Factor Scoring Matrix should be used (Heerkens, 2014). Doing the real need, which refers to the most fundamental issue to be addressed must be tackled by underlying the problem, the root of the cause. Accurately identifying and quantifying the true need are more important than planning and executing the project (Heerkens, 2014). A decision taking

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matrix with the needs and proposed solutions must be elaborated to find the most immediate and effective results.

Post-Project Activities

Understanding the post-project life cycle activities also is necessary. In future project and program implementation, the knowledge produced will have a definitive influence on the decisions making process.

The knowledge acquired in the post-project activities, such as the data gathering analysis and creation of the historical databases of the subjective well-being changes and the impact assessment can help the organization many levels. On the first level, the organization could find and meet primary project targets. The organization and in specific the program did what it was expected to do if everything went as planned (Heerkens, 2014). On the second level, the project efficiency can be measured by the metric of not only meeting the objectives but also the knowledge of the impact assessment done in the post-project activities. Efficiency can be evaluated through over the knowledge gathered from the disturbance of the beneficiaries, useful application of resources or institutional and beneficiary growth and development. On the third level, the effectiveness of the project or program can be determined if the situation that it meant to resolve was fulfilled. Furthermore, the organization can realize if the cause of the problem is eliminated, if the beneficiaries are enjoying the benefits as intended and if they are satisfied and their living conditions are improved. On the fourth level, if the investment done in the project or program of the organizations meet the strategic and financial goals is also an organizational success that showcases the excellent use of the resources, extend cooperation of the donators or other financial aids of the organization and the improvement in the life of the beneficiaries. Finally, on the fifth level, through the project, program or activity the organization should pursue organizational improvement as a byproduct of any activity that

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it gets involved. The knowledge taken can improve the chances of future projects or programs to succeed, these organizations should learn from both success and failure. Using this information for future decision making and even proposing policy changes to government institutions to achieve better achievements and resource management in future endeavors. For optimal performance, an individual or organization that is in charge of managing a project or program should pay close attention to the different levels of success.

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CHAPTER 3 METHODOLOGY

The systematic methods for research are explained in the following chapter. Detailing the research order, means of acquiring the data for analysis, and the analysis process.

3.1 Research Framework

According to the research purpose and literature review, the following research framework is designed.

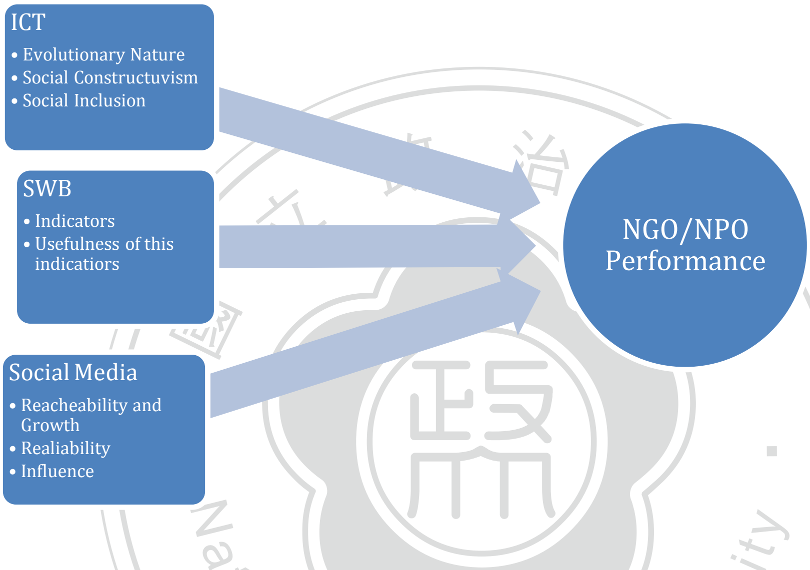

Figure 3-1 Research Framework

3.2 Research Procedure

The research procedure for this research was divided into various steps. The steps are described in Figure 3-2 Research Procedure.

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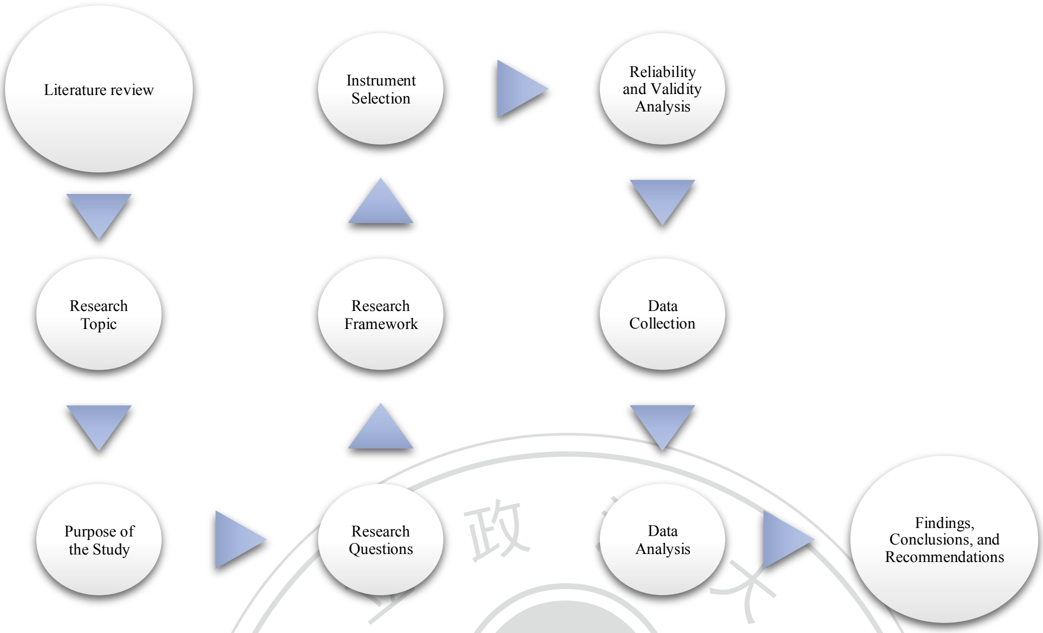

Figure 3-2 Research Procedure 3.4 Research Method

The qualitative research is constructed through the application of surveys to people in the administration, stakeholders, policy, and decision makers of NGO's/NPO's in Taiwan. In the survey, the four (4) crucial topics this research will have each their section to be able to classify the sample responses accordingly.

3.3 Instrument and Data Analysis

Instrument

The instrument of this research is going to be the survey. A survey styled in four (4) sections:

A. Information and Communication Technologies

   1. Do you believe that the use of Information and Communication Technologies will be extending as a necessity or human rights for all subjects in a society?

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2. Would you say social inclusion can be improved with the expansion of the access and coverage of Information and Communication Technologies to the majority of the population of the country?

3. Can Information and Communication Technologies help the objectives of your organization reach and improve the relationship between the rest of the society and this organization?

B. Social Media

1. Do the NGO/NPO have a presence on social media? Do your beneficiaries have? If so, do you establish communication with them through it?

2. If the NGO/NPO have a presence, do the organization have some criteria in order to link their social media accounts with requests?

3. Which is the most important Social Media in your organization? How many followers, subscriptions or any other noun applicable do you have?

C. Subjective Well Being

1. Do the organization, have a database of some or any of the following indicators? Annex 1

2. Does the organization measure, analyze, and store the perception of the beneficiary before and/or after the activities of your NGO/NPO?

D. NGO/NPO Performance

1. Do the organization focus on long-term goals or short-term goals?

2. How do the organization assess or evaluate the success of its projects?

3. Do the organization execute any transparency and accountability assessment or evaluation toward any other stakeholder? If so, which one?

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4. Could the organization find useful having a historical record of the perception of the benefit from the final recipients? (Feedback from your beneficiaries)
5. What are the considerations the organization take in order to qualify the positive impact of its projects? Negative?

Sample

The sample for this research is focused on people in the administration, stakeholders, policy, and decision makers of NGO's/NPO's in Taiwan. The populations should not be less than ten (10) samples of organizations reached out through this research.

Data Analysis

After the answer and data recollection of through the instrument of the survey, the process of content analysis will be applied. The content will be analyzed on two levels:

1. First level: A descriptive account of the answers received. In this level, there will be no comments, suggestions, comments or additions to the participation in the interviews.
2. Second level: A more interpretive and critical analysis that will be concerned with the topics of this research as well as proposing solutions and options in response to the flaws or shortcomings.

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CHAPTER 4 FINDINGS AND DISCUSSION

In this chapter the presentation of the discovery done through the survey, the organization uses Information and Communication Technologies is addressed. The primary focus of the survey is to attempt to establish if the organization uses the Information and Communication Technology as a tool in its full potential. Presenting a brief summary of the findings divided into the four different topics as the sections in the survey then present the findings of following each of the questions of the survey.

4.1 Findings

Information and Communication Technologies

The purpose of these questions in the survey is to get a grasp of the importance given to the Information and Communication Technologies by the different organizations. Finding out what is the importance given, the perspective, and the capability of the final stockholders of these organizations is vital in order to determine if these organizations could use in the near future a process as proposed in previous chapters of this paper.

Table 4-1 Question #1

	Amount of organizations agreeing positively	Different responses
Do you believe that the use of ICT will be extending as a necessity or human rights for all subjects in a society?	8 organizations agreed	• Will be a basic need • It will eventually be important • Is already slowly happening

The survey showed that the organizations agree on the importance of the Information and Communication Technologies as a necessity or human right. The explicit agreement of this point of view is a support for freedom of speech and information that was consistent in all of the organizations. Nowadays, arguing against freedom of expression and the sole possibility of

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limitation to connectivity and access to information is by itself absurd. No matter the level in which society have integrated the use of technologies arguing against the freedom of access to the resources is counterproductive. By agreeing with this premise of the Information and Communication Technologies as a necessity or human right, the organizations also point in the direction as discussed before of this being considered an evolutionary trend. As the organizations recognize the evolutionary characteristics of this technologies, also implies the necessity of implementing and moving forward with it (Universität Siegen, 2010). The capacities and uses of these technologies as a tool shall be brought to the spotlight and used accordingly since trying to move against them is definitively difficult.

Table 4-2 Question #2

	Amount of organizations agreeing positively	Different responses
Would you say social inclusion can be improved with the expansion of the access and coverage of ICT to the majority of the population of the country?	8 organizations agreed	• Can still be improved • As long as the price to access these technologies get lower.

About the possibility of improving the capabilities of the society to be more inclusive through the use of Information and Communication Technologies as before and possibly because of the same contextual reasons, the organizations answered similarly. The difference in the case of this question is the surveys show a concern that the population cannot reach the means or resources to get involved in the communication. This concern refers to the coverage and price of accessing or making available this technology to the majority of the population. As time passes by the capacity of the population to use these resources is going to improve by itself and will ease the effort done by the organizations. Also, not knowing the organizations are concerning themselves about the capability of the population they try to reach. As explained

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before, the population in order to take part in any participatory process through the use of Information and Communication Technologies must have the resources, conversion factors, capabilities, take the decision and finally be able to partake in the process (Jyoti Choudrie, 2017).. The willingness of improvement of this capabilities is an expression of openness for change.

Table 4-3 Question #3

	Yes	Not sure/Probably	Difficult	N/A
Can Information and Communication Technologies help the objectives of your organization reach and improve the relationship between the rest of the society and this organization?	6 organizations agreed	4 organizations were not sure	1 organization	1 organization did not answer this question

Considerations about how helpful the application of Information and Communication Technologies to improve the relationship between the rest of the society and the organization where varied. The majority of the organizations declared that the use of Information and Communication Technologies could help the objectives of the organization and improve the relationship with the rest of the society. Agreeing that communication improves the relationship, but not explicitly explaining how this could be done. Nevertheless, some organizations either did not know how or declared that could be hard to use the Information and Communication Technologies to improve the relationship between the organization and the society. Most importantly, as reviewed before the practice of participatory processes to do Social Impact Assessments is not widely spread, and not many studies have applied it to projects, let alone the assessment of activities, projects, and programs done by NPO's/NGO's. This situation could be clarified with more practice and introduction of participatory processes in the impact assessments procedures. Practices that with the continuous implementation of coverage and technology will continue reducing its price and so lowering the cost of such

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studies. Furthermore, continuous practice will also make the process easier and swifter making them convenient for these nonprofit organizations.

Social Media

This topic focuses on the way the organizations view, use, and interact with the social media they have at their disposal. Having the proper approach to social media is of vital if the organizations plan to use these platforms to address the participatory approach assessment.

Table 4-4 Question #4

	Positive answer	Negative answer	N/A
Do the NGO/NPO have a presence on social media?	12 Organizations declared having any social media	None	None
Do your beneficiaries have?	2 Organizations declared knowing their users have social media	2 Organizations declared knowing their users not have social media	8 Organizations did not answer this question
If so, do you establish communication with them through it?	1 Organization declared establishing communication	3 Organizations declared not establishing any communication	8 Organizations did not answer this question

All organizations have a presence in social media. The organizations had actively decided to open up on the social media in several sites destined for this purpose. Most of the organizations, probably because of legal requirement, have a web page where you can access some information about their activities and projects. Only, a small portion recognizes if their beneficiaries have access to social media. Furthermore, only one was confident of using the Information and Communication Technologies to communicate with its beneficiaries. The results from this questions show how these organizations are failing to capitalize the tools at hand. This failure is not uncommon, probably just moved with the actual tendencies without finding a full potential to their assets. In this case, the assets could be the social capital grown in the social media platforms.

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Table 4-5 Question #5

	Positive answer	Negative answer	Closed groups	N/A
If the NGO/NPO have a presence, do the organization have some criteria in order to link their social media accounts with requests?	2 Organization have no add rules in their Social Media	7 Organizations have no rules for Social Media	2 Organizations have closed Facebook groups	1 Organization did not answer

Having all presence in social media, none of the organizations have clear engagement rules for their relations through social media. The primary focus is to decrease the advertising on their sphere of influence. A rulebook or policy structure to deal with the communication through social media should exist. The lack of such a document can cause problems. As discussed in previous chapters, participation on social media can have serious social consequences and influence a considerable amount of people, so safeguards should be placed in the use of this tool. Especially if fostering the social capital gained through Information and Communication Technologies is a goal for the organization. If the organization has a considerable amount of influence on their own sphere is essential to make the best of the influence on social media, for its own benefit and its followers.

Another reason to give some degree of importance to the influence the organization has in social media is the possibility of using these as an assessing tool for their activities. Well-Nurtured social capital is going to be participating more willingly in the spaces given to them to do so. Possibly is equally important to maintain a certain amount of trustfulness, impartiality, and a harmonious community to make things as smooth and stress-free as possible when partaking in participatory processes.

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Table 4-6 Question #6

	Facebook	Other Social Media platform
Which is the most important Social Media in your organization? How many followers, subscriptions or any other noun applicable do you have?	12 Organizations reported having Facebook Accounts	1 Organization reported having Line Account 1 Organization reported having Youtube Account 1 Organization reported having Instagram Account

All of the organizations utilize as their primary social network Facebook. Although the most organizations didn't report an exact number of followers, they range between six thousand and ten thousand members in Facebook. A considerable amount of individuals could access their pages, which gives even more validity to the previous argument of having a proper rulebook or policy structure concerning the online activities of the organization. Another unusual situation is that none of these organizations declared having an online presence in any crowdfunding or subscription services.

Subjective Well Being

The importance of how the organizations view the subjective well-being is associated with how much these type of indicators are taken into consideration when the decision-making process is done. Moreover, subjective well-being indicators might be a necessity that has not been yet recognized. Is because of these reasons that are meaningful that organizations realize the importance of these indicators.

Table 4-7Question #7

	Positive answer	Negative answer
Do the organization, have a database of some or any of the following indicators? (show list to the participant)	2 Organizations declared having a database of the indicators	10 Organizations declared not having a database of the indicators

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One of the most critical questions asked in the survey is if the organizations have a database of any of the indicators discussed before. Considering the variety and amount of necessities each of the organization has is not surprising that most of them do not have the means or necessity to collect information or have any other use other than publicity in their social media. Not realizing the importance of having a good feed database of information in order to have the best-informed decision-making process. Only two of the organizations gathered and controlled data from the indicators.

Table 4-8 Question #8

	Positive answer	Negative answer	N/A	Notes
Does the organization measure, analyze, and store the perception of the beneficiary before and/or after the activities of your NGO/NPO?	3 of Organizations declared an affirmative answer.	7 of the Organizations declared not having any control whatsoever	2 Organizations did not answer the question.	• 2 of the organizations that answer positively only record level of satisfaction or feedback and comments.

Related to the question discussed previously, is what the organizations do with the information they have. The inadequate response to this question in the survey displays how the tool is misused by most of the organizations. The lack of knowledge gathered is a waste of useful capacities the organizations might have been in such a close relationship with the final and local stakeholders. Missing the opportunity to gather this information is disappointing due to the significant benefits of doing so, consequently harming the performance of the organization as a whole.

From the organizations, only one declared measuring, analyzing, and storing the perception of the beneficiary before and/or after the activities of your NGO/NPO. One declared asking for a level of satisfaction from the beneficiaries and qualifying this level of satisfaction from one to 10. The way these organizations gather and analyze the information is not a subject

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of discussion, but the fact that only very few organizations take advantages of this tool is a matter of concern.

NGO/NPO Performance

The final justification for an organization to incorporate a process such as the proposed is to improve both their performance and their decision making processes. For this is essential to establish if the organizations have already a process institutionalized to accompany or implement such a process as a primary assessment mechanism.

Table 4-9 Question #9

	Long-term	Short-term	Both	N/A
Do the organization focus on long-term goals or short-term goals?	2 Organizations have only long-term goals	1 Organization have only short-term goals	8 Organizations declared having both long and short-term goals	1 Organization did not respond to this question

The way organizations focus their goals is of relevance if the use of accumulated knowledge is to be used. The organizations, declaring having long-term goals could benefit the most from this practice. However, regardless of the NGO/NPO description of long-term or short-term the organizations can store a historical record. This historical record can be used for future reference easily and inexpensive through Information and Communication Technologies as discussed previously and most of them, are not doing this. Is of great benefit for the decision making the process to have such information, also humanizing the data and allowing a most comprehensive work plan to be developed.

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Table 4-10 Question #10

	Well established rules	Comments and suggestions	Amount of people reached	N/A
How do the organization assess or evaluate the success of its projects?	4 Organizations have some clear rules to evaluate success.	1 Organization declared evaluate success using comments and suggestions	1 Organization declared assessment related to the number of people reached	6 Organizations did not answer this question.

On the topic of assessment, few organizations have a well-structured assessing and evaluating system. The most structured has established assessment rules, which include relevance, effectiveness, effectiveness, and sustainability for the four main criteria. Other organizations focus on the number of people reached and yet another in the gathering of comments and suggestions. As the foundation for future, better, and recognized processes this is acceptable, nonetheless taking the next step for a good, efficient and inexpensive social impact assessment from the NGO/NPO should not take too long. Using the capabilities of the Information and Communication Technologies and the social capital already growing in the social media platform the organizations could move forward and establish a participatory process to evaluate the performance and the impacts. Exploiting these possibilities have not been a priority, regardless of the relative simplicity of guiding the community through a process like this having the necessary conditions. At least six of the organizations did not answer this question, raising to question if these organizations have a concern about the performance and impact of their activities. If they don't, these proposed processes could be a cost-effective option for them to establish as an institutionalized process with the high potential to create organizational growth.

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Table 4-11 Question #11

	Yes	No	N/A
Do the organization execute any transparency and accountability assessment or evaluation toward any other stakeholder?	6 Organizations declared having some transparency or accountability assessment	4 Organizations declared not having any transparency or accountability assessment	2 Organizations did not answer this question
If so, which one?	3 Organizations answered this question	-0-	9 Organizations did not answer this question

The surveyed organizations have different processes of transparency and accountability. The clearest stakeholder pronounced in the process by an organization is a diplomatic authority, while another is declaring few interested parties in organizational operations. Other organizations stated a yearly audit, probably from the government through the Department of NGO of the Ministry of International Affairs. The fact that some of the surveyed organizations did not know if their process or did not answer should be a sign of change and organizational improvement or more involvement in accountability processes. Through an institutionalization of the participatory process, organizations could increase their transparency towards the stakeholders as they increase their capabilities of gathering information.

Table 4-12 Question #12

	Positive answer	Negative answer	N/A
Could the organization find useful having a historical record of the perception of the benefit from the final recipients? (feedback from your beneficiaries)	11 Organizations gave a positive answer	-0-	1 Organization did not answer this question

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All the organizations recognize that having a historical record of perception can be useful. Despite this recognition, not all of them actively tries to create a database. Organizations tend to focus their efforts in consuming the least amount of resources in their activities; probably this is the reason why no active effort is given to gather this information or conduct processes that would increase the perception of transparency and accountability. Perhaps, later as the technology permeates in the society and especially in the processes, this practice becomes more common and as a practice spreads. The realization of its importance, as expressed in the surveys is the first step towards achieving a change, now steps to use the tool should be taken forcefully. Implementation of assessments such as the Social Impact assessment discussed in this paper, unless it's induced by external factors is hard to implement.

As stated before the management of this should not ignore or diminish the importance of other traditional, technical, and other indicators, but the cost benefit to gather as much information through technology facilities is high.

Table 4-13 Question #13

	Institutionalized qualification aspects	Negative response	N/A
What considerations the do organization takes in order to qualify the positive impact of its projects? Negative?	4 Organizations have institutionalized qualification aspects	1 Organizations declared not having institutionalized qualification aspects	7 Organizations did not answer this question

The final question addresses the considerations the organization takes to qualify the positive impact of its activities, projects, and programs. Organizations with social projections such as NGO/NPOs should consider the implications of the projects, programs or activities, regardless if negative or positive. With the different amount of strength, four organizations declared having institutionalized qualification aspects for their impacts, from comments to multi aspect-oriented. Considering their closeness to the final or local stakeholder and that only a handful

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of organizations actually execute actions to assess their impact is concerning. Again the lack of answer from most organizations can be interpreted as the inexistence of actions and that as a permanent practice do not have an institutionalized social impact assessment of their actions toward the society.

4.2 Discussion

From the study, one could determine that not too many attention is given to the possibilities that the use of tools such as those given by the Information and Communication Technologies. Understanding the possibilities for the implementation of these tools into the practices of the organization is vital, and as shown in the findings, the people are aware of the importance but do not have a clear clue of how effectively implement any of the processes described before. The general acceptance that Information and Communication Technologies is changing to be a human right leads to the conclusion that organizations are willing to participate in projects that boost social inclusion through these means.

Regardless of their acceptance and incorporation of these technologies the organizations do not have a clear rulebook towards involving social media. Similarly, the organizations must engage in meaningful conversations and discussion through their social medias to reach out to their social capital to later involve in participatory process. These two things should be manage with detailed organizational conditions.

Most organizations had a poor description of their assessment processes. The intention to present the processes discussed earlier are to give a solution to the absence of an assessment on NGO's/NPO's. In order to incorporate these processes organizations, have to be aware of their shortcomings and the possibilities to which they can access. As shown in the findings organizations realize that the use of Information and Communication Technologies is here to stay, and are willing, as long as they find an institutional purpose to make use of them.

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However, the implementation and use of Social Impact Assessment, especially through participatory and focusing on Subjective Well-being is not frequently used. Important to consider is the level of involvement the organizations will need to have towards the final or local stakeholder to make such a system work. Moving toward social inclusion will need a push from the organizations themselves as well as the willingness and participation from the community.

Most of the organizations have a long-term goals and big percentage of the organizations did not answer to how they assess or evaluate the success of their projects. Relating the information and knowledge that could be gathered through a participatory process towards achieving the long-term goals of an organizations is something that each of the organizations, subject to their own activities and focus should do. Simplification of the assessment process while also acquiring valuable information for future project and decision making is the target. The product of these assessing would be used differently depending on the goals and focus of each of the organizations.

Finally, what could be the most surprising finding is that not all organizations take considerations to qualify the impact of their activities, program or projects. This single fact is important, to justify the implementation of participatory process in the organization. Hopefully, presented with a cost-effective option such as those discussed in this paper, organizations can start correcting these omitted processes and growing further as a human centered organization.

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CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

In this chapter, a conclusion relation between the research questions and the research is done. This is the attempt to create some knowledge useful for the associations and triggering a thought process to cause a change in the assessment procedures of many organizations.

5.1 Conclusions

Importance

The elements of Subjective Well-being, Impact Perception, and Information and Communication Technologies are considered significant by both the scholars and the organizations alike. The first two especially crucial for an informed decision-making process. Academics agree on the importance of Well-being and Impact Perception especially under the notion that Social Impact Assessment as a standard practice has proven useful but still not commonly used (Julia Terrapon-Pfaffa, 2017).

The importance of the Information and Communication Technologies in the global context is each day more relevant. All the organizations agree that the Information and Communication Technologies should eventually be considered as a human right or basic necessity. However, contrary to the expressed not all of the organizations engage actively in communication as an institutional tool. The participation of the public in the process of social impact assessment is partly the responsibility of the organization. With their answer, they acknowledge the degree of importance of public participation, NGO's/NPO's should create spaces of participation through the use of, for example with one of the participatory exercises previously described. This will create a more extensive space for participation, and so contributing to an improvement in social inclusion.

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The most popular social media, Facebook, is the most used service. This makes perfect sense since this social media is the easiest to use. The facility and popularity of this social media make it the natural preferential choice for sharing and reaching to as many people as possible. The popularity creates a snowball effect bringing even more users to the site, organizations and other institutions, are not the exception. With the snowballing effect the social capital, if well nurtured can be multiplied. The organizations don't have a clear idea of the level of access their beneficiaries have. The failure to use the technologies to facilitate communication could have different reasons but the obstacles to reach communication capabilities will hopefully diminish as time goes on. Especially as the participatory processes become more mainstream.

About the policies to comply on social media there was no explicit restriction on the access to these pages, other than not endorsing products and services as adds. The few stating to have closed groups can be considered cautious in their public engagement, but even then they not state any regulation. In order to establish a very stable and institutionalized participatory process is vital that the community reached through Information and Communication Technologies, specifically the used for this to be as healthy and informed as possible.

Reliability

As a tool to gather knowledge from the beneficiaries, the Information and Communication Technologies is hardly used. This underuse is probably due to the lack of pressure from the stakeholders to use this tool or because of the lack of capabilities as described by Verd, Joan Miquel, and Martí Lopez Andreu (Verd, 2011) to use the technologies in question. At this point with the facilities, technology gives, not having a systematic process to gather this information is merely administrative, making it a very underestimated asset. Not

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allowing receiving comments and suggestions analysis and social impact assessment as the perception of beneficiaries is considered only by one of the organizations. Usually, comments and suggestions are received as a cordiality and not analyzed, so considering this as a structured well-driven process could be a mistake or a misguided assessment. The practice of a Social Impact assessment must involve some guideline process, in consequence receiving comments and suggestion is not considered as such. Nonetheless, is an obvious first step in the use of social media with a purpose.

Since most organizations have long term and short term goals, the argument of the usefulness and necessity of a database for a better-informed decision of having is well-founded. Furthermore, most of the organizations did not answer or do not have a process to assess and evaluate the success of their projects, programs or actions. The proposed processes of Social Impact Assessment are a cost-effective option for NGO's/NPO's that do not have enough resources to spend doing more intensive studies that drain considerable amounts of financial and human resources.

Most of the organizations have a yearly audit from the government, still others of the diplomatic authority, establishing these procedures as a general practice will promote a better involvement from all the stakeholders and increase its accountability and transparency. This procedure cannot only be imposed by the government, but also by common consensus between different organizations compromised with improving their practices, transparency, and accountability with the help of Social Impact Assessment. This agreement could even open the possibility of information sharing creating a cohesive effort between different organizations towards eradicating those complex problems they individually struggle against. The involvement and a broader scope for the stakeholders can promote the inclusion in the activities and so increase the number of parties interested in participating. Since most of the surveyed organizations do not have a proper assessing mechanism, an observation can be made of how

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the organizations do not focus their attention on assessing how their actions are affecting the population. The adoption of participatory practices additionally provides an institutionalized mechanism of assessment of the activities, projects, and programs of the organization.

Adequacy

After the research and evaluation of options as well as the standard practices of organizations that have some social impact assessment but do have different work, fields is not possible to specify a group of indicators. The difficulty in pinpointing specific indicators is also due to the diversity even of approaches NGO's/NPO's over the same topics. Circumstances like this one make defining a list of indicators unproductive.

Instead, a participatory and investigatory process for each different organization in which according to the necessities, inquire the respective opinions and concerns of the local population and if appropriate from other stakeholders. A facilitator, with the help of the community, could raise the main concerns and make proper valorizations of such concerns in order to provide a better and more thorough the view of the situation on the ground.

As explained before, the intent of incorporating the Subjective Well-being of the final or local stakeholder shouldn't be in detriment of the use of traditional indicators, but to give the complete picture of how and where the organization has their activities. Of course, more in-depth studies of the best participatory processes can be done as the practice becomes common as well as creativity and innovation come into the field.

Data and Information

Most organizations focus only on assessment as a responsibility or requirement from some official agency or government. Organizations do not seek to gather by themselves in any way as much information as possible of their environment. Nevertheless, organizations through the surveys recognize that the information could be useful but do not have a clear plan of what

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to do with such information. Organizations should start utilizing the Information and Communication Technologies to the fullest of its potential. Most importantly organizations should start with what they already have and move forward on the way, gathering the information and finally using it to make the best decisions looking forward in a best-informed manner. Hopefully, further down the road, this information can be shared to make a cohesive and comprehensive effort towards achieving the very complex goals of NGO's/NPO's.

5.2 Recommendations

After the research organization should turn their attention to the way, Information and Communication Technologies such as social media is used. Acquiring a real social presence, taking advantage of the social capital grown goes through establishing real effective uses not only opening a page without a specific purpose. This purpose should aim for an organizational improvement where the knowledge and practices of the organization as a whole get progressively better. Furthermore, in the long run, organizations could share this knowledge and create an arrangement of a comprehensive database where all can be aided towards making the most informed decision. Since development cannot be achieved with one single effort, this can also help to allow more organizations to push in the same direction in cooperation. Sharing this information can allow different organizations to be able to pull in the same direction achieving much better results as a whole. Organizations that show and present themselves as more involvement can expand their operations, be more transparent, and have much better accountability towards all stakeholders.

Knowing precisely where the organization is standing, in front of the community with whom is working with, is valuable for the pre and post project activities. During the pre-project, the use of Social Impact Assessment can have great uses for the most efficient planning and execution of the actions, projects, or programs. Giving this way the highest chances of success in their activities, the best for their money. On the other hand, being open through processes

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like those described before can allow the organizations to construct and institutionalize processes that promote transparency, accountability, and cooperation.

Finally, integrating processes like these with conventional indicators can make the organization more precise and effective in their decision making processes. Continually improving and creating institutional growth. Constant improvement is a goal that all of these organizations should aspire, especially if this institutional growth is not going to incur in great resource exhaustion other than the organization of some resource that is already in use, just not to its full potential.

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Annex I

- Psycological Wellbeing
- Time Use
- Community Vitality
- Cultural Diversity and Resilience
- Health
- Education
- Ecological Diversity and Resilience
- Living Standard
- GDP per capita
- Healthy years of life expectancy
- Social support (measured by having someone to count on in times of trouble)
- Trust (as measured by perceived absence of corruption in government and business)
- Freedom to make life decision
- Generosity (measured as recent donations)

Annex II

Section A Information and Communication Technologies

1. Do you believe that the use of Information and Communication Technologies will be extending as a necessity or human rights for all subjects in a society?

Organization A	Yes
Organization B (From Chinese)	Absolutely
Organization C	It should be
Organization D	Eventually is going to be a human right
Organization E	Yes
Organization F	Yes
Organization G	Not human right but basic need
Organization H	yes
Organization I	a As a necessity like water or other basic needs no but yes should be important
Organization J	Yes
Organization K	Slowly happening
Organization L	Yes

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2. Would you say social inclusion can be improved with the expansion of the access and coverage of Information and Communication Technologies to the majority of the population of the country?

Organization A	Yes
Organization B (From chinese)	Absolutely
Organization C	Is getting better
Organization D	It will get better with more access.
Organization E	Is difficult to say.
Organization F	If is cheap
Organization G	Yes
Organization H	Yes
Organization I	Yes
Organization J	Yes
Organization K	Already happening
Organization L	Yes

3. Can Information and Communication Technologies help the objectives of your organization reach and improve the relationship between the rest of the society and this organization?

Organization A	Not Sure
Organization B (From Chinese)	Absolutely
Organization C	Yes
Organization D	Communication improves relations.
Organization E	Probably difficult
Organization F	No answer
Organization G	Not now
Organization H	Yes, with the Facebook and the web page people can contact us
Organization I	Yes
Organization J	With much difficulty
Organization K	Yes
Organization L	Depends on the public

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Section B Social Media

1. Do the NGO/NPO have a presence on social media? Do your beneficiaries have? If so, do you establish communication with them through it?

Organization A	Yes
Organization B (From Chinese)	Yes
Organization C	Yes, Facebook
Organization D	Yes, a strong presence.
Organization E	Yes, we have page and Facebook
Organization F	Yes
Organization G	Yes
Organization H	Yes some Beneficiaries
Organization I	yes
Organization J	Yes
Organization K	Yes, is all about sharing important information
Organization L	Yes

2. If the NGO/NPO have a presence, do the organization have some criteria in order to link their social media accounts with requests?

Organization A	No
Organization B (From chinese)	The organization does not have rules for using social media
Organization C	Accept and invite everybody
Organization D	No criteria applied.
Organization E	No
Organization F	No ads
Organization G	Closed group and general
Organization H	There is a closed group
Organization I	Facebook
Organization J	No
Organization K	No, the more the better
Organization L	filtering commercial ads and inappropriate content

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3. Which is the most important Social Media in your organization? How many followers, subscriptions or any other noun applicable do you have?

Organization A	Facebook, 6000 followers
Organization B (From Chinese)	Facebook
Organization C	Facebook
Organization D	Facebook
Organization E	Facebook
Organization F	Facebook around 8000 followers
Organization G	Facebook
Organization H	Facebook around followers 10,000 and line
Organization I	Facebook and YouTube
Organization J	Facebook
Organization K	Facebook and Instagram
Organization L	Facebook

Section C Subjective Well Being

1. Do the organization, have a database of some or any of the following indicators?

Organization A	Yes
Organization B (From Chinese)	No relevant investigation
Organization C	No
Organization D	Yes
Organization E	No
Organization F	No
Organization G	No
Organization H	No
Organization I	No
Organization J	No
Organization K	No
Organization L	No

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2. Does the organization measure, analyze, and store the perception of the beneficiary before and/or after the activities of your NGO/NPO?

Organization A	Yes
Organization B (From Chinese)	No
Organization C	No
Organization D	No, just record.
Organization E	No
Organization F	Level of satisfaction from 1/10
Organization G	No answer
Organization H	No
Organization I	No answer
Organization J	No
Organization K	We receive feedback and comments
Organization L	No

Section D NGO/NPO Performance

1. Do the organization focus on long-term goals or short-term goals?

Organization A	Long term goals
Organization B (From Chinese)	Yes, the supervisory level is balanced between long-term goals and short-term goals.
Organization C	Long term
Organization D	Short and long term goals.
Organization E	Long term goals
Organization F	Both
Organization G	Short and long term
Organization H	Some long and some short according to the vision and mission
Organization I	Short term
Organization J	Some long and some short according to the vision and mission
Organization K	Short term
Organization L	No

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2. How do the organization assess or evaluate the success of its projects?

Organization A	No Answer
Organization B (From Chinese)	The organization has established assessment rules, which include: relevance, effectiveness, effectiveness, and sustainability for the four major criteria.
Organization C	No answer
Organization D	Quantity of people.
Organization E	No answer
Organization F	Comments and suggestions
Organization G	No answer
Organization H	No clear
Organization I	No answer
Organization J	Budget execution
Organization K	Final result and reaches
Organization L	Yearly audits

3. Do the organization execute any transparency and accountability assessment or evaluation toward any other stakeholder? If so, which one?

Organization A	Diplomatic Authority
Organization B (From Chinese)	Fewer interested parties announce organizational operations
Organization C	Yes, Federation and international cooperation
Organization D	Not sure.
Organization E	No answer
Organization F	Not that I know
Organization G	Yes, every year
Organization H	Government audit
Organization I	Yearly audit and government
Organization J	No
Organization K	No
Organization L	No

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4. Could the organization find useful having a historical record of the perception of the benefit from the final recipients? (Feedback from your beneficiaries)

Organization A	Yes
Organization B (From chinese)	Yes
Organization C	No answer
Organization D	Yes, we receive comments.
Organization E	Probably
Organization F	Can happen
Organization G	Yes
Organization H	Medical Records are stored
Organization I	Yes
Organization J	Hard to tell
Organization K	We already do and is beneficial for improvement
Organization L	Yes

5. What are the considerations the organization take in order to qualify the positive impact of its projects? Negative?

Organization A	No Answer
Organization B (From Chinese)	Multi-aspect-oriented, including project supervision, closing and post-event independent assessment
Organization C	No answer
Organization D	Not sure.
Organization E	No answer
Organization F	Comments
Organization G	No answer
Organization H	We consider the number of people that use the service
Organization I	No answer
Organization J	No answer
Organization K	No answer
Organization L	Final results of yearly audits

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