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FEATURED ARTICLES

INDIA-SOUTH KOREA TRADE RELATIONS: A STRATEGIC ANALYSIS

Samit Chowdhury and Babu George

Abstract

Though economic relations between India and South Korea have been strengthening, the current size of trade between the two countries is relatively low compared to the size and structural complementarities of the two economies. In this context, the present paper analyzes trade relations and explores future areas of potential cooperation between India and South Korea. The study reveals that India is having a positive balance of trade over South Korea, but it is dismal that the growth of trade between the two countries does not provide a concrete argument of bilateral relations. Further, there is huge potential for trade in services in areas such as information technology, pharmaceutical industry, tourism, healthcare, and human resource development. Removal of tariff and non-tariff barriers, especially sector specific barriers, will give a major boost to bilateral trade and investment relations.



Key words: India, South Korea, bilateral trade, trends, barriers, and opportunities.

JEL Classification: P45, N75

INTRODUCTION

In the Asian continent, India and South Korea are the third and fourth largest economies after China and Japan. Though the Asian growth story mainly revolves around India and China, South Korea has remained a key player for these countries as one of their major trading partner. South Korea adopted outward-oriented economic policies with the beginning of its first five-year economic development plan in 1962, which resulted in high growth and the integration of the Korean economy.

Subsequently, high and consistent economic growth made South Korea one of the high-income economies in Asia. South Korea is still growing at a faster rate compared to other developed economies. India, on the other hand, adopted an import-substitution policy since its independence until the early 1990s.

Since 1991, India has introduced wide-ranging economic policy reforms and is moving towards a market-driven economy. This has resulted in consistent high economic growth over the last one and a half decades, making India the 10th largest economy in the world. At present, India is the second fastest growing economy in the world.

India and South Korea have shared a close relationship since the establishment of formal diplomatic ties in 1973. The last three and a half decades have seen high-level exchanges and the signing of several crucial agreements leading to a continuous strengthening of bilateral economic relations. However, this strengthening of economic relations between the two countries gained momentum after the beginning of the liberalization of the Indian economy in 1991. The greater openness of the Indian economy has enhanced market access for South Korean goods, which is evident from the fact that bilateral merchandise trade increased from Rs 901.93 crs in 1991 to Rs 16207.6 crs in 2008. The increasing scale of globalization is both posing opportunities for and challenges to both countries. There is potential not only for greater cooperation at various multilateral forums like the World Trade Organization (WTO), IMF, etc., but also immense scope at the regional level to strengthen bilateral ties given the slow progress of negotiations on the Doha

Realizing the need for greater economic cooperation, both countries agreed in 2005 to establish a Joint Study Group (JSG) to comprehensively evaluate their economic relations and the feasibility of an India-Korea Comprehensive Economic Partnership Agreement (CEPA).

round in the WTO. As a part of its “Look East Policy”, India has been making efforts to intensify its economic relations with East Asian economies. Consequently, East Asia has become one of India’s largest trading partners in recent years.

Realizing the need for greater economic cooperation, both countries agreed in 2005 to establish a Joint Study Group (JSG) to comprehensively evaluate their economic relations and the feasibility of an India-Korea Comprehensive Economic Partnership Agreement (CEPA). After several rounds of negotiations, the CEPA was finally signed on August 7, 2009. It is India’s second comprehensive deal with any country, the first being with Singapore in 2005. This is also India’s first free trade agreement (FTA) with an Organization for Economic Cooperation and Development (OECD) country.

TRADE POLICY OF INDIA AND SOUTH KOREA

India’s Trade Policy

Trade policy reform has formed a major part of India’s economic reforms agenda and has contributed significantly to the impressive performance of the economy’s external sector. Export and import policies have seen progressive liberalization and its tariff regime has been continuously rationalized. The average tariff rates have been brought down substantially in recent years from 32.3 percent in 2001-02 to 15.8 percent in 2006-07. Although India has been a strong supporter of the multilateral trading system, it started taking a keen interest in the increasing regionalism around the world in recent past. This is mainly due to the failure of different rounds of multilateral trade negotiations and the slow progress of negotiation at the WTO. Currently, India is among the top countries having RTAs/FTAs either in place or under negotiation. The total cumulative number of India’s proposed or existing RTAs/FTAs is 31 of which 21 are with countries in Asia and the Pacific region. Among the first preferential trading agreements in Asia was the Bangkok Agreement of 1975 of which India and

South Korea, among other countries, were founding members. Thereafter, India has joined various other regional trading arrangements, including the India-Korea CEPA concluded in August 2009.

South Korea's Trade Policy

South Korea has continuously liberalized its trade related regulations to enhance and sustain her economic development. Since, the South Korean economy is highly dependent on the

external sector and export has been identified as a growth engine. The main objective of South Korean trade policy has always been to promote structural reform and efficiency. Expansion of high-technology industries, high value-added exports and making South Korea a northeast Asian business and financial hub are the main priorities. Though South Korea actively participates in the multilateral trading system, like India, it has increasingly focused on regional and bilateral trading arrangements after the Asian financial crisis. In response to the growing trend of regionalism, South Korea considers these agreements as a means to liberalize its trade and investment regimes to rejuvenate the economy, secure export markets and promote regional integration. South Korea's first such agreement was with Chile, which came into effect from April 2004. Other important countries and blocs with whom South Korea has agreements are Singapore, Peru, EFTA, the United States and ASEAN. South Korea is also in the process of negotiating several other trade agreements with other countries/blocs such as Canada, Mexico, EU, MERCOSUR, China, Gulf Cooperation Council (GCC) and Japan.

In response to the growing trend of regionalism, South Korea considers these agreements as a means to liberalize its trade and investment regimes to rejuvenate the economy, secure export markets and promote regional integration.

OBJECTIVES OF THE STUDY

Keeping in view the relevance of the study, this study attempts to investigate the following objectives:

1. To assess the trend and intensity of bilateral merchandise trade between India and South Korea.

2. To explore the areas of cooperation in various sectors and highlight the barriers/obstacles that hamper trade flows between the two countries.

Jurisdiction of the Study

For the in-depth and country-level examination, Republic of Korea has been selected, as both countries are witnessing a robust economic growth in the recent years. However, many issues discussed in the study have direct relevance for Asian countries in general.

Period of the study

The study covers a period of 18 years, i.e. from 1991 to 2008. The choice of the initial year was made keeping in view the launching of India's economic liberalization program. The cut-off year for the study has been decided keeping in view the data-availability factor.

METHODOLOGY OF THE STUDY

The study focuses itself mainly on secondary information to assess the bilateral trade relation between these two countries and, for this, literature and reports, bulletins, etc. published by various governmental agencies, organizations, etc. has been considered. For the purpose of examining the trend of trade between India and Republic of Korea during the year in question, the secondary data collected has been tabulated, processed and analyzed to draw inferences relevant to the objectives of the enquiry. For examining the degree of relation and intensity of trade (both export and import) over the passage of time, correlation analysis has been conducted. For investigating the nature of trend of export and import over the given period, trend analysis has been conducted. SPSS 17.0 has been employed to analyze the data.

ANALYSIS OF SIGNIFICANT TRENDS IN TRADE RELATION

Merchandise Trade between India and South Korea

The liberalization of the Indian economy has significantly increased trade and investment flows between the two countries. Indian economic reforms were considered timely by South Korean companies that were looking for alternative destinations for trade. During 1991 to 2008, the value of Indian exports to South Korea increased from a mere Rs 602.54 crs to Rs 11539.54 crs, while Indian imports from South Korea increased from Rs 299.39 crs to Rs 4668.06 crs during the same period (Table 1). At present, India ranks 11th among export destinations and 16th among sources of imports for the South Korean economy. The share of both countries in their respective exports and imports has increased over the years. In 1990, South Korea's share in Indian exports and imports was 1.01 and 1.28 percent, respectively. These increased to 1.69 and 2.69 percent in 2008. An important feature of India-South Korea trade relations is that the trade balance has always been in favor of India and has continuously increased over the period. In fact, between 1991 and 2008, India's exports to South Korea increased 20 times, while imports rose to 15 times, resulting in an increase in the trade surplus. Therefore, both volumes and share in exports and imports between the two countries have increased during the last one and half decades.

The increase in merchandise trade between the two countries has been attributed to the changing demand structures and comparative advantages of both economies in different sectors. The Indian export basket has traditionally consisted of a few low value-added products. For instance, in 1990, the ores, slag and ash product groups alone constituted more than 40 percent of Indian exports to South Korea followed by cotton and other product groups. However, the composition of India's export to South Korea has undergone significant changes post-2000. In 2008, the Indian export basket consisted of a wider range of industrial products including mineral fuels, mineral oils and products

The increase in merchandise trade between the two countries has been attributed to the changing demand structures and comparative advantages of both economies in different sectors.

of their distillation; bituminous substances; mineral waxes, ores, slag and ash, cotton, organic chemicals, residues and waste from the food industries, prepared animal fodder, iron and steel, natural or cultured pearls, precious or semiprecious stones, etc. The share of these top ten products in total exports to South Korea was more than 85 percent. Mineral fuels, oils and products of their distillation group has now become an important exporting group, having a 35 percent share in total exports in 2008, followed by ores, slag and ash; cotton and other product groups.

Table 1. Highlights the Export (to Republic of South Korea) and Import of Merchandise (from Republic of South Korea) from 1991 to 2008

Year	Export to Republic of South Korea (US\$ Million)	Import from Republic of South Korea (US\$ Million)
1991	602.54	299.39
1992	505.95	309.07
1993	647.47	329.39
1994	1043.82	562.31
1995	1499.42	629.53
1996	1840.58	810.90
1997	1737.66	879.18
1998	1293.8	937.81
1999	2062.15	1357.81
2000	2039.56	1093.47
2001	2248.07	891.03
2002	3120.78	1144.74
2003	3514.65	1524.96
2004	4680.44	2830.91
2005	8089.7	3507.50
2006	11379.01	4563.27
2007	11481.54	4313.06
2008	11539.54	4668.06

Source: Centre for Monitoring Indian Economy (CMIE)

The Case Summaries of Export and Import of Merchandise between India and Republic of South Korea (Table 2) reveal the following:

1. During the last 18 years (1991-2008) the total amount of merchandise export from India stood at Rs 69327 crs against the import of merchandise by India from Republic of South Korea stood at Rs 30652 crs. Thereby, India is having a positive balance of trade (i.e. export has exceeded import since 1991) to a tune of Rs 38675.00 crs.
2. The average export of merchandise from India is Rs 3851.48 crs against the average import of merchandise of Rs 1536.237 crs.
3. The coefficient of variance (COV) in respect of export (102.08) is a little bit inconsistent when compared to import (90.21). However, the COV in respect of export indicates a sudden leap in the trend, which is a favorable symptom for India.

Table 2. Case Summaries of Export and Import of Merchandise between India and Republic of South Korea

	Merchandise Export by India to Republic of South Korea	Merchandise Import by India from Republic of South Korea
N	18	18
Mean	3851.48	1702.91
Standard Deviation	3931.945	1536.237
Coefficient of Variance	102.08	90.21
Sum	69327	30652
Minimum	506	299
Maximum	11540	4668

The Correlation between Export of Merchandise by India to Republic of South Korea and Import of Merchandise from Republic of South Korea (Table 3) indicates a coefficient of .985 and the correlation is high at a 0.01 level of significance. Thereby, it indicates that there is a very high degree of

coefficient of correlation between export and import of merchandise between these countries. The analysis also reveals that the relation of export and import between these two countries is significant at 1% level of significance. Therefore, it indicates that, with the increase in merchandise export, there has been an increase in the import and vice versa.

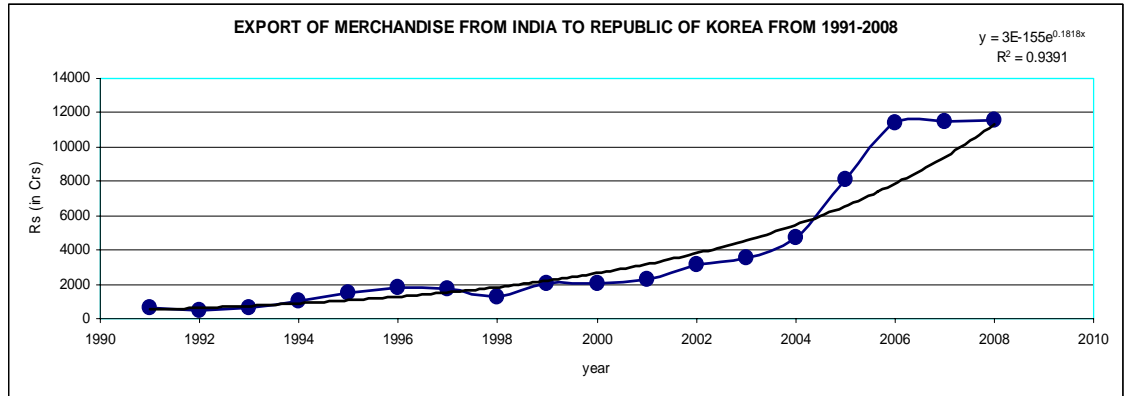
Table 3. Coefficient of Correlation between Export and Import of Merchandise between India and Republic of South Korea from 1991-2008

		Merchandise Export by India to Republic of South Korea	Merchandise Import by India from Republic of South Korea
Merchandise Export by India to Republic of South Korea	Pearson Correlation	1	.985**
	Sig. (2-tailed)		.000
	N	18	18
Merchandise Import by India from Republic of South Korea	Pearson Correlation	.985**	1
	Sig. (2-tailed)	.000	
	N	18	18

** Correlation is significant at 0.01 level (2-tailed).

Trend analysis of merchandise trade (export and import) between India and Republic of South Korea during 1991 to 2008 (Graphs 1 and 2) reveals an exponential growth. As regard to influence of time over the trend of trade, it is revealed that export is influenced to an extent of 94% and 93% in regard to import, respectively. Rate of export and import of merchandise from India to Republic of Korea and vice-versa during 1991 to 2008 is by a factor of 0.1818 and 0.1646, respectively, in a year.

Graph 1. Trend of Export of Merchandise from India to Republic of South Korea from 1991-2008



Trend equation:

$0.1818 x \dots \dots \dots (7.1)$

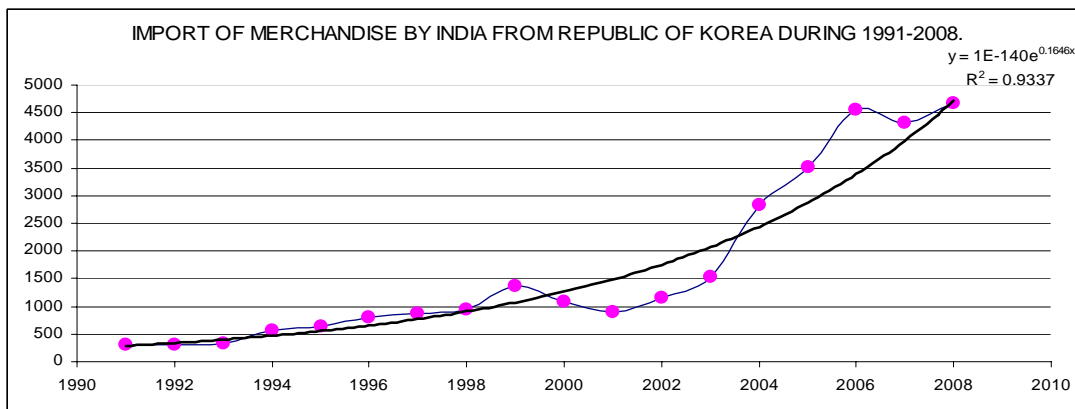
$Y = 3E-155e^x$; X represents time; Y represents export of merchandise by India to Republic of South Korea; R Square = 0.94, gives an indication of good fit as 94% of variation in Y is explained by time using this equation.

Fitted trend:

$0.1818 x$

$Y = 3E-155e^x$, where $b = 0.1818$, indicates that the rate of export of merchandise by India to Republic of South Korea during 1991 to 2008 is by a factor of 0.1831 in a year.

Graph 2. Trend of Import of Merchandise by India from Republic of South Korea from 1991-2008



Trend equation:

$0.1646 x \dots \dots \dots (7.2)$

$Y = 1E-140e$; X represents time; Y represents import of merchandise by India from Republic of South Korea; R Square = 0.93, gives an indication of good fit as 93% of variation in Y is explained by time using this equation.

Fitted trend:

$0.1818 x$

$Y = 3E-155e$, where $b = 0.1818$, indicates that the rate of import of merchandise by India from Republic of South Korea during 1991 to 2008 is by a factor of 0.1646 in a year.

TRADE BARRIERS BETWEEN INDIA AND REPUBLIC OF SOUTH KOREA

As has been highlighted in the trade analysis part of this paper, trade flows between India and South Korea, though on the rise in last few years, remains much below potential.

Apart from natural and structural factors like distance and difference in economic structures, the non-realization of potential is mainly due to various barriers/problems that exist in both countries.

Barriers in India

Since the early 1990s, tariff rates on most non-agricultural commodities have been significantly reduced in India. However, India has bound only 70 percent of its non-agriculture tariff lines. According to WTO, India's average bound tariff rate is 34.9 percent, which is well above its average applied tariff rate (16.4 percent in 2005). In agriculture, India's WTO bound tariff is among the highest in the world with an average bound tariff of 114 percent. Although South Korea is not very competitive in a majority of agricultural products, it is competitive in certain products, like cuttle fish. India's tariff rates are very high on some of the product categories which constitute a major proportion of South Korea's exports.

There are several non-tariff barriers that exist in India, these include poor infrastructure, the hiring, management and dispute settlement mechanism in the case of labor, high production cost, credit retrieval, local financing and binding system, relatively limited demand, high competitiveness, government intervention, customs and clearance procedures and visa related problems. Issues related to the Indian government's development, adoption, and implementation of technical regulations, standards and conformity assessment procedures have not been very conducive for trade in several products. There are also concerns regarding India's notification process for amendments of certain regulations.

Imports of certain products, like electrical appliances, where South Korea is very competitive, are subject to license from the Bureau of Indian Standards (BIS). For this, BIS needs to first inspect the production facility and then issue a license to the exporter. According to some foreign companies, licensing and inspection costs imposed on foreign companies are very high. In the case of copyright, amendments in copyright laws have some major

deficiencies like the lack of a clear path towards implementation of the world intellectual property organization internet treaties. Another related issue is the weak enforcement efforts against copyright piracy in India. Cable piracy has been a significant problem in India. The criminal IPR enforcement regime is considered weak.

In services, the barriers are regulatory in nature. These barriers include limitation on foreign ownership, excessive regulation, nationality or residency requirements, bias in award of projects, compulsory registration with local, specific, service provider associations, etc. Cumbersome bureaucratic procedures, the lack of fear of government action and a clogged judicial system where cases can linger on for several years, visa related problems, etc., have been the most cited barriers to trade in services.

Barriers in South Korea

Trade barriers exist in South Korea too, despite the continuous rationalization of its tariff structure and other external sector reforms. South Korea's average MFN applied tariff rate, in 2006, was 12.1 percent for all products (47.8 percent for agricultural products and 6.6 percent for industrial products). South Korea maintains high tariffs on several agricultural and fishery products, which are of interest to India. It imposes a 30 percent or higher tariff rate on most fruits and nuts, many fresh vegetables, peanuts, peanut butter, various vegetable oils, dairy products, etc. Another tariff related problem in South Korea is the use of adjustment tariffs and compound taxes on some agricultural, fishery and plywood products, which raise the applied tariff rates in the country. Another sector of interest to India is textile and apparel products. Bound tariffs on these products in South Korea is significantly high at 30 percent on several man-made fibers and yarns, many fabrics and most made-up and miscellaneous goods like pillow cases and floor coverings and 35 percent on most apparel items.

South Korea maintains some standards, technical regulations and conformity assessment procedures that are burdensome. These barriers mainly

restrict the export of food items that are of interest to India. For instance, the South Korean Food and Drug Administration (KFDA) define product categories narrowly for specific food additives making it difficult to obtain approval. According to South Korean rules and regulations, safety and certification have to be conducted by a designated certification body that must be a “domestic, non-profit making organization with suitable testing equipment and qualified testing personnel”.

In the telecommunication sector, where Indian companies are interested, South Korea imposes a number of restrictions on foreign service providers. There is prohibition on foreign satellite service providers from selling services directly to end users, lack of transparency in investment-related regulatory decisions, limits on foreign shareholding of facilities-based telecommunication operators, restriction on foreign investment in terrestrial broadcast television operations, etc.

Other barriers faced by foreign suppliers in the South Korean market include government assistance to targeted domestic industries like the semiconductor industry, weak legal regime to protect intellectual property, lack of data protection, issues related to its copyright act, protection of temporary copies and technological protection measures, sale of pirated audio-visual DVDs by unlicensed vendors and burdensome and detailed product information requirements to get registration and certification.

AREAS OF FUTURE COOPERATION

Any future agreement should not only focus on increasing trade flows between the two economies by removing the existing barriers on both sides but should also emphasize cooperation and technical collaboration in various sectors. Cooperation is needed especially in those sectors in which trade complementarities are high and this should be done through both government and private initiatives. The following areas were identified for future cooperation between the two sides.

Cooperation is needed especially in those sectors in which trade complementarities are high and this should be done through both government and private initiatives.

Cooperation in the IT Sector

The South Korean electronic and hardware industry is well recognized all over the world. Similarly, the Indian software industry has proved its mettle and is, today, considered to be among the most competitive in the world market. So there are complementarities in the sector in both countries and scope for future cooperation.

Science and Technology

Science and technology (S&T) is an area which both countries are already cooperating. Although exists an India-Korea Joint Committee on S&T, which held their meeting in 2005 in Seoul, it is imperative to intensify the cooperation between various institutions, based in the two countries. India is endowed with well-educated S&T personnel and South Korea has the financial resources, coming together will benefit both.

Pharmaceutical Industry

From being a major importer of pharmaceutical products, the Indian pharmaceutical industry has today become a net exporter of these products. Indian export destinations not only include developing countries in Asia and Africa but also developed countries such as the United States, Canada and European countries. This proves the strength and overall competitiveness of the industry. India has both R&D facilities and human capital to leverage. Since Korea is focusing on R&D in pharmaceutical-related areas, there is scope for cooperation between the two countries in the areas of clinical trials, vaccines, biotech goods, traditional medicinal products, etc.

Tourism

Due to the strong, ancient historical and cultural linkages between the two countries, there is huge potential for enhancing tourism-related trade and investment flows. If a conducive and facilitative environment is created, there are possibilities that tourist inflows from South Korea to India would not only

Due to the strong, ancient historical and cultural linkages between the two countries, there is huge potential for enhancing tourism-related trade and investment flows.

increase, there could also be a substantial inflow of investment in the development of various Buddhist sites spread across India.

Healthcare

Due to the liberalization and the growing interest of the Indian private sector in healthcare services, the size and capability of the healthcare industry in India has grown rapidly in the recent past. The strength of the Indian healthcare industry originates from its quality health professionals who are well-recognized all over the world. India has also been gaining in importance as a health related tourism services destination not only among the developing countries but also in developed countries. South Korea's healthcare system has significantly improved in the recent past due to the remarkable progress in medical sciences, quality professionals and appropriate government policies. However, there have been concerns about a glut of health professionals in South Korea. Given the complementarities in the healthcare industry, enhanced cooperation will help both countries realize the vast opportunities in this sector.

Scope for Cooperation in Human Resource Development

The importance of knowledge in the world economy has been growing in the recent past. The backbone of the knowledge economy is the supply of quality human resources. However, due to differences in their demographic stage and investment in human resources, developing countries differ significantly in their human resource endowments. Though India has a vast workforce, due to rapid economic growth in the past few years, many industries face a shortage of skilled manpower. South Korea, on the other hand, because of its different demographics and development stage, faces a shortage of overall manpower. South Korea has long experience in certain industries, such as electronics, construction, engineering, etc., and hence is better endowed with skills in these industries. These are the industries, as mentioned earlier, where the growth rate has been quite impressive in the last

few years in India. Therefore, if cooperation is enhanced in this segment, it would be beneficial for both countries.

CONCLUSION

Bilateral economic relations between India-South Korea have strengthened over the years, particularly since 1991. However, the current size of trade and investment between the two countries is low compared to the size and structural complementarities of the two economies. In this context, the present paper analyzes trade and investment relations and future areas of cooperation between India and South Korea. The increase in merchandise trade between the two countries has been mainly because of the changing demand structures and comparative advantages of both economies in complementary sectors. While India's exports mainly constitute low value-added and industrial products, India's imports from South Korea largely consists of relatively high value-added products. The analysis of revealed comparative advantage at both the aggregated and disaggregated levels shows that South Korea has been specializing in a few products, which are highly competitive as India's exports have been more diversified. Moreover, India shows declining comparative advantage in cotton and textiles, rice and other primary products. The analysis at the disaggregated level shows that there are some industries where both countries have comparative advantage in different products, pointing to opportunities for intra-industry trade. The intra-industry trade (IIT) analysis shows that IIT is low in the top traded product groups and high in some products where trading is low. This offers huge opportunity for intra-industry trade if sector-specific barriers are removed along with general barriers.

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INSTITUTIONAL STRATEGIC MOBILITY IN A SAMPLE OF NON-GOVERNMENTAL ORGANIZATIONS: A DESCRIPTIVE STUDY

Dr. Lizzette Rojas and Dr. Flordeliz Serpa

Abstract

Between May and November 2010, Non-Profit Evaluation & Resource Center, Inc. conducted an evaluation in a sample of non-governmental organizations (NGO) in Puerto Rico. The purpose of the evaluation was to measure the programmatic alignment, operational alignment, and knowledge management of the NGOs, using the Institutional Strategic Mobility Model[®]. The evaluation was based on the mixed (quantitative and qualitative methods), descriptive, and cross-sectional design and included components of the interactive evaluation and the monitoring evaluation. The Statistical Package for Social Sciences (SPSS) was used for data entry and analysis. The sample was a non-probability sample of 102 NGOs offering education, health, and social services. The results of this study showed that the programmatic alignment was slightly or not efficient in 39% of the NGOs, the operational alignment was slightly or not efficient in 30% of the NGOs, and the knowledge management was slightly or not efficient in 18% of the NGOs.

Key words: programmatic alignment, operational alignment, knowledge management.

Resumen

Durante los meses de mayo a noviembre de 2010, Non-Profit Evaluation & Resource Center, Inc. realizó una evaluación en una muestra de organizaciones no gubernamentales (ONG) en Puerto Rico. El propósito de la evaluación fue medir la alineación programática, la alineación operacional y el manejo de conocimiento de las ONGs, utilizando el Modelo de Movilidad Estratégica Institucional[®]. La evaluación utilizó un diseño mixto (métodos cuantitativos y cualitativos), descriptivo y transversal que incluyó componentes de la evaluación interactiva y de la evaluación de monitoreo. Se utilizó el Paquete Estadístico para las Ciencias Sociales (SPSS, por sus siglas en inglés) para la entrada y el análisis de los datos. La muestra seleccionada fue una muestra no-probabilística de 102 ONGs que proveían servicios educativos, de salud y sociales. Los resultados de este estudio señalaron que la alineación programática fue poco o nada eficiente en 39% de las ONGs, la alineación operacional fue poco o nada eficiente en 30% de las ONGs, y el manejo de conocimiento fue poco o nada eficiente en 18% de las ONGs.

Palabras claves: alineación programática, alineación operacional, manejo de conocimiento.

INTRODUCTION

Non-Profit Evaluation & Resource Center, Inc. (NPERCI), an independent corporation dedicated to optimize the performance, outcomes and impact of institutions through evaluation,¹ conducted an evaluation in a sample of non-governmental organizations (NGO) in Puerto Rico between May and November 2010. The purpose of the evaluation was to measure the programmatic alignment, operational alignment, and knowledge management of the NGOs through the Institutional Strategic Mobility Model[®].

...an organization's institutional structure and culture, human capital, habits, policies, and practices need to be aligned in order for the institution to be empowered.

METHODOLOGY

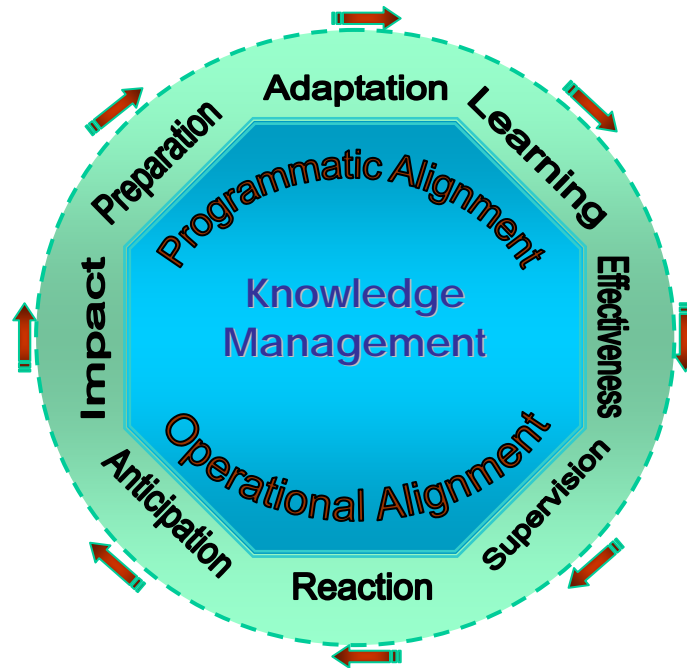
The Institutional Strategic Mobility Model[®], used to conduct the evaluation research, is based on the premise that an organization's institutional structure and culture, human capital, habits, policies, and practices need to be aligned in order for the institution to be empowered (Figure 1).² This alignment is constituted by three propulsive mechanisms: programmatic alignment, operational alignment, and knowledge management.

The programmatic alignment represents the connection between the mission, vision, philosophy, goals, objectives, strategies, activities, programs, and services of the institution. In order to evaluate the programmatic alignment of the NGOs, the evaluators examined the philosophy or service model, the program planning and implementation process, the work plan, and the documentation related to the needs and characteristics of the clients or services' recipients. The following scale was used for each of the aspects considered to measure the programmatic alignment: 0=Do not comply, 1=Partially comply and 2=Totally comply. The level of efficiency of the programmatic alignment was based on the following scale: 5=Highly efficient, 4=Sufficiently efficient, 3=Moderately efficient, 2=Slightly efficient and 1=Not efficient.

Operational alignment refers to the connection between the human capital management, the resources' administration, and the control system of the institution. To measure the operational alignment, the evaluators revised the objectives and/or institutional goals, tasks, resources, performance indicators, measures, and implementation of improvement measures. The following scale was used for each of the aspects considered to measure the operational alignment: 0=Do not comply, 1=Partially comply and 2=Totally comply. The level of efficiency of the operational alignment was based on the following scale: 5=Highly efficient, 4=Sufficiently efficient, 3=Moderately efficient, 2=Slightly efficient and 1=Not efficient.

Knowledge management refers to the collection and management of information and the identification and utilization of critical knowledge to increase the capacity to achieve the expected outcomes. To measure knowledge management, the evaluators revised processes, activities, and documents, including clients' profile, needs assessment, strategic plan, work plan, performance indicators, evaluations, reports, and evaluation reports. They used the following scale for each of the aspects considered to measure knowledge management: 0=Do not comply, 1=Partially comply and 2=Totally comply. The level of efficiency of the knowledge management was based on the following scale: 5=Highly efficient, 4=Sufficiently efficient, 3=Moderately efficient, 2=Slightly efficient and 1=Not efficient.

The evaluation was based on the mixed (quantitative and qualitative methods), descriptive, and cross-sectional design to answer the evaluation research questions.^{3,4,5,6} The design also included components of the interactive evaluation and the monitoring evaluation.⁷ The Statistical Package for Social Sciences (SPSS) was used for data entry and analysis.⁸ Fifteen percent (15%) of processed data was randomly verified for quality control purposes. Frequency distributions, figures, and tables were used to facilitate the interpretation of the evaluation research results.

Figure 1. Institutional Strategic Mobility Model[©]

RESULTS

The sample was a non-probability sample of 102 NGOs offering education, health, and social services in Puerto Rico. The results are organized based on the three propulsive mechanisms: programmatic alignment, operational alignment, and knowledge management.

Programmatic Alignment

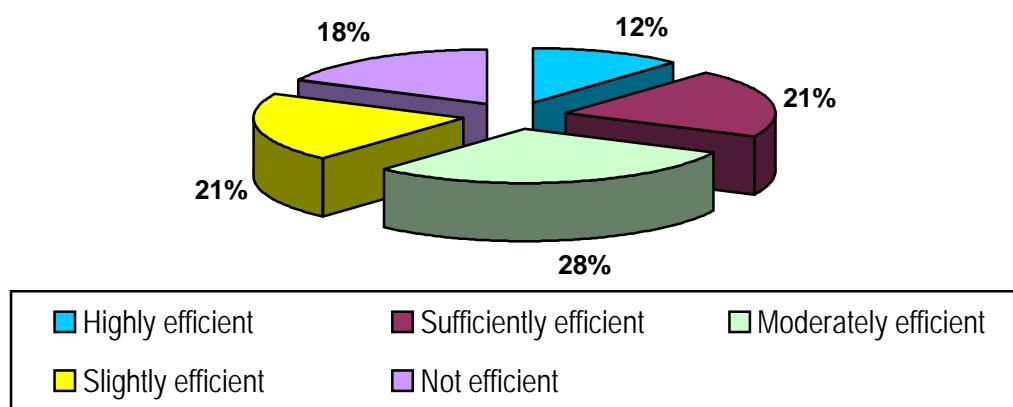
Table 1 presents the aspects and most important outcomes of the programmatic alignment. Figure 2 presents the distribution of NGOs, based on the level of efficiency scale. Twelve percent (12%) of the NGOs showed that their programmatic alignment was highly efficient, while 21% was sufficiently efficient. However, 39% of the sample was slightly or not efficient. Most of the NGOs did not have a well-defined philosophy or service model. The institutional objectives of the majority of the NGOs were not expressed in

quantitative terms. Regarding the client’s characteristics, some NGOs indicated that they have files and records that can be used to create a client’s profile. A few NGOs used computer softwares to create client’s reports.

Table 1. Outcomes about the Programmatic Alignment of the NGOs

Aspect	Outcomes	
Philosophy or service model	12%	Used a philosophy or service model to guide the operations
Application form or equivalent document	41%	Used an application form or equivalent document
Initial interview	53%	Conducted an initial interview
Needs assessments	20%	Conducted needs assessments
Planning	31%	Used a strategic plan
Community education	50%	Educated the community in topics related to the service areas
Objetives	18%	Developed clear, specific, feasible, and measurable objectives

Figure 2. Level of Efficiency of the Programmatic Alignment of the NGOs



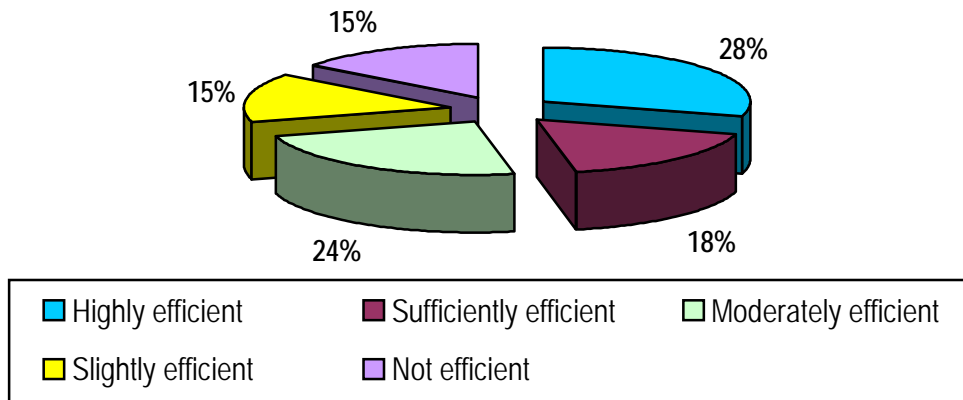
Operational Alignment

Table 2 presents the aspects and most important outcomes of the operational alignment. Figure 3 presents the distribution of NGOs, based on the level of efficiency scale. Forty-six percent (46%) of the NGOs showed that their operational alignment was highly or sufficiently efficient, while 30% of the sample was slightly or not efficient.

Table 2. Outcomes about the Operational Alignment of the NGOs

Aspect	Outcomes	
Collaboration	70%	Practiced collaboration to provide services
	62%	Complemented the services offered in the community
	32%	Practiced collaboration as a fundamental activity
Communication	37%	Used an effective and efficient information system
Human capital	53%	Used job descriptions
	29%	Promoted and/or facilitated the professional development of the human capital
Registry	50%	Used a registry of attended clients or services provided
Evaluation	38%	Conducted evaluations of services
	18%	Conducted services' satisfaction surveys
	20%	Conducted needs assessments
	12%	Conducted internal evaluations regularly
Reports	71%	Prepared performance reports
	43%	Prepared corrective action reports
Control mechanisms	37%	Used an updated conflict of interests policy
	65%	Used policies and regulations about fiscal and human resources
Referrals	41%	Made referrals to other institutions
	32%	Offered follow-up to referrals

Figure 3. Level of Efficiency of the Operational Alignment of the NGOs

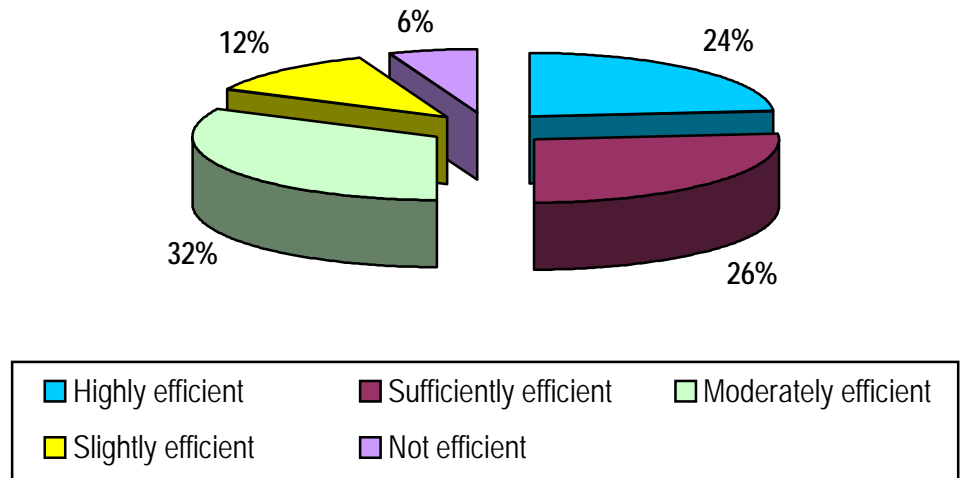


Knowledge Management

Table 3 presents the aspects and most important outcomes of the knowledge management. Figure 4 presents the distribution of NGOs, based on the level of efficiency scale. Fifty percent (50%) of the NGOs showed that their knowledge management was highly or sufficiently efficient.

Table 3. Outcomes about the Knowledge Management of the NGOs

Aspect	Outcomes	
Documentation	47%	Adequately documented processes and activities
Information management	29%	Used information to improve decision making process
Educational materials	53%	Used educational materials
Referrals	32%	Offered follow-up to referrals
Evaluation of satisfaction	11%	Evaluated client’s satisfaction with services and used the results to improve the services
Measures of change	29%	Has measures of change or progress for its clients or population served
Data collection	35%	Used questionnaires, forms, and other data collection instruments
Internal evaluations	12%	Conducted internal evaluations regularly

Figure 4. Level of Efficiency of the Knowledge Management of the NGOs

CONCLUSIONS

Based on the evidence and the results of the evaluation research, the main conclusions were that the programmatic alignment was slightly or not efficient in 39% of the NGOs; the operational alignment was slightly or not efficient in 30% of the NGOs; and the knowledge management was slightly or not efficient in 18% of the NGOs. These results suggested that there was some vulnerability in the programmatic alignment, the operational alignment and the knowledge management among many NGOs. If deficiencies in these three propulsive mechanisms exist, the capacity of an NGO to demonstrate its effectiveness and impact may be seriously damaged.

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AN INTEGRAL VISION OF THE PRIORITIES FOR THE DEVELOPMENT OF THE NON- GOVERNMENTAL ORGANIZATIONS

Dr. Lizzette Rojas and Dr. Flordeliz Serpa

Abstract

During January and February 2011, Non-Profit Evaluation & Resource Center, Inc. conducted a comparative analysis of the recommendations to strengthen the non-governmental organizations (NGO) formulated in several relevant works published in Puerto Rico between 2000 and 2010 and directly related to the administration of the NGOs. The purpose of this research was to synthesize such recommendations in order to develop an integral vision about the priorities that need to be worked to advance the progress of the NGOs. The methodology used was the comparative analysis. A non-probability judgemental sample of ten works was selected, based on the inclusion criteria: the work was about or directly related to the NGOs administration; the work was published between January 2000 and December 2010; and the work was published in an open-access format. Also, a content analysis of the recommendations was conducted in order to categorize them. Five categories were identified, based on priority areas: capacity-building, development and/or self-sufficiency; evaluation and/or measurement; standards and/or operational norms; research and publications; and awareness, promotion and/or acknowledgement. The results of the comparative analysis suggested that there was a consensus regarding the recommendations to strengthen the NGOs.

Key words: comparative analysis, content analysis, priority areas.

Resumen

Durante enero y febrero de 2011, Non-Profit Evaluation & Resource Center, Inc. realizó un análisis comparativo de las recomendaciones para fortalecer a las organizaciones no gubernamentales (ONG) formuladas en varios trabajos relevantes publicados en Puerto Rico entre los años 2000 y 2010 y que estaban directamente relacionadas con la administración de las ONGs. El propósito de esta investigación fue sintetizar dichas recomendaciones para desarrollar una visión integral sobre las prioridades que deben ser trabajadas para adelantar el progreso de las ONGs. La metodología usada fue el análisis comparativo. Una muestra no probabilística por criterios de diez trabajos fue seleccionada, basada en los criterios de inclusión: la temática principal del trabajo era sobre o estaba directamente relacionada con la administración de las ONGs; el trabajo había sido publicado entre enero del 2000 y diciembre del 2010 y la publicación del trabajo proveía acceso abierto a su contenido. También, se realizó un análisis de contenido de las recomendaciones para categorizarlas. Cinco categorías fueron identificadas, basado en las áreas de prioridad: capacitación, desarrollo y/o autosuficiencia; evaluación y/o medición; estándares y/o normas operacionales; investigaciones y publicaciones; y concientización, promoción y/o reconocimiento. Los resultados del análisis comparativo sugieren que se ha alcanzado un consenso en relación a las recomendaciones para fortalecer a las ONGs.

Palabras claves: análisis comparativo, análisis de contenido, áreas de prioridad.

INTRODUCTION

At the beginning of 2011, during January and February, Non-Profit Evaluation & Resource Center, Inc. (NPERCI), an independent corporation dedicated to optimize the performance, outcomes and impact of institutions through evaluation,¹ conducted a comparative analysis of the recommendations to strengthen the non-governmental organizations (NGO) formulated in several relevant works and published in Puerto Rico between 2000 and 2010. The recommendations analyzed were directly related to the administration of the NGOs. The analysis was conducted based on the similar points of each relevant work. The purpose of this research was to synthesize the recommendations presented in the different works in order to develop an integral vision about the priorities that need to be worked to advance the progress of the NGOs.



METHODOLOGY

The methodology used during this research was the comparative analysis. It is important to mention that a comparative analysis is the comparison, item by item, of two or more alternatives, processes, products, data sets, systems, etc.² To conduct the comparative analysis, a non-probability judgemental sample was selected.³ The inclusion criteria used were:

- The work was about or directly related to the administration of the NGOs.
- The work was published between January 2000 and December 2010.
- The work was published in an open-access format.

For the purpose of this research, administration refers to the NGOs capacity to govern, to direct its operations, and to manage, effectively and efficiently, its institutional resources. As part of the process, first, we identified the recommendations provided by the examined sources of information. Second, we compared and analyzed such recommendations. Third, we conducted a content analysis of the recommendations to strengthen the NGOs in order to categorize them. A content analysis is defined as a qualitative research methodology that systematically analyze the content of a communication in order to develop categories.⁴

RESULTS

The sample was constituted by ten works that complied with the inclusion criteria. Among the works included in the analysis were two sponsored by foundations, two theses, one university's presentation, two independent research works, two articles published in a professional journal, and a pamphlet prepared by a governmental agency (Table 1). The sample was heterogeneous, strengthening the objectivity of the analyzed information.

After the recommendations were identified, compared and analyzed, the content analysis was conducted. As a result of the content analysis, the recommendations were grouped into five categories, based on priority areas (Table 2). The categories (priority areas) identified were:

- Capacity-building, Development and/or Self-sufficiency
- Evaluation and/or Measurement
- Standards and/or Operational Norms
- Research and Publications
- Awareness, Promotion and/or Acknowledgement

As observed on Figure 1, more than 90% of the examined works recommended the capacity-building, development and/or self-sufficiency of the NGOs, as well as, the evaluation and/or measurement. Approximately two thirds recommended the standards and/or operational norms. Thirty percent or

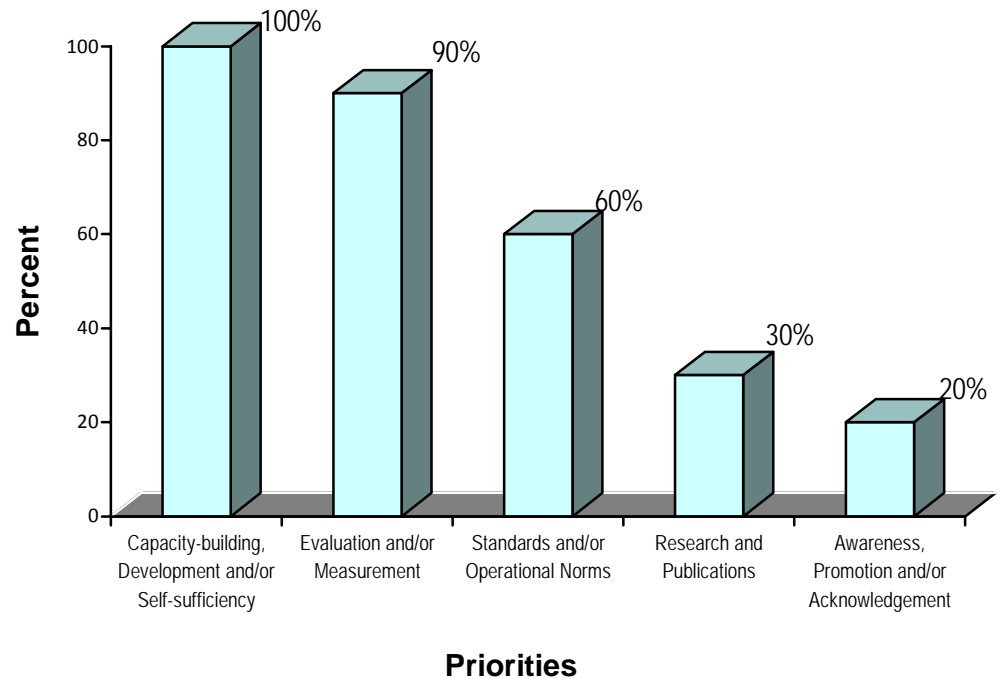
less recommended the research and publications and the awareness, promotion and/or acknowledgement.

Table 1. Distribution of Analyzed Works by Author and Year

	Work	Author	Year
1	Estudio de las Organizaciones Sin Fines de Lucro en Puerto Rico, 2002 ⁵	Estudios Técnicos, Inc.	2002
2	Tendencias actuales del tercer sector- Desafíos y respuestas de las organizaciones sin fines de lucro ⁶	Universidad del Sagrado Corazón	2002
3	Estudio de Necesidades de las Organizaciones Sin Fines de Lucro en Puerto Rico ⁷	Non-Profit Evaluation & Resource Center, Inc.	2004
4	Organizaciones Sin Fines de Lucro: Uso de la Propiedad y los Fondos Públicos ⁸	Office of the Comptroller of the Commonwealth of Puerto Rico	2005
5	Estudio de Necesidades de las Organizaciones Sin Fines de Lucro en Puerto Rico ⁹	Non-Profit Evaluation & Resource Center, Inc.	2006
6	Las organizaciones sin fines de lucro de base de fe y comunitaria en la Diócesis de Arecibo: sus retos y aportaciones al desarrollo de Puerto Rico ¹⁰	Sister Roberta Grzelak	2006
7	Las Organizaciones Sin Fines de Lucro en 2007: Una Fuerza Económica ¹¹	Estudios Técnicos, Inc.	2007
8	Estudio Cualitativo del Uso del Ciclo de la Gerencia del Conocimiento como Estrategia en las Organizaciones Sin Fines de Lucro en Puerto Rico ¹²	Luz I. Gracia-Morales	2010
9	Recursos Claves para las Organizaciones Sin Fines de Lucro: De la Supervivencia a la Autosuficiencia ¹³	Astrid A. Morales-Jiménez	2010
10	Prácticas de recursos humanos en las organizaciones sin fines de lucro en el área suroeste de Puerto Rico ¹⁴	Elibeth Hernández-Vega	2010

Table 2. Distribution of Recommendations by Priority Areas

Work	Priority Areas				
	Capacity-building, Development and/or Self-sufficiency	Evaluation and/or Measurement	Standards and/or Operational Norms	Research and Publications	Awareness, Promotion and/or Acknowledgement
1	✓	✓	✓		✓
2	✓	✓			
3	✓	✓	✓	✓	
4	✓	✓	✓		
5	✓	✓	✓		
6	✓	✓			
7	✓	✓	✓	✓	
8	✓	✓			✓
9	✓	✓			
10	✓		✓	✓	

Figure 1. Distribution of Priority Areas

CONCLUSIONS

Based on the comparative analysis, most of the recommendations related to the administration of the NGOs discussed in the analyzed works were similar. The administration of the NGOs is important for the capacity of the NGO to survive, strengthen, develop, and achieve self-sufficiency. Likewise, the analyzed works recommended capacity-building of the NGOs in several areas, including financial management, human capital management, volunteers' recruitment, performance evaluation, development of self-sufficiency, board of directors, strategic planning, etc. Also, the analyzed works recommended improving the processes of performance measurement, accountability, transparency, and integration of evaluation as part of the institutional control system. Interestingly, some works recommended the adoption of standards,

norms, and procedures containing internal controls of administration, as well as, self-regulation mechanisms and an accreditation system.

The development of guides and/or publications about administration, financial management, volunteers' recruitment, etc. was recommended. Finally, it was recommended to conduct more research about the NGOs in order to document their impact in the community. The results of the comparative analysis suggested that there was a consensus regarding the recommendations to strengthen the NGOs.

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