Global Civil Society
Dimensions of the Nonprofit Sector

Lester M. Salamon
Helmut K. Anheier
Regina List
Stefan Toepler
S. Wojciech Sokolowski
and Associates

The Johns Hopkins
Comparative Nonprofit
Sector Project
Global Civil Society
Dimensions of the Nonprofit Sector

Lester M. Salamon
Helmut K. Anheier
Regina List
Stefan Toepler
S. Wojciech Sokolowski
and Associates

The Johns Hopkins Center for Civil Society Studies
Baltimore, MD • 1999
# Table of Contents

Contributors ................................................................. ix
Preface ................................................................. xvii

## Part 1: Comparative Overview ............................................. 1
- Chapter 1: Civil Society in Comparative Perspective ................. 3
  Lester M. Salamon, Helmut K. Anheier, and Associates

## Part 2: Western Europe ..................................................... 41
- Chapter 2: Belgium ...................................................... 43
  Sybille Mertens, Sophie Adam, Jacques Defourny,
  Michel Marée, Jozef Pacolet, and Ilse Van de Putte
- Chapter 3: Finland ....................................................... 63
  Voitto Helander, Harri Laaksonen, Susan Sundback,
  Helmut K. Anheier, and Lester M. Salamon
- Chapter 4: France ....................................................... 81
  Édith Archambault, Marie Gariazzo, Helmut K.
  Anheier, and Lester M. Salamon
- Chapter 5: Germany ..................................................... 99
  Eckhard Priller, Annette Zimmer, Helmut K. Anheier,
  Stefan Toepler, and Lester M. Salamon
- Chapter 6: Ireland .................................................... 119
  Freda Donoghue, Helmut K. Anheier, and Lester M.
  Salamon
- Chapter 7: Netherlands ............................................... 145
  Ary Burger, Paul Dekker, Stefan Toepler, Helmut K.
  Anheier, and Lester M. Salamon
- Chapter 8: Spain ...................................................... 163
  José Ignacio Ruiz Olabuñaga, Antonio Jiménez Lara,
  Helmut K. Anheier, and Lester M. Salamon
- Chapter 9: United Kingdom .......................................... 179
  Jeremy Kendall and Stephen Almond
Table of Contents

Part 3: Other Developed Countries ........................................ 201
   Chapter 10: Australia .................................................. 203
       Mark Lyons, Susan Hocking, Les Hems, and
       Lester M. Salamon
   Chapter 11: Israel ..................................................... 219
       Benjamin Gidron, Hagai Katz, Helmut K. Anheier,
       and Lester M. Salamon
   Chapter 12: Japan ..................................................... 243
       Naoto Yamauchi, Hiroko Shimizu, S. Wojciech
       Sokolowski, and Lester M. Salamon
   Chapter 13: United States ........................................... 261
       S. Wojciech Sokolowski and Lester M. Salamon

Part 4: Central and Eastern Europe ................................. 283
   Chapter 14: Czech Republic ...................................... 285
       Pavol Fríč, Rochdi Goulli, Stefan Toepler, and
       Lester M. Salamon
   Chapter 15: Hungary ................................................. 305
       István Sebestény, Éva Kuti, Stefan Toepler, and
       Lester M. Salamon
   Chapter 16: Poland .................................................. 325
       Ewa Leś, Slawomir Nałęcz, Jan Jakub Wygnarski,
       Stefan Toepler, and Lester M. Salamon
   Chapter 17: Romania .................................................. 337
       Daniel Saulean, Dan Stancu, Carmen Epure,
       Stefan Constantinescu, Simona Luca, Adrian Baboi Stroe,
       Oana Tiganescu, Bogdan Berianu, Stefan Toepler, and
       Lester M. Salamon
   Chapter 18: Slovakia ............................................... 355
       Helena Woleková, Alexandra Petrášová, Stefan
       Toepler, and Lester M. Salamon

Part 5: Latin America .................................................. 371
   Chapter 19: Argentina ............................................... 373
       Mario Roitter, Regina List, and Lester M. Salamon
   Chapter 20: Brazil ................................................... 393
       Leilah Landim, Neide Beres, Regina List, and
       Lester M. Salamon
   Chapter 21: Colombia ............................................... 411
       Rodrigo Villar, Regina List, and Lester M. Salamon
Table of Contents

Chapter 22: Mexico ....................................................... 429
   Gustavo Verduzco, Regina List, and Lester M. Salamon

Chapter 23: Peru ......................................................... 445
   Cynthia Sanborn, Hanny Cueva, Felipe Portocarrero,
   Regina List, and Lester M. Salamon

Appendices .......................................................... 463
   A: Methodology and Approach ................................. 463
   B: Comparative Data Tables ................................. 477
   C: Data Sources .................................................. 485
   D: Advisory Committees .................................. 501
   E: Local Associates ........................................... 507

Project Funders ..................................................... 511
BACKGROUND

As in Mexico, the nonprofit sector in Peru can trace its roots at least partially to ancient traditions of solidarity and mutual self-help among civilizations that pre-dated the Spanish colonial enterprise. In Peru this is known today as “Andean reciprocity.” This thread is woven throughout the history of the nonprofit, or third, sector in Peru and is evident in the diverse set of community-based associations that today make up the sector’s core. Alongside these are the institutions affiliated with the Catholic Church that have provided charitable and other human services since the Spanish colonial period, as well as the nongovernmental organizations (NGOs) that have emerged more recently in search of alternative solutions to poverty, environmental degradation, and human rights abuses. Together, these organizations have the capacity to mobilize significant human resources.

This chapter reports on the size, composition, and finances of the nonprofit sector in Peru, and places these findings in comparative context with the other countries included in the Johns Hopkins Comparative Nonprofit Sector Project. Future publications will present in-depth analyses of the historical development of the sector, the legal, regulatory, and policy environ-
ment in which it operates, and the impact the sector has within Peruvian society.

The work was carried out by a Peruvian research team based at the Centro de Investigación de la Universidad del Pacífico (Research Center of the University of the Pacific). To develop the estimates presented here, the Peruvian team relied mainly on major censuses and surveys conducted by ministries and other government agencies in the principal fields of activity such as health and education. The National Economic Census and a variety of private data sources were used to complement the principal sources. Unless otherwise noted, financial data are reported in U.S. dollars at the 1995 average exchange rate. (For a more complete statement of the sources of data, see Appendix C.)

**PRINCIPAL FINDINGS**

Through the above-mentioned combination of public and private sources, the Peruvian research team identified approximately 110,621 private nonprofit organizations in existence as of 1995, without including places of religious worship, cooperatives, unions, or political parties. Of this number, 64,905 are community-based organizations, 29,491 are sports and cultural organizations, and 14,346 are education institutions. Because many of these organizations do not keep or publish accounts or personnel lists, the estimates provided here on employment and operating expenditures cover only about 49,400 nonprofit organizations.

Five major findings emerge from the work about this set of organizations in Peru:

1. **An economic force**

   In the first place, aside from its social and political importance, the nonprofit sector turns out to be a significant economic force in Peru, accounting for greater shares of national expenditures and employment than had been commonly assumed. More specifically:

   - **A $1.2 billion sector.** The nonprofit sector in Peru had operating expenditures of $1.2 billion (2.7 billion Peruvian soles) in 1995, or 2.0 percent of the country's gross domestic product.
   - **An important employer.** Behind these expenditures lies a sizable workforce that includes the equivalent of 126,988 full-time equivalent (FTE) paid workers. This represents 2.4 percent of all nonagricultural workers in the country, 3.2 percent of service employment, and the equivalent of 16.5 percent of the people who work for government at
all levels—central, departmental, and municipal (see Table 23.1). Comparatively speaking, more people thus work in the nonprofit sector in Peru than in the country’s most profitable private industries such as mining (around 40,000 workers) and fishing (around 60,000 workers). However, nonprofit employment is modest when compared to the microenterprises sector (around 4.5 million workers), which are as a group the nation’s largest employers by far.

- **Volunteer inputs.** These data alone do not capture the full scope of the nonprofit sector in Peru, however, as this sector also attracts a considerable amount of volunteer effort. The 49,430 organizations covered in this study also employed around 26,400 FTE volunteers. This raises the total number of FTE employees in the sector to over 150,000, or nearly 3 percent of total employment in the country (see Figure 23.1).

Furthermore, other information gathered by the Peruvian team that is not directly comparable to the national-level data used above suggests that the actual number of volunteers in Peru’s nonprofit sector is considerably greater. For example, according to a giving and volunteering survey conducted in 1998,³ an estimated 31 percent of the Peruvian population reported contributing volunteer time to nonprofit organizations. If the total volunteer effort were projected on the basis of this survey, more than 165,000 FTE volunteer workers would be identified, boosting total paid and volunteer employment in the nonprofit sector to over 292,000, or 5.5 percent of total employment in the country.

2. **On a par with other Latin American countries**

The Peruvian nonprofit sector is thus comparable in size to that in other Latin American countries, but smaller than that of most developed countries.

- **Half the international average.** As Figure 23.2 shows, the relative size of the nonprofit sector varies greatly among countries, from a high of

---

**Table 23.1** The nonprofit sector in Peru, 1995

<table>
<thead>
<tr>
<th>Item</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.2 billion in expenditures</td>
<td>2.0 percent of GDP</td>
</tr>
<tr>
<td>126,988 paid employees</td>
<td>2.4 percent of total nonagricultural employment</td>
</tr>
<tr>
<td></td>
<td>3.2 percent of total service employment</td>
</tr>
<tr>
<td></td>
<td>16.5 percent of public sector employment</td>
</tr>
</tbody>
</table>
12.6 percent of total nonagricultural employment in the Netherlands to a low of less than 1 percent of total employment in Mexico. The overall 22-country average, however, was 4.8 percent. This means that Peru, at 2.4 percent, falls well below the global average.

- **Comparable to the Latin American average.** While it is lower than the 22-country average, nonprofit employment in Peru as a share of total employment is comparable to or slightly above the Latin American average. Thus, as shown in Figure 23.3, FTE paid employment in nonprofit organizations in Peru, at 2.4 percent of total employment, is just above the Latin American average of 2.2 percent.

- **Position similar with volunteers.** When volunteers are added (using the more conservative estimate), nonprofit organizations account for 2.9 percent of total employment in Peru, similar to the Latin American regional average, but less than one-third the average for Western Europe or other developed countries (see Figure 23.3).

### 3. A rich history of nonprofit activity

The nature and scope of the nonprofit sector in Peru is associated with the country’s ancient historical traditions, as well as with social and eco-
nomic transformations experienced during the last half of the 20th century. This history includes:

- **Andean reciprocity.** The pre-Hispanic civilizations of the Andes resolved their problems of hunger and misery through a principle known today as “Andean reciprocity,” creating an organizational
system that was able to articulate the production and distribution of goods among many inhabitants. This system was based on existing kinship ties among the diverse communities (or ayllus) that formed society and on the obligations that these groups had to turn over their excess production to the state to be redistributed among the neediest populations.

- **The Catholic Church and cultural sincretism.** With the Spanish invasion and conquest, the Catholic Church also arrived in the Andean region, and its primary mission was to convert the indigenous population. The collision between Western religion and existing civilizations produced a cultural sincretism that dramatically transformed this history. Hence, during the Viceroyalty of Peru, dozens of cofradías and hermandades (religious brotherhoods) appeared among all social strata, each under the protection of a distinct patron saint. Furthermore, during the colonial period the Catholic Church was in charge of the creation and administration of hospitals, asylums, schools, and other charitable works.

- **Mutual aid societies.** Once independence from Spain was achieved in the early 19th century, and after a period of enormous political turbulence from 1860 onward, numerous mutual aid societies began to emerge, promoted by artisans and workers whose main objective was to take care of their members in cases of illness, accident, or death.
• **Elite philanthropy.** Throughout the 19th century and the first half of the 20th, Peruvian upper classes developed philanthropic practices inspired by Christian charity and moral and philosophical considerations towards the needy. The elite also managed and financed, through donations and wills, the country’s Sociedades de Beneficencia (Beneficent Societies), charitable organizations attending to the needs of the aged, orphans, and the indigent. Today this philanthropic spirit appears to be taken up, in a limited but increasing way, by new business elites through various forms of “corporate social responsibility” and through the formation of corporate foundations.

• **Urbanization and migration.** In the 1950s and 1960s, the accelerated urbanization of Peru’s coastal cities and massive migration from the countryside to urban areas, particularly to the capital city of Lima, transferred to the cities the Andean highlands traditions of self-help and collective labor, as well as the cultural manifestations and kinship ties that are typical of the extended families of the countryside. All of these helped them to form support networks for the newly arrived and for those who decided to leave their places of origin to seek progress in the city. Decades later, in the face of the mounting economic crisis of the mid- and late 1980s, these networks would form the basis for new neighborhood defense organizations, comedores populares (community soup kitchens), and comités de vaso de leche (“Glass of Milk” committees).

• **New social movements.** During the last twenty years, Peru has experienced a process of formation and multiplication of new nonprofit organizations, characterized by their emphasis on autonomy from the state and by a more critical attitude towards traditional clientelist and paternalistic practices of both public authorities and private elites. These include dozens of New Left parties and movements, and hundreds of new trade unions and popular organizations, formed in the 1970s and early 1980s. They also include diverse grassroots social organizations formed largely by poor women, urban and rural self-defense committees (particularly those that formed to confront the threat of the Shining Path terrorists), and numerous NGOs formed by middle class professionals whose activities focus on the promotion of development, popular education, the defense of human rights and women’s rights, and the protection of the environment.

4. **Education dominance**

Similar to other Latin American countries, education clearly dominates the nonprofit scene in Peru.
Nearly three-fourths of nonprofit employment in education. Of all the types of nonprofit activity, the one that accounts for the largest share of nonprofit paid employment in Peru is education, mostly primary and secondary education. As shown in Figure 23.4, 74.5 percent of all

Figure 23.4 Composition of the nonprofit sector, Peru, Latin America, and 22-country average, 1995
paid nonprofit employment in Peru is in the education field. Primary and secondary education alone accounts for nearly 48 percent of nonprofit employees, reflecting the historical role of the Catholic Church in these institutions. Furthermore, until 1995, national laws required private educational establishments to take the nonprofit legal form. The education share of nonprofit employment in Peru is well above the Latin American average of 44.4 percent and greatly exceeds the 22-country average of 30.2 percent.

**Sizable share of employment in the development field.** The next largest field of nonprofit paid employment is development, which accounts for 14.5 percent of total nonprofit sector employment, double the Latin American average (7.0 percent) and more than twice the 22-country average (5.8 percent). This field is heavily populated by the so-called nongovernmental organizations (NGOs) that provide support and training to community-based development efforts.

**Much smaller shares of nonprofit employment in health and social services.** Compared to the overall 22-country average, health and social services absorb a miniscule share of paid nonprofit employment in Peru. Thus, while these two fields absorb 37.9 percent of nonprofit employment on average, they account for only 5.4 percent of nonprofit paid employment in Peru. In the case of health, this reflects, in part, the dominance of public sector hospitals and other health care facilities. For social services, the picture is altogether different, as shown below.

**Important presence of social services when volunteers are included.** With volunteers added, the social services share of the official estimate of nonprofit employment in Peru jumps from 1.2 percent to 17.7 percent, as shown in Figure 23.5. The share rises slightly further to 18.3 percent with the “unofficial” projection of volunteer involvement. This result is not surprising given that the nonprofit organizations included in this field are community-based income support programs promoted by the government, such as comedores populares (soup kitchens) and comités de vaso de leche (“Glass of Milk” committees), that rely almost entirely on volunteer labor.

**Volunteers also active in culture and recreation.** Although paid employment in nonprofit culture and recreation organizations is a scant 4.0 percent of total nonprofit employment (and just 3.4 percent with volunteers added), this may be a significant underestimation. Indeed, as shown in Figure 23.5, if projections from the above-mentioned giving and volunteering survey were used, the culture and recreation field would represent 15.7 percent of total paid and volunteer employment in the Peruvian nonprofit sector, greater than the field of development.
and only slightly less than social services. This reflects the presence of community-based sports clubs and cultural associations.

In summary, the structure of the nonprofit sector in Peru, as in other parts of Latin America, reflects a clear dominance of education in the employment base. However, it also demonstrates considerable heterogeneity...
in the range of organizations and activities involved and in the contribution of volunteer efforts. The prominence of education, for example, reflects the historical role of the Catholic Church in providing primary and secondary education, especially to the nation’s upper and middle classes, but in recent years there has also been a rapid increase in the number of private schools serving poorer students. The overall importance of the development field in these paid employment estimates, meanwhile, reflects the significant role of NGOs, which largely employ middle class professionals, but which are dedicated to providing support and training programs in low-income communities.

5. Most revenue from fees, not philanthropy or public sector

Like its Latin American counterparts, the Peruvian nonprofit sector receives the bulk of its revenue not from private philanthropy but from fees and charges. In particular:

- **Self-generated income dominant.** The majority of income of nonprofit organizations in Peru is self-generated, through fees and charges for the services that these organizations provide, as well as membership dues. As reflected in Figure 23.6, this source accounts for approximately two-thirds, or 67.8 percent, of all nonprofit revenue in Peru.

- **Limited support from philanthropy or the public sector.** In contrast, both private philanthropy and the public sector (domestic and international) provide much smaller shares of total revenues. Thus, as Figure 23.6 also shows, private philanthropy—from individuals, corporations,
and foundations combined—accounts for 12.9 percent of nonprofit income in Peru, while public sector cash payments account for 19.3 percent. 8

- **Revenue structure with volunteers.** This pattern of nonprofit revenue does not change significantly when volunteers are factored into the picture. One of the main reasons for this is that most of the volunteer work involved in this sector is in community-based organizations, in which the imputed value for this effort is the opportunity cost in the labor market, which is very low. In fact, as shown in Figure 23.7, when volunteer work is included, the private philanthropy share increases only modestly from 12.9 percent to 14.0 percent, and public sector support declines from 19.3 percent to 19.0 percent. Self-generated income, however, is still the dominant revenue source.

- **Revenue structure with in-kind contributions.** A shift does occur, however, when in-kind contributions are taken into account. Interestingly, it is the public sector share that shows a relatively dramatic increase, from 19.3 percent without in-kind contributions to 26.7 percent with them. Thus, while cash support from the public sector is modest, in-kind contributions of food and other items, mainly to the previously mentioned comedores populares and comités de vaso de leche, make a major difference. Meanwhile, the private philanthropy share remains about the same (12.7 percent), while the fee share declines to 60.6 percent.

- **Similar to other Latin American countries.** The pattern of nonprofit finance evident in Peru is quite similar to that elsewhere in Latin America. Thus, as shown in Figure 23.8, as in Peru, the nonprofit organiza-

---

**Figure 23.7** Sources of nonprofit revenue in Peru, with volunteers, 1995
tions in the other Latin American countries included in this project also derived the majority of their revenues from fees and charges. In fact, the share of total nonprofit income coming from fees and charges stood at 74.0 percent for all five Latin American countries, well above the Peruvian figure of 67.8 percent. The public sector and philanthropic shares of nonprofit revenue in Peru deviated slightly from the regional average, with public sector (domestic and international) support stronger in Peru than for the region as a whole (19.3 percent vs. 15.5 percent on average) and private giving slightly more prevalent (12.9 percent vs. 10.4 percent).

- **Deviation from the global average.** While the revenue structure of the Peruvian nonprofit sector generally mirrors that in other Latin American countries, it differs considerably from that evident elsewhere in the world. Thus, as Figure 23.8 also shows, while fees and charges are the dominant element in the financial base of the nonprofit sector globally, its dominance is considerably less pronounced elsewhere than it is in Peru (49.4 percent of total revenue compared to 67.8 percent in Peru). By contrast, public sector payments generally comprise a considerably larger share of nonprofit income in these other countries (40.1 percent vs. 19.3 percent in Peru).

![Figure 23.8](image-url)

*Figure 23.8* Sources of nonprofit cash revenue in Peru, Latin America, and 22-country average, 1995
• **Important support from international sources.** International aid is an important source of the total cash revenues of nonprofit organizations in Peru, representing around 20 percent. This is important to stress because 13.1 percent of the total revenues comes from public international support (multilateral and bilateral organizations). This means that the domestic public sector is the source of only 6.2 percent of total cash revenue. Something similar occurs with private giving: international private giving (e.g., CARE) represents 7 percent of the total cash revenues and domestic private giving only 5.9 percent. In other words, the actual amount of domestic public sector and philanthropic support for nonprofit organizations in Peru is relatively limited.

• **Variations by subsector.** Where reliable data on revenue by subsector are available, they indicate the existence of three distinct patterns of nonprofit finance in Peru, as shown in Figure 23.9:

  **Fee-dominant fields.** Fee income is the dominant source of income in three fields of nonprofit action for which data were collected: cultural and sport associations, educational institutions, and social service agencies. In the case of cultural and sport associations, membership dues are the primary source of income. Educational institutions receive fees for the services they provide, while social service agencies, especially the comedores populares and comités de vaso de leche, depend for at least part of their livelihood on payments for the meals they serve.

  **Philanthropy-dominant field.** Health-related nonprofit agencies receive the majority (57.9 percent) of their resources from private philanthropy.9 Still, public sector payments also constitute a significant portion (37.4 percent) of their income.

  **International aid-dominant fields.** International aid (public and private) is the dominant source of income in three fields of nonprofit activity included in these estimates: environment, development and housing, and civic and advocacy. This is not surprising because the predominant organizations in these fields are NGOs, which rely heavily on international assistance to operate.

**CONCLUSIONS AND IMPLICATIONS**

In a society marked by extreme and persistent poverty, social injustice, and a historically weak and authoritarian state, ordinary Peruvians have long organized in diverse ways to try to meet their own basic material and spiritual needs. Based on longstanding traditions of solidarity and mutual self-help, Peru today boasts a broad array of private, nonprofit organizations whose relative economic and social impact approach that of more "developed" countries in the Latin American region and beyond.
At the same time, the Peruvian nonprofit sector remains extremely heter- 

erogeneous and relatively fragmented, a fact that poses challenges for its 

consolidation and future impact. To overcome this situation, a number of 

steps are needed:

- Increasing awareness of this sector. The “third sector” in Peru is still 

  an elusive concept that has not gained sufficient recognition in acade- 

  mic or policy circles or among public opinion more generally. Greater
efforts thus are needed to bridge the divide that exists between the various components of the nonprofit sector and foster a common understanding of a sector sharing similar interests and needs. The emergence of the concept of civil society has been useful in this regard, but more research, dialogue, and interaction will be required.

- **Capacity building and empowerment.** One way to foster a sense of a distinctive nonprofit sector in Peru is to invest in the capacity of this sector through improved training of nonprofit leaders and strengthening of organizations.

- **Strengthening state-society relations.** As the data and historical analysis presented here show, the state has not been a firm supporter of the development of a nonprofit sector in Peru, although it has not been the main obstacle either. In fact, the relationship between the state and diverse forms of nonprofit organization has been complex and varied, ranging from open hostility to forms of populist co-optation, to more recent forms of collaboration in public policy formation and implementation.

In the current context, it is important to promote increased public-private partnership, but this must be based on a reasonable degree of autonomy for the nonprofit partners, as well as greater delegation of power and responsibility. It is not sufficient for nonprofits to be simply implementers or “transmission belts” for public policies or programs, but rather they should be involved in the definition of the policy agenda per se (through mechanisms of consultation and participation), the design and definition of program methodologies, and the evaluation of programs and projects.

Furthermore, it is important to establish a more coherent legal and tax framework for nonprofits in Peru, one that rewards private initiative in philanthropy and social organization. For example, the current tax framework provides few incentives for the creation of nonprofit organizations, and inhibits the mobilization of greater private resources for development and for the establishment of lasting philanthropic institutions.

- **Promoting greater philanthropy and volunteerism.** The building of a more secure domestic fiscal base for nonprofits is critical to their future development in Peru, particularly for those human rights, advocacy, development, and environmental organizations that have played an important part in the development of a new type of nonprofit presence in Peruvian society. The dependence of many NGOs on foreign sources of income leaves them vulnerable to policy changes made outside Peru, while the dependence of grassroots community groups on the fees and volunteer labor of the very poor leaves them with a chron-
ically limited financial base. In effect, it is important to encourage
greater private giving in Peru, both individual and institutional, as well
as to promote greater voluntary activity and active organizational
membership among the middle classes and professional groups.

Important changes are under way in Peruvian society at the present time
as memories of the political violence and economic crisis of the 1980s have
subsided and greater economic stability has taken root. Among the more
hopeful developments in this country today is precisely the emergence of a
definable nonprofit sector, a set of institutions outside the market and the
state through which citizens can join together to pursue a wide variety of
social, political, and economic objectives.

ENDNOTES

1. The work in Peru was coordinated by Felipe Portocarrero and Cynthia Sanborn who
served as local associates. They were assisted by Hanny Cueva, Armando Millán, and Gastón
Yalonetzky. The team was aided, in turn, by a local advisory committee (see Appendix D for a
list of committee members). The Johns Hopkins project was directed by Lester M. Salamon
and Helmut K. Anheier and the Latin American portion of the work overseen by Regina List.

2. The Peruvian team was able to secure additional information about two fields of activity
(grant-making foundations and professional and trade associations/ unions) only after the
comparative dataset used in this volume was tallied. Where possible, this new information will
be provided in endnotes.

3. The inclusion of grant-making foundations and professional associations would add ap-
proximately $82 million in expenditures and bring the nonprofit sector’s expenditures to the
equivalent of 2.2 percent of GDP.

4. Grant-making foundations and professional associations would add another 6,500 FTE
jobs, and increase the sector’s share of total nonagricultural employment to 2.5 percent.

5. Centro de Investigación de la Universidad del Pacífico, Encuesta sobre donaciones y trabajo
voluntario en el Perú [Survey on giving and volunteering in Peru], Lima: 1998. This exercise in pro-
jection is limited by two factors: that the survey was conducted among adults in only four ma-
jor cities and that it is based on self-reporting of hours contributed.

6. When paid employment in foundations and professional associations is included, educa-
tion is only slightly less dominant (70.8 percent).

7. The development field’s share is 13.8 percent if paid employment in foundations and
professional associations are included. This figure is still significantly higher than the Latin
American and 22-country averages.

8. With the new revenue data on professional associations and foundations, the revenue
mix changes little. Given the membership-based character of professional associations, it
should not be surprising that the fees and charges share is slightly higher at 69.8 percent, the
private giving share is 12.2 percent, and the public sector share is 18.1 percent.

9. A recent health finance study confirms that private giving is the largest source of income
for health-related organizations; however, there is no indication of what portion is domestic
and what portion is international.