

SDGs and NPIs:

PRIVATE NONPROFIT INSTITUTIONS—*THE FOOT SOLDIERS FOR THE UN SUSTAINABLE DEVELOPMENT GOALS*

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I. INTRODUCTION

In the run-up to the anticipated formal adoption by the 2015 UN General Assembly of the Sustainable Development Goals intended to guide the world's development agenda beyond 2015, attention has begun to turn from the formulation of the SDGs to what the 17th SDG calls “the means of [their] implementation.”

To date, however, most of the attention surrounding the implementation of the SDGs has focused on the roles and responsibilities of governments and, to a lesser extent, of private businesses. Far less attention has so far focused, on the other significant component of the private sector: i.e., private civil society, or nonprofit, institutions (NPIs). And what little attention has been devoted to the role of civil society in implementing the SDGs has focused mostly on private, charitable foundations, a fairly small component of the entire private, nonprofit sector.¹

While the recent Report of the UN Secretary General on the SDGs has numerous references to “how Governments, businesses, and civil society can work together to achieve transformational breakthroughs,”² existing documents have yet to articulate a clear statement of the role that civil society can and must play, or of the steps that are needed to make this possible. This is unfortunate since aside from governments, few social institutions are more central to the achievement of the UN's sustainable development goals than the vast network of civil society, or nonprofit, institutions that now spans the globe. Recent research, now confirmed by more than two dozen statistical offices, reveals that the nonprofit sector is a massive global force, outdistancing most entire industries as employers of both paid and volunteer workers and contributors to the GDP. More than that, they provide substantial shares of the health care, education, research, social services, and promotion of human rights and environmental protection that will determine how fully the SDGs are achieved.³ Indeed, few of the UN's SDGs will make much headway without the active engagement and enhanced capacity of the world's civil society sector and the vast resources of paid and volunteer talent they are able to mobilize.

The purpose of this document is to highlight the fundamental relevance of the global civil society sector and volunteers to the achievement of virtually every one of the SDGs, and to begin the process of articulating a framework of actions that will be required to allow NPIs to play the roles that will be needed from them for the 2015 SDGs to come close to being achieved. To do so, the discussion that follows falls into three parts. Part II, which follows, calls attention to the major role that NPIs play in the fields targeted for concerted action by the SDGs. Part III then briefly highlights an agenda of actions needed to facilitate the kind of input from NPIs that achievement of the SDGs is likely to require, focusing on four crucial areas: (1) knowledge; (2) structure; (3) resources; and (4) enabling environment. A concluding section then points the way to the next steps in the SDG process.

II. NPIs AND THE 17 SDGs

Nonprofit institutions (NPIs) and volunteers are critical actors in the fields targeted for concerted action under the sustainable development goals. In this section we offer illustrations of the important contributions that NPIs and volunteers have made and continue to make in each of these areas to demonstrate why it is so important to engage these institutions and actors in every phase of the implementation effort.

GOAL 1 | End poverty in all its forms everywhere

Nonprofit organizations are crucial links in the chain of actions needed to end poverty and create economically productive opportunities for all citizens.

- Nonprofits operate soup kitchens, homeless shelters, drug abuse prevention clinics, workforce training centers, schools, micro-enterprises, micro-finance organizations, and a host of other facilities that seek to boost the living standards of people mired in poverty or in danger of falling into it.
- Beyond that, they are engaged in advocacy activities to promote improvements in social protection systems, expansions of economic opportunity for women, protection of children, and safeguards against environmental and other shocks and disasters.
- Much of the institutional infrastructure for delivering social assistance the world over is in the hands of private, nonprofit groups.

GOAL 2 | End hunger, achieve food security, and improve nutrition

Nonprofit institutions play important roles in overcoming hunger and achieving food security and improved nutrition.

- They extend new knowledge into rural settings.
- They organize farmers and promote agricultural production and consumption co-operatives.
- They operate feeding programs, distribute nutrition packages to pregnant women and provide nutrition education.
- They distribute contraceptive devices, promote birth control, and channel capital to small farmer producers.

In all of these ways and others, they help improve nutrition both for existing populations and for those still unborn.

GOAL 3 | Ensure healthy lives and promote well-being for all at all ages

NPIs are critical providers of health care in developed and developing settings alike.

- Nonprofit organizations provide half of the hospital beds in the United States and contribute 45 percent of the value added in health care in Japan.⁴

- Throughout the developing world, nonprofit health clinics provide vital supplements to the health care available through government health provision.
- International nonprofit organizations like Doctors without Borders deliver health care to the most needy populations in even the most dangerous contexts, often at great risk to their practitioners, as the recent battle against the Ebola crisis in West Africa powerfully demonstrated.
- Nonprofits, often working in close partnership with government, are an important delivery mechanism for health services in Africa. Organizations like [Nets for Life](#),⁵ [PATH](#),⁶ [Partners in Health](#),⁷ and the [Treatment Action Campaign](#)⁸ have been the principal mechanisms for dealing with the scourges of AIDS, tuberculosis, malaria, and other diseases throughout much of Africa.

Without the commitment and widespread presence of nonprofit health providers, the health condition of vast swaths of the world's population would be far more dire than it is today and expanding this capability will be fundamental to the achievement of SDG 3.

GOAL 4 | Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

Nonprofit institutions are significant supplements to inadequate educational systems in a wide range of countries.

- Nonprofit “charter schools” are invigorating educational offerings in many developed countries.
- Nonprofit organizations are offering educational opportunities to young women in settings where governments do not provide such opportunities.
- Nonprofits are often the only providers of early childhood education and pre-school opportunities.
- Nonprofits offer worker training, skill upgrading, entrepreneurial education, self-confidence-raising, and literacy programs for a wide assortment of disadvantaged persons.
- In many countries, nonprofits provide a substantial share of the higher education offerings available.
- NPIs account for 21 percent of the value added in education in Mexico⁹ and more than 167,000 organizations provide 44.5 percent of the total output of education and research in India.¹⁰
- Thirty-one percent of Peru's 183,121 NPIs are parent and family associations (APAFAs), which support children's education and promote educational improvement.¹¹

GOAL 5 | Achieve gender equality and empower all women and girls

NPIs have been a major global force in promoting gender equality and empowering women and girls.

- The 4,000 representatives of nongovernmental organizations that attended the Fourth Annual United Nations Conference on Women's Rights in Beijing were a crucial force helping to transform this event into a significant turning point for the global agenda for gender equality;

- Nonprofit organizations have remained in the forefront globally in advancing gender equality in all of its aspects.
- Nonprofit organizations recruit and train potential women candidates for elective office, provide educational opportunities for women students, help women start businesses, educate women on financial literacy, campaign against harmful practices such as child marriage and female genital mutilation, promote access to reproductive education and reproductive health, work to combat violence against women, encourage female political participation, and generally work to protect women's civil, political, and economic rights.
- NPIs, like the [Malala Fund](#),¹² are in the forefront of advocacy efforts to promote the rights of women and disadvantaged populations.

GOAL 6 | Ensure availability and sustainable management of water and sanitation for all

Nonprofit institutions have long played critical roles in promoting environmental protection and encouraging protection of the planet's water supply.

- Nonprofit organizations like the World Toilet Organization have brought the embarrassing and severely debilitating realities of grossly inadequate or nonexistent toilet facilities in large parts of the globe to public attention for the first time and stimulated active efforts to remedy this problem through innovative technologies as well as concerted public policies.
- Nonprofit organizations have served as the vehicles for organizing regional water compacts, sustainable water usage plans, recycling programs, and various "stream teams" and monitoring groups to protect waterways from pollution.

GOAL 7 | Ensure access to affordable, reliable, sustainable, and modern energy

Nonprofit organizations have been major advocates for responsible and sustainable energy usage.

- Nonprofits have done some of the earliest and still-leading research on climate change and the impact of irresponsible energy usage on the global environment.
- Nonprofits have pioneered various options for renewable energy, and clean energy technologies.
- Nonprofit social entrepreneurs have developed cost-effective ways to deliver low cost solar and other forms of power to remote areas to allow farmers to refrigerate their crops and shift to higher value-added agricultural products.

GOAL 8 | Promote sustained, inclusive and sustainable economic growth, full and productive employment work for all

The NPI sector is a major contributor to employment.

- Unbeknownst to many, the global civil society sector is a major employer. In advanced industrial countries such as the United States, Germany, and the Netherlands, its workforce exceeds that

of all but one or two other major industries, easily outdistancing such industries as construction, transport, finance and insurance, and wholesale trade.

- Beyond this, nonprofit institutions mobilize the vast renewable resource for social and environmental problem-solving represented by the world's volunteers, a population so large that if it were to congregate on the same land mass it would be the second most populous country in the world.¹³
- Nonprofit institutions are also crucial sources of "social capital," those bonds of trust and reciprocity that research has shown to be critical to the operation of a modern market system.

As one recent student of the subject has put it: "...virtually all serious observers understand that liberal political and economic institutions depend on a healthy and dynamic civil society for their vitality."¹⁴

GOAL 9 | Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Nonprofit institutions have been crucial providers of micro-credit resources that have allowed small- and mid-sized enterprises to grow. Nonprofits have also been a crucial source of social innovation, devising new, more effective ways to address and reduce social and economic problems that would otherwise absorb valuable governmental resources. Nonprofit universities and research centers have undertaken research that has vastly improved medical and other technologies, improved industrial processes, and generally made life more productive for millions.

GOAL 10 | Reduce inequality within and among countries

- Thousands of nonprofit human rights organizations are at work around the world providing voice to the voiceless and protecting the rights of Roma populations, religious minorities, racial minorities, women, young people, gay or bisexual individuals, and others.
- Human Rights Watch, a nonprofit organization, is perhaps the principal international force pushing to reduce inequality and protect the rights of people everywhere.
- The civil rights movement in the United States, Amnesty International, and human rights organizations in countries the world over make clear how fundamental nonprofit organizations are to ensuring equal opportunity, eliminating discrimination, and promoting legal and other protections for the rights of all.

GOAL 11 | Make cities and human settlements inclusive, safe, resilient and sustainable

Nonprofit organizations are major providers of, and advocates for, affordable housing the world over.

- Nonprofit community development organizations operate to upgrade neighborhoods, press for the elimination of blight, provide housing to the homeless, and work to eliminate, or improve living conditions in slums.

- Many regional planning agencies are organized as nonprofits, and nonprofits are active participants in the protection of cultural and natural heritage.
- Much of the cultural and recreational activity undertaken in countries throughout the world is pursued through nonprofit institutions. In New Zealand, for example, 26 percent of the value added in culture and recreation is provided by NPIs,¹⁵ and elsewhere this figure is even higher.

GOAL 12 | Ensure sustainable consumption and production patterns

Nonprofits have been at the leading edge of efforts to establish sustainable consumption and production patterns.

- Nonprofits have created food pantries to salvage food supplies that pass arbitrary “sell by” dates in grocery stores but are perfectly useable for normal human consumptions.
- Nonprofits have pioneered the recycling movement and in many countries have advanced this field into a major economic engine in its own right.
- Nonprofits are a force for ensuring safe disposal of chemicals, serving in many cases as the promoters and enforcers of industry codes of conduct and international standards for the handling of environmentally damaging byproducts of industrial processes and for the introduction of sustainable production processes in the first place.

GOAL 13 | Take urgent action to combat climate change and its impacts

Nonprofit environmental organizations like the Union of Concerned Scientists, World Wildlife Fund, Greenpeace, and others have been leaders in the battle to combat global warming.

- It was the involvement of nonprofit organizations in the 2002 Rio conference on the environment that put environmental issues and global warming on the international policy agenda in a serious way.
- Nonprofit organizations were prominent participants in the recent Peru meeting on climate change, urging governments to take bold action to avert further global-warming-induced environmental disasters.
- It is widely acknowledged that outside nongovernmental groups, research organizations and universities will hold the key to ensuring that whatever deal is reached on climate change will be enacted by countries and then effectively verified through on-going research and analysis.¹⁶

GOAL 14 | Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Nonprofits have also been in the lead in promoting sustainable uses of oceans and marine resources.

- Jacques Cousteau and his foundation have single-handedly brought the issue of sustainable conservation of the oceans to the attention of governments around the world.

- Greenpeace and other nonprofit environmental organizations have carried this message forward, demonstrating against over fishing, protesting against deep-sea drilling, and generally functioning as citizens for the seas.
- With new pressures on the sea resources as a result of global warming, organizations such as the Island Peoples Association have joined the battle.

Here, again, therefore, is an SDG whose achievement will depend especially critically on the activities of private nonprofit organizations.

GOAL 15 | Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

- Nonprofits are actively engaged in the battle for sustainable use of the planet's natural resources.
- Nonprofits have been the catalysts for a host of sustainable production methods, sustainable forestry practices, sustainable fishery practices, and investment guidelines that penalize companies that operate in ways that degrade the environment, destroy precious ecosystems, or otherwise harm the world's natural environment.
- Without a vibrant and active nonprofit presence, this goal will almost certainly fail to be met.

GOAL 16 | Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Nonprofits have played a vital role in easing conflicts around the world.

- It was nonprofit organizations that helped broker peace agreements in Northern Ireland and South Africa.
- The nonprofit peace movement was a vital force in halting the ravages of war in Vietnam.
- Organizations like the African Centre for the Constructive Resolution of Disputes (ACCORD) have been important actors in promoting peaceful coexistence, reconciliation, and justice in Africa's troubled tribal conflicts.
- Nonprofits have been important sources of support for marginalized communities the world over.
- Nonprofit legal groups and bar associations have pushed for fair and impartial justice systems, offered pro-bono legal assistance, and served as staunch defenders of free speech.
- Immigrant rights, minority rights, gender equality, elimination of discrimination on the basis of race, religion, national origin, or sexual persuasion have all benefited from the active support of private nonprofit organizations.

GOAL 17 | Strengthen the means of implementation and revitalize the global partnership for sustainable development

As suggested above, the world's private nonprofit organizations represent a ready-made, built-in, experienced, knowledgeable, and committed implementation vehicle for virtually every aspect of the Sustainable Development Goals. What is more, in addition to its own paid personnel, this set of organizations regularly mobilizes a huge renewable resource of volunteer talent. Nearly 1 billion people engage in volunteer work in a typical year, contributing the equivalent of US\$1.348 trillion to the global economy.¹⁷

UN agencies have usefully mobilized an elaborate participatory process to generate the SDG goals. Still to be worked out, however, are the all-important questions of how these goals will be implemented, measured, and monitored, both internationally and locally. While some components of the broad civil society community have taken part in the development of the goals and seem poised to participate as well in the implementation planning, it is not clear that the broader nonprofit development community delivering the services that will be required for SDG success has been effectively integrated into the process. What is more, little concentrated attention seems to have been paid so far to what may be needed to equip them to play the role that will be needed of them.

What, then, might a crash effort to equip NPIs for their critical role in the implementation of the SDGs consist of? As outlined in Part III below, four sets of actions come immediately to mind.

III. EQUIPPING NPIs FOR THEIR ROLE IN SDG IMPLEMENTATION: A FOUR-PART ACTION AGENDA

1) KNOWLEDGE: Put civil society and volunteering on the statistical map of the world.

A central theme of the SDG development process has been the need to improve the capacity of global statistical systems to track progress toward achievement of the Sustainable Development Goals so that work on the SDGs can be informed by what the Secretary General in his report to the General Assembly refers to as “bas[ing] our analysis on credible data and evidence” by “enhancing data capacity.”¹⁸ This theme has, in turn, found reflection in the endorsement by the UN's official statistical bodies of a “transformative agenda for official statistics.”¹⁹

If it makes sense to base assessments of progress toward *substantive* achievement of the SDGs on improved data, it must surely make at least equal sense to base assessments of the *capabilities of the key vehicles* for implementing the SDGs on equally credible data. Yet the important SDG support mechanism represented by the world's nonprofit organizations and volunteers remains virtually invisible in most countries. How, then, can countries take serious advantage of this enormous asset for implementing the SDGs if they lack even the most basic data about where this asset is located, what its capabilities are, and what roles it can play? This would be like an army going to war without knowing how many soldiers it has under arms, where they are headquartered, or what equipment they had available to them.

Fortunately, a solution to this impediment to the success of the Sustainable Development Goals is at hand. Two new pieces of statistical machinery have recently been adopted by the official international statistical community that together would go a long way toward making the civil society sector and volunteer effort visible in national statistical systems:

- First, the **United Nations' Handbook on Nonprofit Institutions in the System of National Accounts**, issued in 2003 by the UN Statistics Division, with the support of the UN Statistical Commission, to guide national statistical offices in creating regular "NPI satellite accounts" that can bring the world's civil society organizations onto the statistical and geographic map of countries for the first time;²⁰ and
- Second, the **International Labour Organization's companion Manual on the Measurement of Volunteer Work**, issued in 2011 to provide guidance to national statistical agencies in measuring volunteer work in an internationally comparable fashion.²¹

To date, close to two dozen countries have implemented one or both of these official statistical guidelines, and a special technical unit at the Johns Hopkins University, which drafted both of these documents in cooperation with international teams of statistical experts, has created a technical capacity to assist with this process.²²

What has so far been missing is a concerted effort to promote the implementation of these tools by member states. What is needed is a significant push from UN agencies and member states to recognize the contribution that implementation of these statistical procedures can make to the SDG implementation process. Armed with the data these tools can generate, countries will be far better equipped to mobilize the talents and capabilities of civil society and volunteers in support of the sustainable development goals.

2) STRUCTURE: Establish and finance a robust institutional structure to promote NPI engagement with the SDG implementation process.

To maximize the contribution that NPIs can make to the SDG effort, some coherent institutional structures are needed. This could take a variety of forms depending on the overall plans for coordinating the SDG process. But three critical steps seem especially promising:

- **Formation of an NPI-SDG Steering Committee to organize and promote civil society and volunteer engagement in the SDG implementation effort.** This Steering Committee would serve as a channel of communication between nonprofit networks and the UN bodies coordinating the SDG implementation process to identify fruitful ways in which NPIs can contribute to SDG implementation.
- **Organization of NPI Working Groups in each of the 16 substantive fields identified in the Sustainable Development Goals.** These Working Groups would identify the most critical barriers nonprofit institutions and volunteers in these fields face as they seek to help achieve the SDG targets and the steps that UN agencies and member states could take to reduce or eliminate these barriers.
- **Clarification of the decision and coordination structures for implementation and monitoring of the SDGs and establishment of clearer links between these structures and development-oriented NPIs across a broad front.** While the UN system has established some decision and coordination structures to carry the SDG process forward, these structures are rather complex and not fully transparent to the NPI development community that will bear a significant share of the burden for carrying the achievement of the SDGs ahead.

3) ENABLING ENVIRONMENT: Make the establishment of an enabling environment for civil society and volunteer groups an explicit target of SDG activities and perhaps a condition of country receipt of support for SDG efforts.

Civil society and volunteer groups cannot contribute effectively to the promotion of the SDGs in countries without an enabling environment for such organizations. Yet such environments remain lagging in many places. Tax regimes, basic procedures for registering organizations, laws on permissible income-generating activities, the freedom to associate, procedures for government outsourcing service functions to nonprofits, and other key features of prevailing law and practice toward nonprofit institutions will determine how effectively civil society, volunteers, and philanthropy can live up to their substantial promise or be able to work together with other societal actors to advance the sustainable development goals.

4) RESOURCES: Work to encourage the flow of private investment capital into support for nonprofit organizations and social ventures working to achieve the SDGs and help prepare these organizations to access and use this capital effectively.

It is increasingly clear that significant new resources will be needed to gain traction on the SDGs. Some of these resources will need to come from governments and philanthropy. But these will not be sufficient on their own. Fortunately, a new source of capital has begun to penetrate the social-purpose finance arena: private investment capital.²³ However, important legal and other barriers stand in the way of further tapping this important new source of nonprofit and social enterprise finance.²⁴ In addition, “deal flow,” i.e., the lack of investable opportunities, has surfaced as one of the two major obstacles to progress in the field.²⁵ This reflects the lack of familiarity among social-purpose organizations with many of the new actors and tools now inhabiting the world of social-purpose finance. To deal with these problems, UN bodies could usefully lend their support to global efforts to reduce the barriers to the growth of social-impact investment, especially in less developed regions, and help to sponsor a robust *capacity-building effort* among indigenous social entrepreneurs and international private nonprofit organizations that can help inform and train them.

IV. CONCLUSION

The Secretary General was certainly correct in his “Road to Dignity” synthesis report on the sustainable development goals to call for “a culture of shared responsibility” and to note in particular the responsibility of “empowered civil society actors, through action and advocacy,” to “rally to the cause and contribute to a sustainable, equitable and prosperous future.”²⁶ More almost than any other set of organizations, civil society organizations and volunteer groups throughout the world have already demonstrated a deep commitment to playing such a role. To be able to do so more effectively, however, they will need the kinds of improved data, facilitative institutional structures, enabling environment, and access to capital and training suggested here.

It is therefore time to turn from the development of the ambitious sustainable development goals to an equally ambitious implementation strategy, and to recognize the crucial place in this strategy that nonprofit organizations and volunteering will have to play and the tools they will need to be able to do so.

Notes

¹ Even in the United States, where private foundations are exceptionally highly developed, their annual contribution to the more than \$2 trillion in revenues of private nonprofit service and expressive organizations is less than 2 percent, and elsewhere the relative contribution is well below that. See: Lester M. Salamon, *America's Nonprofit Sector: A Primer*, Third Ed. (New York: Foundation Center, 2012). [Cited hereafter as: Salamon, *America's Nonprofit Sector*, (2012)]

² "The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet: Synthesis report of the Secretary-General on the post-2015 sustainable development agenda," United Nations General Assembly A/69/700 (4 December 2014), paras.17 and 28. Available at: http://www.un.org/disabilities/documents/reports/SG_Synthesis_Report_Road_to_Dignity_by_2030.pdf [Cited hereafter as: UN, "Road to Dignity Report," (December, 2014)].

³ Lester M. Salamon, S. Wojciech Sokolowski, and Associates. *Global Civil Society: Dimensions of the Nonprofit Sector*, Volume 2. (Bloomfield, CT: Kumarian Press, 2004). [Cited hereafter as Salamon et. al, *Global Civil Society* (2004)]. Lester M. Salamon, S. Wojciech Sokolowski, and Megan Haddock "The State of Global Civil Society and Volunteering: Latest Findings from the Implementation of the UN *Nonprofit Handbook*," *Comparative Nonprofit Sector Working Paper #49*. (Baltimore: Johns Hopkins Center for Civil Society Studies, 2013). Available at: <http://ccss.jhu.edu/publications-findings/?did=393>. [Cited hereafter as: Salamon et.al., *Findings from Implementation of the UN Nonprofit Handbook*, (2013)].

⁴ Salamon, *America's Nonprofit Sector* (2012), p. 122 ; Lester M. Salamon, Megan A. Haddock, S. Wojciech Sokolowski and Helen S. Tice, "Measuring Civil Society and Volunteering: Initial Findings from Implementation of the UN *Handbook on Nonprofit Institutions*," *CCSS Working Paper #23*. (Baltimore: Johns Hopkins Center for Civil Society Studies, 2007). Available at: <http://ccss.jhu.edu/publications-findings/?did=104>.

⁵ Nets for Life: <http://www.netsforlifeafrica.org/>

⁶ Path: <http://www.path.org/>

⁷ Partners in Health: <http://www.pih.org/>

⁸ Treatment Action Campaign: <http://www.tac.org.za/>

⁹ Lester M. Salamon, S. Wojciech Sokolowski, Megan Haddock, Jorge Villalobos, Lorena Cortes, and Cynthia Martinez. *The Mexican Nonprofit Sector in Comparative Context*. (Johns Hopkins Center for Civil Society Studies, 2012), p. 15. Available at: <http://ccss.jhu.edu/publications-findings/?did=383>.

¹⁰ Central Statistics Office, Ministry of Statistics and Programme Implementation, Government of India. *Final Report on Non-Profit Institutions in India: A Profile and Satellite Account in the Framework of the System of National Accounts*, 2012. Available at: <http://ccss.jhu.edu/publications-findings/?did=386>.

¹¹ National Institute of Statistics and Informatics, University of the Pacific. *Research on Non-Profit Institutions in Peru*, 2011.

¹² Established by Malala Yousafzai, Nobel Peace Prize winner for 2014. <http://www.malala.org/>.

¹³ Lester M. Salamon, S. Wojciech Sokolowski and Megan A. Haddock, "Measuring The Economic Value of Volunteer Work Globally: Concepts, Estimates, and a Roadmap to the Future," *Annals of Public and Cooperative Economics*, 82:3 (September 2011) 217-252. Available at: <http://ccss.jhu.edu/publications-findings/?did=321>. [Cited hereafter as: Salamon et. al., "The Value of Volunteer Work," 2011.]

¹⁴ Francis Fukuyama, *Trust: The Social Virtues and the Creation of Prosperity*. (New York: The Free Press, 1995), p.4.

¹⁵ Jackie Sanders, Mike O'Brien, Margaret Tennant, S. Wojciech Sokolowski, and Lester M. Salamon. *The New Zealand Nonprofit Sector in Comparative Perspective*. (Wellington: Office of the Community and Voluntary Sector, 2008). Available at: <http://ccss.jhu.edu/publications-findings/?did=378>.

¹⁶ Coral Davenport, "Nations Plod Forward on Climate Change Accord," *New York Times*, December 14, 2014. Available at: <http://www.nytimes.com/2014/12/14/world/climate-change-summit-meeting-in-lima.html>.

¹⁷ Salamon et. al., “The Value of Volunteer Work” (2011).

¹⁸ UN, “Road to Dignity Report” (December 2014), para. 65. See also: United Nations Secretary-General’s Independent Expert Advisory Group on a Data Revolution for Sustainable Development (IEAG), “The Data Revolution We Want: Mobilising the data revolution for sustainable development,” (November 2014).

¹⁹ Global Conference on a Transformative Agenda for Official Statistics. “Towards a Strategic Framework for Statistics in Support of the Post-2015 Development Agenda,” *Concept Note* (2015), p. 4. Available at: http://unstats.un.org/unsd/nationalaccount/workshops/2015/NewYork/NY_D2.pdf.

²⁰ United Nations, *Handbook on Nonprofit Institutions in the System of National Accounts*. Handbook on National Accounting, Series F, No. 91. ST/ESA/Stat/Ser.F/91. (New York: United Nations Department of Economic and Social Affairs, Statistics Division, 2003). Available at: <http://ccss.jhu.edu/publications-findings/?did=70>.

²¹ International Labour Organization, *Manual on the Measurement of Volunteer Work*. (Geneva: International Labour Organization, Department of Statistics, 2011). Available at: <http://ccss.jhu.edu/publications-findings/?did=136>.

²² This unit is the Johns Hopkins Center for Civil Society Studies (ccss.jhu.edu).

²³ For a discussion of this phenomenon, see: Lester M. Salamon, *New Frontiers of Philanthropy: The New Actors and Tools Reshaping Global Philanthropy and Social Investment*, (New York: Oxford University Press, 2014).

²⁴ For a discussion of these barriers and the steps needed to overcome them, see: Social Impact Investment Taskforce, *Impact Investing: The Invisible Heart of the Markets*. Report of the Social Impact Investment Taskforce (September 15, 2014). Available at: <http://www.socialimpactinvestment.org/>.

²⁵ Saltuk, Yasemin, Ali El Idrissi, Amit Bouri, Abhilash Mudaliar, and Hannah Schiff. *Spotlight on the Market: The Impact Investor Survey*. (J.P. Morgan Global Social Finance, May 2, 2014), p. 5. Available at: <http://www.thegiin.org/binary-data/2014MarketSpotlight.PDF>.

²⁶ UN “Road to Dignity Report,” (December 2014), paras. 145 and 146.