

WORLDWIDE INITIATIVES FOR GRANTMAKER SUPPORT

Strategic Plan 2011 - 2014



INTRODUCING WINGS

Philanthropy is at an extremely dynamic stage, growing and gaining visibility around the world. As a result, foundations are increasingly relying on philanthropy support organizations and networks of grantmakers to strengthen philanthropy's infrastructure worldwide. These networks have particular strength when it comes to convening key players, representing the field, and establishing codes of behaviour and best practices.

WINGS was created in 1999 to serve as an information exchange forum for grantmaker support organizations. Today, WINGS is an independent, not-for-profit, global network that brings together 145 associations and support organizations serving philanthropies in 54 countries around the world, thus encompassing a wide range of knowledge on global philanthropy. It is the only worldwide network representing and serving the broad community of support organizations working with philanthropies.

WINGS' vision is of a strong, global philanthropic community that strives to build more equitable and just societies around the world.

WINGS' mission is to strengthen philanthropy and a culture of giving through mutual learning and support, knowledge-sharing and professional development among its participants. WINGS also strives to give voice and visibility to philanthropies at a global level, playing a clear role in influencing and reflecting the development of philanthropy globally.

The year 2011 holds a very special meaning for WINGS: the network has been incorporated as a not-for-profit public charity in the United States and the Secretariat moved to a permanent home in São Paulo, Brazil. It is now time to celebrate and appreciate the achievements of the past 10 years and prepare the network for the emerging demands and new challenges of the next years.

PHILANTHROPY IN A GLOBAL CONTEXT

Philanthropy is growing and gaining visibility around the world. There are new actors and new approaches to giving. The new technology, new leaders and new money that have come into the field are sparking fundamental changes. Meanwhile, the changing roles of the public and private sectors, together with individuals' compassion and commitment, have combined to provide countless opportunities for the creation and use of private philanthropic capital.

But the new opportunities bring with them new challenges. The rapidly changing global philanthropy scenario makes the task of building a global infrastructure for philanthropy an urgent one. Managing complex interventions and being involved with different sectors, players and interests constitutes an ongoing challenge for grantmakers. In many countries, public policy hinders philanthropy's full development. Measuring effectiveness remains a challenge.

The increasingly global dimension of philanthropy requires a global network like WINGS to advance the work of philanthropy support and leadership and to make philanthropy a powerful force for good worldwide.

MAPPING THE WAY AHEAD

To inform the plan and priorities for the next four years, WINGS consulted its network participants during the *WINGSForum*, in November 2010. This plan builds on the successful activities from previous years: peer-learning events, workshops, researches and regional and global meetings; while seeking to turn WINGS into an invaluable resource for philanthropy support organizations and grantmaker associations globally.

For WINGS to play a significant global role, it will concentrate on 3 priorities in the 2011-14 period:

LEADERSHIP AND ADVOCACY

To act as a credible voice and resource on global philanthropy by:

- Developing partnerships with other organizations and sectors to advance philanthropy worldwide;
- Providing a credible and informed voice to influence policy and practice;
- Identifying new trends, challenges and opportunities.

TEACHING AND LEARNING

To develop a strong, competent and collaborative global philanthropy community by:

- Promoting the exchange of knowledge and best practices among network members;
- Offering technical assistance to strengthen the members' organizational capacity;
- Educating them on new models of philanthropy and approaches to giving.

KNOWLEDGE GENERATION AND DISSEMINATION

To serve as a hub for knowledge and innovation on issues related to philanthropy by:

- Offering a platform for communication and networking among members;
- Providing objective and reliable information on issues related to philanthropy;
- Developing a global system for collecting data on philanthropy.

BUILDING A SUSTAINABLE ORGANIZATION

One of the main questions for the future is that of WINGS' long-term sustainability. The number of donors willing to support philanthropic infrastructure has been dwindling. Based on consultations with network members, two key decisions were taken in 2010: incorporate WINGS as a non-profit organization in the United States (the country was chosen because of its favourable legal and fiscal environments) and stop the practice of rotating the secretariat, choosing to make its permanent home in Brazil. In addition to that, WINGS will focus on two main areas for the 2011-2014 period:

GOVERNANCE

To ensure that the board fulfills its legal, ethical, and functional responsibilities while striving to represent the interests of members by:

- Formulating ongoing recommendations to enhance the quality and viability of the board;
- Developing policies and processes designed to foster effective and efficient governance; and,
- Supporting the association's growth and renewal.

SUSTAINABILITY

To develop and consolidate a solid global membership by:

- Strengthening and expanding WINGS' network;
- Establishing a membership structure program; and,
- Identifying, mobilizing and securing funds to support WINGS operations.

PARTNERSHIPS

WINGS recognizes that there is strength in partnerships and is committed to working collaboratively with other organizations. WINGS will work to build and strengthen relationships with various partners in infrastructure, policy, research and practice areas. The move would not only help reduce duplication and overlapping, but also allow WINGS and its partners to leverage the resources available to them to promote and strengthen philanthropy worldwide.

For example, in 2010, WINGS worked closely with the TPI – The Philanthropic Initiative - on the production of the Global Report on Institutional Philanthropy. In 2011, WINGS is embarking on a joint project with the Foundation Center to build a global data platform and to promote global data standards for philanthropy. Over the 2011-2012 period, WINGS will pursue other partnerships and collaborations on many levels and areas to advance and strengthen philanthropy globally.

Partnership activities may include:

- Co-sponsoring events, regional meetings and workshops;
- Participating in advisory groups, global initiatives and consultations;
- Developing services and programs;
- Collaborating on studies and reports; and,
- Disseminating information globally.

ACHIEVING SUCCESS

WINGS will take positive steps over the next four years to accomplish the goals laid out in this strategic plan. If successful, the following statements will describe the organization:

WINGS will:

- Be the leading voice in global philanthropy;
- Be a reliable, knowledgeable and resourceful convener and facilitator;
- Be an informed and effective advocate;
- Be a support organization for its members;
- Serve as an information source regarding philanthropy on a global scale;
- Connect traditional to indigenous philanthropy and new models of giving; and,
- Monitor and respond to future trends and challenges in philanthropy.

WINGS STRATEGIC PLAN 2011-2014

STRATEGIC PRIORITIES	OBJECTIVES	ACTIONS
Advocacy and Leadership	To act as credible voice and resource on global philanthropy	<ul style="list-style-type: none"> • Regional convenings • Members' survey • Platform for ongoing dialogue
Teaching and learning	To build a strong, competent and collaborative global philanthropy community	<ul style="list-style-type: none"> • Peer learning events • Training workshops • Clearing house of best practices
Knowledge Generation and Dissemination	To serve as a hub for knowledge and innovation on issues related to philanthropy	<ul style="list-style-type: none"> • Interactive, user driven, content rich website • Global system for data collection • Global reports
Sustainability	To develop and consolidate a solid global membership base	<ul style="list-style-type: none"> • Membership dues structure • Expanded membership base • Fundraising plan
Governance	To ensure that the board fulfills its legal, ethical, and functional responsibilities,	<ul style="list-style-type: none"> • Policies and processes • Board composition • Performance assessment and evaluation