

WINGS STRATEGIC PLAN 2015-2018

impact
knowledge
global
convening
governance
accountability
leadership
data
connection
network



WINGS
WORLDWIDE INITIATIVES
FOR GRANTMAKER SUPPORT

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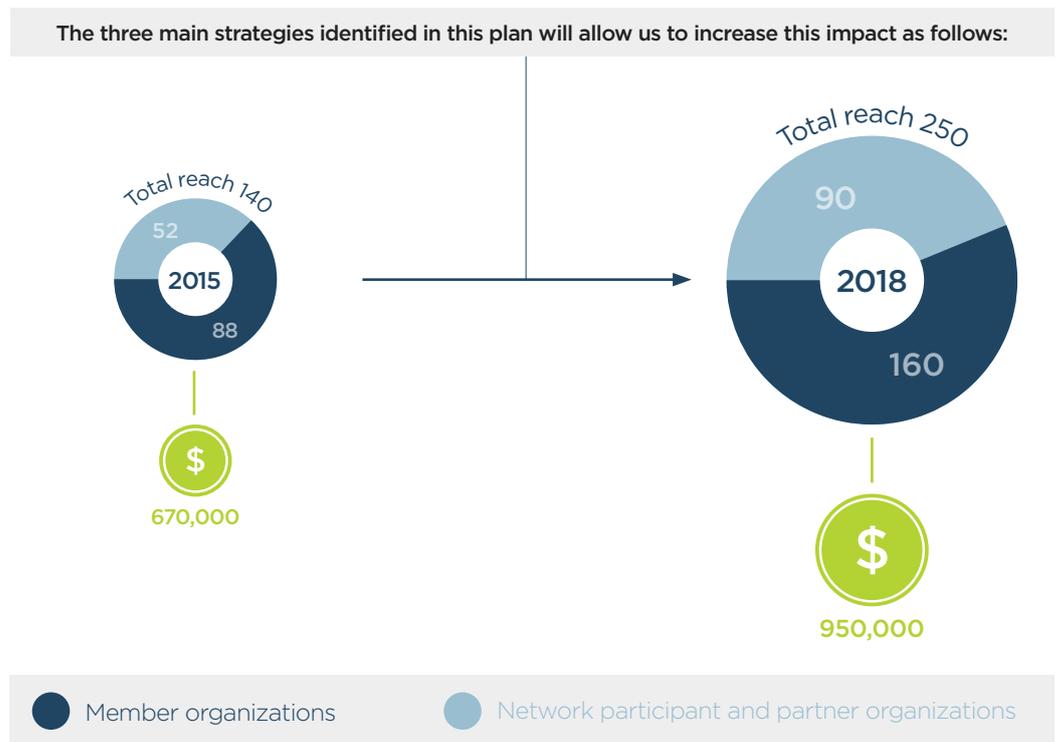
Executive summary

In a world marked by growing inequality and instability, changes in the field of philanthropy have never been greater. New forms of private social investment are emerging and interacting with diverse traditions of giving and community development worldwide.

The landscape of global philanthropy, however, is insufficiently documented, the institutional and legal environment for philanthropy remains patchy, and in some countries, the space for civil society and philanthropy is under attack. A credible voice for global philanthropy is required, as well as a platform for the voices of the philanthropic community on global issues. As the only resource-rich, inclusive global network, WINGS is ideally positioned to be that credible voice for global philanthropy as the reach, expertise and influence of WINGS member organizations, and their engagement in the network represent a dynamic force and collective knowledge for philanthropy worldwide.

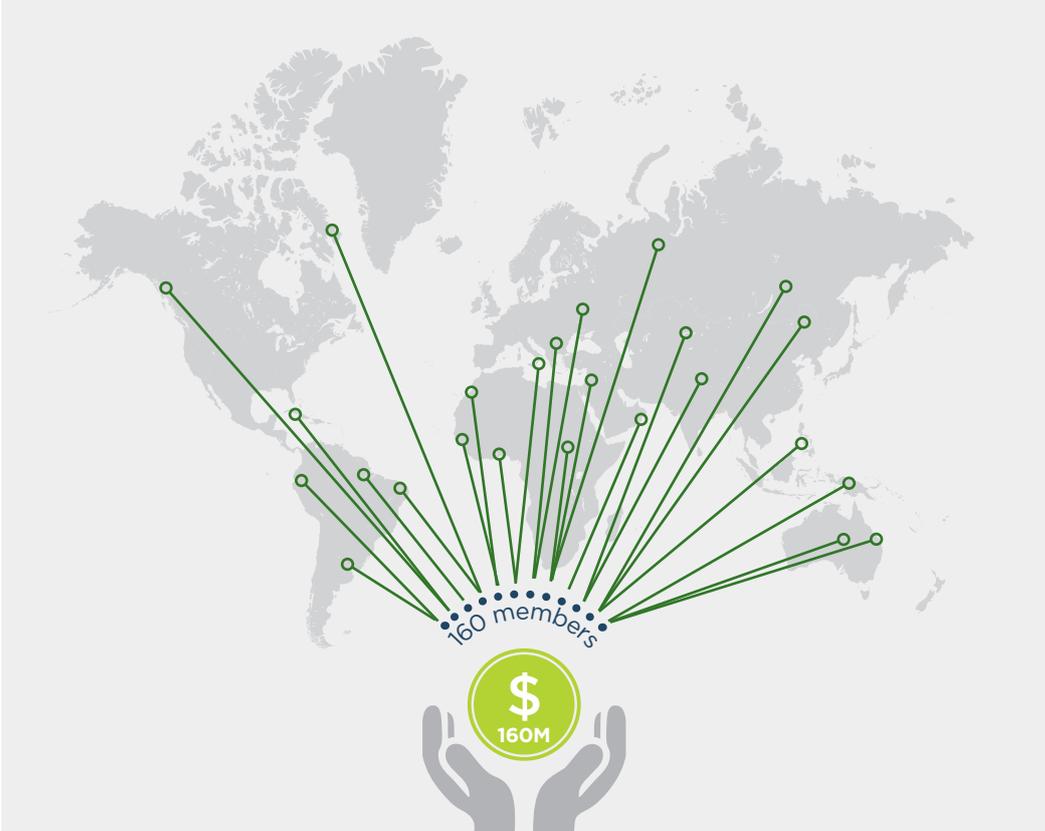
To increase its impact, WINGS recognizes it must broaden and grow its network, leverage its thought leadership and knowledge sharing offerings, and develop new metrics, while at the same time continuing to build a sustainable organization.

Our current impact as defined by reach and revenue is as follows:



These strategies will also lead us to build a highly connected, uniquely diverse and inclusive network of philanthropy infrastructure organizations.

By the end of 2018, through our 160 members, which mobilize over US \$160M to the field, we will be able to reach over 25K foundations and social investment entities worldwide.



To ensure the sustainability of WINGS, we will continue to diversify funding sources, implement leading operational and governance practices, in addition to establishing a contingency fund, and accompanying policies, for the organization.

This strategic plan presents a roadmap for achieving this vision by focusing on three strategic objectives, each linked to a strategic area:

Our goal: To provide an inclusive and representative global platform to advance effective philanthropy in all its forms

Leadership & advocacy

To foster an enabling environment for Philanthropy and Private Social Investment worldwide

Network building & engagement

To connect, engage, and support member organizations and philanthropic stakeholders

Knowledge & capacity development

To strengthen philanthropic practice, knowledge and capacity

The foundation of our work: Governance and sustainability

To build an effective, accountable and sustainable WINGS

About WINGS

WINGS is a diverse and inclusive network that brings a global perspective and sense of collective identity to philanthropy. It provides an indispensable platform for convening, connecting, knowledge-sharing, peer learning and collaboration among a growing membership that represents philanthropy and private social investment in every region of the world.

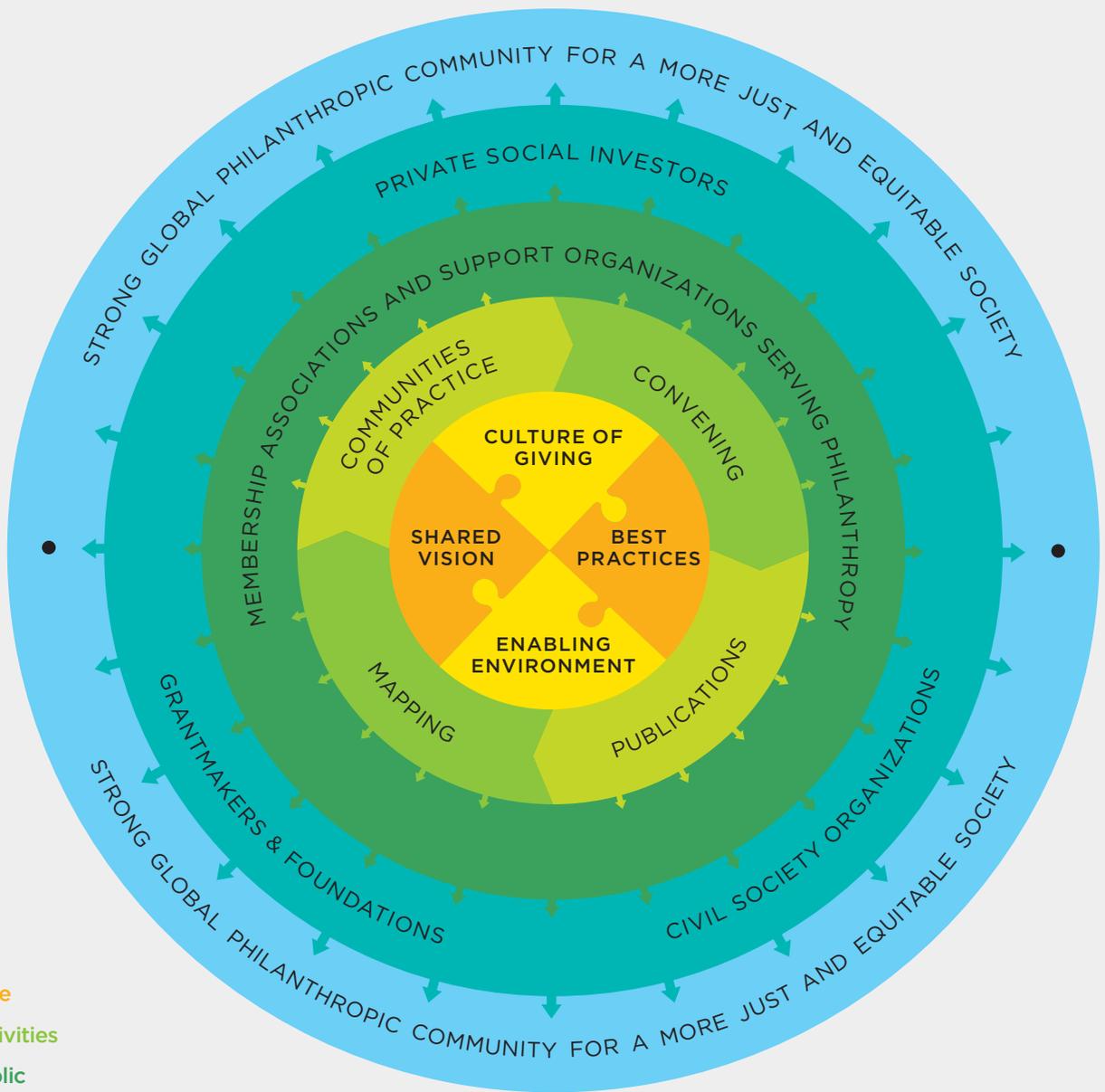
Mission and vision

WINGS is a global network of grantmaker associations and philanthropic support organizations. WINGS strengthens, promotes and provides leadership on the development of philanthropy and social investment around the world. WINGS gives voice to the many cultures of giving and provides its members and other participants with information, knowledge, and peer exchange. Our vision is of a strong, global philanthropic community that strives to build more equitable and just societies around the world.

Theory of change

At the heart of WINGS work is a theory of change that sees infrastructure organizations as essential to a strong philanthropic sector. These infrastructure organizations promote the core elements for philanthropy to thrive: an enabling environment, a culture of giving, the exchange of best practices, and a shared vision for the field. WINGS provides a much needed forum for them to connect with one another as peers, to share knowledge and to engage in thought leadership through convenings, publications and communities of practice. They become better equipped to promote and support the full engagement of private social investors, grantmakers and foundations, and unleash the full potential of civil society organizations for social good. Ultimately, this leads to the development of a strong global philanthropic community that contributes to build a more just and equitable society.

Theory of change



- Core
- Activities
- Public
- Public
- Outcomes

Philanthropy infrastructure in a global context

The last 20 years have seen a surge in organized philanthropy and private social investment around the world. The emergence of new wealth has led to the rapid growth in foundations and social investment initiatives, especially in emerging market economies. Unfortunately, along with the benefits of new wealth we also witnessed growing levels of social and economic inequality, which were exacerbated by the global crisis and are resulting in challenging and complex problems for people and communities.

Philanthropy has a critical role to play in addressing the world's massive social challenges and in nurturing a more just and equitable society. To fulfil this role, philanthropy must be able to think strategically, assessing needs, identifying emerging trends, patterns and gaps, and engaging key actors and institutions on initiatives, partnerships and collaboration.

WINGS network is well positioned to support the strategic development of philanthropy infrastructure and provide an inclusive and representative global platform for advancing effective philanthropy in all its forms around the world. WINGS plays a key role in supporting the field to address the key challenges below:

Enabling environment

Many countries are currently witnessing a disabling environment for philanthropy, growing restrictions on international philanthropy, and a shrinking space of civil society. An improved enabling environment (supportive legislation, regulation and taxation) is required to build a culture of giving and a strong global philanthropic community.

- Convene dialogues
- Map the sector
- Collect and share best cases from members on influencing policy



Infrastructure organizations

Philanthropy infrastructure organizations are well placed to have a powerful effect on the underlying cultural conditions and the enabling environment that surround philanthropy. However, support organizations are increasingly under pressure to better demonstrate their effectiveness.

- Promote and support the advancement of member organizations through networking, convening, and capacity development
- Map infrastructure for philanthropy worldwide; its growth and benefits
- Apply the 4 Cs framework to collect evidence of infrastructure's value to philanthropy



Diversity and trends

The challenges addressed by philanthropy are increasingly more complex, new players and new technologies are changing philanthropy. It is important to have knowledge of local practices, emerging trends, new models, as well as old traditions, from all regions of the world, in an effort of gaining a better understanding of the diversity of philanthropy and cultures of giving in all forms and contexts.

- Map the field
- Engage with various forms of philanthropy from every region
- Collect and share stories



Governance

Demands for greater accountability and transparency in philanthropy have increased significantly worldwide. Philanthropic organizations that want to play a part in social change need to take accountability seriously.

- Convene dialogues
- Share resources and tools
- Support members and other philanthropic actors in their efforts to greater transparency and accountability



Data

Maximizing philanthropy's impact is a shared vision for the sector. Philanthropy data is one of the keys to allow the sector to set priorities, allocate resources, assess needs and identify trends. Currently, reliable giving data can be found only in a limited number of countries. Globally comparable data is non-existent and a careful analysis of philanthropic giving through a global lens is hard to find.

- Promote a culture of working with data
- Support data collection
- Engage in knowledge generation, sharing and standardization



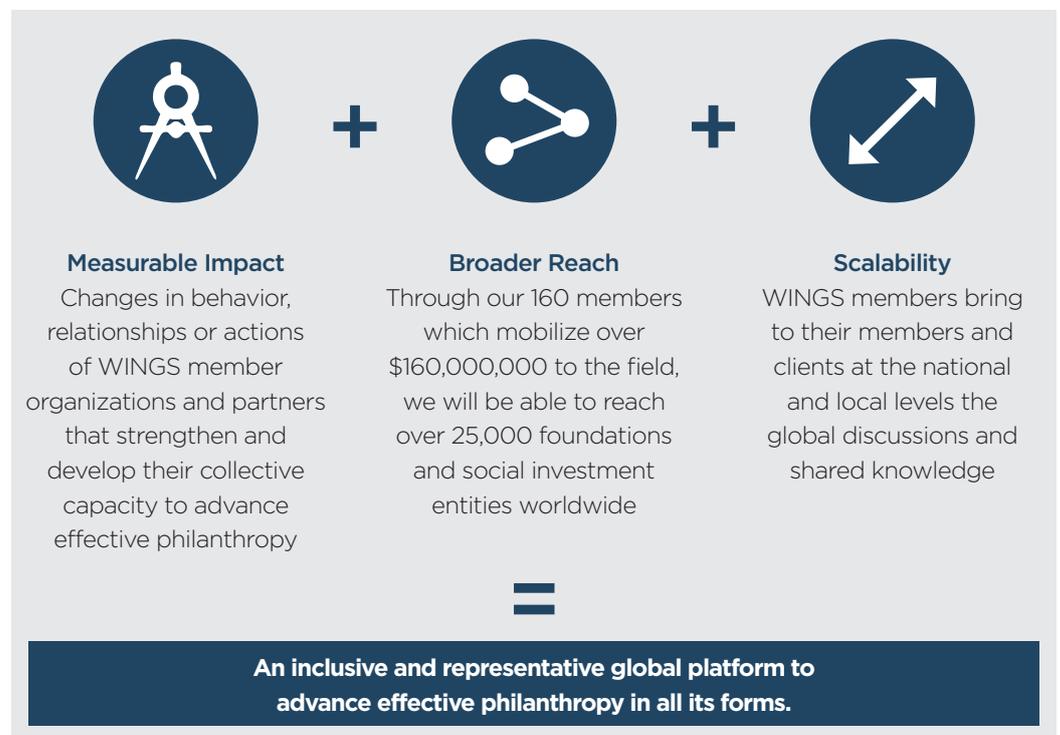
Strategic areas

Philanthropy is greatly enhanced when donors and social investors have access to support services and infrastructure. WINGS strengthens the sector by:

- Promoting dialogue, exchange and learning among members;
- Connecting, convening and engaging peer organizations;
- Curating, sharing, and producing knowledge;
- Building the capacity of philanthropy infrastructure organizations;
- Taping on the diversity of its members to build collective knowledge and map the field;
- Mobilizing the use of resources for members;
- Facilitating action by members and promoting visibility and voice to local knowledge;

The ultimate goal is to provide an inclusive and representative global platform to advance effective philanthropy in all its forms.

Achieving impact & sustainability through scale



To successfully achieve this goal, WINGS supports three strategic areas, with governance and sustainability permeating all of them. By adopting policies to ensure strong accountability and diversifying funding, WINGS aims at being an effective and well-resourced organization.

Strategic area 1:
Leadership &
Advocacy



Goal: To foster an enabling environment for philanthropy and private social investment worldwide

Rationale: The elements of an enabling environment for philanthropy are as varied as the field itself. Legal and fiscal regulations are certainly important, but so is a strong civil society, in which all actors can fully participate. An enabling environment also entails respecting and understanding the diversity in cultures of giving, local traditions, and the different kinds of wealth that make up global philanthropy. WINGS brings these elements together, providing a platform for members to share their knowledge and stories, learn from each other, and build bridges, representing a dynamic force for collective impact.

Key actions

- ▶ Philanthropy trends analysis
- ▶ Policy dialogues
- ▶ Case studies
- ▶ Partnership building

Outcome

🏆 WINGS is a curator of trends in global philanthropy

Indicator

- ★ # and quality of WINGS publications and convenings
- ★ # of organizations (and/or people) and regions reached by the activities

Strategic area 2:
Network building
and engagement



Goal: To connect, engage, and support member organizations and philanthropic stakeholders

Rationale: For WINGS to be most effective in providing a platform for global voice on philanthropy, it must be a strong, representative and engaged network. Building on its active membership, WINGS will expand and diversify, provide a dynamic meeting place for world philanthropy, foster partnerships and facilitate dialogue between its members and other key players in philanthropy, social investment and development. The result is a representative network that empowers and connects members to the resources they need to thrive, communicates the contribution of support organizations, and positively influences the field.

Key actions

- ▶ WINGSForum 2017
- ▶ Regional meetings, member gatherings and peer learning events
- ▶ Membership Drive
- ▶ Affinity groups, communities of practice

Outcome

🏆 WINGS is a vibrant and highly connected global network that convenes critical dialogue and fosters strategic collaboration

Indicator

- ★ At least 60% of survey respondents express satisfaction with quality of the network

Strategic area 3:
Knowledge and capacity development



Goal: To strengthen philanthropic practice, knowledge and capacity

Rationale: WINGS' greatest resource is the wealth of knowledge and experience among our members. Building on the WINGS Philanthropy Data Network, we empower members and build their capacity by providing the opportunities they need to share and gain knowledge, being a hub for information on global philanthropy, helping them make connections, and producing and disseminating tools. WINGS engages with different organizations to collect data and undertake mapping and research on global philanthropic infrastructure, promoting a data-driven culture to advance the field.

Key actions

- ▶ Produce and disseminate knowledge products
- ▶ Maintain and advance WINGS Philanthropy Data Network
- ▶ Host webinars

Outcome

🏆 Philanthropy support organizations contribute to and benefit from the use of WINGS' knowledge programmes and network

Indicator

- ★ # and quality of contributions from members
- ★ 60% of respondents evaluate WINGS programmes positively

Governance and sustainability



Good governance and sustainability are of utmost importance for an organization to develop, be trusted and respected, and are therefore at core of WINGS practices. We will strive and improve best practices including board development, publication of annual reports, and external auditing. Good governance and accountability, both to our members and supporters, will contribute significantly to greater sustainability.

Goal: To build an effective, accountable and sustainable WINGS

Key actions

- ▶ Board representativeness and diversity
- ▶ Annual reports
- ▶ Fundraising plan

Outcome

🏆 A well-resourced, member-owned and member-led global network

Indicator

- ★ Board composition
- ★ Financial health in 2018

Action plan 2015–2018

For the next four years we will focus on:

	▶ Key actions	▶ Outcomes
Leadership & Advocacy	<ul style="list-style-type: none"> ▶ Philanthropy trends analysis ▶ Policy dialogues ▶ Case studies ▶ Partnership building 	<ul style="list-style-type: none"> 🏆 WINGS is a curator of trends in global philanthropy 🏆 WINGS is a vibrant and highly connected global network that convenes critical dialogue and fosters strategic collaboration 🏆 Philanthropy support organizations contribute to and benefit from the use of WINGS' knowledge programmes and network
Network building and engagement	<ul style="list-style-type: none"> ▶ WINGSForum 2017 ▶ Meetings and peer learning events ▶ Membership Drive ▶ Affinity groups 	
Knowledge and capacity development	<ul style="list-style-type: none"> ▶ Knowledge Centre ▶ Reports & other knowledge products ▶ Philanthropy Data Network ▶ Webinars 	

Projected growth and impact – by December 2018 we will have:

Sustainability:

- A membership base to 160 dues paying members
- A diversified pool of funders and supporters from at least 6 different countries
- A \$200,000 reserve fund, with policies guiding its operation and investment strategies

Reach:

- An engaged community of 250 philanthropy leaders worldwide
- WINGS presence, through members, partners, or representatives in 60 countries

Engagement:

- Year-round membership engagement and membership retention rate of 75% or more
- Active contribution to thought leadership on philanthropy, including established connections with academic, international nonprofits philanthropy advisors and consultants, and other partners

Impact:

- Ongoing evidence of WINGS reach and impact through members' surveys, evaluation studies, and brand recognition

Appendix

Development and implementation of the strategic plan

A participatory process

Over the period between July and November 2014, Social Development Directs supported the WINGS strategic planning process for the 2015-2018 period. Barry Smith, Senior Consultant (and former WINGS Board member) worked with WINGS Office to facilitate a stakeholder consultation process involving WINGS members, partners and donors as well as a Strategic Planning workshop on 29-30 September, 2014.

The consultation assessed the stakeholders' level of satisfaction with the work carried out by WINGS, identified key philanthropic trends, detected challenges and opportunities for the next 4-year period, and collected expectations and suggestions for WINGS. The consultation involved an online survey, in-depth telephone interviews, and one focus group convened via web conferencing.

The consultation process confirmed that WINGS has a solid record of achievement on all fronts in the 2011-2014 planning period. WINGS has emerged from a very successful WINGSForum 2014 with great momentum, enhanced global credibility and high expectations. Participants in the consultation expressed high levels of satisfaction with WINGS programs and identified key trends and opportunities for the 2015-2018 planning period.

Informed by this process, the Strategic Planning workshop set out ideas for WINGS outcomes (medium and long term), priority programme areas, and key activities for the next planning period.

Implementation and evaluation

To ensure participation and alignment with our members and the sector's needs, for each of the four strategic plan goals one or more task forces will be formed with WINGS board, staff and members. These groups will develop implementation plans and performance targets to document progress under each goal. For specific activities ad hoc working groups will be formed, consisting of the stakeholders abovementioned and WINGS partners, to inform processes and provide feedback and validation.

At the end of the period covered by this strategic plan, WINGS will engage an external consultant in an evaluation process, in order to appraise the outcomes of WINGS in terms of its impact and effectiveness, and to make recommendations for future action. The evaluation will be done mainly through: a review of key documents; feedback from members, board members, partners, funders and staff; and additional information collected from members.

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