



WINGS-CF 2000 Peer Meeting

Ottawa, Canada
May 7 - 9, 2000



About this Report

The 2000 WINGS-CF Peer Meeting took place in Ottawa, Canada from May 7 to 9, 2000. More than 40 delegates from 16 countries, who work with organizations supporting community foundations, spent three days sharing their knowledge, learning from each other and planning for the future of this young international network.

This report summarizes the peer learning sessions and the emerging plans of the WINGS-CF working groups for 2000 and 2001. It also provides an overview of our WINGS-CF participating organizations (Suzanne Feurt's presentation, page 9) and a review of the short history and recent accomplishments of WINGS-CF.

The individuals and organizations involved in this work use many different terms to describe it: building social capital, civil society, social investment, and community philanthropy are just a few of the English words. But at its heart, the work of the community foundation movement and of our support organizations is about nurturing the human impulse to care for each other. In some places, we are helping individuals – and even countries – to rediscover that core impulse; in others we are helping groups to craft a more inclusive vision of community; in yet others we are

helping to create legislative climates that encourage community philanthropy. But in all cases, we are strengthening the bonds that join us together and help us to care for each other in communities.

We hope this report captures the astonishing diversity of experience in the WINGS-CF network, the spirit of sharing that marks every gathering of this group, and the power and potential of the community foundation concept.

Monica Patten
Community Foundations of Canada
on behalf of
the WINGS-CF Advisory Committee
June 2000

Additional copies of this report are available from Community Foundations of Canada (CFC). The report is available electronically at CFC's website: www.community-fdn.ca or the WINGS website: www.wingsweb.org



Acknowledgements

WINGS-CF is most grateful to the Charles Stewart Mott Foundation and The Ford Foundation for their generous support. Their early contributions to the WINGS initiative have made it possible for both WINGS and this meeting to go forward.

The meeting planning committee – Gaynor Humphreys, Agustin Landa, Max Legodi, Monika Mazurczak and David Winder, most ably chaired by Donnell Mersereau – designed an excellent programme. Suzanne Feurt presented a very interesting overview of organizations in the WINGS-CF network. We thank our meeting facilitator, Kate McLaren, and session facilitators (Dorothy Reynolds, Margot McLaren Moore, Eleanor Sacks, Jayne Millar Wood, Steve Alley, Donnell Mersereau, Gaynor Humphreys) for skilled group leadership.

Community Foundations of Canada staff were pleased to make local arrangements for the meeting. Many thanks especially to Milly Bainomugisha for pre-meeting details, and to Dagne Forrest for on-site coordination.

Notes for this report were recorded by Dagne Forrest, Jane Shakespeare Horner, Jasmin Kay, and Elizabeth Orton. Editing and additional writing is by Nancy F. Johnson, of Johnson Associates. Design is by Wendy Elliott.

A note about language: Participants in the WINGS-CF network use many different English terms to describe organizations in this sector: non profits, NGOs (non-governmental organizations), third sector, etc. We have chosen to retain the diversity of their voices in this report.

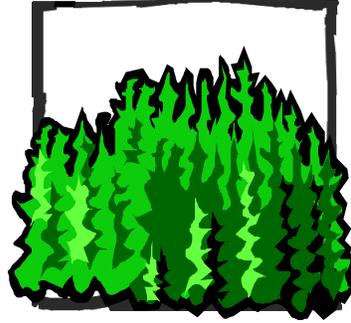


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About WINGS-CF

The idea of bringing support organizations together that work specifically with community foundations grew from discussions in February 1998 at the first International Meeting of Associations Serving Grantmakers (IMAG), an association that included community foundation support organizations. Several of the delegates representing community foundation support organizations had met previously at the Council on Foundations meeting for community foundation support organizations. The idea for a support network was born.

Coordinated by Community Foundations of Canada (CFC) and a global planning committee, a meeting for community foundation support organizations was held in Miami in October 1998. There was strong support for continuing this international network. (The report of that meeting, *Building The Worldwide Community Foundation Movement*, is available in print and on the WINGS or CFC website.)

Because they share so many goals in common, IMAG and the community foundation support organization network began to discuss the advantages of working closely together. They came together formally in October 1999 under the name WINGS – Worldwide INitatives for Grantmaker Support. Activities specific to community foundations are being handled by WINGS-CF.

WINGS is a project of the Council on Foundations. WINGS-CF is subcontracted to Community Foundations of Canada. See page 21 for more information on the history and progress of WINGS-CF.



Welcome and Introductions

An International “Forest”

Delegates were welcomed to Ottawa, Canada’s capital city, by Ross Ramsey, Board Chairman of Community Foundations of Canada (CFC). Ross noted that many of the international participants had attended CFC’s national conference during the previous few days and thanked them for enriching the meeting with their diverse perspectives. He reflected that Canada’s international outlook was nurtured by Lester Pearson, a diplomat and past Canadian Prime Minister who received the Nobel Peace Prize in 1957. Ross said that Pearson “embodies our quest for the peacable kingdom. He helped Canadians think more about reaching beyond our borders.”

To help delegates get to know each other, Kate McLaren, the meeting facilitator, asked everyone to introduce themselves by drawing a tree using the paper, coloured markers and crayons on each table. “The roots represent the place you come from; the trunk is your organization; the branches are the organizations you work with; the leaves are significant recent events or achievements you want to share with the group.” Each participant displayed and described his or her tree and the sketches were tacked to a world map on the wall.

A banyan tree (India), a palm tree (Brazil), pines (Lithuania, Scotland, Michigan), a cypress (Italy), oaks (UK, Indiana and Latvia), a mesquite (Mexico), birches (Russia and USA), a cherry (Washington, DC), and many others – even a “no-name” tree and one on wheels (Mott Foundation) – produced a rich forest of information about participants’ organizations and the groups they work with. As “leaves,” people described key events like expansion, an organizational name change, personal job milestones, a new national partner, a global meeting, new ethics standards, an NGO support program, an electronic philanthropy newsletter, and many other highlights of recent months.

To set the stage for the next few days, Monica Patten summarized the reasons WINGS-CF had convened this conference:

- to strengthen our connections with each other
- to learn from each other and share information, and
- to think together about how to move the WINGS-CF network forward



The Distinguishing Characteristics of Community Foundation Support Organizations

Suzanne Feurt, European Foundation Centre

To help describe the characteristics of community foundation support organizations in the WINGS-CF network, Suzanne Feurt presented the results of two questionnaires sent to WINGS-CF support organizations before the conference. (For the purpose of the discussion, she defined “support organization” as a nonprofit organization that provides services – e.g. information, training, networking – to build the capacity of one or more emerging or established community foundations.) A longer questionnaire was completed by 14 organizations; a shorter one was completed by 7 organizations.

These preliminary findings provide a glimpse at general characteristics and trends in our sector, rather than exhaustive data. They are a first step in the process of gathering data to describe both the diversity and the common features of community foundation support organizations around the world.*

Suzanne began with a list of characteristics that help to define community foundations – the target audience of our support organizations. The list has been developed and refined in discussion with support

organization representatives, beginning at the Miami meeting in 1998.

Characteristics of community foundations:

- serve a defined geographic area
- are independent
- have a representative board
- involve citizens
- make grants
- address a variety of needs
- build endowed funds over time
- have a wide range of donors
- provide donor services
- are community leaders
- are open, transparent and accountable

* *Survey results were compiled by Dagne Forrest*

To promote and improve the efficiency and effectiveness of community foundations. To advance education of the public in the work of community foundations.

*— Mission Statement
Community Foundation Network (UK)*

It is important to note that as the community foundation concept has spread across national boundaries, it has been influenced by the traditions, history, culture and legal frameworks of local areas. The concept has been adapted and shaped to meet the needs of specific communities, and some community foundations emphasize certain of these characteristics over others.

Community Foundation Support Organizations

Mission

Despite different terminology, there is similarity in the missions of most survey respondents. The common purpose, whether implicit or explicit, is to strengthen and promote philanthropy. In societies in transition — such as countries in Central Europe, Eastern Europe and Latin America — there is also an emphasis on supporting democratic principles of civil society through civic engagement, a strong NGO sector, and public/private partnerships.

Three types of mandates emerge from the data:

- development and expansion of organized philanthropy of all types, with a sub-interest in community foundation development (e.g. Academy for the Develop-

ment of Philanthropy in Poland; European Foundation Centre; Council of Michigan Foundations; Mexico's Centro Mexicano Para la Filantropia)

- development of local philanthropic initiatives, including community foundations, but also other types of community philanthropy organizations and community leaders (e.g. Bulgarian Association for Regional Development)
- specific emphasis on the development of community foundations (e.g. Community Foundations of Canada; UK's Community Foundation Network)

Geographic Focus

- national: 15
- regional (state/province): 4
- multi-country: 2

Year Established

- 1974-1989: 7 organizations
- 1990-1999: 14
- United States generally has older support organizations
- survey showed a burst of development in Europe in the 1990s
- most organizations which focus solely on community foundations were formed in the past 9 years

Structure

Of the 14 respondents to the longer survey,

- 9 are membership-based: some are membership associations that serve grantmaking foundations; others have members that undertake other activities
- 5 are non-membership: typically general purpose organizations working to build philanthropy as part of their activities

Staffing

Of the 14 respondents to the longer survey,

- 13 have paid staff
- total number of staff ranges from 2 to 35

- (full-time equivalent); average is 13 staff
- number of staff assigned to community foundation development ranges from 2 to 9; average is 4
- percentage of staff assigned to community foundation development ranges from 9% to 100%

Governance

- Board size ranges from 5 to 43; average is 16
- community foundation representation on boards is highest in organizations with strong community foundation focus; overall average is 2.4 board members; usually staff rather than trustees of community foundations

Budget

- most respondents reported growing budgets devoted to community foundation work
- significant growth for some organizations (e.g. Academy for the Development of Philanthropy in Poland, CAF Russia)

Reported Sources of Revenue

- membership dues
- grants and donations
- fees (conferences, etc.)
- sales (publications, etc.)
- interest income

To enhance the quality of life and vitality in Canadian communities by supporting and promoting the fund development, grantmaking and leadership of community foundations.

— Mission Statement

Community Foundations of Canada

To promote a culture of social responsibility and to strengthen the organizations of civil society.

— Mission Statement

CEMEFI (Mexico)

Membership Dues

- membership dues as a percentage of operating costs ranges from 3% to 40%; average is 16%
- organizations with a high community foundation membership generally have a lower percentage of total revenue from membership dues — this may relate to the fact that community foundations tend to have smaller operating budgets, especially in early years
- membership dues are calculated in different ways:
 - categories/levels (members, associates, affiliates etc.)
 - based on asset size
 - based on annual grantmaking

Types of Activities/Services Provided

Respondents reported a wide range of services provided to their members. (Many of the activities necessarily overlap between categories):

- annual or biennial major conference
 - 5 organizations run a major conference for community foundations
 - 6 run a conference for a larger constituency of grantmakers
 - some run other types of major conferences (e.g. summer fundraising school in Poland)
- technical assistance and training
 - seminars, workshops, retreats: for community foundation CEOs, administrators, board members, program staff, financial staff

- on-site assistance
- one-to-one consultation (mostly by phone)
- telephone/email/fax “hot line” for information
- fax-on-demand, conference calls
- Listservs, website
- publications/resource materials created specifically about community foundations
- other: presentations; meetings with financial advisors: study tours
- general communications
 - newsletter, annual report, bulletins
 - regular publications
 - special publications
- information services and technology
 - library/resource centre
 - Listserv
 - website, sample documents available electronically
 - directories
 - other activities: info alerts; case studies; legal evaluations and opinions on tax issues etc.
- monitoring and advocating legislative activities for legal and tax issues
 - input to charity taxation legislation
 - input to other legal issues
 - legal/tax assistance to members
- promotion of philanthropy
 - specific programs, e.g. specialized marketing in Michigan; Russian Diaspora program; employee giving program; rural philanthropy expansion etc.
- promotional activities to professional advisors, government, companies
- intermediary/facilitator role: two types
 - facilitating or managing collaborative funding programs among community foundations
 - serving as intermediary for distributing funds from national funders (e.g. private foundations, government, corporations)
- providing funding to community foundations
 - challenge grants (for operations, re-granting, endowment)
 - small grants (for operating costs, peer consulting, board development etc.)
 - scholarships/subsidies (for travel/ fees for annual conferences, seminars)
 - internships for staff and board members
- networking
 - internal: Listserv, training events, peer learning, specific networks
 - external: broker to outside networks like WINGS, Transatlantic Community Foundation Network (TCFN), local networks of NGOs, government, etc.
- research
- supporting growth of community foundations internationally

My role this afternoon is to help us understand the support organizations that are represented at this meeting — in particular their purpose, scope, structure, operations, finances and services.

— Suzanne Feurt



Summary

Community foundation support organizations have 3 primary roles:

- to promote (e.g. promote community foundation concept and values)
- to protect (e.g. monitor and deal with challenges and threats to community foundations)
- to professionalize (e.g. improve professional and organizational skills of community foundation staff and boards)

These roles are carried out by serving as:

- information providers (e.g. develop and distribute resource materials)
- educators (e.g. provide advice and guidance, organize training)
- facilitators (e.g. develop contacts with funders, policy makers)
- advocates (e.g. build a supportive fiscal and legal environment for community foundations)
- convenors (e.g. organize networking opportunities)
- resource agents (e.g. provide financial support, leverage funds for community foundations)

The value-added of support organizations:

- they accelerate the development of community foundations
- they develop a field-wide presence/movement of community foundations
- they provide economies of scale in services provided to community foundations
- they maximize creativity and impact by combining the efforts of individual community foundations

Future steps

WINGS-CF will continue to refine this survey and collect information from other support organizations in the network. The information will be used to inform WINGS-CF projects like the Directory of Support Organizations, case studies etc.



Peer Learning Sessions

Monday's agenda was a full day of peer group learning sessions. Participants had the opportunity to choose three facilitated small-group discussions from a wide variety of topics. Working with their colleagues from around the world, they shared experiences, defined issues, helped each other problem-solve, and made recommendations about the role WINGS-CF could play in supporting the network. In some sessions, a participant with particular experience in the topic acted as a resource by setting the stage for discussion.

At the end of the day, each group was asked to report the key "lessons learned" from its discussion, and any suggestions it had for WINGS-CF. This overview summarizes some of the key points. Each of the sessions is reported in detail in Appendix I.

Key Lessons



Governance

Drawing on their organizational experience, participants discussed governance issues facing support organizations, including the staff/Board relationship, values and ethics, membership criteria, and others.

Some common themes:

- clear mission, values, accountability, ethics are critically important
- cultural factors are central to governance
- Board's role and responsibilities must be clear

- balance in Board composition is an important challenge
- manageable Board size and rotation of members is important
- Board members must be kept connected and involved with information



Staff and Board Skill-Building

The group discussed the role and needs of Boards of Directors, staff/board relations, and the training and skills needed by Board and staff, particularly within support organizations. Some key points:

- constant evaluation of staff and Board needs is important; needs and roles evolve over time
- national Boards must move their meetings around the country or subsidize travel costs for Board members
- support organizations must be grounded in the work of local foundations; reference groups, feedback mechanisms, and site visits are useful tools
- staff and Board roles must be clearly outlined; clear communication is necessary
- a careful balance between service and leadership is key
- attitude, learning and interpersonal skills are crucial qualities for staff of community foundation support organizations
- retaining staff is a challenge; support organizations need to develop flexible work arrangements, professional development opportunities, exchanges and (more) competitive compensation



Training and Technical Assistance

Support organizations around the world are providing training and technical assistance to community foundations in various stages of development. Some key challenges and issues:

- preparation, including a needs assessment, is key to delivering effective training programs
- training packages need to be flexible and adapted to individual organizations
- evaluation of training results is difficult but essential
- resource people must be chosen very carefully
- peer-to-peer learning is one of the most effective learning styles for community foundations



Developing New Community Foundations

(2 concurrent groups)

Two groups examined the approaches support organizations are using to help build new community foundations around the world. Some common experience:

- community foundation support organizations can play a role in promoting the community foundation concept; peer networks are crucial
- development of a new community foundation requires local leadership and passion
- the start-up process can be long and demanding; it must be tailored to local conditions
- to succeed, community foundations need to be accountable, diverse and reflective of the community
- helping people to see themselves as part of the community, to understand the community foundation concept, and to understand the value of endowment are key challenges
- flow-through grantmaking is important while endowment is being built
- involving other organizations in flow-through grantmaking may allay local fears of competition
- a growing network of community foundations provides peer support opportunities and reduces the burden on support organizations

Partnership occurs at the intersection of the 3 I's — individuals, institutions and ideas.

— Marcos Kisil, Brazil



Affiliate Models

Community foundations in neighbouring communities are beginning to develop structured ways of working together. The group explored some of the existing affiliation models and the role support organizations are playing. Some key elements:

- in this discussion, affiliation meant geographic component funds within a community foundation; there are other models
- affiliation can offer better coverage of territory, economies of scale, improved quality of service
- affiliation needs to allow communities to retain their own identity
- local context, tax and legal regulations are important
- mutuality and collegiality are important in affiliate relationships



Building Partnerships with Other Sectors (2 concurrent groups)

Two groups discussed the opportunities community foundation support organizations have to work with other sectors, different kinds of partnerships, their challenges, and the skills required to build effective partnerships. Some key points:

- potential partners are virtually unlimited for community foundations and for support organizations
- partnerships are necessary to solve broad-based problems
- building horizontal partnerships can challenge vertical structures

- some key steps in successful partnerships:
 - establish a shared goal
 - clarify the objectives of all partners from the outset
 - ensure that you have a plan; create a written agreement or contract for the partnership
 - understand the political, cultural, legal and social context of each partner organization
 - develop peer-to-peer relationships between partner organizations
 - consider the commitment, resources (money, information, influence etc.), and skills of each partner
 - establish trust



Information Services and Technologies

The goals and strategies for information technology were explored, both for community foundations and for support organizations. Some common issues:

- changing technology is a vast area that can be overwhelming
- information technology goals include: efficiency, performance improvement, information sharing, communication, learning, donor service, fundraising
- technical needs and solutions need to be interpreted and adapted by users; training is a key component
- cost is an issue, including ongoing costs for updating and translation
- communications strategies and information technology strategies must go hand-in-hand
- targeted information is one way to reduce information overload
- technology cannot replace the “value-add” of human expertise and interaction



Financial Sustainability

The group shared experience about ways support organizations are meeting the challenge of funding their ongoing operations. Some common concerns:

- many support organizations are dependent on one major source of funding
- cultural/political/social contexts shape sustainability issues
- diversity in funding sources is important to long-term sustainability
- financial planning and accountability are crucial
- membership fees rarely cover the full cost of services to members
- fees for service, management fees, administrative fees are sources of income for some groups
- very few have any operating endowment
- community foundation support organizations need to learn to tell their “story” in a compelling way



Marketing and Promotion

Community foundation support organizations around the world are working to promote community philanthropy. Despite working within different cultures, common issues include:

- building trust in our sector is especially crucial in some cultures
- non-profits need to be accountable, transparent and professional at all levels of the organization
- we need to use simple statements and simple language to describe the community foundation concept
- it is important to tell our success stories proudly
- support organizations are using a variety of communications tools, community events, prizes, media awards, legislator training programs, etc. to promote the non-profit sector
- legislators must be educated to create a climate that encourages philanthropy
- the meaning of words like *community*, *philanthropy*, *foundation* differs in different cultures; we need to find the words local people will embrace

One of the needs that comes out of this discussion is to be able to tell the support organization story in a way that attracts operating support.

— Dorothy Reynolds, USA

Suggestions to WINGS-CF

Each peer learning group identified ways WINGS-CF could support the work of community foundation support organizations. Many suggestions were similar from one group to another. The key points voiced by participants are summarized here.



WINGS-CF can create an enabling work environment by bringing us together:

- facilitate Board and staff exchanges among organizations
- facilitate twinning, fellowships, internships, and mentoring among WINGS-CF member organizations
- establish a pool of resource people and organizations both for community foundations and for community foundation support organizations (for on-site, telephone, and email consultations)
- create Listservs for WINGS-CF participating organizations
- have WINGS-CF meetings more often



WINGS-CF can help us share information and expertise:

- gather and circulate case studies, one preferred learning tool. Topics identified include governance, partnerships, marketing, and staffing patterns
- disseminate “best practices.” Examples can help us raise standards and professionalism in skill areas like accountability, marketing, partnerships, affiliate models, financial sustainability
- collect information, sample documents

and tools in use by community foundation support organizations on topics like Board and staff training, affiliate models, partnership agreements, marketing, information technology

- develop an electronic site for WINGS-CF organizations where we can find specific information and share expertise
- translate key materials



WINGS-CF can promote the values and voice of our sector:

- help us define concepts like community
- develop inspirational materials about the community foundation concept (audio-visual, print) and about the role community foundation support organizations play
- celebrate exemplary organizations
- develop a list of minimum competencies/standards for members of community foundation support organizations
- identify potential international partners and show them how they can help community foundations and support organizations
- broker relationships between community foundation support organizations and partners in other sectors
- help identify local leadership for new community foundations
- provide start-up grants for new organizations

What are you planning as your next steps? I'm asking because we're exactly at the same stage.

— Pushpa Sundar, India, to Katrin Enno, Estonia



WINGS-CF

Background and Update

Barry Gaberman, Senior Vice President,
The Ford Foundation; Chair, WINGS
Coordinating Committee

Jayne Millar Wood, WINGS Project
Manager, Council on Foundations

Monica Patten, President & CEO,
Community Foundations of Canada
(WINGS-CF Secretariat)

The stage was set for the Working Group discussions with a brief history of how WINGS-CF had come into being. Barry Gaberman reviewed the early discussions that had given birth to the idea of a community foundation support organization network. He described the success of the first IMAG (International Meeting of Associations Serving Grantmakers) meeting in Mexico in February of 1998, which brought together 28 of the 36 existing grantmaker associations (not counting many more American regional associations.) Informal meetings there led to a meeting specifically for associations sup-

porting community foundations in Miami later in 1998.

Participants in the new network were eager to see it continue.

IMAG and the community foundation support network have now come together as WINGS (Worldwide INitatives for Grantmaker Support), thanks to generous support from The Ford Foundation, the Charles Stewart Mott Foundation, and other funding partners. The Council on Foundations in Washington, DC has agreed to host WINGS for 2000 and 2001 and Jayne Millar Wood was recently appointed as project manager of WINGS. The secretariat for WINGS-CF, the WINGS component that focuses specifically on community foundation support organizations, is sub-contracted to Community Foundations of Canada, in Ottawa, for the same time period.

Very seldom does the light ever shine on support organizations. But they are at the heart of enhancing and promoting philanthropy.

— Barry Gaberman, USA

WINGS-CF Advisory Committee

Nelson Colon, Institute for the Development of Philanthropy, Puerto Rico
Suzanne Feurt, European Foundation Centre
Gaynor Humphreys, Community Foundation Network
Max Legodi, Southern African Grantmakers' Association
Donnell Mersereau, Council of Michigan Foundations
Monica Patten, Community Foundations of Canada

WINGS-CF Progress

Monica Patten briefly mentioned some of the work completed by WINGS-CF to date:

- held international meeting in Miami in 1998
- recently updated and re-released the Miami meeting report
- formed Advisory Committee and developed governance structure
- Working Groups outlined plans in 4 areas: networking, information, resource materials, research
- Working Group plans were integrated into overall WINGS planning
- WINGS-CF representatives assisted in the development of WINGS proposal for donors and fundraising
- WINGS-CF partnered with Council on Foundations in mapping community foundations around the world (see *Growth of Community Foundations Around The World*, available on WINGS or CFC website).
- planning committee created program for Ottawa meeting

WINGS-CF Governance

The WINGS-CF Advisory Committee's role is to advise and guide CFC on planning, implementing and maintaining

WINGS-CF policies and activities.

- there are 7 members, one of which is CFC. (There is currently one vacancy which will be filled in consultation with the WINGS-CF network.)
- terms of members are staggered to ensure continuity
- new members will serve for 2 years
- the Chair is selected by the Advisory Committee for one year

Monica explained that the Advisory Committee hopes to see their membership grow, evolve and be refreshed with participation from member organizations as WINGS-CF develops.

Principles Guiding WINGS-CF

- diversity: we will strive to reflect the richness of our worldwide movement – its cultural differences, geographic scope, varying organizational types and stages of development
- accountability: inclusiveness, openness, transparency and mutual respect will guide our decisions and actions
- participation: input and ideas from all WINGS CF participants will be encouraged
- dissemination: results of discussions and activities will be broadly shared on a timely and ongoing basis

Issues in the Sector

Participants in the Ottawa meeting had a wide-ranging discussion about some of the broad issues facing WINGS-CF and the community philanthropy sector, including:

- the continuing challenge of defining the term “community” given our varying cultures and contexts
- the relationship between community foundations and other aspects of community based philanthropy; the civil society research being done by the Bertelsmann Foundation’s Transatlantic Community Foundation Network (TCFN) was noted
- debate about mapping the support field and how much history to collect
- ideas about how WINGS-CF can stay grounded in the grass-roots work of community foundation practitioners
- the lifespan of WINGS and WINGS-CF beyond the year 2002
- the evaluation component of the WINGS and WINGS-CF work
- discussion of the kinds of organizations that should have the opportunity to participate in WINGS-CF: the group consensus was to continue as we are, maintain openness and flexibility, and know that we will revisit the question periodically

The principles behind community philanthropy are very important to community development.
— Olga Alexeeva, Russia



Working Group Sessions

On Tuesday morning, participants gathered in 5 working groups to advance the WINGS-CF agenda. Issues and suggestions raised in Monday's peer learning sessions were reviewed against the mandates of the working groups, and each group was given a brief list of additional items emerging from the peer learning sessions to consider along with their core agenda. The summary below reflects some of the key directions outlined by each group. Full reports on the discussion and plans of each working group appear in Appendix II.



Directory of Support Organizations and Mapping of Funders*

WINGS-CF plans to produce a directory describing community foundation support organizations around the world. Another project will map the funders of community foundation support organizations.

- a directory of community foundation support organizations will be created, using recent survey information and additional data to be collected
- it will include contact details and information such as geographic coverage, mission and goals, staffing and governance information, financial overview, services provided
- it will be available in written form and electronically, and updated annually
- the project of mapping funders will profile private foundations, companies, governmental sources and others that provide substantial support to community foundation support organizations, along with funders that offer challenge grant programs to develop community foundations
- suggested access to the mapping research is through a 'members only' section of the WINGS-CF website
- an additional project was suggested, arising from the peer learning sessions: to explore and describe the various community foundation affiliate models in use in the UK, Canada, USA and elsewhere

* *The original working group on Directory, Case Studies, Mapping and Monograph was split into two sections at the Ottawa meeting, for practical reasons. The two halves will be rejoined.*

We need to find ways to tell big corporations and organizations that community foundations are the best way for people to help countries democratize and help themselves.

— Agustín Landa, Mexico



Monograph and Case Studies*

WINGS-CF will contribute to the planned WINGS monograph describing the value of support organizations within the field of philanthropy. Case studies illustrating various aspects of successful community foundation support organizations will also be developed.

- a monograph describing support organizations will be produced by WINGS; it will be a visionary and inspiring statement of the role and value of support organizations within the field of philanthropy and will include content on community foundation support organizations
- the monograph should reflect the diversity of the movement, use simple jargon-free language, and be broadly disseminated
- case studies will be produced to complement the monograph, illustrating both different models of support organization and specific topics such as governance, staffing, financial sustainability etc.
- the case studies will be of value as learning tools for the WINGS-CF network and for others interested in the community foundation movement

* *The original working group on Directory, Case Studies, Mapping and Monograph was split into two sections at the Ottawa meeting, for practical reasons. The two halves will be rejoined.*



Compendium of Resources and Classification

This WINGS-CF working group plans to catalogue the resource materials available to the network and develop a common classification system to help members access the information.

- existing resource materials and gaps will be identified by survey
- examples of classification systems will be collected and compared
- issues like retrieval and access, maintenance, cultural context of resources, physical location of the materials, etc. were flagged
- electronic approaches will be explored



Pool of Resource People/Organizations

WINGS-CF intends to establish a pool of resource people to provide consultation and support to community foundation support organizations around the world.

- the needs and resources of community foundation support organizations will be surveyed, with the ultimate goal of creating a pool of resource people and organizations to provide mentoring, consultation and support within the network

- in the interim, a group of people and organizations will be identified to serve the needs of support organizations working with emerging community foundations



Planning for IMAG II

The group provided input into WINGS planning for the second International Meeting of Associations Serving Grantmakers (IMAG), scheduled for 2001.

- topics suggested included: civil society, promotion of philanthropy, technology, leadership, financial sustainability and many others
- ways to tailor workshops to different needs, levels of knowledge and interests of the participants were discussed
- the WINGS-CF network will be surveyed for additional ideas on session content



Working Group Next Steps:

- Volunteers from each group agreed to continue to move the working group agendas forward
- since the Ottawa meeting, the WINGS-CF Advisory Committee has worked to coordinate the plans of the working groups, particularly as they relate to surveys (which will provide the information the working groups need to further develop their workplans.)
- a plan and timetable for surveys to the WINGS-CF network has been developed (see Appendix III)
- as the secretariat for WINGS-CF, Community Foundations of Canada will coordinate with WINGS regarding consultants for specific projects, in consultation with the appropriate working groups

In Estonian language we don't have a word for community. So we have to invent it.

— Katrin Enno, Estonia



Conclusion

Participants in the 2000 WINGS-CF Peer Meeting came to Ottawa with tremendously diverse experience. Some have worked for many years with community foundations and support organizations in their home regions. Others are new to the field. Some came from cultures with a long tradition of community philanthropy. For others the concept is new, bold and transformative.

The discussions in workshops, over breaks, and at meals (and waiting for elevators) represented peer learning at its best: honest, generous, compassionate sharing of expertise among equals. We all learned something new about our work and about our world.

Bridging the wide-ranging topics and the extraordinarily diverse cultural, political and social contexts of the participants, some recurring themes emerged from the meeting:

- **Rich experience:** we have a fascinating and valuable experience to share with each other
- **Hunger to learn:** we are eager to find and share models, examples and “best practices” around the world
- **Cultural diversity:** models and approaches must be inclusive, and adapted to the different cultures and conditions in which we work
- **Trust as the key:** one of our most important and challenging tasks is to build trust in our communities
- **The value of community:** even though some languages have no single word for it, there is no doubt that “community” is fundamental to quality of life around the world

As our time together has shown us, we are working with an astonishingly powerful idea. Community philanthropy and community foundations, whatever their local variations, have the potential to empower people and change the way individuals participate in community life



Peer Learning Sessions

Topic: Marketing and Promotion of Philanthropy

Facilitator: Margot McLaren Moore, Trilogy Group, Canada

Participants: Steve Alley, The Community Foundations Institute, USA
 Carla Cordery Duprat, Institute for Development of Social Investment, Brazil
 Suzanne Feurt, European Foundation Centre, Belgium
 Birute Jatautaite, Baltic-American Partnership Program - Lithuania
 Igors Klapenkovs, Baltic-American Partnership Program - Latvia
 Jenny Kloer, Indiana Donors Alliance, USA
 Agustin Landa, Centro Mexicano Para la Filantropia (CEMEFI), Mexico
 L'ubica Macedo, Community Association Sami-Sebe Pezinok, Slovakia
 Donnell Mersereau, Council of Michigan Foundations, USA
 Steven Pierce, The Synergos Institute, USA
 Karin Tice, FERA, working with Council of Michigan Foundations, USA



As a resource person for the session, Donnell Mersereau began the discussion by offering a definition of promotion and marketing in the community foundation world:

1. **Promotion:** promoting philanthropy in your geographic area to groups such as legislators, professional guilds, leaders and government administrators.
2. **Marketing:** done by the support organization at the regional or national level, for the larger geographic area. (Start-up and emerging community foundations do not generally have the funds for marketing.)

Margot McLaren Moore suggested the group start with promotion. The discussion began with vocabulary and how words have different meanings in different countries. In Brazil, for example, the word philanthropy sounds paternalistic. They prefer to use social responsibility (for corporations) and social investment (community projects). Terminology is important. It is important to find words that people will gather around.

Barriers to promotion

The group discussed several barriers they experience in trying to promote giving. Steve Alley indicated that one barrier is the suspicion sectors can have of each other. Each sector (corporations, government, non-profit) sometimes perceives the others negatively. There are trust-building activities that can be used to break down deep divisions and reduce barriers between these sectors.

Igors Klappenkovs added that in Latvia barriers are created by the structure and legislation, as well as by the different living standards between urban and rural populations. Suzanne Feurt said that in Europe some people feel they shouldn't have to donate when they already pay taxes for services. Birute Jatautaite indicated that a Lithuanian survey found that the giving culture is absent there, that legislation is not a barrier but that NGOs are seen as non-transparent and not working for constituents.

Donnell commented that some focus groups in Michigan found that the word philanthropy had a negative connotation. They now use "For good. For ever." as a tag line. One of their challenges is educating new politicians who have no knowledge base about philanthropy. They have launched a large campaign on the benefits of community foundations. Some audiences don't know what community foundations are and even some people with experience in community foundations could not describe what they are clearly and succinctly. Everyone agreed that a key need was to find ways to talk about community foundations in simple language.

Olga Alexeeva added that in Central Europe and Russia, the word "community" has to be explained. They may have to invent a new term for it.

Marketing

Steve Alley suggested that because non-profits lack professional staff with marketing skills, they often do not develop a clear message. But he added that NGOs must strike a balance between being unseen and unknown, and being too slick.

Donnell indicated that everything the organization does (from the receptionist's greeting to products for sale) is marketing. Each member of staff and board is in the public eye at any time. We are "promoting a promise"—a promise that community foundations are credible organizations with responsible investment strategies that can deliver safe, good grants that are responsive to community needs. Marcos Kisil added that one of the best ways to market is still through word of mouth and personal contact through family, friends, and neighbours.

Tools used by the participants

Donnell recommended printed materials on defining community foundations for use by smaller community foundations. They include legal issues, giving options, etc. Other examples included:

- Joint events: A Mexican NGO paired a former guerrilla leader with an NGO.
- Mayor as champion: Slovakia nurtured a relationship with one mayor who then connected other mayors with their local community foundations.
- Prize for the 50 most efficient NGOs in Brazil: After winning the prize, organizations' new funders doubled. Connections with communications professionals were developed through this award, and journalists have devoted increased space to the third sector and related issues.
- Prizes for corporate social investment: in Europe, prizes are encouraging corporations to get involved with community foundations.
- Prize for the best media advertisement for a non-profit in Mexico.
- Educating lawyers about NGOs in Slovakia
- Research centres tracking development of NGOs in Europe.
- Alastair Gamble Memorial Award recognizing local community foundation progress in Canada. The recipient often has a big growth spurt following the award.
- Business Friends Club helps businesses in Lithuania to give. Includes information on how to give, benefits, and potential recipients.
- Icon that businesses in Brazil can earn for being free of child labour.
- Michigan publishes a list of their grants indexed so that politicians, bureaucrats and others can see recipients by geographical area or by issue. It is available on their website, in print and on CD. They also publish regular newsletters that provide visibility for local community foundations, board members and target groups.

“For good. For ever.”

Donnell demonstrated Michigan's Power Point PR tool. The presentation includes: definitions of community foundation work, background information on community foundations, vital statistics, donor stories, reasons people choose community foundations. The show can be changed to fit a local community foundation in a few hours. (It is available for \$50 on CD. Licensing agreement – only for use by community foundations, request for feedback after 60 days.)

Following the demonstration, Donnell raised the question: “What is an acceptable level of investment in marketing?” She explained that Michigan has mounted an extensive ad campaign this year and will see what effect it has. They also have training events for community foundations to learn about talking to professional advisors, donors, asking for gifts, creating long term relationships. Most marketing is done face-to-face.

Networks

Margot mentioned that CFC has a technical assistance program that provides peer exchanges between community foundations and consultants to new community foundations.

In the UK, the support organization hosts a reception in parliament to educate politicians and civil servants about the grass-roots work they do that government is not in a position to do. Michigan retains a lobbyist and support organization staff meet regularly with elected legislators to educate them about legislative issues of concern to community philanthropy.

Donnell said support organizations can also build wide networks by offering to broker relationships or by moving into an advocacy role.



Recommendation to WINGS-CF:

Help organizations to understand their education role, by modelling, exchanges, inventory of resources, profile of best practices, sharing knowledge, experience and learning. Bring together organizations and individuals and broker exchanges.

Notes by: Jane Shakespeare Horner

Topic: Developing New Community Foundations

(1 of 2 groups)

Facilitator: Margot McLaren Moore, Trilogy Group, Canada

Participants: Robert Buchanan, Council on Foundations, USA
Bernardino Casadei, Fondazione Cariplo Progetto Fondazioni Comunitare, Italy



Maria Ce'lia Meirelles Toledo Cruz, Institute for Development of Social Investment (IDIS) Brazil

Katrin Enno, Baltic-American Partnership Programme - Estonia

Birute Jatautaite, Baltic-American Partnership Programme - Lithuania

Jenny Kloer, Indiana Donors Alliance, USA

Agustin Landa, Centro Mexicano Para la Filantropia (CEMEFI), Mexico

Stanislava Slaninkova, Open Society Foundation Prešov, Slovakia

Pushpa Sundar, Indian Centre for Philanthropy, India

Karin Tice, FERA, working with Council of Michigan Foundations, USA

Margot McLaren Moore invited participants to begin by describing the issues involved in building new community foundations in their context. A few of the challenges and approaches group members described:

- In Italy, the first task was to introduce the concept of community foundations and set it in the Italian context. Developing trust, creating a strategic plan, and deciding how best to use available challenge grants were further steps.
- In India, the challenge is also to introduce the concept, and to create a feeling of belonging, a feeling of community. A second aspect is helping NGOs see that the community foundation concept is not competition - that it is in their interest as well
- In Mexico, there is no legal definition of community foundation and each of the many foundations has a particular history and source of funds. Another challenge is explaining

- why funds should be “frozen” in an endowment when there are many immediate needs
- In Estonia and in Lithuania, they are at the very early stages of introducing the concept and looking at legal issues/impediments to establishing community foundations. Cultural obstacles include a tradition of individualism, especially in difficult economic times. There is no word in Estonian for “community.” In Lithuania, they have begun to identify districts with successful small businesses and survey which are philanthropic and which are not. They hope this will help identify barriers to philanthropy.
 - In Brazil, they are working to move from a concept of charity to one of social investment. (A study from Johns Hopkins University identifying social investment as a percentage of Gross Internal Product was mentioned.) Good management and increasing professionalism are being stressed.

Common Themes

As participants talked about their experiences, several common themes emerged:

- **Community size:** In Slovakia, they have had much more success introducing the community foundation concept in smaller cities than in larger ones like Bratislava. In Italy, they have started with communities of 20,000-30,000 people and affiliated within a larger region of 300,000. In Mexico, centralism doesn’t work, and trying to organize in Mexico City can sap all of a group’s energy.*
- **Passionate leaders:** In Michigan (USA), a state tax incentive (additional to the federal one) and challenge grants were important in developing new community foundations, but the key factor was people who were passionate about the concept. Indiana’s community foundation support organization has discovered that motivated local leaders will create community foundations with or without their help. In Mexico, the foundation movement is giving communities a sense of power and control over their local government. Leadership should be as inclusive as possible, to demonstrate neutrality.
- **Immediate results, endowment building and diverse funding sources:** the difficulty of building endowment in the face of immediate needs was a common challenge. The issue is even more difficult in countries where achieving a good return on investment is a problem. Flow-through granting is one way to show immediate results while building long-term endowment. In Italy, projects were selected first and funds were raised in the community for those projects. The foundation then matched the funds that were raised. This also helped local organizations realize that the foundation was not in competition with them. Broad-based fundraising at the community level (donations of 1 peso at the grocery store checkout) in Mexico generated government funding. Other countries are attracting endowment or flow-through money from outside their countries.
- **Inclusiveness:** accountability to the community is very important. Bringing in partners helps to avoid a narrow focus.
- **Building quietly vs. visibility:** it is important to start quietly and develop the conditions for trust (conflict of interest policies, granting guidelines, etc.) before seeking widespread publicity. Training, professionalism, efficiency, knowledge of the legal issues need to be in place.
- **Staff:** the Council on Foundations’ research has found that community foundations with a full-time Executive Director grow much faster than those without staff. Others noted that the

* Note: in the United Kingdom, their experience has been very different. Working in larger centres has been successful.

people who are good at starting a community foundation are not necessarily the ones with the skills to continue it.

- **Resources:** how do you begin with no money? Countries in the beginning stages outlined their need for help to plan, to explain the community foundation concept, to locate leaders and interest in local communities. Suggestions included using local community resources such as universities and other non-profits for expertise, free space, volunteers.



Recommendations to WINGS-CF

The group discussed how the WINGS-CF network could share resources and help its members build new community foundations in their countries. Some suggestions included:

- Inspirational videotapes about the concept of community
- Technical assistance in advance of grantmaking
- Visits from experienced practitioners
- Examples from other community foundations, to inspire and explain – particularly from outside North America. (In Europe, American models are not accepted as relevant. But in Mexico the opposite is true.)
- Board training and visits to other countries (to see results after a vision has been in place for five years)
- Models and expert advice on investment, financial management, fund management issues
- A Listserv and on-line resources on these issues

Notes by: Nancy F. Johnson

Topic: Developing New Community Foundations

(1 of 2 groups)

Facilitator: Eleanor Sacks, USA

Participants: Silvia Piperno Beer, European Foundation Centre, Belgium

Ben Bodna, Philanthropy Australia, Inc., Australia

Igors Klapenkovs, Baltic-American Partnership Program - Latvia

Lori Kuhn, Ohio Grantmakers Forum, USA

L'ubica Macedo, Community Association Sami-Sebe Pezinok, Slovakia

Joyce Malombe, The World Bank, USA

Anne Stewart-Hill, The Eurasia Foundation, USA

David Winder, The Synergos Institute, USA



The group discussed some of the variables and issues for consideration when setting up new community foundations. They also discussed tangible ways in which support organizations could provide help and support to these new foundations. The discussion centred on ways established community foundation support organizations could support and grow the network without imposing their views and practices upon new local contexts.

Discussion

Critical mass and diversity, motivation, leadership, and understanding of the community foundation concept were all identified as issues to consider when developing new community foundations.

Critical mass refers to the question of size in both the population and in capital; is there an optimum level? It was felt that critical mass at the board level was important; that there be board representation at all levels. Eleanor Sacks gave an example of a group looking to reach out to corporate groups but who were unable to because they had no corporate representation on their board. Both David Winder and Ben Bodna agreed, pointing to not only what board members bring to the organization but also to what the organization can do to further their board skills and input. They “need to be more than just decision makers, they need to be able to roll up their sleeves,” Ben said.

Considering the motivations behind wanting to set up a new foundation was also thought to be important. Endowment is still a new and not yet ‘established’ concept. Do people understand and really want what community foundations can bring to a community? Silvia Piperno Beer spoke about the difficulties in trying to convert pre-existing non-profits and NGO’s into community foundations because of the expectation that they will address a myriad of short-term problems. Typically NGO’s that want to convert to a community foundation represent one part of a community only – whereas cross-representation from all different sectors of a community is critical to community foundation development.

L’ubica Macedo thought that leadership is key to the development of new community foundations. Although the idea or model for the new organization might germinate elsewhere, the leadership and initiative for the development must come from those who live and work in the community. The cultural and political context is very important to the development of new community foundations and differences in these will alter the shape of the organization.

Addressing and meeting the particular needs of each local experience is one of the greatest challenges in the development of new groups. Joyce Malombe pointed to the start-up process as being integral to successful development; a process that is sometimes very long and tedious. While the beauty of community foundations lies in their adaptability to local situations, it is difficult to provide ready-made answers for newly emerging or developing foundations.

One of the great roles that support organizations can play in the development of new community foundations is to put peers in contact with each other. Lori Kuhn’s group runs a series of

workshops where individuals from newly emerging groups in Ohio can learn about different subjects such as what are factors for success, and how to articulate a mission. They also provide day-long forums for peer sharing on all aspects of creating and propelling community foundations. They have built a reference library of resource materials. She finds that generally speaking, newer community foundations are looking for training and support.

Fundraising is also a key to helping new community foundations start up. The leverage of resources on a local and international level is important. It is important to give start-ups a sense that they are part of a larger movement, and that there is the opportunity to get in contact with peers. Ben wished to see a pro-active marketing concept used to recruit and encourage the development of new community foundations.

Finally, Anne Stewart-Hill wondered if there is a type of support organization that is more effective: association versus institute, membership versus consultant-based group? Often, support organizations play a role as gatekeeper – translating and disseminating information. Do we need different kinds of support organizations or is it more important to provide consistency? Is it healthier to have one place to which organizations can turn, or should there be choice? Joyce felt that there should be support that is international in scope.



Recommendations to WINGS-CF

The group suggested that WINGS-CF could re-document available resources so that new community foundations could easily access the information. To do so on an international level, as was thought important by the group, did however raise questions of language, usefulness in local contexts and means of access. This information is needed less as a prescriptive information tool-kit and more to develop an understanding and passion for community foundations worldwide. WINGS-CF could play a role as an ambassador, and provide inspiration to newly emerging groups.

Notes by: Jasmin Kay

Topic: Staff and Board Skill Building

Facilitator: Margot MacLaren Moore, Trilogy Group, Canada

Participants: Ben Bodna, Philanthropy Australia, Inc., Australia
Francis Charhon, Fondation de France
Carla Cordery Duprat, Institute for Development of Social Investment, Brazil
Elan Garonzik, Charles Stewart Mott Foundation, USA



Gaynor Humphreys, Community Foundation Network, UK
 Marcos Kisil, Grupo de Institutos, Fundações e Empresas (GIFE), Brazil
 Donnell Mersereau, Council of Michigan Foundations, USA
 Angela Miller, Indiana Donors Alliance, USA
 Monica Patten, Community Foundations of Canada
 Steven Pierce, The Synergos Institute, USA
 Gail Powers-Schaub, Council of Michigan Foundations, USA
 Pushpa Sundar, Indian Centre for Philanthropy, India
 Jorge Villalobos, Centro Mexicano Para la Filantropia (CEMEFI), Mexico

Boards

Jorge Villalobos began the discussion with a description of the Board as representing the community: business, community, government plus those who will take the organization forward to meet goals, especially fundraising goals. The discussion continued with the comment that fundraisers need to have contacts and resources. There are also different kinds of Boards: operational and honorary. Boards have different challenges at different times and the composition may need to change. There has to be a process for inviting old members to leave and new ones to join. There must also be a way to deal with problems, and processes for making small as well as major changes.

A support organization Board is focussed on members, service and support. It needs to stay grounded in its principles and priorities. The staff can help with this but they need to know their Board members well and have resource people who are grounded and working for them in the regions.

Steve Pierce expressed the view that in many countries, relations between different sectors is just developing. The community foundation model creates a space for extending the social fabric. He suggested inviting the corporate people to the community foundation Board table and finding ways to understand each other. Ways can be found to encourage corporate people to participate. For example, meetings can be held at resorts, where sessions can take place in the morning and people can bring their families and spend time with them in the afternoon.

Board Needs

Boards should look at their needs periodically. Board and staff may not have enough opportunities to discuss issues together; they can sometimes remain quite separate. Board members need ongoing orientation and site visits.

Marcos Kisil introduced the question of educating a Board. Board members often don't have time to learn about the issues in depth or to get to know each other. As well, community foundations are a new concept. Staff have the knowledge of community foundations and need to ensure that the Board understands them, without overwhelming the Board with too much information. Board members need to have time to understand the special messages they need to communicate to others. They will commit if they understand the purpose.

One suggestion was to contract with Board members about expectations – specify what is involved (for example, a phone call a year or monthly meetings and committee work). We need to stay concrete and yet act strategically.

Staff/Board Relations

The discussion moved on to how staff and Board relate to each other. Monica Patten commented that her Board gives her a strong leadership role but they also insist on a rigorous performance review each year. She is accountable to them. Her Board is clear about who does what. “We move our Board meetings across the country. Local community foundations are invited to participate in the Board meetings. They learn from us and we learn from them. Every month I send an email around to Board members about what’s happening.” Staffing and programming issues are staff, not Board, functions. Lines of authority are important. The Board relates to the CEO. The Board is involved and has the information it needs for strategic planning and budget, but staff does the operational planning. The Board is informed about the operational plan by the CEO.

Gaynor added that she tries to keep the Board up to date on key issues. Between meetings she sends information packages to Board and members. “It’s important that they understand the relationship between the organization and its members.” The support organization becomes a spokesperson once it has earned a leadership role. “It’s a matter of understanding how far you consult and then when to lead.” She went on to say that in her organization, small groups from the Board work with staff on planning and the Board continues to help staff monitor what is done.

Pushpa Sundar said that the role of Board members is evolving in India and they have some similar problems. They cannot pay for Board members to come to meetings in New Delhi.

Staff Training and Skills

Gail Powers-Schaub commented that CEOs sometimes tend to worry less about staff skills than Board skills. It is important for Board and CEO to support training and education, and once staff and Board are trained, to make sure they use the training in a way that is useful to the organization.

On the topic of staff roles, Monica said that it is up to staff to make sure that Board members really understand how community foundations work. However, not all her staff have previous working experience with a community foundation. Steve commented that it is preferable to have people on staff with community foundation experience, but cross-fertilization is useful too, for looking at issues from a variety of viewpoints. A multi-disciplinary team can create innovative change.

The discussion moved on to the subject of the skills needed by staff. Different staff skills are needed at various stages. Monica commented that a support organization staff person needs to

understand the different issues in different regions of the country. New staff have to be willing to grow into that understanding and have training opportunities. They need to be able to manage change: to keep the big picture in mind, to plan and be able to translate plans into projects, and then follow through.

Staff must have relationship skills, be service oriented, rooted in the voluntary sector, be flexible and be team players. They should know how to network across sectors, have external savvy, be mission-focussed and have marketable skills. They need to have political knowledge, understand the context, and have a broad range of communication skills without jargon.

In a support organization, should we have someone with legal or investment advice? Some have honorary advisors and a planned giving person on retainer.

Pushpa added that in India, staff turnover is a concern but it is unclear whether this is due to low pay or climbing the ladder of organizations. She has a problem attracting people with the right skills; most want hands-on work, not administration or support work. Donnell Mersereau suggested that we need to create a learning environment that offers education opportunities and scope for creativity. We could create a model where people come for 2-3 years from corporations or government positions, on loan.

Other comments: Older people are retiring, the young are often motivated by travel and flexibility. Kellogg has a 2-year trainee program, offering training in a new field, travel, diversity, and flexibility. There is a huge demand for it.



Recommendations for WINGS-CF:

- That WINGS-CF establish advisory groups in each country to act as mentors for others outside their area.
- In order to attract and retain staff, we need to create enabling environments that make it attractive to work for our organizations. WINGS-CF can create the opportunity for staff to travel to other countries through an exchange program.

Notes by: Jane Shakespeare Horner

Topic: Training and Technical Assistance

Facilitator: Jayne Millar Wood, WINGS Project Manager, USA

Participants: Olga Alexeeva, Charities Aid Foundation, Russia
Steve Alley, The Community Foundations Institute, USA
Clare Brooks, Community Foundation Network, UK
Carla Cordery Duprat, Institute for Development of Social Investment, Brazil
Suzanne Feurt, European Foundation Centre, Belgium
Abbey Gardner, Baltic-American Partnership Fund, USA
Steve Pierce, The Synergos Institute, USA
Zuzana Podhorska, The Open Society Foundation of Bratislava, Slovakia
Gail Powers-Schaub, Council of Michigan Foundations, USA
Jaroslava Stastna, Open Society Fund-Prague, Czech Republic
Lisa Whiteman, Council on Foundations, USA



Jayne Millar Wood began the session by asking participants to describe what the issue of “training and technical assistance” meant to them, and to identify some of the issues they wished to discuss. Suggestions included the following:

- What are the technical assistance methods you’ve found most effective in helping new community foundations?
- Describe different leadership development techniques
- Experience with outside experts
- Has anyone done an evaluation of their organization’s technical assistance program?
- Has anyone ever done a “skills audit” of their members to assess the level of expertise amongst their constituents?
- What are some of the main topics of training programs?
- Various members of the group said that they would like to have a list of resources available (both written resources and resource people)

Description of the issue

As a resource person for the session, Steve Pierce explained that the Synergos Institute, which works with community foundations at various stages of development around the world, divides its training program into five areas:

1. Start-up (how to form a foundation)
2. Governance (includes legal issues and board issues)
3. Program Design (includes grantmaking, strategic planning, scholarships)
4. Financial Sustainability (resource mobilization)
5. Communication and Outreach (includes technology, leadership, and convening, standards)

Some questions were raised as to where specific subjects would fall within the Synergos’ categories. Some could fall under a couple of different areas (for example, finance and administration, donor services, and staff development). Others, such as legal issues, cut across all five

categories. Olga Alexeeva raised the issue of ethics, which she explained is crucial in Russia. Questions about who is an acceptable donor, for example, are important. Ethics is another issue that cuts across all training areas.

Olga indicated that the Charities Aid Foundation in Russia has two training programs – one to initiate community foundations by telling people about them; the other to provide information and technical assistance to groups already working to establish community foundations. CAF has found that groups with an understanding of community foundations are more responsive to training and technical assistance. They tend to be more motivated to learn once they have an understanding of the community foundation concept.

Approaches used by the participants

Participants in the session identified three approaches being used for training:

- Awareness building
- Technical/knowledge transfer
- Skills development

Peer-to-peer approaches to training are generally complemented by the provision of expert advice, coordinated by the support organization. Exchanges and internships were suggested as an effective means of training for community foundation support organization staff.

There was agreement that training programs must be tailored to suit a group or a region's distinct needs. Olga develops different programs for different areas of Russia – a training program does not work the same everywhere. Jaroslava Stastna agreed, saying that she spends a great deal of time developing plans for training for individual communities. She stressed that the issue of local politics is an important consideration – time must be spent building partnerships with a region's major institutions so that they will not perceive the emergence of a community foundation as a threat.

Clare Brooks noted that the issue of standards is becoming increasingly important in the UK. To date, training programs for community foundations have been based on individual requests and designed for their needs. With the emergence of national programs, Community Foundation Network feels the need to be able to guarantee some benchmarks from its member community foundations. They are now looking at developing some kind of institute that will provide basic training.

Zuzana Podhorska indicated that The Open Society Foundation of Bratislava undertook an evaluation of its training program and realized that tailoring training to individual communities' needs is crucial.

Abbey Gardner asked whether organizations working to initiate community foundations in particular areas assess whether that community is one in which a community foundation is likely to be successful before providing training. Olga said an assessment process is in place in

Russia to determine whether an area has a political and economic environment that will allow for the successful development of a community foundation.

Suzanne Feurt raised the question of what the others look for in trainers. Steve Pierce noted that this is a crucial issue, and explained that the Synergos Institute did an inventory of resource people available at foundations throughout the world. Synergos has come to rely on peer-to-peer learning approaches since peers can relate to each other in ways that independent consultants cannot. Suzanne wondered whether it has been effective to make resource people from one country available in another. Steve observed that a “canned approach” can be successful in transmitting information, but that it needs to be adapted by a culturally sensitive trainer for individual areas.

Gail Powers-Schaub noted that the Council of Michigan Foundations has learned that it is important to get ongoing feedback and evaluation of its resource materials to find out whether or not they are effective.

Synergos has a basic needs assessment that is given to their members to assess competencies. The needs and capacity assessment is then built upon with adaptations. Training modules need to be applied in a flexible way – it is therefore important that the resource people be flexible enough to do this.

In the Czech Republic, The Open Society Fund identifies consultants to deal with the particular needs of an organization. The OSF then has to spend a lot of time with the consultants to ensure that they understand the context. Time is spent training consultants at least twice a year. In Brazil, “training the trainers” is an important issue. Consultants may know a lot about a particular issue, such as governance, but not about community development.

Can community foundation support organizations look to the international community to train the trainers?

In Russia, the training of trainers was a massive undertaking. The concept of community foundations is so sensitive and new and the Charities Aid Foundation felt it was crucial that consultants have an understanding of it before working with emerging community foundations. Olga noted that they tried to invite trainers who actually work in community foundations abroad to speak to groups where there is an attempt to generate interest in community foundations. For example, they invited a businessperson from the UK to speak to a group of businesspeople in Russia. This was very successful since the businessperson from the UK was perceived to be a peer by the Russian business community, and therefore had more credibility than someone from the voluntary sector.

Clare explained that the UK has a pool of consultants from which to draw, based on a community foundation’s particular needs. Community Foundation Network also convenes peer-to-peer meetings and regional meetings for its members.

Suzanne asked the group how training programs can serve the large, sophisticated community foundations that have fewer peers from whom to learn and gain inspiration. Olga and Clare agreed that WINGS-CF could play an enormous role in this regard, potentially making available international resource people with high levels of expertise. Adaptations for cultural contexts might not be as crucial in these cases since the community foundations involved would already have a sophisticated understanding of the community foundation concept.

Lessons learned

- Preparation is key to delivering effective training programs
- The selection of effective and flexible resource people is crucial to the success of a training package
- Training packages must be adaptable/flexible
- There are often differences between what an organization needs to learn, what it thinks it needs to learn, and what its support organization thinks it needs to learn. A needs assessment can be helpful in distinguishing the particular training needs of a organization.
- It is important to tailor training programs to suit a community foundation's size, stage of development, the political and economic context surrounding it, etc.
- Peer-to-peer learning is critical, especially at certain stages of a community foundation's development
- Learning happens in different ways - training needs to be offered using different media
- Evaluation and follow up of training are often neglected.



Recommendations to WINGS-CF

- Make available experts who could visit interested countries to explain what a community foundation is
- Create a pool of experts to help community foundations and/or to help support organizations to train community foundations
- Help set up twinning relationships between community foundations in different countries. Facilitate the development of international partnerships
- Create an electronic forum where community foundation support organizations can share information - a Listserv was suggested
- Develop and circulate recommended basic competencies for community foundations
- Facilitate cost-sharing by region
- Do a case study on knowledge transfer
- Have WINGS-CF meetings more often - do not wait another 18 months to 2 years.

Notes by: Elizabeth Orton

Topic: Information Services and Technologies

Facilitator: Eleanor Sacks, USA

Participants: Silvia Piperno Beer, European Foundation Centre, Belgium
Clare Brooks, Community Foundation Network, UK
Bernardino Casadei, Fondazione Cariplo Progetto Fondazioni Comunitare,
Italy
Francis Charhon, Fondation de France
Marcos Kisil, Grupo de Institutos, Fundações e Empresas (GIFE), Brazil
Lori Kuhn, Ohio Grantmakers Forum, USA
Angela Miller, Indiana Donors Alliance, USA
Monica Patten, Community Foundations of Canada
Gail Powers-Schaub, Council of Michigan Foundations, USA
Lisa Whiteman, Council on Foundations, USA



Background and discussion

The group began its discussion by sharing what each participant hoped to achieve through the effective use of information and information technology.

Recurring themes were “efficiency”, “performance improvement”, “technology as a tool”, and “information sharing and communications”. These themes were applied almost equally to community foundations and to their support organizations (e.g. information provision by support organizations to community foundations and peer-to-peer information sharing amongst community foundations).

In addition to those more general aims, technology was specifically cited as a tool to:

- Enhance learning
- Promote philanthropy
- Serve donors
- Facilitate fundraising

The group also took a moment to remind themselves that “technology” ranges from the mundane and obvious (telephone, fax, paper and pen, video and audio tapes) to the newer and more sophisticated (e-mail/Internet, video conferencing). Each support organization around the table is using technology to different levels, but all recognized it as a necessary tool. It was recognized that technology cannot replace the “value-added” benefit of human expertise and interaction.

Technology being employed for the benefit of members (community foundations) included:

- Video, audio tape packages
- Listservs, websites
- Video and teleconferencing (including for board training)

- Fax on demand (difficult/more costly outside North America)
- Electronic publications
- Grant-tracking/funding software
- “Circuit riders” to conduct on-site visits and training

Lessons learned

The group noted that the topic was a vast one that could be approached from many different angles. The group was unanimous in agreeing that communications strategies and information technology strategies must go hand in hand. Some specific points:

- Information needs good interpretation, adaptation and implementation
- Costs for software development need to include costs for access as well
- Information overload can be avoided by targeting information
- Costs are incurred when information is updated – we need to be aware of this and consider how technology can help us to reduce those costs
- Translation is expensive and not always effective
- Training is a key component of any information technology tool or project
- Particularly on the international scene, alternative or multiple methods may be required when access to certain technologies is limited in some areas (see note below)



Recommendations for WINGS-CF

- Inventory technology that community foundation support organizations are using
- Inventory information resources that support organizations have available (structured information gathering to give an asset map of the field)
- Share best practices, case examples, etc. to help support organizations be as professional as possible
- Share information and technology strategies
- Share information and technology needs
- Accreditation board to help support organizations figure out software needs

Note: We all need to make sure that restrictions relating to access to certain technologies (e.g. Internet costs in some countries are very high) are discussed and addressed in WINGS-CF.

Notes by: Dagne Forrest

Topic: Building Partnerships with Other Sectors (1 of 2 groups)

Facilitator: Jayne Millar Wood, WINGS Project Manager, USA

Participants: Katrin Enno, Baltic-American Partnership Programme - Estonia
Abbey Gardner, Baltic-American Partnership Fund, USA
Birute Jatautaite, Baltic-American Partnership Programme - Lithuania
Marcos Kisil, Grupo de Institutos, Fundações e Empresas (GIFE), Brazil
Lori Kuhn, Ohio Grantmakers Forum, USA
L'ubica Macedo, Community Association Sami-Sebe Pezinok, Slovakia
Lisa Whiteman, Council on Foundations, USA
David Winder, The Synergos Institute, USA



This session explored how to further strengthen the partnerships of community foundation support organizations with other sectors. Different forms of partnership, and the challenges involved in trying to build and sustain them were discussed.

Partnership: a working definition

As a resource person for the session, Marcos Kisil suggested that there are three elements to consider when forming partnerships: what one wants from them, who the people ('the actors') are, and what it will take to build the relationship.

Marcos described three basic levels of partnership:

- the most common form is collaboration – the relationship where one group asks for specific support or resources without the exchange or sharing of ownership rights and responsibilities
- co-ordination – when the activities of one group reinforce those of another through an agreement that does not involve the sharing of resources or responsibilities
- integration – where two or more organizations convene to define and achieve a common purpose and goal. Resources are shared and ownership is split amongst the parties.

The form of partnership is important to determine the outcome; it is the structure that guides the relationship.

Marcos also suggested that it is important to separate the individual with whom one is negotiating from the organization one hopes to enter into partnership with. Of concern is the level of representation that the individual brings to the partnership. The quality and commitment that he\she brings must be considered independently from the quality and commitment of the institution. One must also consider the field which the 'actors' represent; differences will exist in the needs of (and what is needed of) civil society, government, private corporations, and educational institutions.

Finally, Marcos spoke of the requirements for building a partnership. The need to be proactive, to understand that one is entering into a process of negotiation which requires a set of skills, is very important. A thorough understanding of who the partner is, and what one expects to gain from the relationship enhances these skills.

Jayne Millar Wood pointed out that language is a continuing issue, as she would use collaboration in the sense that Marcos would use integration. Abbey Gardner suggested questions of independence and autonomy might also be used as criteria in the definition\evaluation of partnership levels.

Understanding Motivation

Drawing from their own experiences, participants discussed how understanding the motivations for a partnership is one key to success. Knowing the given reasons was sometimes not enough; background research on who the partner is can provide a more complete understanding of their motivations. Differences in the culture of various organizations like business, government or philanthropic organizations, will create differences in the understanding, motivations and expectations for a partnership.

Partnership Skills and Resources

Long term relationships require a great deal of work and time, and negotiation skills are often very important to obtain equitable levels of commitment and ensure that the needs of both parties are being met. Marcos said commitment must exist between the two organizations, and that sometimes it must be formalized to some degree. He called for a higher standard of professionalism when entering into partnerships. Community foundation support organizations and associations must learn to fully use their economic force and value what they are bringing to the table.

Lori Kuhn suggested that there is a balance to be struck between a long formal contract negotiation and an entrepreneurial spirit that may result in informal and unbalanced relationships. Birute Jatautaite pointed out that even when a formal contract exists, it is sometimes difficult to hold a stronger, more financially established partner to its initial commitment.

The issue of resources, beyond the financial, was also discussed. Katrin Enno suggested that to approach different sectors for financial resources is only one part of the relationship. Sharing information is also a powerful resource and associations and support organizations must recognize the value of what they have to offer. David Winder pointed to differences between liaising with civic associations versus private associations, and suggested that community foundation support organizations needed a diversity of strong representatives to successfully partner with different sectors.



Recommendations for WINGS-CF:

WINGS-CF can help associations develop and nurture partnerships by creating and sharing resources. Suggestions included:

- a database detailing individual member strengths and experiences
- a publication that describes the nature and structure of philanthropic partnerships
- identifying literature available from other forums and organizations, and
- sharing specific documents (such as contracts)

The value of face-to-face peer meetings was acknowledged as providing a unique opportunity for members to share and evaluate experiences. Participants appreciated the chance to speak so candidly with each other about the challenges of building partnerships.

Notes by: Jasmin Kay

Topic: Building Partnerships with Other Sectors

(1 of 2 groups)

Facilitator: Eleanor Sacks, USA

Participants: Olga Alexeeva, Charities Aid Foundation - Russia
Steve Alley, The Community Foundations Institute, USA
Maria Ce'lia Meirelles Toledo Cruz, Institute for Development of Social Investment, Brazil
Suzanne Feurt, European Foundation Centre, Belgium
Igors Klappenkovs, Baltic-American Partnership Program - Latvia
Agustin Landa, Centro Mexicano Para la Filantropia (CEMEFI), Mexico
Joyce Malombe, The World Bank, USA
Zuzana Podhorska, The Open Society Foundation of Bratislava, Slovakia
Stanislava Slaninkova, Open Society Foundation Prešov, Slovakia
Jaroslava Stastna, Open Society Fund - Prague, Czech Republic



This group looked at the whole issue of partnership building and what is meant by the term partnership. It identified a huge - almost limitless - range of potential partners for both support organizations and community foundations. More specifically, the group defined several issues:

- Need to build community partnerships horizontally to challenge vertical structures (e.g. in Central and Eastern Europe where state structures prohibited horizontal information sharing)

- Need to create community
- Why partnerships?
 - To promote the community foundation concept
 - To promote society in general
 - To provide funding for support organizations and community foundations
- Problems can't be solved by one organization or body - partnerships are necessary
- Building trust in relationships for the future is key

Approaches used by participants

One approach from Central and Eastern Europe was financial support, particularly in terms of local government partnerships. Experience ranged from situations in which local government provided funding and left it up to the community foundation/support organization to “get on with it”, to situations where local government tended to want control if it became involved. Financial partnerships took on a corporate angle for the EFC and the UK where the support organization adopted an educating/informing role with national and international companies about community foundations and facilitated contact locally. In the UK this extended to arranging matching funding for community foundations.

Participants offered other approaches, including one in which support organizations serve to balance the power between government and community foundations, and another in which support organizations recognize the local environment and facilitate appropriate links for community foundations.

Lessons learned

- Important to understand political, cultural environment and to advocate on behalf of community foundations
- Differences in context between areas around the world. For example, “social links” are much more established, and therefore informal, in the US than in Central and Eastern Europe. The ideas behind breakfast, lunch and garden party “meetings” are so new that training is being provided in some regions.
- Understand what each side wants and their respective goals before entering into any partnerships

An interesting part of this discussion focused on communicating effectively about community foundations and what they mean. This is all the more challenging in cultures where a word for “community” does not exist (e.g. in Slavic languages). In Russian it takes four words just to convey the label “community foundation”.



Recommendations to WINGS-CF

- Information sharing on what works (case studies) - for learning rather than replication

- Collection of best practices
- Directory of community foundations around the world (e.g. electronically linked set of databases) to help multi-national companies, potential partners locate/identify community foundations
- Promote international corporate giving to community foundations
- “State of” community foundation report to begin to identify community foundation progress - to be used to promote their value
- Visibility of support organizations: WINGS and WINGS-CF can help to strengthen and inform the chain of information, passing on enquiries between support organizations, etc.

Notes by: Dagne Forrest

Topic: Affiliate Models

Facilitator: Dorothy Reynolds, Charles Stewart Mott Foundation, USA

Participants: Silvia Piperno Beer, European Foundation Centre, Belgium
Clare Brooks, Community Foundation Network, UK
Robert Buchanan, Council on Foundations, USA
Bernardino Casadei, Fondazione Cariplo, Italy
Jenny Kloer, Indiana Donors Alliance, USA
Anne Stewart-Hill, The Eurasia Foundation, USA
Karen Tice, FERA, working with Council of Michigan Foundations, USA



Dorothy Reynolds began the session by asking participants to describe their experience with affiliate models.

Karin Tice did some evaluation of affiliate models for the Council of Michigan Foundations (CMF). The Council had tried to encourage small community foundations to merge with larger ones by establishing geographically-defined component funds within the larger community foundations. The smaller community foundations, however, had a strong sense of their own community identities and wanted to maintain independent community foundations. The alternative affiliate model that the Council then presented to its members was based on creating efficiencies of scale through centralized “hubs” that would enable the sharing of financial database management and other administrative systems. Larger community foundations act as a sort of “service centre”, providing administrative services for smaller community foundations in their regions. (It was noted that it is costly for a community foundation to play the service centre role.)

The community foundations in Michigan have generally not shared the management of their investments. Instead, they tend to use the investment services of their local banks, presumably with the added benefit that the banks may also educate clients who are doing estate planning about community foundations. CMF also has an estate and tax lawyer with a high level of expertise who can work with lawyers in local communities.

There was some discussion as to whether a community foundation support organization should be providing some of these services, rather than one community foundation providing them for another. Dorothy explained that in CMF's case they decided that the kinds of assistance the smaller community foundations were obtaining through the affiliate model would not be compatible with CMF's role as a member service organization. She stressed that there is never a "right" or "wrong" answer to this question.

Clare Brooks explained that in the UK they are looking at affiliate models as a cost issue. For example, smaller foundations cannot afford specialist staff to cover all their functions (such as public relations and marketing). Community Foundation Network is helping them look at ways neighbouring community foundations can share some of these costs.

Jenny Kloer outlined the affiliate model that exists in some communities in Indiana, noting that while it shares some similarities with CMF's it was organized for different reasons. One of the conditions for community foundations wishing to participate in the Lilly Endowment's GIFT program, a challenge grant program designed to stimulate the development of community foundations in Indiana, was that they have an office and a paid staff person. A number of local communities wanted to participate in the program, but did not have the time or money to qualify and wanted to have local control over their community foundation. A regional affiliate model was developed. Each community foundation has an advisory board of local people, which makes the granting recommendations for its area. The affiliate is a partnership of neighbours from individual community foundations in the area who work together as a legal entity. The affiliate board makes all legal decisions for the community foundations in the region. The affiliate also houses one office where all the backroom work takes place. Some of the separate legal entities are seeing that it makes sense to share resources – for example, a few have come together to share one accountant.

Jenny noted that the spirit in which you start an affiliate model makes all the difference: "If the local folks make the decisions about what's right for their community, that's where it's successful - not where we're dictating to them."

Clare observed that there is no official affiliate relationship between any community foundations in the UK. There are some local geographic component funds with community foundations, as well as country-wide community foundations (for example in Wales). Larger community foundations in the UK occasionally act as mentors to smaller ones. The idea that a smaller community foundation might be able to buy a service from a larger one without giving up legal status seems to be catching on.

Bernardino Casadei explained that the legal and tax structure in Italy means that community foundations in the country could end up with two different structures. Foundations are established to accept large gifts. The Italian equivalent of a 501(c)(3)*, on the other hand, provides tax advantages to donors, but is only allowed to make grants in culture and education if those grants are for disadvantaged people. The idea in Italy is to build up committees of 501(c)(3)s – these could be based on geographic or thematic ties. These committees could then be linked to a foundation that could accept large gifts, such as real estate, on their behalf. The back office work for the group of affiliated 501(c)(3)s might also be done by the foundation in order to increase efficiencies of scale.

Two other European examples of “affiliates” were mentioned: the King Baudouin Foundation in Belgium and the Fondation de France in France. Both of these foundations manage component funds.

Olga Alexeeva observed that all of the community foundations in Russia are young. She also noted that there are a couple of “quasi-structural impediments to affiliates: regionalism and the mere size of the country”. There is an informal “granddaddy” to community foundations in southern Russia which acts as a quasi-support organization for other community foundations in the region. This foundation is the result of a Ford/Eurasia grant.

Affiliation Costs

Bernardino noted that he had heard that having affiliates can be a heavy burden on the staff of a community foundation. He asked how those with affiliates design a fee structure for their affiliates. Dorothy explained that the larger foundations in Michigan saw having affiliates as a way to expand their own donor base, and as a way to bring suburban areas in to interface with urban areas. It also spread the responsibility of providing staff support to the affiliates. Professional staff in the bigger foundation enable greater expansion of the affiliate funds, since there is a higher level of expertise available to them than there would be otherwise.

In Indiana, the community foundations acting as hubs have asked the affiliate committees to raise a small amount of money to defray the costs during the start-up period. After the first year, when the endowment begins to build, administrative fees start to take the place of this pool of money. Bernardino asked whether the community foundations that are acting as “hubs” encounter problems in dealing with donors from affiliate funds. Both Dorothy and Jenny said that they were not aware of this being an issue. When asked whether there had ever been a conflict between an affiliate and a hub in a grantmaking decision, Jenny said this had happened in three cases. In all three, local committees had recommended grants that were not legal within their structures, so the affiliate board had not approved them. In all three cases the affiliates were grateful that the error had been caught.

** A US community foundation is classified as a 501(c)(3) organization, a tax-exempt organization which pays no federal income tax. Its donors may claim their donations as tax deductible gifts. Community foundations in the US are also classified as public charities, rather than private foundations.*



Recommendations to WINGS-CF

- Definitions would be helpful to ensure consistent terminology
- Two levels of mapping, for both formal and informal structures:
 - What do affiliates look like?
 - What strategies are support organizations using to facilitate affiliates?
 - Include lessons learned (e.g. case studies describing the benefits and disadvantages)
- Collect sample affiliate agreements
- Look at two kinds of affiliates:
 - Geographic affiliates
 - Cost-reduction/sharing professionalism/increasing effectiveness and efficiency. This kind of affiliate could be international in scope.

Notes by: Elizabeth Orton

Topic: Governance

Facilitator: Dorothy Reynolds, Charles Stewart Mott Foundation, USA

Participants: Francis Charhon, Fondation de France
 Barry Gaberman, The Ford Foundation, USA
 Gaynor Humphreys, Community Foundation Network, UK
 Marcos Kisil, Grupo de Institutos, Fundações e Empresas (GIFE), Brazil
 Angela Miller, Indiana Donors Alliance, USA
 Monica Patten, Community Foundations of Canada
 Jorge Villalobos, Centro Mexicano Para la Filantropia (CEMEFI), Mexico
 Gabriel Works, Charles Stewart Mott Foundation, USA



The session was clearly grounded in the governance experience of each participant's organization. Each described their organization's Board and, in some cases, background on the organization and its beginnings. Some of the key points:

Community Foundations of Canada (CFC)

As a national organization, the issues facing CFC are different from the issues facing individual community foundations. CFC works hard to articulate this difference. Each Board meeting

begins with a focus on governance issues (about 90 minutes), answering the question: “Do we need to be doing anything differently?” CFC’s Board uses a set of values to guide its work and this is referred to for almost every decision taken.

Indiana Donors Forum

Members of the community foundations committee are solely from community foundations. The committee takes on specific projects (e.g. marketing) and drives forward the community foundation program and activities.

Community Foundation Network

The community foundation model is still very new in the UK, so Community Foundation Network’s Executive Committee needs to be a bit of a model. The Committee has “an obligation to set benchmarks” with regards to professionalism, thoughtful ways to work, etc., even though Community Foundation Network is not a community foundation. An effort is made to give every Executive Committee member a specific responsibility.

CEMEFI

Governance issues are new for Mexico, where service-oriented organizations predominated in the voluntary sector for a very long time, and few charitable foundations exist. CEMEFI is actively promoting the need for good governance. The Board has struggled with balancing working Board members with prominent people. The Executive Committee is the active decision-maker.

GIFE

GIFE has a code of ethics that is central to the organization’s purpose and which was a direct response to widespread corruption in Brazil’s political system. Fairness, equity, accountability and inclusiveness are key watchwords. Board members are there as individuals, not as representatives of other organizations; each has responsibility for an activity area within the organization. IDIS was formed in 1998 as a membership organization – it includes four GIFE Board members – with a community foundation/philanthropy mandate. It is currently defining its role (e.g. in developing local leadership through Board development, etc).

Fondation de France

The Foundation is a complex organization that acts as “all things to all people”: it is, for example, a foundation, an association, a grantmaker and a grantseeker. It was spearheaded by a former government minister, and its governmental background means that its governance structure is quite precisely regulated. An Executive Committee meets to review management/organizational issues.

Membership issues

The two organizations at the table whose membership is made up only of community foundations shared some background on how membership issues relate to their organization’s governance:

Community Foundation Network

Community Foundation Network has a membership base of full members and associates. For community foundations to become full members they have to meet a set of criteria (e.g. be independent, with a minimum level of endowment already in place.) Only full members can vote in Board elections, but associates can stand for election (to help with Board diversity). This keeps the Board grounded in the reality of a network that has so many start-ups and new community foundations.

Community Foundations of Canada (CFC)

CFC also has membership criteria, though no separate categories for associates or affiliates as yet. CFC also tries to ensure that the voice of newer community foundations is heard on the Board. While avoiding strict representation criteria (“representation” in Canada usually implies balance between English/French, East/West, etc.), CFC tries always to reflect the breadth and scope of the Canadian community foundation movement. Having said this, however, CFC encourages its Board members to put aside local/regional goals/issues in favour of looking at the country as a whole. Being on the CFC Board is a “national job”.

Issues/conclusions emerging from the discussion

- cultural factors and influences are central to questions of governance
- the principle of rotation and terms on Boards is almost universally in place and agreed to be a good thing
- Boards need to be a manageable size
- balance in Board composition is a challenge and very important, whatever the particular local reasons/factors
- clarity of mission is important: the Board needs to be connected to the organization’s mission and to take responsibility for the organization’s health
- clarity about expectations (on the part of the organization and of potential Board members) is essential with regard to:
 - role of the Board (policy, operations, etc)
 - information – keeping the Board connected, etc
 - responsibilities of Board members
- governance should involve staff so that it permeates the organization
- should Board members also be financial contributors to the organization?



Recommendations to WINGS-CF

- share case studies and resource materials
- promote exemplary organizations
- facilitate Board/staff exchanges
- raise visibility of the need for solid governance in support organizations and in community foundations

It was recognized that there would invariably be crossover with suggestions emerging from other peer learning sessions and that some of the topics covered here specifically would overlap with the larger WINGS group. Audience definition (e.g. just associations) and language issues/terminology would need to be addressed.

Notes by: Dagne Forrest

Topic: Financial Sustainability

Facilitator: Dorothy Reynolds, Charles Stewart Mott Foundation, USA

Participants: Olga Alexeeva, Charities Aid Foundation – Russia
Ben Bodna, Philanthropy Australia Inc., Australia
Robert Buchanan, Council on Foundations, USA
Maria Ce'lia Meirelles Toledo Cruz, Institute for Development of Social Investment, Brazil
Katrin Enno, Baltic-American Partnership Programme – Estonia
Abbey Gardner, Baltic-American Partnership Fund, USA
Gaynor Humphreys, Community Foundation Network, UK
Nancy F. Johnson, Johnson Associates, Canada
Joyce Malombe, The World Bank, USA
Zuzana Podhorska, The Open Society Foundation of Bratislava, Slovakia
Eleanor Sacks, USA
Stanislava Slaninkova, Open Society Foundation Prešov, Slovakia
Jaroslava Stastna, Open Society Fund – Prague, Czech Republic
Anne Stewart-Hill, The Eurasia Foundation, USA
Pushpa Sundar, Indian Centre for Philanthropy, India
David Winder, The Synergos Institute, USA



Dorothy Reynolds introduced the topic of financial sustainability and clarified that it concerns the ways support organizations fund their own operations. Participants at the table represented organizations with slightly different mandates and at varying stages in their quest for financial sustainability. For example, Gaynor Humphreys said her organization relies heavily upon foundation funding, a small percentage comes from membership fees, and still other resources are sought elsewhere. They have difficulty in the UK finding support for the organization's running and infrastructure costs. While there is support for many kinds of charitable and philanthropic organizations, support organizations often fall between the cracks.

Philanthropy Australia receives thirty percent of its budget from the government, which has in

recent years become interested in philanthropy as a business contribution. In Zuzana Podhorska's organization, almost all its funding comes from one foundation.

Membership Fees

Some of the less established organizations have not reached the stage of membership fees, and questions were raised about how to structure and charge these fees. Some organizations have two categories of membership: one for well-established foundations (a slightly higher fee) and another for emerging foundations. A third category might be considered for companies and organizations which can afford to pay more, and for whom the organization would be highly beneficial. In Australia, membership is diverse: government, business, larger traditional community foundations. Dorothy explained that the Council on Foundations charges membership fees on a sliding scale to all its members, depending on the size of their grantmaking budgets. Members include corporate, family, independent and community foundations.

Olga Alexeeva's organization provides investment, management and consulting services for which they charge a fee. There is a need and a demand for the services that they provide because her organization is capable of investing both nationally and internationally. Local corporations pay a percentage of their assets as a fee. Often the percentage increases if the venture is successful and continued for a second year. International companies pay a higher percentage. Gaynor Humphreys' organization is not a grantmaking association but dispenses funds to others for grantmaking; they charge a basic fee for their role.

Common concerns

As the conversation moved away from specific examples, it became clear that many of the organizations, irrespective of their phase of development, shared many of the same concerns. Diversity in funding sources was seen to be extremely important. The community's perception of your organization's needs is also critical. Olga said that if an organization is seen to have an enormous amount of money from any one source, it would have difficulty attracting new sources. Consequently in her organization no single funder makes up more than ten percent of their costs.

Joyce Malombe explained that in developing countries issues of funding are often also linked to ownership issues. If financial resources are seen to be coming from sources outside the community, local groups may back off, feeling that their contribution is not needed. She also pointed to the issue of dependence: how to receive financial support without creating dependence on that one source?

Ben Bodna pointed to the trend in business of centralizing donations with one party, as opposed to a variety of organizations, and he wondered if support organizations might be able to fill a liaison role between these corporations and individual community foundations. Dorothy pointed to the coming transfer of billions of dollars from one generation to the next, and the hope that some of this money would come to organizations like community foundations.

Dorothy wondered if large contributors to one organization ultimately do their recipient a disservice by not demanding that they seek other sources? Some participants felt it did, because such large donations, when they do not require the receiver to provide matching funding, do not prepare these organizations to build the skills needed for financial planning and fundraising. Financial planning is very important to financial sustainability, and the ability to develop new sources is a long, labour-intensive process. A heavy regime of financial accountability is also necessary.

Anne Stewart-Hill suggested that organizations need to be funded and find funding with “an eye towards development”, and that providing and charging for services is not enough to support the development of staff and board.

Nancy Johnson raised the issue of how support organizations “package” and sell themselves. She pointed to the tradition of pride in the low operating costs of community foundations in Canada and wondered if maybe this worked against us when it came time to seek funding. She wondered if “it becomes hard to say we need money to work well”. Dorothy pointed out that philanthropy is a highly professional and complex field that requires bright, skilled staff and money to run well, and the same goes for support organizations. That message needs to be communicated not only to communities at large, but also to our member organizations. Olga pointed out that members could be “our best fundraisers, because they can tell the story for support organizations”.

Operating Endowments

Very few of the support organizations at the table had begun to build an endowment fund for their operating support. Dorothy wondered if there was potential to ask for a small sum of money as an endowment when acting on behalf of independent foundations. Joyce pointed out that the idea of bequests and endowments is only reasonable in contexts where people have wealth. In developing countries this is not a realistic concept, and “each locale needs to find their own way in which to sustain themselves financially.”



Recommendations to WINGS-CF

WINGS-CF was seen to have a role in packaging and disseminating the message for support organizations. It could collect a variety of case studies and document the critical factors which brought about financial sustainability. This information could be used not only by WINGS-CF members, but also to present business, corporations and governments with examples of how funding works, why it is important and what they can gain from participating. WINGS-CF could also provide guidance in determining fees for services and membership fees.

Notes by: Jasmin Kay



Working Groups

Agenda: Planning for IMAG II (WINGS Working Group)

Facilitator: Donnell Mersereau, Council of Michigan Foundations, USA

Participants: Robert Buchanan, Council on Foundations, USA
 Francis Charhon, Fondation de France
 Barry Gaberman, The Ford Foundation, USA
 Marcos Kisil, Grupo de Institutos, Fundações e Empresas (GIFE), Brazil
 Jaroslava Stastna, Open Society Fund - Prague, Czech Republic
 Jayne Millar Wood, Council on Foundations, USA



As background, Barry Gaberman reviewed the results of the recent WINGS meeting in Los Angeles. He outlined the guiding criteria for the planning of IMAG II – its purpose, audience, content\structure, location\selection criteria, resources and overlap.

Briefly, the purposes of IMAG II are:

- to renew and continue growth of the WINGS project,
- to highlight member associations,
- to further diversify the network of community organizations,
- to learn,
- to address governance rules, and
- to continue moving the WINGS agenda forward; both internally and to parties outside the project.

The audience for the meeting is associations specifically serving grantmakers or associations who have a larger mandate that includes support to grantmakers. An estimated 125 participants are expected, with the hope that the meeting would attract a senior level of attendees. The question of whether to limit the number of representatives per organization was raised. Also discussed was the ability and need to obtain field diversity and to maintain flexible and inclusive criteria that would allow newly emerging organizations and informal groups to attend.

The content and structure of the meeting will be a balance between workshop opportunities and time for informal networking\relationship-building opportunities. The workshops themselves are to reflect the diverse knowledge and skill levels of the participants. As the planning for IMAG II continues, evaluation and field input will be sought and used to form a detailed agenda.

Originally set for Spring 2001, IMAG II is now tentatively scheduled for Fall 2001 to avoid conflict with other scheduled conferences. The selection criteria for the location of IMAG II are: proximity, level of support from the local community and host organization, facilities available, and site visit possibilities for attendees. A southern locale is a strong possibility.

The budget for IMAG II was outlined, with funds allocated to cover the travel costs of those who may be unable to attend due to a lack of resources. All attendees will be asked to pay a small registration fee.

Discussion

Mindful of the criteria laid out at the WINGS meeting, this working group set out to identify session topics. The main thrust was to identify workshop content categories that would reflect the ideas, concerns and issues of the WINGS-CF groups convening at IMAG II. Of interest were ways to tailor workshops to the different needs, levels of knowledge, skills and interest of participants. Feedback from IMAG I is being taken into consideration.

Topics of interest to all participants were identified: civil society, promotion of philanthropy, participatory democracy, new forms of philanthropy, the role of philanthropy in bridging the gap between rich and poor, technology, leadership, the legal environment, incentives that promote philanthropy, resource mobility, financial sustainability and information management.

The group made suggestions about sharing of information and the form which this could take. An information fair at IMAG II to showcase different participating organizations was suggested, as well as using the Internet and the myriad of possibilities it could bring to the structure of IMAG II (or future conferences). The group discussed how meetings are documented and notes distributed, both in the traditional hard copy form and over the Web, and how this can further strengthen the WINGS-CF network. The Web offers a time saving and an interactive potential that is very attractive. IMAG II was also suggested as a good place to present the forthcoming products of the WINGS-CF working groups.

A suggested three-day event, IMAG II could also provide an opportunity for some planned ad hoc, off-shoot meetings. Should time be made for regional groups to convene? Can WINGS offer a perspective that is different from other projects, umbrella groups, meetings? Should the continued work of WINGS-CF be further explored in the form of a business meeting? Convening all the participants in a business meeting could coalesce the existing network into a community.

The group agreed that some issues were too large to discuss in depth at this working group:

- whether or not IMAG II should focus on strengthening the association itself or upon strengthening the constituents' ties to the association through enhanced governance of individual community foundations.
- issues surrounding the broadening of the WINGS mandate
- the practicalities and difficulties of balancing the interest of large, small, just emerging, or even informal groups
- practical issues of language and locale accessibility

While additional work on the specific content of the workshops and meetings for IMAG II remains, a good discussion occurred and, as Robert Buchanan succinctly stated, "We will go to constituents to ask what they want."

Timeline

A timeline was drawn up by the working group. It became obvious that moving the projected date for IMAG II from September to November was a clear possibility, given the other meeting activity surrounding the proposed September date (Civicus in August, Independent Sector meeting in September, International Council meeting in September, and COF-Community Foundation Conference in early October).

May 2000	-solicit proposals from organizations to host IMAG II
July 15, 2000	-proposals received
July-Sept	-site visits for location
Sept 2000	-location decision made at face-to-face meeting at EFC meeting
October 2000	-constituents receive decision about location and queries about IMAG II content
Dec 1 2000	-replies about content received
April 2001	-face-to-face meeting at COF council meeting to approve final plan
May\June 2001	-package to constituents with description, application, financial assistance details
Aug 2001	-final face-to-face IMAG II planning at Civicus meeting

Notes by: Jasmin Kay

Agenda: Case Studies and Monograph* (WINGS-CF Working Group)

Facilitator: Margot McLaren Moore, Trilogy Group, Canada

Present: Birute Jatautaite, Baltic-American Partnership Program, Lithuania
Igors Klappenkovs, Baltic-American Partnership Program - Latvia
Jenny Kloer, Indiana Donors Alliance, USA
Agustin Landa, Centro Mexicano Para la Filantropia (CEMEFI), Mexico
L'Ubica Macedo, Community Association Sami-Sebe Pezinok, Slovakia
Joyce Malombe, The World Bank, USA
Monica Patten, Community Foundations of Canada
Jaroslava Stastna, Open Society Fund - Prague, Czech Republic
Pushpa Sundar, Indian Centre for Philanthropy, India
Gabriel Works, Charles Stewart Mott Foundation, USA



As background to the discussion, Margot McLaren Moore reviewed the case studies proposal that had been given to the group from the WINGS-CF Advisory Committee and the list of issues from the peer learning sessions that fell into the case study area. She summarized what Barry Gaberman had said earlier in the day about the WINGS monograph. The monograph, part of the overall WINGS agenda, was to be an intellectual piece aimed at policy makers, funders, and members which would be visionary and inspiring. It would be linked to the case studies. The group felt it was difficult to put higher priority on the monograph or the case studies as the two go together.

Some key elements were highlighted:

- Diversity (geographic, cultural and organizational) is important
- Established and emerging organizations should both be included
- Inclusiveness, openness, transparency, mutual respect are WINGS-CF themes
- Input from everyone is welcome
- Dissemination will be broad
- Discussion must stay grounded in actual experience

Many important issues need to be addressed, including:

- What is community
- What is leadership
- How community foundations are different from other kinds of philanthropy

There was discussion about what a monograph is. The group felt the monograph should be a statement about the heart of the work we do; a visionary statement about what role WINGS will play and what needs to be done to strengthen the movement. It should include a statement of principles and vision. There was discussion about how general or how narrow the subject

** The original working group on Directory, Case Studies, Mapping and Monograph was split into two sections at the Ottawa meeting, for practical reasons. The two halves will be rejoined.*

should be – community foundation support organizations need help to promote themselves, but also in some areas the need is much broader, i.e. to promote community philanthropy. There is a danger of trying to “be all things to all people.”

Monica Patten clarified the WINGS intention that the monograph is an intellectual and visionary statement about the value of community foundation support organizations within the field of philanthropy. It would be a document of about 15 pages that might be produced in several languages. It would describe the role support organizations play – community foundation support organizations as well as others.

The group recommended that the monograph should:

- be straightforward and easy to understand
- outline basic concepts and definitions of community foundation support organizations
- “make the case” for community foundation support organizations
- be visionary

Case Studies

There was extensive discussion about the nature and content of case studies. Generally, the group felt the case studies should work together with the monograph, but also should stand on their own. Each organization could decide how to use them, whether to use them together or separately. The case studies would be more specific and focussed than the monograph. There was agreement that the objective, in the context of grantmaker support organizations, was to strengthen community foundation support organizations in their work. The audience was expected to include:

- community foundation support organizations (the primary audience)
- funders and potential funders of our organizations
- policy makers

The group discussed two possible ways of structuring the case studies:

- They could be on specific topics: governance, financial sustainability, etc. This would help many different audiences understand how community foundation support organizations work
- They could examine different models: show the development and work of different types of community foundation support organizations, examine why they thrive; highlight principles and challenges

The group thought we might need both kinds. Case studies of particular topic areas might meet the needs of the community foundation support organization audience and studies of overall models might help a broader audience understand the role of community foundation support organizations.

Given the topics that needed to be covered, the variety of support organizations (emerging and established) to profile, and the different cultural contexts we all work in, the WINGS proposal of five case studies was likely not enough.

Suggestions and Next Steps

The group made the following recommendations to WINGS:

- Look at the list of topics that arose from Tuesday's peer learning sessions
- Canvass WINGS-CF members to find out who has case studies on these themes
- Establish a list of existing case examples (by topic), along with a list of contact people who have examples that have not yet been written about. Note that Joyce Malombe is working with case studies (World Bank) and Jaroslava Stastna has a case study project underway in the Czech Republic with valuable experience in defining formats, audiences, specific topics.
- Hire a consultant (coordinator/writer/editor) to gather and edit the case studies – as secretariat for WINGS-CF, Community Foundations of Canada should contract with the consultant. Skills to look for include: understanding of different contexts around the world, direct experience in different cultures, experience in the sector.
- CFC should draft terms of reference for the consultant and a timeline to be reviewed by the reference group. The timeline should be realistic and sequenced with other WINGS and WINGS-CF groups
- Use a reference group (some members from today's group combined with the other working group looking at the Directory and Mapping) to:
 - finalize criteria and broad objectives arising from today's discussion
 - review the material in draft stage
 - act as an editorial board
 - act as one source of information for the case studies

The following participants agreed to be part of the Reference Group: Jenny Kloer, CEMEFI (Agustin Landa or another delegate), L'Ubica Macedo, Igors Klapenkovs.

Notes by: Nancy F. Johnson

Agenda: Directory of Support Organizations and Mapping of Funders*

(WINGS-CF Working Group)

Facilitator: Gaynor Humphreys, Community Foundation Network, UK

Participants: Maria Ce'lia Meirelles Toledo Cruz, Institute for Development of Social Investment, Brazil



Angela Miller, Indiana Donors Alliance, USA

Eleanor Sacks, USA

Stanislava Slaninkova, Open Society Foundation Prešov, Slovakia

Lisa Whiteman, Council on Foundations, USA

David Winder, The Synergos Institute, USA

Gaynor Humphreys introduced the discussion by reminding everyone that this group needed to consider objectives, priority tasks, the role of the working group in taking forward any work, timeframes, and other resources that might be needed (including people). She also noted that feedback from Monday's peer learning sessions would need to be included in the discussion and workplans (e.g. a description of affiliate models).

Directory

A Directory of support organizations will be built upon much of the data collected in a recent organizational profile questionnaire** sent out to organizations participating in WINGS-CF. It was agreed that a modified version of the questionnaire - which had been completed by 14 organizations - would form the basis of information for the Directory. The working group first considered the organizational "type" that would appear in the Directory:

Level 1

- Support organizations just for community foundations
- Support organizations serving community foundations and other grantmakers
- Associations of grantmakers which include community foundations
- Other organizations and foundations offering services to community foundations (e.g. Bertelsmann, Soros, CAF Russia, or a community foundation - such as Banska Bystrica in Slovakia - if no other organization exists to take on this role)

Level 2

- Membership organizations
- Non-membership organizations

* The original working group on Directory, Case Studies, Mapping and Monograph was split into two sections at the Ottawa meeting, for practical reasons. The two halves will be rejoined.

** See Suzanne Feurt's presentation, page 9.

The group agreed to a number of principles about the shape and format of the Directory:

- Only community foundation support organizations will be included – another group will need to consider creating an international directory of community foundations by region/nation at some stage, if it is wanted
- An electronic database should be available on the WINGS website (to be printed out on paper annually, for archive purposes, and as needed for any organizations unable to access the electronic version)
- The database should be searchable (e.g. by type, by membership/non-membership, by country/region, by name, etc.)
- Most of the data should be updated annually, on a rolling basis (respondents will be sent the previous year's data on paper or electronically to be updated)
- Some data to be updated when necessary (e.g. contact details)
- Half-yearly reminders will be sent out to WINGS-CF Listserv (e.g. “let us know if your contact details or any other key information has changed”)
- For the first round of information gathering, only “targeted gap questions” will be sent to the 14 organizations that have already filled in the original organizational profile
- The current priority is to complete and present individual organization profiles; next to be addressed will be some level of “cross-organizational” analysis

The key data to be covered by the survey (very similar to the earlier version):

- Organization/contact details
- Organization type, membership status
- Geographic coverage, number of organizations/members served
- Mission and strategic goals/objectives
- Staffing information
- Governance information
- Finance (three-year picture) and funding sources
- Membership dues
- Services provided (by type and by purpose)

Mapping

The mapping of funders of support organizations is intended to provide a profile of the private foundations, companies, governmental programs and others providing major development and support grants to community foundation support organizations. It was also agreed that donors providing challenge funding to assist the development of community foundations should be included. This is a separate piece of work, although it was agreed following this meeting that funding questions will be included in the organizational survey to assist data collection. The working group felt that any resulting data should allow for easy comparison of funders and the types of support they offer. Finally, it was agreed that this research should be made available on the “Members Only” section of the WINGS website. An independent consultant would be engaged to undertake this work.

Affiliate models

“Affiliate” models have been used by community foundations in the UK, the US and Canada with great success to help cover territory. An affiliate fund, for example, might be used to cover a specific geographic area within a larger region, or for a smaller neighbouring area with some links to a wider region with a community foundation. Arrangements often include a committee made up of local representatives responsible for fund development and grantmaking in the area, while the pool of money held for the area is managed by the larger community foundation (thus giving improved investment returns, experienced management and added professionalism or credibility). Many variations on this theme exist, tailored to particular local circumstances.

The interest in researching and sharing background on affiliate models came out of the peer learning sessions on Monday. The working group agreed that it would be enormously helpful to compile information about the different models used in the US, the UK and Canada to share with others around the world. A project would be defined later in the year and modest additional funding would be sought from WINGS-CF.

Finally, the group had an interesting discussion about the widespread existence of informal associations of grantmakers, particularly at the regional level. It would be helpful to remain aware of these associations, even if they are not actively part of WINGS-CF. A number of other associations of grantmakers which might be interested in the work of WINGS and WINGS-CF were noted for follow-up by the Advisory Committee.

Working group composition

Gaynor Humpheys, David Winder, Ce’lia Cruz and Angela Miller agreed to stay involved in the working group to take these activities forward. (David offered to look at creating a framework of categories for the survey question about services provided).

Additional resources/issues for other groups

- modest additional funding for work on affiliates will be required
- suggested that the working group on case studies prepare a case study on staffing patterns of support organizations

Notes by: Dagne Forrest

Post-meeting footnote:

Following the Ottawa meeting, 3 WINGS-CF surveys were approved by the Advisory Committee, including one for the Directory of Community Foundation Support Organizations which will incorporate questions about funders of these support organizations.

Eleanor Sacks will conduct the research on funders, feeding her questions into the Directory survey. Dagne Forrest will develop the Directory of Support Organizations, first revising the Directory survey for WINGS-CF participating organizations.

Both consultants will work with the members of the working group, a wider team from around the world to advise on cultural and language issues, and a professional evaluation firm with survey expertise.

Survey out to WINGS-CF: July 31, 2000

Responses due: September 18, 2000

Production of Directory and Mapping of Funders: Autumn 2000

Agenda: Compendium of Resources and Classification (WINGS-CF Working Group)

Facilitator: Steve Alley, The Community Foundations Institute, USA

Participants: Clare Brooks, Community Foundation Network, UK
Bernardino Casadei, Fondazione Cariplo Progetto Fondazioni Comunitare,
Italy



Maria Ce'lia Meirelles Toledo Cruz, Institute for Development of Social
Investment, Brazil

Suzanne Feurt, European Foundation Centre, Belgium

Abbey Gardner, Baltic-American Partnership Fund, USA

Lori M. Kuhn, Ohio Grantmakers Forum, USA

Zuzana Podhorska, Open Society Foundation of Bratislava, Slovakia

Gail Powers-Schaub, Council of Michigan Foundations, USA

Lisa Whiteman, Council on Foundations, USA

Steve Alley began by asking participants to talk about the reasons they are interested in the work of compiling a compendium of resources and developing a classification system for community foundation support organizations.

Zuzana Podhorska described the ongoing challenge her organization faces in trying to keep its collection of resources on community foundations up-to-date. She also noted that the vast majority of the literature they have is from other countries. The only Slovakian publication to date is a study that was done in 1997 on the feasibility of community foundations in Slovakia.

Clare Brooks said that she would like to know how WINGS-CF members can help each other with the organization of collected materials, and would therefore find it helpful to get advice from the rest of the group on a common classification system. She stressed that unless our

organizations are able to find dedicated resources for the management of information, there will be ongoing challenges in terms of time and staffing. It would also be useful to know what materials other community foundation support organizations have in their collections.

Suzanne Feurt explained that EFC plays a sort of information broker role. Material that they have is classified, but is not always easy to find. Suzanne likes the work that the Council of Michigan Foundations has done to develop a common classification system that they and their members are able to use to code their own materials. Suzanne envisions community foundation support organizations around the world having common collections of a set of high quality, basic resources. While most of what is currently available is in English, she stressed the need for WINGS-CF to find multilingual people who understand community foundations to look at the materials in other languages and to tell us which ones are worth translating. Suzanne suggested identifying, for example, the “top 100” resources that community foundation support organizations should have.

Bernardino Casadei agreed that community foundation support organizations should have a collection of core materials, but a “top 20” would be adequate. He suggested that the documents themselves, or information on how to obtain them, should be posted on a website. These materials should be pulled from as many different cultures as possible. Bernardino sees the development of a compendium of resources as an opportunity to increase the economies of scale for each community foundation support organization. He suggested the WINGS-CF organizations share with each other, for example, information about research that is being done within our own organizations that might be of interest to others in the network. He stressed that we need to ensure that our web pages are linked.

Lori Kuhn noted that she developed a resource classification system based on that of the Council of Michigan Foundations. She feels that working to provide WINGS-CF with information on our own collections and classification systems will give each of our organizations the impetus to get our house in order.

The question was raised about using commonly accepted library classification systems such as Dewey Decimal or Library of Congress. Gail Powers-Schaub indicated that these systems do not have the level of detail required. Bernardino expressed concern that a universal classification system would be too rigid. He felt that WINGS-CF must adopt a classification system that is designed specifically for the users, i.e. community foundations.

Clare noted that it would be wonderful if a consultant with library expertise could visit a few of the key community foundation support organizations’ collections, determine commonalities, and recommend some strategies.

Lori suggested that a classification system might also be developed according to a community foundation’s level of expertise (i.e. beginner, intermediate, advanced).

Suzanne raised the issue of where to classify materials that could be cross-referenced to more than one category. It would be helpful to have some recommendations around this.

Some of the main issues we need to address over the next few months:

- How will individual support organizations identify resources that would be useful for their own constituents among those that WINGS-CF collects for a compendium of resources?
- Retrieval and access – how can end users get access to a collection held by a support organization?
- Maintenance – how does one keep a collection of resources updated, and how does one store and physically maintain a library?
- Impact of cultural context on materials/classification system
- How does this fit into other classification systems in use?
- What impact does the expertise of the end user have on the system?
- What to code?
- Where or how to physically place materials.

Gail proposed a technology-based plan to deal with some of the issues of developing a compendium of resources and classification system for WINGS-CF. She suggested a conferencing area on a Web site, or Web community. This would be a virtual place containing a variety of information and interactive areas. It could contain information on workgroups, profiles of members, links to relevant Web sites, sample documents, and other information. The group agreed that this would be useful, but that it would not deal with all of the issues identified so far. We need to investigate whether this can be built into WINGS-CF's existing site, or whether it should be built elsewhere.

The Working Group agreed that the first step in developing a compendium of resources should be for WINGS-CF to collect a list of publications and resource materials from each support organization.

First, though, it will be important to define “resources”. (Suzanne suggested “information that helps a community foundation to grow and develop.”) Resources will then need to be identified by form and content (e.g. books, manuals, brochures, videos, etc.). Finally, the working group will need to gather lists of publications produced by support organizations over time.

There was discussion as to whether sample documents that support organizations have should be collected at the same time as lists of the resources they publish. Dealing with both at the same time might confuse the development of a classification system.

It was noted that legal considerations will need to be taken into account when it comes to sharing information amongst WINGS-CF support organizations. Each support organization will have to verify that they can share sample documents from their member community foundations. Copyrights may also be an issue if we are dealing with translations or making publications available in electronic format.

Classification of information will be a major challenge; however, the group agreed that it will be easier to develop a classification system once there is a comprehensive list of publications in the field. Bernardino suggested that a way to get a head start would be to ask organizations to

mail in the Table of Contents from each of their resources when they submit their lists. Steve suggested that as we collect lists of publications, we also ask support organizations to describe the classification systems they use. Suzanne agreed, and added that we need to ask organizations how both their formal and informal classification systems are organized.

It will be important to have a system in place for disseminating information to the support organizations in WINGS-CF.

Plan

A lead consultant for the work would need to be identified. A working group, made up of Clare Brooks, Bernardino Casadei, Suzanne Feurt, Lori Kuhn, and Ce'lia Cruz, agreed to play the role of a review team for the consultant, and to guide work on this project.

The following categories were suggested to identify information on resources from support organizations.

- Title
- Author
- Cost
- Year
- Publisher
- Number of Pages
- ISBN #
- Format (brochure, video, diskette, binder, pamphlet/booklet, photocopy)
- Availability (whether document is out of print or limited availability)

Phase I will involve the collection of lists of resources, and descriptions of classification systems in use by community foundation support organizations. Phase II will involve analysis of this information and the development of a common system.

The group would like to have a Listserv created as soon as possible as a delivery system for the information being collected. A workgroup conferencing system such as the one Gail described earlier could be an effective delivery mechanism for WINGS-CF.

Timeline

It was felt that responses to requests for lists could potentially be turned around quite quickly within WINGS-CF by e-mail. The timeline might be contingent on coordinating with other workgroups - but organizations might be more apt to complete a number of shorter questionnaires from different workgroups than one long one.

Phase I:

- Survey WINGS-CF to determine what resource materials they hold and how these might be used

Phase II:

- Determine a plan to develop a common classification system
- Determine a plan for a delivery system for WINGS-CF
- Determine a plan for selecting resources to be posted

It is hoped that Phase II will be completed, and that a common classification system will be implemented with some training for support organizations in 18 months.

Notes by: Elizabeth Orton

Post-meeting footnote:

Of the 3 surveys approved by the WINGS-CF Advisory Committee following the Ottawa meeting, the first to go out to the network will support the work on a compendium of resource materials.

Gail Powers-Schaub will take the role of lead consultant, working directly with the members of the working group and a professional evaluation firm with survey expertise.

Survey out to WINGS-CF: July 4, 2000

Responses due: September 1, 2000

Production of compendium and follow-up activity on classification system: Autumn 2000/Winter 20001

Agenda: Pool of Resource People/Organizations (WINGS-CF Working Group)

Facilitator: Dorothy Reynolds, Charles Stewart Mott Foundation, USA

Participants: Olga Alexeeva, Charities Aid Foundation Russia
Silvia Piperno Beer, European Foundation Centre, Belgium
Ben Bodna, Philanthropy Australia, Inc., Australia
Steve Pierce, The Synergos Institute, USA
Anne Stewart-Hill, The Eurasia Foundation, USA



The discussion began with the criteria for the experts who would be recruited to create the resource pool for the network. Steve Pierce said that at Synergos they have peers as experts.

This offers a wider range, richer dialogue, training, design and communication. Dorothy Reynolds commented that we need people who are experienced in advising, consulting, training. Silvia Piperno Beer mentioned that peers are already overworked and might not have time to do this work. Dorothy noted that advisors would be reimbursed.

Olga Alexeeva asked what topics would be involved and suggested that creating new community foundations, legal, and lobbying information would be useful. Steve suggested developing an inventory of needs. The needs would drive the subjects and who to select.

Silvia suggested combining needs with geography. However, Steve commented that “you’re not a prophet in your own land”, and that a two-way exchange provides endless opportunity for shared learning. It is multicultural and allows for the possibility that one person is not an expert in every subject. It offers the ability to adapt to the local situation. He added that selection is key and using the best people is most important. If language is a problem, interpreters can be used.

Ben Bodna asked if *experts* was the right term and suggested that the people involved would be more like mentors or coaches with experience and knowledge. The group agreed to use the term *resource person* instead of expert.

The range of presentations by resource people would include:

- on-sites, especially for start-ups
- conference calls
- email
- follow-up
- distance learning
- peer learning
- exchanges.

Steve said that there are organizations in WINGS that do capacity building (like Synergos) and suggested that we need to identify these resources rather than develop new resource people.

Ben indicated the need to canvas organizations about their needs and their level of need. Is the budget enough for the work involved and is this group is large enough? The discussion resulted in the following:

Objective 1 - Conduct survey of needs and depth of need. This is top priority.

Objective 2 - Map geographical areas of need.

Objective 3 - Find out what existing organizations do for resources now.

Objective 4 - Identify WINGS-CF role as resource.

Dorothy suggested that the group co-ordinate with WINGS (Jayne Millar Wood). This survey could be combined with the survey of resources. It was also mentioned that it is unrealistic to think of Jayne doing this alone. Silvia added that we need products quickly or the momentum will be lost.

Olga suggested two roles for the resource people:

- mentoring new community foundations, and
- research into better environments for community foundations.

Silvia described their role as:

- sharing experience among members, both European and global
- disseminating information and research
- marketing and promotion.

Steve suggested:

- understanding the level of capacity that exists
- identifying the type of needs that exist
- determining the experience of support organizations with start-ups
- using the data to determine the role of this group - what to contract out, how to use the information to form a workplan

Steve hopes the group will create something new, a package approach that emphasizes WINGS-CF as an innovator. He offered to recruit a member of his organization to participate in the working group.

The participants agreed to continue working on the issue and agreed that the Chair of the ongoing working group should be someone from this group. Once the surveyor is hired, the group will act as a resource for the surveyor. Once a draft has been developed, they will provide feedback. The group agreed that the survey would provide insight into how best to use resource people.

The group discussed how to collect and process data. Olga said many start-up organizations may not know what they need. The group decided that an ad hoc group should be assembled to provide coaching to start-ups. The group will support the start-up organizations in their effort to respond to the survey:

- group will divide up WINGS-CF support organizations and notify them that survey is coming. Fax, email or phonecall: use a phone tree.
- working group will make follow-up calls to make sure they received the survey
- validate survey
- provide assistance to fill in questionnaire
- email unreturned surveys a second time

Key Tasks:

- chair selected
- consultant surveyor selected. Develop list of interim group of resource people to work with start-ups until survey results are received. Latin America representative needed
- survey developed and distributed
- survey responses analyzed, shared with working group

The survey should include questions regarding:

- the needs of new organizations and extent of those needs
- the experience support organizations have with start-ups, and their capacity to provide exchange programs, internships, tours, on sites
- existing resources and the role WINGS-CF can play in filling gaps

Notes by: Jane Shakespeare Horner

Post-meeting footnote:

Of the 3 surveys approved by the WINGS-CF Advisory Committee following the Ottawa meeting, the one feeding into the pool of resource people/organizations was scheduled to go out third to the network.

At the time of printing this report, a chair for the working group was about to be selected. A consultant to lead the survey work was still to be identified, along with a wider team to help address cultural and language issues.

Survey out to WINGS-CF: August 28, 2000

Responses due: October 2, 2000

Identification of resource people and organizations, and a plan for utilizing them, to be in place early in 2001



Overview of Surveys

to be conducted by the working groups

Working Group	Survey	Information required/end product	Deadline(s)
Compendium of Resources and Classification	1: requesting materials developed by support organizations for community foundations	<ul style="list-style-type: none"> • Very specific questions about materials/publications, materials for training curricula for community foundations (eg publication format, number of pages/ length, table of contents where applicable, etc) <p>Product:</p> <ol style="list-style-type: none"> 1.A compendium of community foundation resource materials to be accessed by support organizations 2.A standard classification system for community foundation resource materials, and training in its use 	<ul style="list-style-type: none"> • July 4 (survey out) • September 1 (responses due)
Directory, Case Studies, Mapping and Monograph	2: revised organizational profile survey, and mapping of funders	<ul style="list-style-type: none"> • Organizational (contact details, year established, geographic coverage, budgetary information) • Governance (structure, committees) • Membership (size, dues, etc) • Funders (of support organizations and to support challenge programs, etc for community foundations) • Services (materials, publications, training, networking, technical assistance, funding, policy, etc) <p>Product:</p> <ol style="list-style-type: none"> 1.Electronic, searchable database profiling community foundation support organizations (available on-line) 2.Easy-to-use “map” of funders of community foundation support organizations and of challenge programs for community foundations 	<ul style="list-style-type: none"> • July 31 (survey out) • September 18 (responses due)

Appendix III

Working Group	Survey	Information required/end product	Deadline(s)
Pool of Resource People and Organizations	3: survey of needs and resources of support organizations	<ul style="list-style-type: none"> • Training, technical assistance, internships, study tours • Advice <p>Product:</p> <ol style="list-style-type: none"> 1. Map comprehensively the needs and resources of community foundation support organizations so that an appropriate pool of resource people and organizations can be made available to help support organizations (through exchanges, visits, tours, etc) 	<ul style="list-style-type: none"> • August 28 (survey out) • October 2 (responses due)
Convening IMAG II (WINGS)	4: survey WINGS networks for ideas on session content for IMAG II	<ul style="list-style-type: none"> • This survey will ask organizations about the issues/ topics they wish to see addressed at the next IMAG meeting, including WINGS-CF specific issues. <p>Product:</p> <ol style="list-style-type: none"> 1. Program for IMAG II, including a component for WINGS-CF 	<ul style="list-style-type: none"> • October 2000 (survey out) • December 2000 (responses due)

Prepared by Dagne Forrest



Participant List

WINGS-CF 2000 Peer Meeting
MAY 7-9, 2000, Ottawa, Canada

Asia Pacific

Australia

Ben Bodna
President
Philanthropy Australia, Inc.
Level 10, 530 Collins Street
3000 Melbourne, Victoria, Australia
Tel: +61.3.9620.0200
Fax: +61.3.9620.0199
Email: pa@philanthropy.org.au

India

Pushpa Sundar
Executive Director
Indian Centre for Philanthropy
Sector C Pocket 8 / 8704, Vasant Kunj
New Delhi 110 070, India
Tel: +91.11.689.9368
Fax: +91.11.612.1917
Email: icp@vsnl.com

Europe

Belgium

Silvia Piperno Beer
Assistant Coordinator
Community Philanthropy Initiative
European Foundation Centre
51 Rue de la Concorde
B-1050 Brussels, Belgium
Tel: +32.2.512.8938
Fax: +32.2.512.3265
Email: silvia@efc.be

Suzanne Feurt
Coordinator
Community Philanthropy Initiative
European Foundation Centre
51, rue de la Concorde
B -1050 Brussels, Belgium
Tel: +32.2.512.89.38
Fax: +32.2. 512.32.65
Email: suzanne@efc.be

Czech Republic

Jaroslava Stastna
Program Manager
Open Society Fund- Prague
Prokopova 9, 130 00 Prague 3, Czech
Republic
Tel: +42.02.2278.1924
Fax: +42.02.2278.19241
Email: jaroslava.stastna@osf.cz

Estonia

Katrin Enno
Program Director
Baltic-American Partnership Programme -
Estonia
Estonia Avenue 3/5
EE-10143 Tallinn, Estonia
Tel: +372.6.313.791
Fax: +372.6.313.796
Email: katrin@oef.org.ee

France

Francis Charhon
Director General
Fondation de France
40 Avenue Hoche
F-75008 Paris, France
Tel: +33.1. 44.21.3106 and .21.31.20
Fax: +33.1.44.21.31.01
Email: fch@fdf.org

Italy

Bernardino Casadei
Fondazione Cariplo Progetto Fondazioni
Comunitare
Via Manin, 23
I-20121 Milano, Italy
Tel: +39.02.623.91 (switchboard)
Fax: +39.02.623.92.02
Email: bernardino@tin.it

Latvia

Igors Klapenkovs
Program Director
Baltic-American Partnership Program - Latvia
31 Kr. Barona Street
Riga LV 1722, Latvia
Tel: +371.728.0641
Fax: +371.728.3840
Email: igors@bapf.lv

Lithuania

Birute Jatautaite
Program Director
Baltic - American Partnership Program
Lithuania
DIDZIŲJŲ 5, LT-2000
Vilnius, Lithuania
Tel: +370.2.610805
Fax: +370.2.221419
Email: birute@osf.lt

Russia

Olga Alexeeva
Co-Director
Charities Aid Foundation - Russia
Office 4, Ulitsa Sadovnicheskaya 57
1133035 Moscow, Russia
Tel: +7.095.792.59.29
Fax: +7.095.792.59.29
Email: oalexeeva@cafrussia.ru

Slovakia

L'ubica Macedo
Executive Director
Community Association Sami-Sebe Pezinok
Radničné námestie 7
902 01 Pezinok, Slovak Republic
Tel: +421.704.412.550
Fax: +421.704.412.303
Email: Lubica.Macedo@comas.sk

Zuzana Podhorska
 The Open Society Foundation of
 Bratislava
 Staromestska 6D
 811 03 Bratislava, Slovakia
 Tel: +421.754.414.730
 Fax: +421.754.418.867
 Email: Zuzana@osf.sk or
 Zuzanda@yahoo.com

Stanislava Slaninkova
 Open Society Foundation Prešov
 Hlavná 61,
 080 01 Prešov, Slovakia
 Tel: +421.91.772.1470
 Fax: +421.91.732.469
 Email: osf.presov@vadium.sk

Latin America

Brazil

Maria Ce'lia Meirelles Toledo Cruz
 Institute for Development of Social Invest-
 ment (IDIS)
 Rua Sao Tome, 119 C.J. 42
 04551-080 Sao Paulo - SP, Vila Funchal,
 Brazil
 Tel: +55.11.3044.4686
 Fax: +55.11.3044.4685
 Email: ccruz@idis.org.br

Carla Cordery Duprat
 Institute for Development of Social Invest-
 ment (IDIS)
 Rua Sao Tome 119 C.J. 42
 04551-080 Sao Paulo - SP, Vila Funchal,
 Brazil
 Tel: +55.11.3044.4686
 Fax: +55.11.3044.4685
 Email: cduprat@idis.org.br

United Kingdom

Clare Brooks
 Network Development Manager
 Community Foundation Network (UK)
 2 Plough Yard, Shoreditch High Street
 London, England EC2A 3LP
 Tel: +44.020.7422.8611
 Fax: +44.020.7422.8616
 Email:
 cbrooks@communityfoundations.org.uk

Gaynor Humphreys
 Director
 Community Foundation Network
 2 Plough Yard, Shoreditch High Street
 London, England EC2A 3LP
 Tel: +44.020.7422.8611
 Fax: +44.020.7422.8616
 Email:
 ghumphreys@communityfoundations.org.uk

Marcos Kisil
 President
 Grupo de Institutos, Fundações e
 Empresas (GIFE)
 Alameda Ribeirao Preto, 130 Conjunto 12
 01331-000 Sao Paulo, Brazil
 Tel: +55.11.287.87.19
 Fax: +55.11.287.23.49
 Email: mkisil@idis.org.br

North America

Canada

Monica Patten
President and CEO
Community Foundations of Canada
75 Albert Street, Suite 301
Ottawa ON, Canada K1P 5E7
Tel: +1.613.236.2664
Fax: +1.613.236.1621
Email: mpatten@community-fdn.ca

Mexico

Agustin Landa
Director General
Centro Mexicano Para la Filantropia, A.C.
(CEMEFI)
Km 25 Carr Atlixco, Atlixco, Pue
Mexico 74200
Tel: +52.244.51508
Fax: +52.244.587.50
Email: alanda@avante.net.mx

Jorge Villalobos
President
Centro Mexicano Para la Filantropia, A.C.
(CEMEFI)
Cerrada de Salvador Alvarado, No.7 Col.
Escandon
Mexico, Mexico 11800
Tel: +52.5277.6111
Fax: +52.5515.5448
Email: jorgev@cemefi.org

United States

Steve Alley
Associate Director of Public Services
and Director
The Community Foundations Institute
Indiana University Center on Philanthropy
550 West North Street, Suite 301
Indianapolis, IN, USA 46202-3272
Tel: +1.317.684.8947
Fax: +1.317.684.8900
Email: salley@iupui.edu

Robert Buchanan
Director, International Programs
Council on Foundations
1828 L Street NW
Washington DC, USA 20036
Tel: +1.202.467.04.56
Fax: +1.202.785.39.26
Email: buchr@cof.org

Barry Gaberman
Senior Vice President
The Ford Foundation
320 East 43rd Street
New York, NY, USA 10017
Tel: +1.212.573.5000
Fax: +1.212.351.3677
Email: b.gaberman@fordfound.org

Abbey Gardner
Executive Director
Baltic-American Partnership Fund
925 9th Avenue
New York, NY, USA 10019
Tel: +1.212.548.0319
Fax: +1.212.547.6901
Email: agardner@bapf.org

Elan Garonzik
 Program Officer
 Charles Stewart Mott Foundation
 503 South Saginaw Street
 1200 Mott Foundation Building
 Flint, MI, USA 48502-1851
 Tel: +1.810.238.5651
 Fax: +1.810.766.1753
 Email: Egaronzik@mott.org

Jenny Kloer
 GIFT Program Director
 Indiana Grantmakers Alliance, Inc.
 32 E. Washington St., #1100
 Indianapolis, IN, USA 46204-3583
 Tel: +1.317. 630.5200
 Fax: +1.317. 630.5210
 Email: jkloer@indonors.com

Lori M. Kuhn
 Director of Community Foundation Services
 Ohio Grantmakers Forum
 37 West Broad Street, Suite 800
 Columbus, OH, USA 43215
 Tel: +1.614. 224.1344
 Fax: +1.614. 224.1388
 Email: lkuhn@ohiograntmakers.org

Joyce Malombe
 The World Bank
 1818 H Street NW
 Washington, DC, USA 20433
 Tel: +1.202.458.5965
 Fax: +1.202.522.1669
 Email: jmalombe@worldbank.org

Donnell Mersereau
 Director, Community Foundations
 Council of Michigan Foundations
 Suite 3, One South Harbor Avenue
 P.O. Box 599
 Grand Haven MI, USA 49417
 Tel: +1.616.842.70.80
 Fax: +1.616.842.17.60
 Email: dmersereau@cmif.org

Angela Miller
 GIFT Program Coordinator
 Indiana Grantmakers Alliance, Inc.
 32 E Washington Street, Suite 1100
 Indianapolis, IN, USA 46204
 Tel: +1.317.630.5200
 Fax: +1.317.630.5210
 Email: amiller@indonors.com

Steven D. Pierce
 Associate Director, Capacity Building Services
 The Synergos Institute
 9 East 69th Street
 New York, NY, USA 10021
 Tel: +1.212. 517.4900
 Fax: +1.212. 517.4815
 Email: spierce@synergos.org

Dorothy Reynolds
 Charles Stewart Mott Foundation
 503 South Saginaw Street
 1200 Mott Foundation Building
 Flint, MI, USA 48502-1851
 Tel: +1.810.766.1787 Ext.1787
 Fax: +1.810.766.1748
 Email: dreynolds@mott.org

Anne Stewart-Hill
 Senior Program Officer
 Public Sector Programs
 The Eurasia Foundation
 1350 Connecticut Avenue NW, Suite 1000
 Washington, DC, USA 20036
 Tel: +1.202.234.7370
 Email: astewart-hill@eurasia.org

Karin E. Tice
 FERA (Formative Evaluation Research
 Associates) working with
 Council of Michigan Foundations
 1427 Warrington Circle
 Ann Arbor, MI, USA 48103
 Tel: +1.734.747.6939
 Fax: +1.734.747.6049
 Email: ticeks@aol.com

Lisa Whiteman
International Programs Fellow
Council on Foundations
1828 L Street NW Suite 300
Washington DC, USA 20036
Tel: +1.202.467.0410
Fax: +1.202.835.29.10
Email: whitl@cof.org

Jayne Millar Wood
WINGS Project Manager
Council on Foundations
1828L Street, NW, Suite 300
Washington, DC, USA 20036
Tel: +1.202.466.6512 Ext.399
Fax: +1.202.785.3926
Email: woodj@cof.org

David Winder
Director Global Philanthropy
The Synergos Institute
9 East 69th Street
New York, NY, USA 10021
Tel: +1.212. 517.4900
Fax: +1.212. 517.4815
Email: dwinder@synergos.org

Gabriel Works
Charles Stewart Mott Foundation
503 South Saginaw Street
1200 Mott Foundation Building
Flint, MI, USA 48502-1851
Tel: +1.810.238.5651
Fax: +1.810.766.1753
Email: gworks@mott.org

Resource People

Milly Baino
Community Foundations of Canada
75 Albert Street, Suite 301
Ottawa ON, Canada K1P 5E7
Tel: +1.613.236.2664
Fax: +1.613.236.1621
Email: info@community-fdn.ca

Jane Shakespeare Horner
Community Foundations of Canada
75 Albert Street, Suite 301
Ottawa ON, Canada K1P 5E7
Tel: +1.613.236.2664
Fax: +1.613.236.1621
Email: brierley@magi.com

Dagne Forrest
Community Foundations of Canada
75 Albert Street, Suite 301
Ottawa ON, Canada K1P 5E7
Tel: +1.613.236.2664
Fax: +1.613.236.1621
Email: dforrest@community-fdn.ca

Nancy F. Johnson
Johnson Associates
4304 Victoria Road South, RR#1
Puslinch, ON, Canada NOB 2J0
Tel: +1.519.827.1395
Fax: +1.519.827.1396
Email: johnsndrly@golden.net

Jasmin Kay
Community Foundations of Canada
75 Albert Street, Suite 301
Ottawa ON, Canada K1P 5E7
Tel: +1.613.236.2664
Fax: +1.613.236.1621
Email: info@community-fdn.ca

Kate McLaren
South House Exchange
858 Bank Street, Suite 100
Ottawa, ON, Canada K1S 3E1
Tel: +1.613.236.6690
Email: shekim@web.net

Margot McLaren Moore
Trilogy Group
1, 906 St. Charles Street
Victoria, BC, Canada V8S 3P6
Tel: +1.250-370-1308
Fax: +1.250-370-1314
Email: trilogy@coolcom.com

Elizabeth Orton
Community Foundations of Canada
75 Albert Street, Suite 301
Ottawa ON, Canada K1P 5E7
Tel: +1.613.236.2664
Fax: +1.613.236.1621
Email: eorton@community-fdn.ca

Gail Powers-Schaub
Council of Michigan Foundations
P.O. Box 599
Grand Haven, MI, USA 49417
Tel: +1.616.842.7080
Fax: +1.616.842.1760
Email: GSchaub@cmif.org

Eleanor W. Sacks
1538 S.E. 33rd Avenue
Portland, OR, USA 97214
Tel: +1.503.235.0527
Fax: +1.503.963.8173
Email: esacks@uswest.net

Appendix V



Agenda

WINGS-CF 2000 Peer Meeting MAY 7-9, 2000, Ottawa, Canada

Sunday, May 7

4:00 p.m. - 6:00 p.m.	Opening session Introduction of attendees Community foundation support organization characteristics
6:00 p.m. - 7:00 p.m.	Reception
7:00 p.m.	Dinner

Monday, May 8

7:00 a.m. - 8:00 a.m.	Breakfast
8:00 a.m. - 8:30 a.m.	Introduction of Peer Learning Sessions
8:30 a.m. - 10:00 a.m.	Peer Learning I (4 concurrent sessions)
10:00 a.m. - 10:30 a.m.	Break
10:30 a.m. - 12:00 p.m.	Peer Learning II (4 concurrent sessions)
12:00 p.m. - 1:00 p.m.	Lunch
1:00 p.m. - 2:30 p.m.	Peer Learning III (4 concurrent sessions)
2:30 p.m. - 3:00 p.m.	Break
3:00 p.m. - 5:00 p.m.	Group Reporting on Peer Learning Sessions
6:00 p.m.	Dinner and Evening Activity

Tuesday, May 9

7:00 a.m. - 8:00 a.m.	Breakfast
8:00 a.m. - 9:00 a.m.	WINGS-CF Update
9:00 a.m. - 12:00 p.m.	WINGS-CF Working Group meetings
12:00 p.m. - 1:00 p.m.	Lunch
1:00 p.m. - 3:00 p.m.	Reports from Working Groups
3:00 p.m.	End of conference

WINGS-CF

c/o Community Foundations of Canada

301 - 75 Albert Street, Ottawa, ON K1P 5E7 Canada

Tel: +1.613.236.2664 Fax: +1.613.236.1621

Email: cfc-fcc@community-fdn.ca Website: www.community-fdn.ca

WINGS website: www.wingsweb.org