

WINGS

ANNUAL REPORT

2017

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WINGS
WORLDWIDE INITIATIVES
FOR GRANTMAKER SUPPORT

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WINGS overview

Worldwide Initiatives for Grantmaker Support (WINGS) is a network of close to 100 philanthropy associations and support organizations in 40 countries around the world whose purpose is to strengthen, promote and provide leadership on the development of philanthropy and social investment. It provides an indispensable platform for convening, connecting, knowledge sharing, peer learning and collaboration among a growing membership that represents philanthropy and private social investment in every region of the world.

Mission and vision

Since its creation in January 2000, WINGS has nurtured a network of organizations serving philanthropy. Through peer learning events, webinars, knowledge and information sharing, and WINGSForum conferences, WINGS has worked to build the institutional capacity of its network members and strengthen the practice of philanthropy.

WINGS seeks to empower its members in particular, and the field of philanthropy support in general, through better interconnections and synergies, collectively created knowledge, impact evaluation and data about the field, transparency and good governance, collaboration, and development of common practice.

New global issues have been raised by the changes of the economic context and progress in technologies. This permanent evolution and disruption ensures the relevance of philanthropic efforts and may be greatly enhanced by an efficient and sustainable support ecosystem.

Theory of change

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

Funders, partners, sponsors and contributors

Funders and partners



WINGSForum Sponsors



In kind contributors



Message from the Executive Director and Board Chair

The world's daunting challenges keep on making us question our fundamental visions of society, democracy, sustainable development and social good, on which philanthropic actors and social investors base their work. The year 2017 was no exception, and confirmed some of the major political, economic and "natural" challenges we are facing. This urges those who commit private resources for common good, and the infrastructure that supports them, to position themselves on key questions: are we making the most of our investments for the highest possible impact? Are we changing the system at scale, or working on Band-Aid solutions? We are part of the solution, but can we also look at how not to be part of the problem? Are we collaborative enough, and ready to work, with unusual suspects across sectors to address complexity?

"Critical philanthropy" was the theme of WINGSForum's fifth and most successful edition held in Mexico City. It was with great excitement and fulfilment to see over 300 participants from 44 countries engaging in reflection and collaboration on key issues, taking a (self-)critical lens.

Being self-critical starts by being self-aware. Knowledge building has remained central to our work in 2017. We launched the second edition of WINGS' flagship report: "A new global picture of organizations serving philanthropy", the only global research on philanthropy infrastructure. Among other findings, the research evidenced key challenges for the field: one is the sustainability issue that 72% of surveyed organizations face, the other one is the very uneven geographic distribution of the infrastructure with 80% of the expenditures in North America.

This led WINGS to take action and look at how we can leverage our network's resources to strengthen the ecosystem of support to philanthropy where it is most needed. We initiated a successful pilot project for the Latin American region which culminated in a regional meeting and the publication of a mapping of the support ecosystem. A similar process was launched in India and will hopefully be applied to other regions in the future.

Addressing the sustainability of philanthropy infrastructure also implies engaging more funders in strategic reflection about the importance of investing in this field. The first international meeting for funders of infrastructure in Mexico City was attended by over 40 funders and became the first important milestone in this effort that WINGS plans to maintain and expand in future.

The counterpart of trying to increase investments in the field is that philanthropy support organizations need to be better equipped to assess their own impact, and

to be ready to have honest conversations on how to strengthen the ecosystem of support as a whole. The 4Cs evaluation framework (Capability, Capacity, Credibility and Connections), developed by WINGS and DAFNE members, was officially launched. It provides a critical tool for support organizations to assess and communicate their impact.

We also continued working with the network to tap into its own expertise and power to address enabling environment issues. WINGS' second international convening on this theme confirmed the importance in exchanging practices, strengthening our field's collective voice and collaborating with other civil society actors.

In all of these initiatives, WINGS members have played a central and leading role, bringing in the diverse range of expertise and contexts they represent. We would like to thank all of them for their incredible involvement and for allowing us to be collectively stronger. The affinity groups that we started launching will hopefully provide space to strengthen this engagement, expand connections and build solidarity across regions.

In 2017, through a number of new initiatives, WINGS laid the foundations for its next 2018-2022 strategic plan. We look forward to building on these foundations and to continue strengthening the ecosystem that supports the development of philanthropy, private social investment and giving.

The development of philanthropy is at a crossroads, with new players coming into the field, great opportunities, but also important threats. In this global context, strengthening international collaboration among philanthropic actors is essential. WINGS will remain committed to making the most of the unique array of expertise, vision, resources and energy that lies in our network, in order to help all forms and cultures of philanthropy to thrive and cross-fertilize each other.

Benjamin Bellegy
Executive Director



Maria Chertok
Chair of the Board



Building the field

Knowledge and tools

A New Global Picture of Organizations Serving Philanthropy Report

A New Global Picture of Organizations Serving Philanthropy is the second report of its kind published by WINGS. It is the only global research which looks at the state of philanthropy infrastructure. Among other findings it showed the field is growing slowly but steadily, that the investment in infrastructure organizations is very unevenly distributed worldwide with 80% of expenses in North America only, and that a vast majority of organizations are facing sustainability issues. Many member organizations and partners contributed to the report with thematic chapters reflecting on some of the challenges and best practices in the field.

The 4Cs Evaluation framework

In order to increase the capacity of philanthropy support organizations to plan, monitor and assess their impact, WINGS and DAFNE members developed the 4Cs framework which looks at the field's impact through 4 main categories: Capacity, Capability, Credibility and Connections.

It was launched at WINGSForum where a large 4Cs workshop was held. The Global Scale Rating Tool is an accompanying tool to the 4Cs that helps organizations measure themselves to progress being made by their type of organizations and in their regions. A follow-up 4Cs webinar drew more participants to the framework, and ongoing connections were made between 4Cs ambassadors- those part of the original working group- and those interested in learning more from the network. WINGS launched "Using the 4Cs", a guide which helps getting started and adapting the framework to your own context.

Data Charter 2nd Edition

The Global Philanthropy Data Charter is a framework to guide organizations in the sector as they set out to improve philanthropy data, acknowledging the diversity of context, culture, and legal framework within which these organizations operate. WINGS members, as a bridge between foundations and philanthropic practice, are well placed to collect data and to promote its collection. WINGS, the Foundation Center, CENTRIS, and partners from around the world first started work on the Charter in 2013, with the first version published in 2014. In 2017, after an in-person meeting in Amman the year before, WINGS launched an updated version of the charter to continue the vision of improved data for deeper philanthropic impact and transparency. This new version provides concrete guidance on how to successfully engage in data-sharing processes.

Events, networking and capacity building

WINGSForum 2017

Over 300 delegates representing 44 countries gathered in Mexico City on February 22-24, 2017 for the fifth and most attended edition of WINGS' flagship triennial event, WINGSForum. Under the theme "Critical Philanthropy", the conference provided space to challenge current models and practices of philanthropy and discuss many key issues facing the sector today, such as shrinking space for philanthropy and civil society, advocacy, evaluation, data, or cross-sectoral collaboration. WINGSForum 2017 was a very successful event, and 96% of participants reported that the convening either 'met' or 'exceeded' their expectations. The success of the conference outlined the importance of the global convening platform that WINGS provides.

Funders of Philanthropy Infrastructure

At WINGSForum 2017, WINGS hosted the first International Meeting of Funders of Philanthropy Infrastructure in which 40 funders participated. Participants discussed the strategic importance of philanthropy infrastructure and how to better support the development of the field. Following the meeting, WINGS created a Funders Advisory Group with key advisors from all over the world and hold a webinar featuring the Charles Stewart Mott Foundation, Vladimir Potanin Foundation, and Aga Khan Foundation in July. Due to interest culminating from the meeting and webinar during the second half of 2017, WINGS started planning the 2nd International Meeting of Funders of Philanthropy Infrastructure to take place in 2018.

Enabling Environment for Philanthropy

WINGS hosted a meeting on the enabling environment for philanthropy prior to WINGSForum in Mexico City, to identify concrete actions and collaboration, and to develop synergies among actors addressing enabling environment issues. About 50 representatives from organizations supporting philanthropy, foundations, international organizations and other institutions discussed their shared concerns for the ability of civil society and philanthropy organizations to operate and discussed a shared vision of what philanthropy freedom should look like and how it must be defended and promoted.

Strengthening the philanthropy support ecosystem ...in Latin America and the Caribbean

According to WINGS research, Latin America philanthropy support organizations' expenses account for less than 1% of global expenses in the field, highlighting a gap in support to philanthropy development in the region. As part of the effort to strengthen infrastructure where it is

most needed, WINGS initiated a pilot project focusing on Latin America. At the end of August, over 50 people from 10 countries met in Colombia, representing the region's philanthropy sector, including people from foundations and international cooperation agencies, the private sector, banking sector, and philanthropy infrastructure to participate in the WINGS Regional Meeting for Latin America and the Caribbean which was co-hosted with AFE-Colombia. Participants debated on how to build a more connected philanthropy in the region and established a roadmap on which to act. An initial mapping of the philanthropy support ecosystem of the region was done in order to identify gaps. Follow-up meetings online have been focusing on developing the next steps of this initiative based on the mapping and meeting's findings and recommendations.

... and in India:

A second pilot initiative was launched in India. WINGS started conversations with key strategic partners in the country regarding strengthening the field. An advisory group of Indian philanthropy support organizations, foundations, and nonprofits working in the field was set up to discuss how it can be better connected. These conversations turned into planning exercises for an early 2018 Mumbai meeting. In parallel, WINGS co-published a report of PSJP-Philanthropy for Social Justice and Peace which gives an overview of the philanthropic field in the country.

Networking Opportunities

In 2017, WINGS held 3 networking events, in 3 different continents, in the context of major conferences. These events allow WINGS to connect to its membership and to disseminate and share recent publications and projects. By hosting these meetings and events within the framework of larger events, WINGS is able to build an individual identity and solidarity within philanthropy infrastructure within the wider field of philanthropy.

Strategic Planning:

In an evolving world, WINGS has engaged in a wide network consultation to rethink its overarching strategy to be more tangible and relatable to trends happening in the sector. The new 5 years strategy will be launched in 2018.

Strategic partnerships and alliances

Through participation, engagement, partnership, cooperation and collaboration, WINGS contributes to and is a strong member of the global philanthropy community. In 2017, we worked collaboratively with various organizations and initiatives toward developing the field of philanthropy and sharing knowledge, including the:

- AFE-Colombia - Asociación de Fundaciones Empresariales
- Alliance Magazine
- CEMEFI- Centro Mexicano para la Filantropía
- CIVICUS - World Alliance for Citizen Participation
- Council on Foundations
- CPAFFC - Chinese People's Association for Friendship with Foreign Countries
- DAFNE - Donors and Foundations Network in Europe
- Foundation Center
- IFP - International Forum of National NGO Platforms
- SDG Funders Platform, SDG Philanthropy Forum, and SDG Philanthropy Platform - Brazil
- UNDP- United Nations Development Programme

Audited financials

Finance tables for 2017

Assets	2017	2016
Cash	\$247,807	\$378,853
Unconditional promises to give		
<i>Unrestricted</i>	76,587	–
<i>Temporarily restricted</i>	304,585	62,500
Prepaid expenses and other current assets	3,715	88,002
Property and equipment, at cost, net of accumulated depreciation	2,314	3,862
Total Assets	\$635,008	\$533,217

Liabilities and Net Assets

Liabilities		
Accounts payable and accrued expenses	\$15,521	\$48,716
Deferred income	12,736	59,055
Total Liabilities	28,257	107,771

Net Assets		
Unrestricted	302,166	299,904
Temporarily restricted	304,585	125,542
Total Net Assets	606,751	425,446

Total Liabilities and Net Assets	\$635,008	\$533,217
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2017 Membership overview

WINGS is a truly global network of organizations that develop and support the field of philanthropy worldwide. Our strength lies in the diversity of our members with organizations coming from every region of the world and 40 countries. We ended 2017 with the highest number of members and revenues yet, with 98 members bringing in USD\$78,867.

2017 members

1	Africa Grantmakers Affinity Group (AGAG)	14	Australian Environmental Grantmakers Network	32	Community Chest
2	Africa Philanthropy Network	15	Bundesverband Deutscher Stiftungen e.V. (Association of German Foundations)	33	Community Foundation Movement in Latvia
3	Arab Foundations Forum	16	CAF - IDIS	34	Community Foundation of Singapore
4	Ashoka University, Center for Social Impact and Philanthropy	17	CAF America	35	Community Foundations of Canada
5	Asia Centre for Social Entrepreneurship & Philanthropy, National University of Singapore	18	CAF Australia: Good2Give	36	Comunalia - Alianza de Fund Comunitarias de México
6	Asian Venture Philanthropy Network (AVPN)	19	CAF Bulgaria	37	Consultative Group on Biological Diversity (CGBD)
7	Asociacion de Fundaciones Empresariales - AFE, Colombia	20	CAF Canada	38	Council of Finnish Foundations
8	Asociacion Espanola Fundaciones (AEF)	21	CAF Global Network, CAF UK	39	Council of Michigan Foundations
9	Association for Community Relations, Romania	22	CAF India	40	Council on Foundations
10	Association of Charitable Foundations	23	CAF Russia	41	Dorothy A. Johnson Center for Philanthropy
11	Association of Foundations	24	CAF Southern Africa	42	East Africa Association of Grantmakers
12	Associazione Italiana Fondazioni e Enti di Erogazione (ASSIFERO)	25	Caribbean Network of Foundations	43	EdgeFunders
13	Australian Communities Foundation	26	Center on Philanthropy and Civil Society, The City University of New York	44	Environmental Grantmakers Association
		27	Centre Français des Fondations	45	European Community Foundation Initiative
		28	Centro Mexicano para la Filantropia (CEMEFI)	46	European Foundation Centre
		29	Centrum pre filantropiu n.o. (Center for Philanthropy)	47	European Venture Philanthropy Association (EVPA)
		30	China Foundation Center	48	Filantropi Indonesia
		31	Committee Encouraging Corporate Philanthropy (CECP)		

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|----|--|----|--|----|--|
| 49 | Forum of Regional Associations of Grantmakers | 64 | International Funders for Indigenous Peoples (IFIP) | 80 | Philanthropy Southwest |
| 50 | Foundation for Civil Society | 65 | International Society for Third Sector Research | 81 | Portuguese Foundation Center |
| 51 | Funders Concerned About AIDS | 66 | Inyathelo - The South African Institute for Advancement | 82 | PSJP - Philanthropy for Social Justice and Peace |
| 52 | GIFE - Grupo de Institutos, Fundações e Empresas | 67 | John D. Gerhart Center for Philanthropy and Civic Engagement | 83 | Rede de Filantropia Para a Justica Social |
| 53 | Global Alliance for Development Foundation (GADeF) | 68 | Kenya Community Development Foundation | 84 | Rockefeller Philanthropy Advisors |
| 54 | Global Fund for Community Foundations | 69 | National Network of Consultants to Grantmakers | 85 | Russia Donors Forum |
| 55 | Global Philanthropy Partnerships | 70 | National Volunteer & Philanthropy Centre (NVPC) | 86 | SAANED for Sustainable Development |
| 56 | Global Village Consulting | 71 | Neelan Tiruchelvam Trust | 87 | Southern Africa Trust |
| 57 | GlobalGiving Foundation | 72 | NEF- Network of European Foundations | 88 | Swiss Foundations |
| 58 | Grupo de Fundaciones y Empresas - GDPE, Argentina | 73 | Net FWD / OECD | 89 | Synergos |
| 59 | Guidestar | 74 | Nexus | 90 | TFN- The Funding Network |
| 60 | Human Rights Funders Network | 75 | Pakistan Centre for Philanthropy | 91 | Third Sector Foundation of Turkey (TUSEV) |
| 61 | Ibero-American Network of Community Foundations | 76 | Philanthropic Foundations Canada | 92 | TPI- The Philanthropic Initiative |
| 62 | Independent Philanthropy Association. South Africa (IPASA) | 77 | Philanthropy Australia | 93 | Transparency & Accountability Initiative |
| 63 | Initiative Bürgerstiftungen/ German Community Foundations Initiative | 78 | Philanthropy Leadership Network | 94 | Trust Africa |
| | | 79 | Philanthropy New Zealand | 95 | TSDP-Technical Support and Dialogue Platform |
| | | | | 96 | Ukrainian Philanthropists Forum |
| | | | | 97 | Wise Philanthropy |
| | | | | 98 | YouthBank International |

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