

WINGS 2023-2027 Strategic Plan



W I N G S
ELEVATING PHILANTHROPY

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Foreword

A message from the Executive Director

A business-as-usual approach, or even incremental change, is not fit for the times we find ourselves in. We are facing a set of deep, massive and interconnected global issues, a 'polycrisis' which represents nothing less than an existential threat to humanity.

As the catalyst for global philanthropy and giving, we at WINGS feel the need to urgently accelerate and deepen change, with our unique and diverse constituency of members around the world. We have designed this strategic plan 2023-2027 through a participatory process, involving our wonderful network of members, board, team and a broad array of stakeholders and partners, based on one imperative: transforming ourselves to become transformative. As an organisation, as a network and as a field.

The first step in elaborating our plans for the next 5 years has been to go back to the foundation of everything

we do: our values. Accountability, authenticity, care, collaboration, curiosity, inclusion and solidarity will form the basis of our ambitions for the sector.

When it comes to accelerating and deepening change, we have looked back at the incredible period of growth, development, and exploration our programmes, network and organisation have gone through in recent years, and decided to double down on the most promising and impactful approaches.

We will focus on two pillars of action: influencing our field's practices and norms, as well as growing vibrant ecosystems - locally and globally - to catalyse giving and philanthropy across the globe. Through evidence-based insights, stronger data, and movement building with our members, we will aim at being a lighthouse to propose norms, principles, data points and practices that can guide philanthropic actors in

a disrupted world. Our knowledge production will be at the service of concrete change in how the philanthropy field operates and seeks to make a difference.

Following the same approach, WINGS will reinforce its advocacy and bridge-building role with governments, cooperation agencies, and other stakeholders, encouraging and enabling them to create favourable regulatory environments as well as environments conducive to partnerships between philanthropy and other sectors that will unlock our field's potential.

The strategic plan also reflects our intention to be closer to the realities and needs of our members and provide more tailored support and increased regional proximity.

Our pioneering efforts to map and reinforce the local infrastructure, or support ecosystem for philanthropy

will be expanded and deepened and better articulated with our other streams of work to amplify our impact.

And finally, walking the talk on our imperative to 'transform ourselves to become transformative', we have elevated the organisation's strengthening, development and innovation capacity as a key strategic objective for the coming period so that we are equipped to sustain, consolidate and grow our impact.

We are setting an ambitious vision and a new path for change on which we invite all our members, partners and stakeholders to walk with us and play their full part. The key to our success is in our ability to come together, build connections, have the humility to learn, and the determination to change the status quo, each at our own level, and as birds of one feather.



BENJAMIN BELLEGY

WINGS Executive Director



A message from the Board Chair

As we embark on 2023, many conversations in civil society and elsewhere continue to reflect on serious trends impacting our livelihoods. We are faced with a series of converging crises impacting every economy and community around the globe. Climate change, growing inequality, the cost-of-living crisis and racial and gender injustice are but a few challenges we face together. In aggregate, they are forcing us to be introspective, consider our role in the community and go beyond incremental changes that foster status quo approaches.

The magnitude and scope of the challenges cannot be solved by governments, corporations and civil society alone. Consequently, we can no longer abdicate our role and responsibilities to any one group or sector. All three must work together, join forces, and build unwavering solidarity through partnerships and collaborations which leverage our strengths and foster an inclusive,

community-driven approach to tackling these issues.

As we endeavour to build new relationships, philanthropy will be called up to examine its own history, context, power structures and norms. If we expect governments and for-profit corporations to confront their own ways of thinking and working, philanthropy will build legitimacy and trust by doing the same. This is our staging point for transformation and WINGS plans to hold this space, alongside our members with courage and resiliency.

The Board, team at WINGS, and our membership view the next five years as critical in capturing the opportunity within a transformative agenda. We are making a distinction that transformation – fundamentally changing the way we think and behave, as opposed to optimisation of current practices, is the pathway to fully realising our potential in addressing the impacts of the global polycrisis. At the heart of philanthropic transformation

is understanding how our institutions can use our existing capital to foster greater influence and impact. Our capital exists in many forms including but not limited to financial, relational, intellectual and social. Philanthropy has built this toolbox of capital over hundreds of years and now it's time to ensure all the tools are working in unison in aligning our entire organisational models towards positive impact.

However, in doing so, philanthropy's awareness of its own paradoxical mental models around aggregating capital and wealth on one hand, and its distribution and impact on another will serve as our platform for transformative approaches. If we only use our tools to advance generosity through charity, without a keen eye to addressing systems

change, root causes and justice, we risk falling short of our ambition and potential.

As always, our key strategic priorities continue to centre you, our networks, and ecosystems. We intend to embark on the transformation journey with all of you and learn together. Together we will make a difference as we influence philanthropy's norms, practices, and environment.

WINGS is using our member's feedback to send a clear message to all philanthropic ecosystems around the globe. Now is the time for transformation. We are excited to work alongside our members and partners on advancing an ambitious agenda to foster healthier communities which elevate voices and create a strong sense of belonging for all.



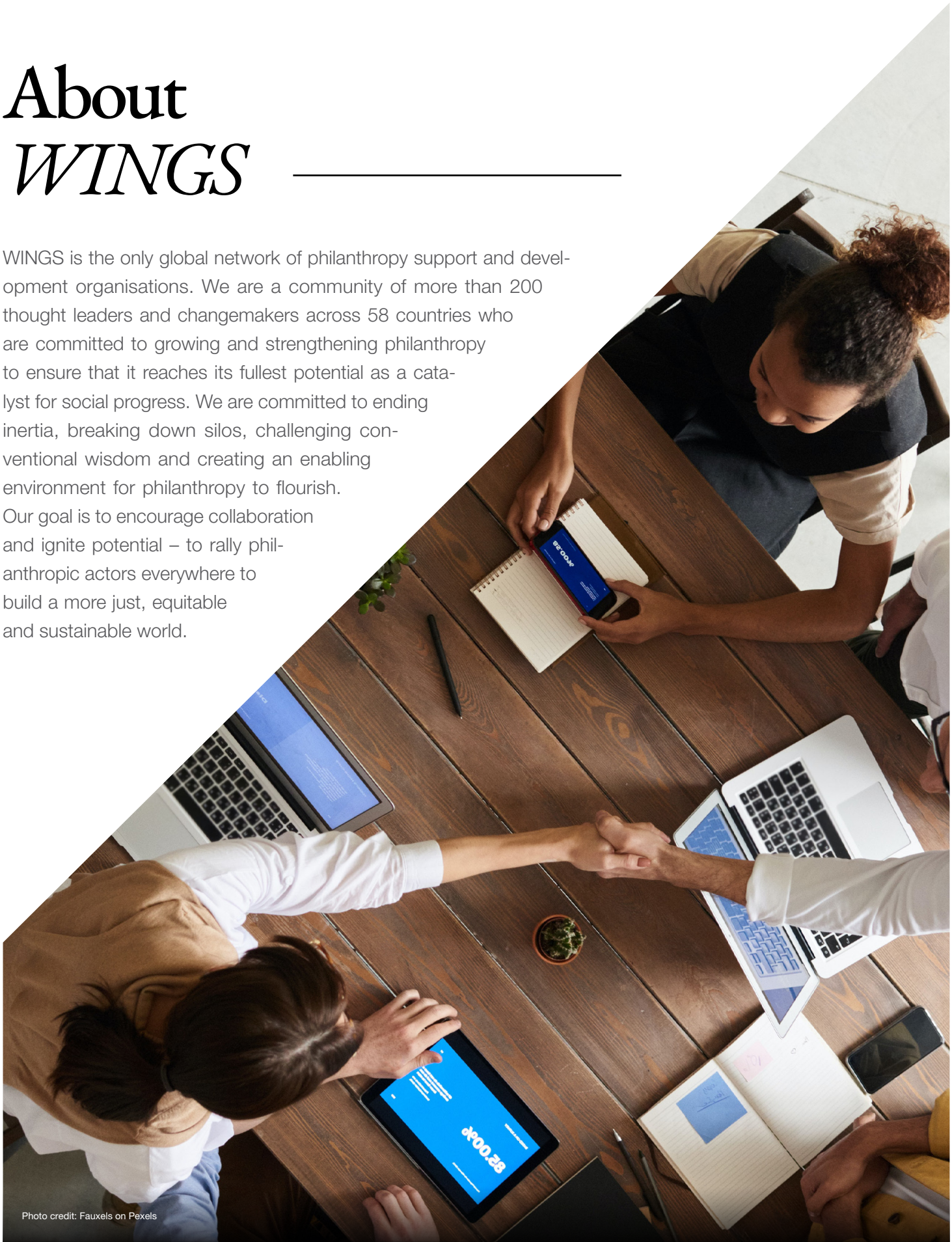
ANDREW CHUNILALL

WINGS Board Chair



About *WINGS*

WINGS is the only global network of philanthropy support and development organisations. We are a community of more than 200 thought leaders and changemakers across 58 countries who are committed to growing and strengthening philanthropy to ensure that it reaches its fullest potential as a catalyst for social progress. We are committed to ending inertia, breaking down silos, challenging conventional wisdom and creating an enabling environment for philanthropy to flourish. Our goal is to encourage collaboration and ignite potential – to rally philanthropic actors everywhere to build a more just, equitable and sustainable world.



01

Vision

WINGS is committed to a world in which philanthropic action in all its varied forms achieves its highest potential as a catalyst for the transformative social change necessary to build a more just, equitable and sustainable world.

02

Mission

To ensure philanthropic actors around the world have the support, knowledge, networks and enabling environment they need to grow and create transformative change.

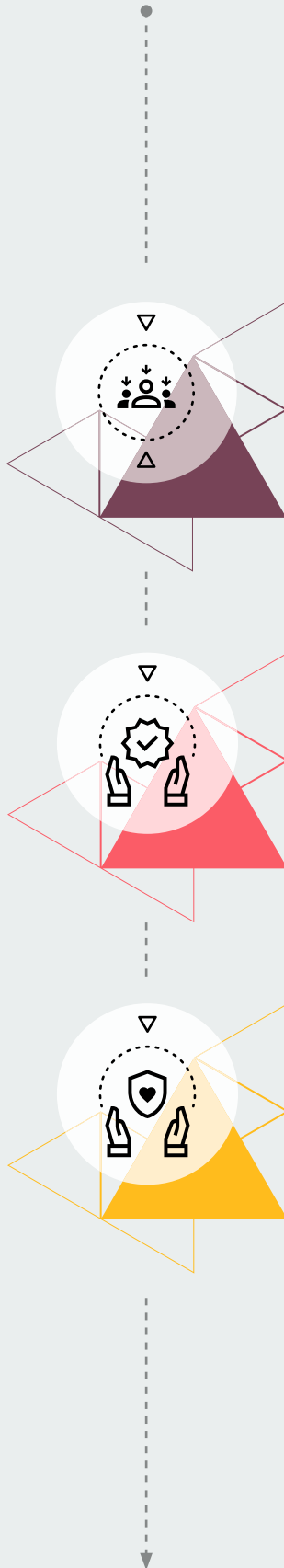
03

Values

At WINGS, we believe that people and their communities, geographic and otherwise, must be at the heart of everything we do. As such, we aspire and strive to live our organisational values every day.



Values



ACCOUNTABILITY

We believe in learning from our mistakes, practising our craft with humility, and, above all, taking ownership and being accountable to ourselves, each other and our community.

AUTHENTICITY

We strive to remain true to our values, vision and mission. We often pause to reflect and ensure that we remain clear about where we add value and are committed to being impactful in our pursuits.

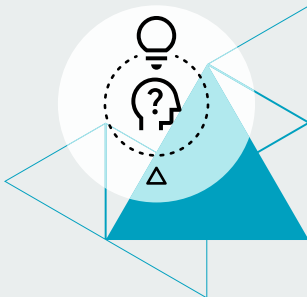
CARING

We treat our people, members, and all stakeholders with an equal measure of respect, fairness, and care. We put our community's well-being front and centre



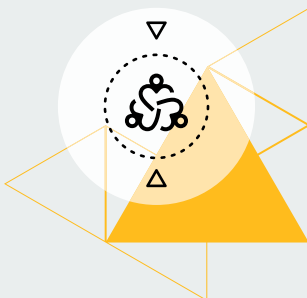
COLLABORATION

Collaboration is the starting point in everything we do. We work with our members and the broader field to create change – from design and development to implementation – mindful and appreciative of the expertise and work that our members and partners bring. We integrate that collaborative spirit across all of our engagements, inside and outside of our organisation, including among members and partners.



CURIOSITY

We employ brave curiosity to truly understand the problem we intend to solve. Often, this means that we suspend judgement, dispense with impossibilities and investigate questions to their roots.



INCLUSION AND SOLIDARITY

We know that the sum of us is far stronger than any one person or organisation and, for that reason, we lead with inclusion, especially of voices and ideas from under-represented and disenfranchised communities.

Background

We are coming to the end of our 2018-2022 strategy and in the course of planning for the forthcoming period, several current-day realities have been at the centre of our attention and have shaped our thinking.

The Covid-19 pandemic continues to affect every corner of the world, with a lasting mark on every conceivable aspect of society; conflicts continue to erupt, and the universal quest for liberty and self-determination — particularly in the face of autocratic strongmen's attempts to suppress basic human rights — is now the battle cry of a new generation. Deepening inequities are mushrooming across the globe, manifested in alarming rates of homelessness and lack of basic shelter, as one indicator of the wealth gap, in some of the world's wealthiest nations. An erstwhile changing climate has transformed into a full-fledged climate emergency, with a bleak outlook for the next several decades.

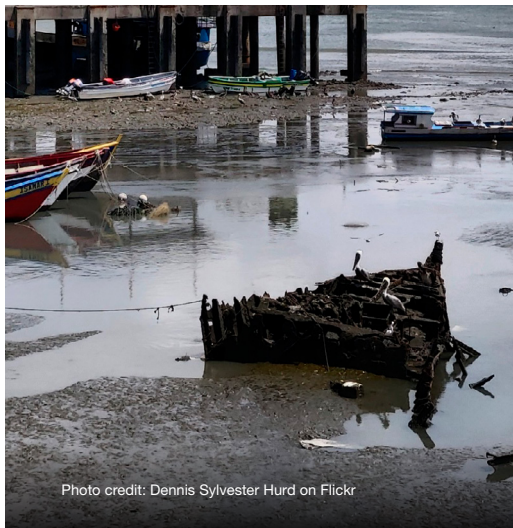


Photo credit: Dennis Sylvester Hurd on Flickr

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As we settle into
a new normal,
uncertainty is the
only certainty we
can count on.

In the concluding days of this strategic planning process, the world registered the birth of the eight billionth human on the planet—surely a moment of celebration and one of necessary and deep examination for humanity. As we settle into a new normal, uncertainty is the only certainty we can count on.

These uncertain times make planning ahead a difficult but important endeavour and, as we grapple to make sense and give meaning to some of the aforementioned conditions, we have pushed our community at WINGS to consider key ideas about our role, as we move forward:

- Philanthropy’s role in this uncertainty, the associated and emerging needs and challenges, and our collective vision for how philanthropy needs to transform to meet its own objectives and the world’s needs.
- WINGS’ aspirations, as we work to balance what it means to be and how we show up as a diverse and inclusive global platform while charting an identity that is anchored in our championing and advocating on urgent issues for the future of humanity.
- As change becomes a mainstay in our sector, what is WINGS’ unique value proposition, and how will it continue to remain relevant in the philanthropy landscape?
- As we evolve our own ways of working — both internally, within the organisation, and more broadly, with our network and other stakeholders — how do we ensure the durability of our impact, and the sustainability of our organisation, particularly when it comes to the people who are responsible for creating the impact and being caretakers of the organisation? And how do we ultimately build resilience in the entirety of the network?



WINGS' role as a bridge builder, a provider of safe spaces for difficult conversations, and a curator of a collective vision and a unified voice were some of the highlights that emerged from this consultative process.

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Our strategy development process consolidated input from our members through the 2022 WINGS Membership Survey, which included questions about WINGS and our work together, as well as the challenges and opportunities they see in their countries and regions; a review of past successes and learnings; insights from an in-person strategy retreat with our staff and board in Brazil; formal and informal meetings with our members, and a series of member strategy consultation sessions with 40+ members signing up to attend.

WINGS' role as a bridge builder, a provider of safe spaces for difficult conversations, and a curator of a

collective vision and a unified voice, while broadening the narrative of philanthropy to be representative and inclusive of what philanthropy means in different parts of the world, were some of the highlights that emerged from this consultative process.

Democratising the face and structures of philanthropy was also attributed to WINGS and its activities, which many qualified as just-in-time, and often on-demand (from members) which, in certain cases such as Ukraine, have been important in the initial days of organising and responding.

Some spoke of a potentially major gap in credibility at the broader

sectoral level, in a future with the possibility of no WINGS. When WINGS backs an idea, it comes with the network's credibility and, aside from the strength in numbers, WINGS serves as a global ally in negotiations and conversations at various levels.

In response to a scenario in which WINGS was not on the scene, the Secretary General of Assifero at the Member Strategy consultation said: "We would lack a lighthouse where we can really refer to as part of a global community; a community that is able to accelerate our collective learning; a collective that champions us; able to harvest case studies, lessons learned".

Setting the stage

The world we live in

As enumerated earlier in this document, the challenges we face are complex. The pandemic, wars, the unfolding climate catastrophe, and large-scale forced migrations over the last decade are only a foreshadowing of the human-made and natural disasters on the horizon. The dysfunction of our local, national and global governance systems, combined with the unravelling of the prevailing economic order is deepening the level of distrust in institutions of all stripes, including philanthropy, civil society, media and education, among others.



Photo credit: Julia M. Cameron on Unsplash

Other megatrends that are likely to deepen the volatility of our future include demographic realities, such as ageing populations in certain parts of the planet along with a burgeoning youth bulge in other parts; the degradation of democratic norms and institutions; an ever-shrinking civic space; inequality and unequal access to justice, health, and education; tech-accelerated disruptions and associated risks; and fragility of our global financial and economic systems.

While each of these global issues is cause for significant social fissures, what is emerging is a recognition that the challenge is in fact a compound global polycrisis, rooted in our economic and socio-political models

and individual behaviours. According to some estimations, these global issues will only continue to increase in frequency and intensity, representing existential threats to humanity.

At the same time, we have seen communities mobilise to respond to the Covid-19 challenges across the world; the rise of social movements to address systemic inequalities; businesses increasingly thinking and acting with purpose in mind; and the next generation's greater awareness about the need to change. This era of disruption is creating space for ideas on the margins to take centre stage

The time for incremental, additive work is past.



For agents of social good, including philanthropy, this serves as the moment to make a conscious commitment to contribute to the reinvention of our economic, social, and governance models.

Regardless of size, scope and reach, every actor in philanthropy should move forward with intention and calibrate their own work to deliver transformation.



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Opportunities

In our sector — philanthropy — the opportunities are huge. Present-day and near-future opportunities for deeper impact include:

- An unprecedented USD 30 trillion wealth transfer, expected to occur in the coming two decades.
- The emergence of a middle class that has an upward trajectory in emerging economies, with a caveat that this has and will be impacted by Covid-19, the cost of living crisis and evolving crisis situations.
- Rising tech-enabled disintermediation of giving practices and philanthropic behaviour across the globe.
- Larger numbers of individual donors to civil society in 2021 than in any year of the previous decade, despite a global pandemic and the economic hardship experienced by many communities globally. The increase in the proportion of people who helped a stranger was striking, as was the surge of generosity in several Central and South American and African countries.
- A pandemic that was an acceleration portal, out of necessity, for new collaborations between philanthropy and other broadly-defined sectors. With this has come recognition of mutual strengths and capacities in focusing on systemic change.



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The opportunities listed above are game-changing and to take full advantage of them philanthropy must rise to the challenge of transformation. We believe that to tackle these challenges, build strong, inclusive and resilient societies, and leverage the opportunities, we need philanthropy to be bolder, inclusive and democratic, and to take its place as a key strategic partner in the global development agenda.

- First, philanthropy will need to transform the way it views itself and the work it does. The opportunity therein will mean that philanthropy will work less to plug gaps left by governments and markets and, instead, leapfrog into a role of leading and catalysing systemic change in the public and private sectors, by transforming their models with an eye on more sustainable, equitable and inclusive societies as the ultimate outcome.
- Such transformative work will mean that philanthropy as a sector will need to self-examine and reflect on its history, ways of working and unique strengths. While ambition will need to inform missions, humility will be the only way to deliver on those ambitions. Deeper trust and sustained support for change makers, social innovators, activists, entrepreneurs, and thinkers will need to be high on the agenda for philanthropy. This will mean relinquishing control to become part of a collective, holistic vision for change.
- The norms and conventions of the sector will require a recasting, from intention to execution, and trust and empathy will need to come to the fore. Along with this will need to emerge new openings for collaboration with partners in other sectors, such as global finance and governments acting on global issues, with recent data indicating an ever-growing interest in such fusion of effort.
- While taking up its rightful place in leading a transformative agenda for the greater good, philanthropy will need to invest in its own collective impact by creating strong ecosystems of support.

WINGS' role

We understand that, at face value, the extent of the challenges that we are confronted with dwarfs the opportunities that we have identified.

But only at face value.

We are also realistic about what must change in our sector, where we need to pressure for shifts in the broader landscape, and what these shifts must deliver for a deeper impact.

We have developed our 2023-2027 Strategy with a determined purpose, clarity that has come from our community and an understanding of the contributions we can make to solving some of these vexing challenges. Our intention is to:

- First and always lead with, and live, our values.
- Bolster the local-to-global philanthropic action, learning and exchange continuum.
- Develop and mainstream resilience mechanisms for and in philanthropy, as a key part of the broader social change sector.
- Redefine and expand the parameters and understanding of philanthropy and, therefore, the evolving actors in philanthropy.
- Remain a globally relevant and effective organisation with an abiding commitment to geographies, which are under-represented in the global philanthropy conversation, with long-standing cultures but under-resourced ecosystems.

We continue to define ourselves as a catalyst for social change powered by philanthropy. WINGS is a network of members and stakeholders; we are a platform for philanthropy and other social change actors to engage and co-create, and we will kickstart the building of focused movements to affect the necessary change in the global landscape of philanthropy. We work with members to collectively achieve change. We are responsive to our community, and our values are our guiding principles. As such, we view ours to be a community thriving on the basis of solidarity.



Photo credit: Michele Ferrari on Pexels

We are modifying our approach in order to meet the challenges before us and create greater organisational consistency, and execution focus. These changes in structure and approach, elaborated on throughout this strategic plan, include: i) consolidating organisational units working in the research, data, and learning streams; ii) our policy research and collective intelligence activities—our knowledge engines—will now have an additional strategic mandate to inform evidence-based advocacy and movement building; iii) greater complementary clarity between WINGS’ network/membership-facing activities and WINGS’ organisational initiatives; and iv) the elevation of WINGS’ organisational development and resilience to a strategic priority.

These important movements in our approach and structure are based on the following learnings and insights:

- In the context of the deep, interconnected, and aggravating global crises we are facing, we believe that philanthropy’s role cannot continue to make the status quo more acceptable by filling some of the gaps left by governments and markets, but that it must become an actor of transformation of our societal models. WINGS can play a catalytic role through stronger advocacy, knowledge curation, and data, to build philanthropic movements that, on the one hand, influence us to be better and stronger as a sector and, on the other hand, influence the conditions for philanthropy and civil society to grow.
- At the same time, 80% of funding for philanthropy infrastructure is concentrated in North America, with serious underfunding in other regions, especially the Global South. There is a need to grow support and strengthen investments in philanthropy support ecosystems at the national, regional and global levels, of which the WINGS network members are a key part. Nurturing the philanthropy support ecosystem is interconnected and includes network growth and dynamism, local philanthropy ecosystem reinforcement, membership support and services as a platform.

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We continue to
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philanthropy.

- Based on feedback from our 2022 Membership Survey and ongoing feedback loops, we have found that our members need closer and more tailored support if we want to achieve collective network impact. This implies developing more regional/local workstreams and closer integration of our programmes and activities through regional groups and representation, which can increasingly be led by our members over time.
- In addition to the above, we also recognise the important role our colleagues and teams play in delivering our work. As WINGS grows as an organisation and network, it is crucial that we solidify the institutional factors for thoughtful growth, prioritise the well-being of our colleagues, and have the necessary toolbox of systems and protocols to unleash the potential of WINGS and the network, at scale. This need was assessed by Dalberg Advisors in 2021 which produced recommendations to reinforce the organisation, its digital infrastructure and its capacity to learn and sustain growth.
- The pilot initiatives and roles tested during the previous strategic plan (movement building on major issues, global voice, regranteeing, and local ecosystems strengthening) have proven to hold important promise, and should be systematised, reinforced and scaled. This is for instance reflected in the 600+ signatories to the climate commitment since it was launched with Philanthropy Europe Association and 44 networks in 2021. Moving forward, our approaches and structure will help us scale and grow these initiatives and strengthen our role as a bridge-builder, catalyst, incubator and champion of philanthropy.



Strategic priorities

We will deliver on our mission and intentions by living our values, with a clear understanding of the community to which we belong, and the organisation that we aspire to become.

In this spirit, and with clear adherence to our vision, we have listened to our network and, along with lessons from our work during the last strategic period, we have decided to consolidate our work along three strategic priorities (SPs).

Nurturing network(s) and strengthening ecosystems



What



There are two primary focal areas under SP1. First, we will continue to invest in strengthening and expanding philanthropy support ecosystems (PSEs), to help philanthropic action thrive and contribute to a global transformation agenda for the sector.

Over the years, we have developed a unique ability to understand, seed and nurture philanthropy ecosystems and the connections between them. This is our day-to-day work serving a diverse range of philanthropy developers. This is also becoming a trademark impact area with innovative projects aimed at reinforcing local ecosystems in specific geographies and contexts. Strong ecosystems underpin our entire impact and will be centred in our future work. It will

also be fully articulated locally and globally to elevate the field's voice and its collective impact. We will emphasise supporting local, national and regional ecosystems, particularly in under-represented geographies.

Second, we will double down and deepen our work with our global membership. This comprises the core of the WINGS network, with a goal of expanding and diversifying the WINGS philanthropy community to welcome organisations and efforts that will help to reset conventional definitions of philanthropy and enable collaboration, voice, systemic impact and growth of the field.

In line with our intention to scale our PSE support and network

diversification and strengthening work, we will progressively evolve our approach to delivering this work as well. As such, we will set in motion a number of initiatives to have network members take the lead on the curation, engagement, and management of network activities. By making tools, resources and opportunities available, our members will have the space and facility to initiate new efforts and collaborations, all the while maintaining a momentum fueled by the dynamics of the network itself. Over the course of the strategic period, we will roll out infrastructure and tools that will enable our network members to engage with one another.

Why



Moments of crisis, such as the Covid-19 pandemic and the aftermath of the Ukraine invasion in 2022, have made it abundantly clear that strong local intermediaries and networks are essential for generating and channelling resources locally, where they can create the conditions to strengthen agency and change. These crises have also highlighted how local and global realities need to be articulated along the same narrative continuum.

We are learning from our work that local ecosystem-strengthening initiatives, such as our participatory mappings, can boost the much-needed ownership and resourcing of local solutions to global challenges.

We understood that fostering synergies, collaboration and solidarity within local philanthropy support ecosystems actually mirrors and should go hand-in-hand with efforts to support and connect our members at the global level. By integrating local ecosystems strengthening with

global community building through the WINGS network, we aim to be closer to our members; work and partner with our members in ways that amplify our respective strengths and avoid duplications; and create the conditions for our members to have the necessary resources to take the lead, thereby multiplying the value for and of our community. It will enable us to connect the strong foundations of global belonging and solidarity with concrete action at the national and regional levels.



How



We will deliver on SP1 by:

- Growing and diversifying the WINGS network to reflect the local cultures of giving and an evolving ecosystem of support to philanthropy. This includes strengthening the diversity and inclusivity of the network across countries, regions, philanthropic actors and supporters.
- Strengthening member connections, engagement and participation across three levels: individual, organisational and the network, at scale. This will be done by deploying tools and resources and convening regular and ongoing dialogues for and with members, as they lead initiatives and collaborations.
- Providing coaching, capacity building and support/investments to philanthropy support organisations, to increase their effectiveness.
- Supporting and partnering on ecosystem mappings in key regions in Africa, Latin America and the Caribbean, and Asia, and scaling recommendations from the pilot mappings in East and West Africa.
- Evidence building on the need and impact of ecosystems, along with increased awareness about the investments and collaborations needed within PSEs shared with the sector, and more widely.



Photo credit: Deso E Ologun on Unsplash



SP1 | Expected outcomes



At the conclusion of the 2023-2027 Strategic Plan, we expect to see better-resourced and effectively connected local and regional philanthropy support ecosystems – particularly in under-represented geographies – to generate more domestic resources for social impact objectives at an accelerated rate. There will be new available knowledge and data on PSEs, and increased awareness of the collaboration, gaps, opportunities and investments needed to narrow the gap and unevenness of funding distributions to PSEs in and from Africa, Asia, and Latin America and the Caribbean. This, coupled with investments/support to PSOs will help pilot and/or grow

locally-led and owned innovations in philanthropy, embedded within the local cultures of giving. We also expect to see increased solidarity, disintermediated engagement and collaboration, and strengthened capacities through increased and deeper connections and knowledge sharing between WINGS members. WINGS, as a global organisation, will work more closely with and for our members, to harness this knowledge and these connections which will contribute to articulating and sharing a more diverse and inclusive narrative and understanding of philanthropy and its stakeholders, connecting the work to SP2.



Influencing philanthropy's norms, practices and environment, and strengthening a global and unified collective voice and action

What



In Strategic Priority 2 — the home of our think- and do-tank activities — we will have three broadly defined work streams. First, we will be working to influence our sector's norms and practices through what we call 'collective intelligence and action': a combination of research and ongoing learning that emerges from across our network and portfolio of activities. Second, we will continue with and expand more consistent discipline in our policy research practice, focused on an enabling environment and regulatory issues affecting philanthropy. Third, our policy advocacy and movement-building strategies will take shape and activate based on

the evidence and data work from the first two objectives in this strategic priority area.

A collective and unified framing of key messages and principles about what is needed to drive policy and practice will be shared at key global platforms and forums. While our influencing of in-sector and external attitudes and policy change will take different forms, including timely thematic emphasis such as the climate emergency, we are certain that the work of mobilising and advocating will rely heavily on digital communication and mobilisation tools, and will therefore draw on resources from across the WINGS organisation.

At the foundation of all of our thought leadership and active influencing work in SP2, and also feeding into other strategic priority areas, is the consolidation and strategic alignment of generation, aggregation, and analysis of data and evidence.

A key part of our renewed discipline on data and knowledge generation will be to utilise WINGS' considerable credibility as a convener, and our proven record as a partner, to bring together data and research partnerships to leverage existing research and relevant data in our and other sectors.

Building on the community strengthening and platform offerings from SP1, we will deploy tools and initiatives and, at times, will directly engage in building influence campaigns and advocacy movements for and by philanthropy, to move the needle on some of the key transformational

challenges indicated earlier in this strategy. These include issues such as climate change, which represent an existential threat to humanity at large and therefore affect all philanthropic actors across the globe, and which, if not addressed, would render other efforts vain.

Why



Transformation requires effort that is at scale, and the policy environment, as well as the norms and practices of our sector, we believe, are going to change when the sector combines evidence with smart and targeted influencing efforts. The kind of global influence we seek to exert on our field and environment requires this new kind of focus and the expertise

to build evidence, craft messages and narratives, and orchestrate campaigns, coalitions and movements.

We will build on SP1 to harness our unique ability to orchestrate collective, decentralised and open-source regional and global philanthropy movements, to push for the transformational change we are seeking.



Photo credit: Fauxels on Pexels



How



We will deliver on SP2 by:

- Implementing data, evidence and storytelling initiatives, including a flagship knowledge product focused on philanthropy's trends, flows, innovations, environment and ecosystems.
- Working with our members and the broader field to design, develop, incubate and pilot actions and movements on philanthropy's transformation, climate and one or two key other areas, depending on the external environment.
- Convening, growing and strengthening a global learning community, focusing on diverse leadership, futures thinking (including disaster preparedness) and resilience.
- Targeting for improvement of enabling environment regulations for philanthropy, policy conditions for philanthropic growth and contribution to the Sustainable Development Goals (SDGs) through support to and collaboration with policymakers, as well as grants and support to members.
- Collective submissions and representation of philanthropy at key global and multi-stakeholder platforms, such as the Global Partnership for Effective Development Cooperation (GPEDC), Financial Action Task Force (FATF), United Nations Economic and Social Council (ECOSOC), Organisation for Economic Cooperation and Development (OECD) and others.



Photo credit: Zhang Kaiyv on Unsplash



SP2 | Expected outcomes



At the conclusion of the 2023-2027 Strategic Plan, we expect to reinforce the enabling environment for philanthropy worldwide and improve conditions in specific regions by supporting and amplifying the local and regional actors' voices, at a global level. Our members will be empowered and supported in their advocacy efforts to bring about positive changes in regulations at the national and sub-national levels, with the WINGS network recognised as the collective voice of the field.

PSOs will become more active and coordinated globally, to not only serve but influence their constituencies, as we support successful movement building on philanthropy's transformation and general effectiveness, as well as on sub-campaigns

on specific issues (i.e. localisation, climate and others).

As a result, the broader philanthropy community's efforts to realise the transformation agenda will be strengthened through increased collaboration, trust, and leveraging of philanthropy's unique assets. This community will also increase its commitments to act on major existential issues affecting humanity's future – climate in particular.

From civil society to governments, and philanthropy to the private sector, we will become the go-to source for information on global philanthropy, which will be acknowledged and understood in its diversity, both to bring about transformative change and to partner on the SDGs.



Transforming WINGS as an organisation



What



Transforming ourselves as an organisation will be necessary to enhance our ability to grow and deepen support for the network, fuel our ability to pilot and scale our initiatives based on proof of concept, and to realise the ambition of collectively transforming the sector. To be fit for purpose, not only for today but for the next decade, we have elected to elevate the institutional health, organisational culture, and accountability we will demonstrate to our stakeholders under SP3. These three streams will bring into focus our work on creating an organisation that is fit for purpose to progressively deliver the 2023-2027 Strategy, as well as to build a resilient organisational and network outlook for the next decade, all at scale. Under this strategic priority, we will refocus some of our work on building internal systems, upgrading

skills, and developing a more agile structure, with an eye on core functions across the organisation.

The institutional health stream will take on the digital transformation, resource planning and sustainability, as well as operational modernisation (e.g. developing dispersed teams planning, and updating tools and methods for administration). A significant portion of the work in this strategic priority area will be devoted to the organisational culture, at the heart of which are the people who make WINGS what it is. In this area, we will focus on organisational development, human capital planning, and talent recruitment and retention. Over the past couple of years, WINGS has actively recruited a more diverse team, with 18 people based in 10 countries. We will continue

this deliberate focus on a diverse, global team.

The organisational development and well-being of our colleagues will be combined with the third focal area: our commitment to accountability to our community and the broader field of stakeholders. While the research work in our Learning and Accountability practice will be done primarily in the research shop under SP2, here we will create an intentional intersectional analysis of our performance against programmatic and operational metrics, ensuring that our approach is holistic and all-encompassing. We will develop accountability protocols around safeguarding, transparency, external engagement and performance principles, all based on our values.

Why



We are cognisant that, as we move forward into this new strategy, WINGS will work on two levels. On the one hand, we will continue to be the convener of our network and the larger philanthropy stakeholder community and will strengthen our community work. On the other hand, our work around thought leadership, direct advocacy, subgranting pilots, and a host of other initiatives will draw on our institutional capacities with more rigour. We believe that upgrading and building solid organisational infrastructure, from talent and skills to systems and protocols, will prepare WINGS for this work.

How



We will deliver on SP3 by:

- Thoughtfully restructuring our organisation and providing our teams with opportunities for learning and professional development, and putting into place an organisational development, well-being and culture plan, embedded in all aspects of our work.
- Implementing a ground-up digital transformation strategy to align internal ways of working with external delivery commitments at a pace, quality, and scope, to which we are committed.
- Launching our Learning and Accountability practice practice to enable us to measure our work and provide learning data and intelligence on our operations and the network.



SP3 | Expected outcomes



At the conclusion of the 2023-2027 Strategic Plan, WINGS will have operational agility and evidence-based systems and protocols, making it a resilient and responsive network and organisation for the next decade. We will achieve key institutional modernisation milestones, including fully operational and integrated client relationship management

and talent recruitment and retention protocols as part of a broader human capital plan, with higher job satisfaction for our teams. Our Institutional Monitoring, Learning, and Accountability Framework will be a key part of our overall organisational life. Finally, we will work towards enhanced financial and institutional sustainability.



Learning and accountability

The WINGS 2023-2027 Strategic Plan will mark a shift in how we interact with, utilise, and share evidence generated through our monitoring and evaluation activities. This shift will have a significant impact on our day-to-day work and will be central to our strategic approach to delivering on our mission, as a hybrid network and organisation, pursuing one single mission. With this in mind, and as part of the 2023-2027 Strategic Plan, WINGS will launch its Learning and Accountability practice, integrating monitoring, learning and evaluation objectives, protocols, and interventions into the design, delivery and scaling of all initiatives and operations.

Over the strategic period ending in 2022, we built a tailored system that allowed us to monitor, measure and evaluate the intended outcomes of our strategic plan. Our system is a combination of the traditional balanced scorecard and the 4Cs framework. We developed the latter in collaboration with our members in 2017, and it is designed to help PSOs assess their impact.

As we launch this 2023-2027 strategy, WINGS will build on its programme-level monitoring, learning, and accountability methodologies, and gradually move to adopt a developmental evaluation (DE) approach to learning and progress in the strategic plan period. DE is particularly well-suited for the 2023-2027 Strategic Plan at WINGS because it accounts for central variables uncertainty, learning-as-progressing, and adjustments to plans. The core questions a DE approach aims to answer are:

- As we implement and innovate, what are we learning about the initial model?
- Are progress projections in line with the early data that we are seeing?
- Are there variations in outputs and outcomes that should be accounted for?
- What roles do values and relationships play in shaping processes and results?
- Is the external ecosystem being responsive and, if so, how?

The DE methodology will allow us to use timely data to make management and programming pivots and, as a result, create a pipeline of openly-shared learning that will drive our accountability commitment.

As indicated earlier, we will continue to root our approach to delivering and measuring the progress of the 2023-2027 Strategic Plan in the 4Cs Framework. The four categories of the framework are i) capacity, ii) capability, iii) connection, and iv) credibility. Each framework category captures core areas of work and includes key indicators, around which the work may be evaluated and organised.



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For us, it is essential to use tools and approaches that help us learn, build capacity, improve our work, and build a narrative arch that inspires.

Several changes will take place as a result of the new Learning and Accountability practice launch:

- We will align programme-level monitoring and evaluation plans with our institutional Learning and Accountability Framework, which will be based on dynamic accountability metrics.
- In an effort to create streamlined data management, all learning accountability, data generation, analysis and learning dissemination will reinforce our focus on research and data harvesting for other areas of our work. This will ensure cross-pollination of learning about our capabilities across the network and organisation. This will also occur in partnership and collaboration with partners, whose work on data and evidence will be essential in augmenting our efforts.
- A semi-annual and annual learning and accountability check-in will take place across all organisational operations and programmes, to ensure that timely changes and course corrections are made.
- We will incorporate a set of diversity, equity, inclusion and belonging indicators into our Learning and Accountability practice, creating an institutional imperative in operationalising our values.
- And finally, as an overarching metric of network strength and credibility, before the conclusion of year one of the 2023-2027 Strategic Plan, we will test the validity and deployment of a measure that will speak to stakeholder perception of the WINGS network. We will explore the tool and test its relevance by launching the conclusion of the first year of the strategic plan.



W I N G S
ELEVATING PHILANTHROPY
