



WINGS Annual Report 2023



W I N G S
ELEVATING PHILANTHROPY

Index



FOREWORD _____ **03**

A message from the Executive Director and Board Chair

BUILDING MOMENTUM FOR TRANSFORMATION _____ **06**

Collective intelligence and action
Advocacy and policy

STRENGTHENING ECOSYSTEMS _____ **17**

ORGANISATIONAL DEVELOPMENT _____ **23**

FINANCIALS _____ **25**

2023 MEMBERSHIP OVERVIEW _____ **26**

Foreword

A message from the Executive Director and Board Chair

This past year was one of the busiest and most demanding in our history—and one of the most rewarding too. We finalised our first partnership with the EU and started a second and more ambitious one: the first Framework Partnership Agreement between the EU Directorate for International Partnerships and a philanthropy organisation. We launched the Philanthropy Transformation Initiative, held our first in-person WINGSForum since 2017, started rolling out our new strategic plan, entered into significant new partnerships and grew our team and membership.

After closing our first EU partnership, we published a series of case studies, policy papers, and reports on climate change, cross-border giving, gender philanthropy, and

localisation, which were very well received. Soon after delivering on that, we launched straight into the new EU Framework Partnership Agreement in July.

It was with great excitement that we launched the Philanthropy Transformation Initiative (PTI), a collaborative effort to bring together principles, resources and stories from across the globe to engage and inspire the philanthropy sector to transform philanthropy so that it can achieve its full potential. This launch saw us develop a new website and publish a comprehensive PTI report, ten principles to guide philanthropy's transformation and a series of case studies which will be added to on an ongoing basis in the years to come.

At the United Nations General Assembly (UNGA), we organised a series of events on the localisation of development, highlighting the importance of the philanthropy support ecosystem in making this agenda a reality. WINGS' growing recognition as a key player on the global stage was evident once again with our inclusion in high-level meetings with major foundations and cooperation actors, including the French Development Agency (AFD) and USAID. We have signed partnership agreements with these two agencies too, further strengthening our role as a key global voice for philanthropy.

Our much anticipated in-person WINGSForum gathering took place in Nairobi with 350 participants from all over the world to talk about and accelerate the transformation of our field towards trust, collective impact, and the alignment of

assets and missions. It was a wonderful event, with a great atmosphere, inspiring discussions and lots of networking. We received very positive feedback with 98% of participants saying the conference met or exceeded their expectations.

COP28 was another key highlight of the year. We brought together a diverse delegation of members and organised or contributed to five different events with various partners. Similar to the UNGA, WINGS is now a well-recognised global player in the climate space and there is momentum to increase our work in this area in the coming years. It was particularly exciting to be part of the launch of the Brazilian philanthropy commitment on climate change and to note the creation of a working group which will draft a regional commitment for the Arab region.



Philanthropy can and must do more to create a more peaceful, just, equitable and sustainable world for everyone, everywhere.

We were proud recipients of a Mackenzie Scott grant, adding to several other financial commitments that are detailed in this report. We are now arguably in our strongest position ever as an organisation, in terms of our finances, our team and our network, with the latter growing to 214 members across 60 countries.

While we celebrate our achievements, we acknowledge that these will only be true successes if we turn them into progress for our field and for the world. The polycrisis we find ourselves in presents daunting

challenges for all of humanity and increases our sense of responsibility and urgency to make a difference. Philanthropy can and must do more to create a more peaceful, just, equitable and sustainable world for everyone, everywhere.

We would like to thank all our members, funders, partners, staff and board members for their contributions to an incredibly successful year for WINGS. We look forward to continuing our collective journey towards transformation and collective impact.



BENJAMIN BELLEGY

WINGS Executive Director



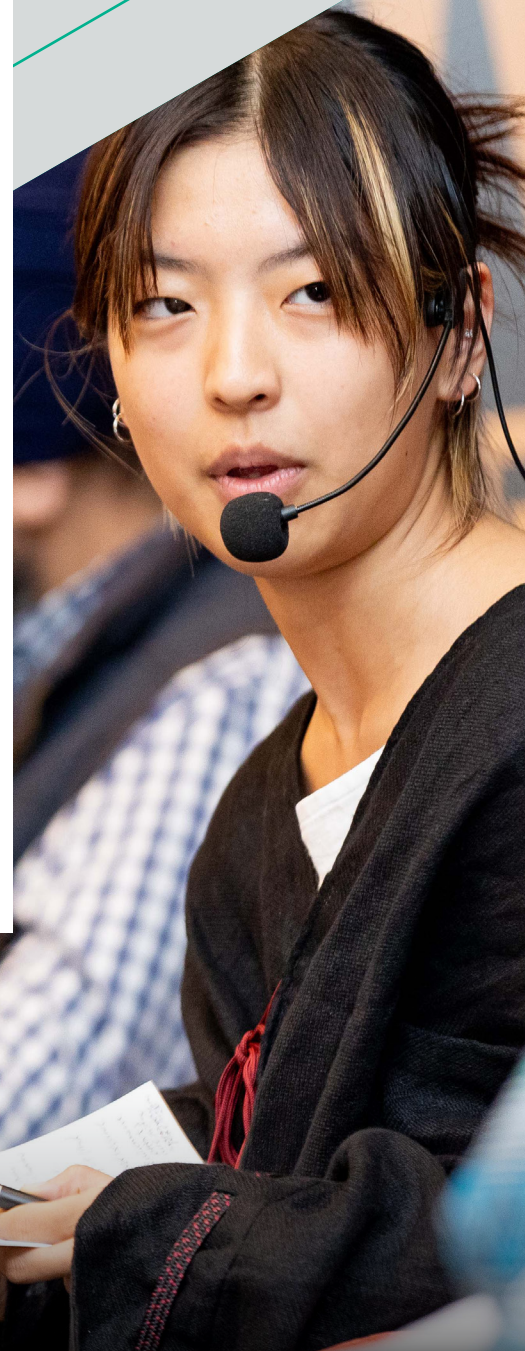
ANDREW CHUNILALL

Chair of WINGS Board of Directors, CEO of
Community Foundations of Canada

SECTION 2

Building momentum for transformation

- COLLECTIVE INTELLIGENCE AND ACTION
- ADVOCACY AND POLICY



Collective intelligence and action

Collective intelligence and action are at the core of WINGS' mission and impact. WINGS harnesses the diversity of experiences, expertise, knowledge and power of philanthropy actors and thought leaders to address root issues facing society, and strengthens philanthropy's

role to be better and do better. This includes conducting in-depth research and analysis in the field, creating a space for thought leaders to share their ideas, and exploring fundamental questions about philanthropy, including norms, values, effectiveness, accountability, and

power dynamics. Through collective intelligence and action, we can drive positive change in the philanthropic sector, fostering awareness and encouraging discussions and collective action among our members and the broader philanthropic community.

Co-creating research, tools, and generating foresight

Philanthropy Transformation Initiative

In 2023, we continued working towards influencing the norms and practices of the sector through the [Philanthropy Transformation Initiative](#) (PTI) – a global collective and unified effort from foundations, funders and philanthropy support organisations (PSOs) – to elevate existing knowledge, tools, and practices, to create global momentum around the transformation of philanthropy. The PTI aims to reconceive how philanthropic work is carried out and understood, by addressing the big questions from the philanthropy field about norms, values, effectiveness, accountability, and power dynamics through a combination of research and ongoing

learning that emerges from across our network, portfolio of activities, and the broader field.

In February, we launched a call for transformation stories from our network. We received more than 35 cases and selected 10 initial stories to feature on our newly launched PTI platform. We are developing the platform into a repository of knowledge and information from across the field on the kind of transformation that we are aiming for, and 'how' we can make this happen. Concurrently, based on extensive research, consultations, and focus groups, among other activities, we produced the PTI report, in collaboration with the

Centre for Strategic Philanthropy at Cambridge University.

In May, we launched the updated version of the [WINGS transparency and accountability toolkit](#), developed by Access Info Europe with support from the Transparency Accountability Initiative. This toolkit responds to the sector's demand for practical guidance on achieving greater transparency and accountability. The updated toolkit and complementary [interactive website](#) provide detailed guidance for philanthropic organisations of all sizes on how to design and implement transparency and accountability plans.

In June, we launched the [PTI Report](#), and co-hosted a launch event with Alliance magazine, with more than 700 registrants, to present

report highlights and the 10 stories of transformation from the network. We launched an exclusive [website](#) to host the movement. The main

insights and findings from the report inspired WINGSForum 2023.

WINGSForum 2023

It was with great excitement that we held our first WINGSForum in Africa and our first one in seven years. Between October 3 and 5, more than 330 attendees from 50 countries gathered in Nairobi, Kenya, to participate in discussions on how to ‘Transform Philanthropy to Transform the World’ at WINGSForum 2023. The different discussions were built upon three mindset shifts: Enabling

change, walking the talk and creating the future, and the 10 principles of the PTI.

[WINGSForum 2023](#) provided participants with innovative and creative spaces for knowledge sharing and peer learning. We held [nine plenary sessions](#); featuring 27 speakers and 18 member-led sessions with more than 60

collaborators from various regions. We provided 30 scholarships to our members from organisations in countries like Argentina, Bolivia, Brazil, Chile, Colombia, Ghana, Guatemala, India, Indonesia, Mexico, Nepal, Nigeria, Pakistan, Philippines, South Africa, Sri Lanka, Turkey, Uganda, USA and Zimbabwe. Twenty-seven per cent of the recipients were under 35 years old.

Our evaluation process – which included an online survey sent to conference participants, data and insights from the conference app, and an independent evaluation to ensure impartial assessment – found the conference to be an overall success:

- 98.7% of respondents agreed that the conference met or exceeded their expectations
- 42.5% of respondents said that they had learned things that they could “apply directly when they got home,” and 42% said that they had “learned some things that could be useful”
- 87.8% of respondents left the conference with new conviction to transform themselves and their organisations
- Networking opportunities were highly ranked, with 46.3% of respondents agreeing “to follow up with a meeting participant on a joint idea,” and 76.8% of respondents agreeing that they had “met interesting people which might lead to joint work in the future”.

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conference met or exceeded their expectations.



The conference app was very popular among participants, with 852 messages exchanged, 5,899 private messages sent in one-on-one conversations, and 207 business cards exchanged.

Participant testimonies:

"I was impressed by the way the event was planned and conducted, ensuring that such a large group could be fully engaged. I appreciated the support technology used – Whova App – it was really very innovative."

"It was an amazing, radical and powerful conference and this is what I would love to see more of in philanthropy spaces."

"I experimented with the Lego station, artists' corner and drumming circle and it was a brilliant experience to engage, communicate, etc."

"I hope that WINGS will really focus on building leadership capacity among those in philanthropy to drive a transformation agenda."

This conference was a key milestone as we work to build the PTI into a living and breathing movement.

Movement building

Philanthropy For Climate

This was an exciting year of growth and consolidation for the #PhilanthropyForClimate movement. By year's end, the global initiative expanded to include seven national commitments led by philanthropic networks in the UK, Italy, France, Spain, Poland, Canada, and Brazil, as well as the International Commitment hosted by WINGS in collaboration with Philea. At the end of 2023, the community was composed of more than 740 foundations around the

world that have committed to taking action on climate – from governance to grantmaking.

In March, we launched a series of [20 case studies](#), illustrating the exemplary actions that signatories from around the world are taking on each of the Commitment's seven pillars. In November, WINGS, along with a delegation of more than 30 members, participated in the United Nations Framework Convention on

Climate Change's COP28 in Dubai. Learning from past experiences, we identified the need to connect philanthropic efforts at COP, as well as to build a global unified voice of philanthropy that brought together diverse perspectives. This included curating a publicly available master list of philanthropy events and sessions at COP28, featuring over 80 events and a global philanthropy networking event with over 100 participants.

We hosted the first annual Global South Convening of Philanthropies at COP28, with our members Fundación Avina, the Arab Foundations Forum (AFF) and Latimpacto. The event attracted more than 100 members and partners engaged in climate action within the philanthropic sector. During a special side event, we launched

the first #PhilanthropyForClimate commitment in the Global South, spearheaded by our Brazilian member, GIFE. We also announced the creation of a working group with AFF, to drive an Arab Regional Philanthropy Commitment on Climate Change, to be launched at COP29. In December, the Polish Donors Forum joined the

#PhilanthropyForClimate community as the fourth national commitment in Europe. We continued to reflect on and learn through the transparency pillar of the report, which in 2023 saw the [UK commitment's third report](#), the [French commitment's third report](#), and the [first for the Canadian commitment](#).



Curating and sharing: A hub of information and best practices

WINGS Knowledge Centre

At WINGS, we are dedicated to curating the most up-to-date and relevant philanthropy-related publications in our [Knowledge Centre](#). With a rich library featuring 872 publications, we saw an average of 460 monthly downloads in 2023.

Our Knowledge Centre stands as a cornerstone resource hub within the philanthropic community. In 2023, we added 40 new documents, including articles, reports, and insightful papers from WINGS and our members. The pieces include

reports on subjects such as climate, gender, cultures of giving, and social justice, among others; as well as the translation of relevant publications to French, Portuguese, Spanish, Chinese, etc.

Philanthropy in Focus blog

Through our [blog](#), we share our own content and provide a platform for our members to share theirs. In 2023, we published 24 articles from our members on a wide range

of topics, including strategies for greater transparency, visibility and credibility in the philanthropy sector, multi-stakeholder partnerships, perspectives from Brazil, Australia,

South Africa and beyond on philanthropy's role in addressing climate injustice, and philanthropy's transformation and its future.

WINGS monthly newsletter

In 2023, our monthly newsletter remained an essential channel for disseminating our collective endeavours, engaging with a growing

audience of over 4,500 subscribers. Every month, we carefully collated and shared updates from the philanthropy sector, including events,

articles, publications, campaigns, and valuable opportunities for our diverse membership. See our 2023 newsletters [here](#).

Social media

In 2023, our social media platforms continued to grow, as we shared information and insights from WINGS and our global network.

Notably, our Twitter/X following grew by 18% during the year (from slightly

over 6,800 followers to 8,025), generating 334,000 impressions. Meanwhile, our LinkedIn presence experienced even more substantial growth, increasing by 81% (from 4,082 followers to 7,403 followers) and gathering 372,000 impressions.

Finally, our Facebook following grew by 20% (from 2,700 to 3,261 followers). These metrics underscored the increasing resonance of our content within the philanthropic community and beyond.

Advocacy and policy

An enabling and fit-for-purpose environment is crucial for philanthropy to reach its full potential. At the national and regional levels, WINGS supports its members in defining key messages and principles, grounded

in policy research and evidence, for a collective and unified global voice, and strengthened capacity on the enabling environment. To improve the regulatory environment for philanthropy and support advocacy

at the global and local levels for the enabling environment, we work with our members to coordinate and sustain strong relationships with governments and other key partners.

European Union project / Fostering philanthropy support organisations' capacity on an enabling environment

Capacity building

In a continuous effort to strengthen our members and the broader field to have a collective and unified voice and strengthened capacity on enabling environment, we hosted two capacity-building opportunities during the year:

Advocacy and Policy Training of Trainers

In February and March, WINGS worked with a consultant to develop and deliver a course to improve members' training skills and enhance their advocacy capabilities at a personal and organisational level to facilitate positive change

in their national policy environment and philanthropic ecosystem. The participants were given practical tools and approaches to successfully train their own members. The training focused on addressing and mitigating the growing cross-border restrictions in philanthropy. Eighteen participants attended the course, representing organisations from 13 different countries.

Finance and fundraising for WINGS' members

To provide individual mentoring and coaching support to our members, WINGS developed this capacity

building opportunity alongside two experts on finance and fundraising. Twelve WINGS members from five organisations received funding from the WINGS Enabling Environment Fund for Philanthropy, and participated in the training on:

- **Finance:** Enhancing members' capacity to track and report on expenditure, in compliance with European Union (EU) rules and regulations, by providing support in the form of individualised training, coaching and mentoring sessions, to improve the effectiveness of the financial aspects of current and future projects for sub-grantees.

- **Fundraising:** Supporting WINGS members to identify ways to ensure sustainability of the initiatives implemented as part of the Enabling Environment Fund and any future

endeavours, by equipping them with tools, knowledge and guidance to create and improve their fundraising strategies for projects and initiatives in their areas of interest.

Enabling Environment Fund

WINGS, through our partnership with the EU, launched and piloted our role as a regranter to support our members' initiatives, specifically in the Global South, through the Enabling Environment (EE) Fund for Philanthropy.

WINGS redistributed 16 grants, totaling EUR 332,325 through two participatory grantmaking calls: 11 in the first call for proposals (EUR 203,496 in total), and five in the second call for proposals (EUR 128,829 in total). The WINGS team took the time to reflect on and evaluate our first experience in providing our members with financial

support and collected the learnings and opportunities from the EE Fund for Philanthropy. The result was the report titled [*An Experience of Participatory Grantmaking to Expand the Philanthropy Space*](#).

This publication highlights the connection between the enabling environment advocacy strategy and the Fund; explains the selection process and the overall results; provides a summary of the supported projects and an evaluation of the sub-granting; and lessons learned based on observations and feedback from the grantees.



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Learnings based on members' experiences highlighted that:

- It takes a lot of time to effectively advocate and raise awareness, in order to change the enabling environment. This is especially due to the time it takes to build relationships and trust – not only with governments but also with other stakeholders – as well as with regard to staff turnover, which requires duplicate relationship-building efforts.
- Partnerships, networks, seeking allies, and a collaborative approach are crucial for success. The grantees were able to accomplish many activities by working with partners. Multi-stakeholder approaches are critical to addressing the enabling environment for philanthropy and should be given adequate time and attention.

Recognising the importance of the EE Fund in supporting advocacy initiatives, WINGS will continue to regrant to its members through the new Lift Up Philanthropy Fund. This fund will incorporate the learnings from the EE Fund by:

- Expanding the number of grants and the amount provided to members, broadening the thematic areas covered: Strengthening the Philanthropy Ecosystem, Creation of an Enabling Environment, and Collaboration and Action for the Sustainable Development Goals.
- Continuing to provide space for members' participation through a peer-to-peer selection committee that will support the process by providing their geographic and thematic knowledge, experience, and expertise to ensure the fund fulfils its mission.
- Offering capacity building and knowledge development, as well as financial, administrative and technical support.

Given the success and demand for this model, WINGS will scale up this effort and diversify its collaboration partners.

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Continuing to
provide space
for members'
participation.



Photo credit: Erick Forester / WINGS

The global united voice of philanthropy

Representation on global platforms

WINGS continued to bring together the collective voice of philanthropy through collaborative submissions and participation of diverse delegations at key global and multi-stakeholder platforms:

EU Policy Forum on Development

WINGS was invited to join the Advisory Group for the Global Gateway Civil Society and Local Authorities Dialogue Platform. The group's primary role is to advise and shape the platform's setup, which aims to ensure that the Global Gateway strategy will benefit from the perspectives and knowledge of civil society and local authorities, enhancing its overall effectiveness and sustainability.

In March, WINGS took a delegation to the EU Human Rights and Civil Society Focal Points in Brussels, to participate in the thematic session on 'The role of philanthropy in supporting local civil society,' co-organised by WINGS. The goal of the session was to provide an overview of innovative practices of philanthropy and its ecosystem in partner countries, exploring synergies with the EU approach in supporting local

civil society organisations in their role as sustainable agents of change.

In May, we participated in the meeting on 'Partnering to keep the Sustainable Development Goals at the centre of our collective action' and, in June, we started preparing our members to participate in the Mid-term Review of NDICI-Global Europe Programming Consultations with civil society organisations and local authorities.

Global Partnership for Effective Development Co-operation

During 2023, we worked hard to connect our constituency with national coordinators in countries participating in the Global Partnership for Effective Development Co-operation monitoring exercise. This effort aimed to activate country networks and partners to engage directly with governments and all stakeholders in successful national action dialogues. In total, WINGS connected 12 member organisations in six countries: Egypt, India, Indonesia, Nepal, Peru and the Philippines.

In December, our Advocacy Officer attended the 2023 Busan Global Partnership Forum, in South Korea. During the Forum, WINGS participated in a panel discussion on 'Upholding civil society's role and space to ensure inclusive partnerships and locally-led development'. The session focused on the importance of trust-building approaches in providing an enabling environment for civil society and their role in local and national multi-stakeholder partnerships.

Finance in Common Summit

In June, WINGS began discussions with members regarding participation in the Finance in Common Summit 2023, after being invited to co-host a workshop on 'Public Banks and Philanthropies Blended Finance – Unlocking Green Investments'. Identifying public development banks (PDBs) as a key stakeholder, WINGS and its members contributed to the publication of the white paper titled [*Public Development Banks and Philanthropies: No Longer Strangers*](#), published in September, which focuses on engagement between philanthropies and PDBs.

United Nations General Assembly (UNGA)

In September, WINGS co-hosted an event with the Network of Engaged International Donors (NEID), Adeso, Conrad N. Hilton Foundation and Council on Foundations, on 'Creating an Enabling Environment for Localization – Pathways to Action'. The event counted 200 online and in-person participants – our largest convening at UNGA to date. The

aim of the event was to connect the debates on enabling environment and locally-led development. Public (in particular bi-laterals) and private funders shared best practices on how they are delivering on the localisation agenda and discussed how both sectors can address the systemic and institutional barriers to realise the promises of localisation.

WINGS produced policy papers on [*Promoting Unhindered*](#)

[*Cross-border Giving; Lessons from Climate Funders on Locally-led Development Assistance*](#); and [*Moving from Reflection to Action: A Guide on Transparency and Accountability for Philanthropic Organisations*](#), and co-developed a [*white paper*](#) on engagement between philanthropies and PDBs, with Grupo de Fundaciones y Empresas, Latimpacto, Innpectia, and other organisations outside of our community.

Gender

As part of our goal to raise awareness and support concrete action for gender equity in the philanthropic sector, WINGS published [*Philanthropy for Gender Equity: Recommendations and Learnings from the WINGS Community*](#). This publication resulted from a 2022 research process with input from members who develop different initiatives to promote gender equity within their organisations and the contexts in which they operate. We

created spaces to exchange lessons learned, reflect together on the subject, and on how we can build the next steps – as organisations and as a network committed to building a more just, equitable and sustainable world. The publication includes interviews and best practice case studies, an analysis of how the enabling environment affects gender equity, and key recommendations for concrete actions within the sector. Following the launch of

the publication, WINGS convened members to share recommendations, exchange ideas, and learn from one another.

The publication and workshops enabled members to share their own initiatives for promoting gender equity, spotlighting best practices from members in Europe, Latin America and the Caribbean, Asia and the Pacific, and Africa.

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SECTION 3

Strengthening ecosystems

It takes a strong, diverse and interconnected ecosystem for philanthropy and its support actors to achieve impact at scale, collaborate effectively with each other and other sectors towards an enabling environment, and transform itself and its own practices. Recognising this, WINGS continues to invest in strengthening and expanding philanthropy support ecosystems, to help philanthropic action thrive and contribute to a global transformation agenda for the sector. This is our day-to-day work serving a diverse range of philanthropy developers. Strong ecosystems underpin our entire impact and, in line with our strategic plan, in 2023 we emphasised supporting local, national and regional ecosystems, particularly in under-represented geographies, while deepening our work with our global membership.



Charting progress: Catalysing transformation in Africa's philanthropy landscape

In 2023, WINGS maintained its commitment to collaboration and energising partnerships with members in Africa. We worked with East Africa Philanthropy Network and Trust Africa to map the continent's dynamic and vibrant philanthropy support ecosystem. The [East Africa Roadmap](#) illuminated the collective ideas of diverse stakeholders to strengthen the region's philanthropy ecosystem. Through in-country meetings in Senegal and Nigeria, members and partners in

West Africa engaged in discussions to foster a deeper understanding of local contexts and needs within the region. These gatherings catalysed dialogue and [inspired strategic pathways](#), laying the groundwork for concerted efforts towards stronger partnerships in the region.

Building on the momentum, the recruitment of a Regional Coordinator for Africa bolstered coordination efforts, ensuring that the vision outlined in WINGS' strategy

translated into tangible progress on the ground. The active participation of WINGS members in Africa in the numerous initiatives in 2023 underscored a mutual dedication to collaborative endeavours surpassing geographical boundaries. By embracing varied viewpoints and expertise, we remain committed to leveraging the potential of our strong membership in the region to propel the work in Africa towards a strengthened ecosystem that catalyses transformative change.

Boosting the philanthropy support ecosystem in Latin America and the Caribbean

In 2023, WINGS advanced in its efforts to ignite philanthropy's potential in Latin America and the Caribbean (LAC) in collaboration with members in the region. Members actively participated in WINGS LAC Working Group meetings, as well as international fora, to promote multi-stakeholder collaborations and a better environment for philanthropy and civil society. To support peer-to-peer discussions and knowledge sharing on relevant issues for the philanthropy support ecosystem in the region, WINGS convened three member-led online dialogues. These conversations contributed to the

group's co-creation of a collective agenda for 2024.

The first phase of mapping the philanthropy support ecosystem in Guatemala and Honduras was carried out by WINGS in 2023. More than 90 organisations were consulted through in-person and online workshops, and one-on-one calls. The findings suggest that there are opportunities to build a stronger supporting ecosystem for philanthropy in these countries. In 2024, a locally-led roadmap will be developed to bring local foundations and philanthropy

support organisations together, to build a collective vision for the sector, identify gaps and opportunities, and develop collaborations that strengthen the ecosystem. In partnership with members, we raised awareness on two key issues in the region: gender justice and grassroots development. In 2023, ELLAS Mujeres and Filantropía disseminated the manual [Filantropía con perspectiva de género](#) and, through the [Generosas Award](#), recognised the contribution of five organisations to gender justice in the region.

Laying the foundation for stronger regional presence and engagement in Asia and the Pacific

The practice of philanthropy and giving in Asia and the Pacific is evolving and maturing, and its potential contribution to sustainable development and partnerships is being recognised by various stakeholders. In 2023, WINGS started laying the foundation for its expanded work in Asia and the Pacific, including planning mappings of the philanthropy support ecosystem.

We began to strengthen WINGS' regional presence and coordination mechanism with the recruitment of a Regional Coordinator for Asia and the Pacific in late 2023. This role will work towards building greater exchange and collaboration with existing and new members in the region.

Making the case for philanthropy's development

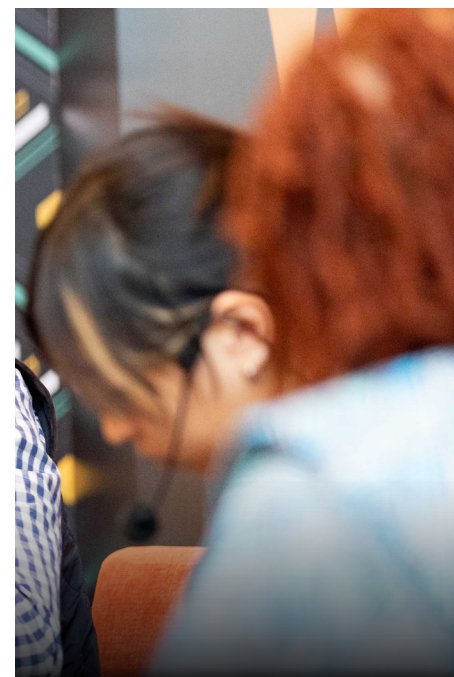
Funders Working Group

The Funders Working Group, composed of 26 organisations across 14 countries, has continued to establish itself as a safe space for foundations and institutional donors that contribute to building and strengthening philanthropy support ecosystems at a national, regional and/or global level, to come together and exchange insights and experiences. In 2023, prior to WINGSForum, the group met in person for the first time and invited other funders from around the world to have an open and thoughtful discussion on how funders help transform the sector by supporting and strengthening philanthropy

ecosystems and infrastructure. Throughout the year, the group had in-depth discussions about locally-led development, exploring how to unlock more resources for local and national organisations, and addressing the issue of climate change by examining how funders are integrating a climate lens into their work. Additionally, the group contributed to a [10-part interview series](#) – developed by Alliance magazine and commissioned by Propel Philanthropy – highlighting the work and importance of social impact support organisations from the perspectives of both funders and PSOs.

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Building greater
exchange and
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Localisation discussions

WINGS sees locally-led development as an approach that recognises the agency and knowledge of local communities. WINGS published a policy paper of case studies, titled [**Lessons from Climate Funders on Locally-led Development Assistance**](#), which was translated into [**Arabic**](#), [**French**](#), [**Mandarin Chinese**](#), [**Portuguese**](#) and [**Spanish**](#). Using case studies from the Alianza Socioambiental Fondos del Sur (Socio-Environmental Funds of the Global South Alliance), the Africa Climate Foundation, and the Pan American Development Foundation, the paper addressed practical arguments raised by donors to justify the slow pace of implementing local direct funding. To tackle the climate crisis at the local level, these

three climate funders developed a relationship with local organisations, marked by national and local political connections, effective partnerships, and the strengthening of local capacity and knowledge. WINGS advocates to bilateral donors that philanthropy's progressive regranteeing approaches and mechanisms can be the missing piece for more effective localisation. A clear conclusion from the case studies is that intermediary international non-governmental organisations still have critical, if changing, roles to play.

On the sidelines of the UNGA in September, WINGS and NEID Global brought together a senior USAID leader in a panel conversation with the Hilton Foundation, Avina Foundation, Inter-American Foundation, and the

Horn of Africa-based development network ADESO. The exchanges were initially framed by an intervention from the UN Special Rapporteur on Freedom of Assembly and Association, Clément Voule, who launched UN [**guidelines**](#) on the resourcing of civil society. Audience views enriched the frank exchange about how funders (including philanthropic actors and northern donor agencies) can replicate progressive relationships and practices that can lead and inspire shifts towards locally-led development. The discussion also centred on how governments can support policies that create an enabling environment for local philanthropy and broader civil society in low and middle-income countries.

Strengthening the WINGS network

Working Groups

The Latin America and Caribbean (LAC) Working Group

The goal of the LAC Working Group is to build and strengthen the philanthropy support ecosystem in the region by working together and learning from each other.

On October 4, during WINGSForum 2023, 20 organisations convened to discuss the principles for the transformation of philanthropy in the region and to translate it into

the [collective declaration](#): Being better, doing better: A Manifesto for Philanthropy Transformation in Latin America and the Caribbean.

Also at WINGSForum 2023, the working group hosted four discussions led by members from the region on topics such as decolonising philanthropy, inclusive partnerships, and philanthropy for racial equity.

In 2023, members of the group expressed interest in leading regional activities within the framework of the group. In addition, six PSOs and foundations from across the region joined the group, increasing the number of members to 46. A new structure to increase leadership in the group will be piloted in 2024.

Enabling Environment Working Group (EEWG)

Currently in its sixth year, the EEWG brings together 78 organisations from 38 countries with the main goal of working towards an enabling environment and a more collective voice for philanthropy, giving and private social investment.

The working group was created to facilitate direct engagement between WINGS members, to co-create joint positions and outputs, promote peer learning and networking, and build advocacy capacities to enable WINGS members to become more effective in overcoming barriers to

philanthropic work. Today, the EEWG is an active and strong community, working to represent a global unified voice of philanthropy.

In 2023, the group worked on several initiatives on advocacy and enabling environment, including:

- The EE Fund's awarding of over 300,000 Euros to 16 organisations (six in Africa, five in LAC, two in Asia, and three in the Middle East and Eastern Europe)
- Two in-person meetings in Croatia and Kenya

◦ Participation of 10 members in delegations to international events with the WINGS team

◦ Publishing of two policy papers, titled *Promoting Unhindered Cross-border Giving* and *Lessons from Climate Funders on Locally-led Development Assistance*

◦ Two submissions to international organisations (UN Special Rapporteur, OECD-DAC)

◦ One white paper on engagement between philanthropies and PDBs



Photo credit: Erick Forester / WINGS

Lift Up Philanthropy (LUP) Working Group

The LUP Working Group brings together 44 organisations from 38 countries. In 2023, the group hosted a session on key principles of the PTI, showing great interest in points

of connection between the PTI and WINGS agenda. This group's purpose will be redefined around the points of interest of the Philanthropy Transformation Movement.

Researchers, Academics and Data Enthusiasts (RADE) Working Group

The RADE Working Group, composed of 65 organisations in 30 countries, continues to constitute an informal network of talented thinkers who focus on comparative and global forms of philanthropy and are committed to sharing knowledge and information. In

2023, the group contributed to the development of the PTI Report by collaborating with resources under each principle, ensuring the inclusion and representation of diverse philanthropic voices and examples from different geographies.

Cultures of Giving Working Group

The Cultures of Giving Working Group is composed of 39 organisations across 27 countries. The group continues to explore and share the diverse ways philanthropy exists globally, aiming to grow the culture of giving and strengthen philanthropy support ecosystems tailored to regional cultural realities. In 2023, the group renewed its leadership, welcoming three new co-chairs: Richard Marker from the Institute for Wise Philanthropy, Birce Altay from the Third Sector Foundation of Turkey, and Luisa Lima from the Institute for the Development of Social Investment in Brazil. The

group co-created its annual agenda and hosted three virtual meetings during the year, concluding the country profiles of giving exercises with the presentation of Nepal's profile; exploring how this space would contribute to the Philanthropy Transformation Movement; and discussing global giving trends. Additionally, the group hosted an in-person session at WINGSForum, where over 50 attendees, funders and PSO representatives discussed ways to strengthen local giving ecosystems by building on cultures of giving.

“

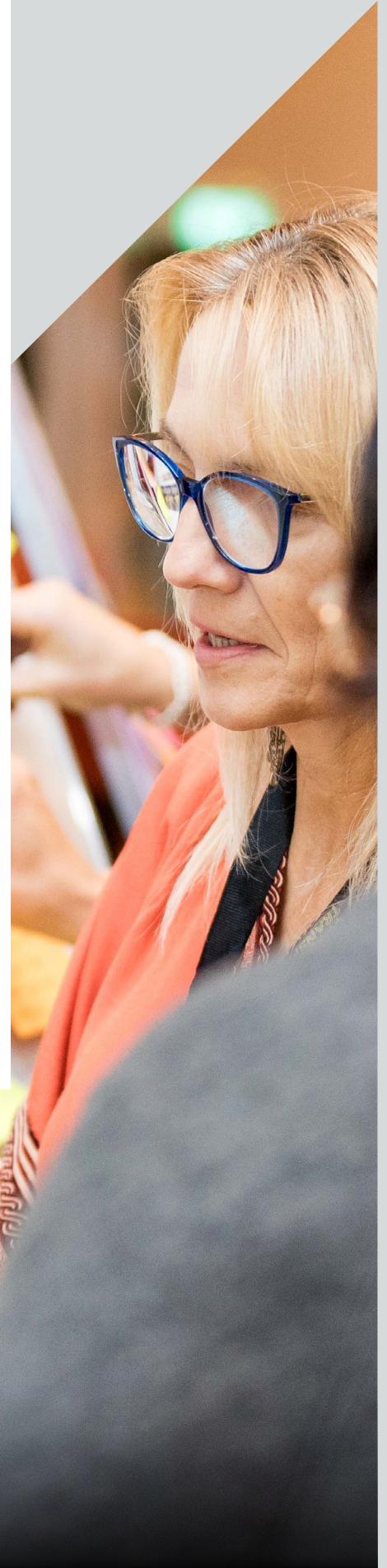
To explore
and share the
diverse ways
philanthropy
exists globally.

SECTION 4

Organisational development

This year was intense, during which we focused on implementing our new strategy, developing operational plans, building and reorganising the team, and enhancing our internal processes.

Our 2023-2027 strategic plan was finalised, edited and published at the beginning of the year. The plan was presented to our members during two well-attended online meetings, which garnered positive feedback and excitement about our recent achievements, new plans, and opportunities for member engagement.



To successfully deliver on our strategy, we began reorganising the team and the organisational chart, taking into account the lessons from the past year, as well as our new strategic priorities. This process led to the separation of the programmes area into two departments – Network and Ecosystems, and Collective Intelligence and Advocacy – and the creation and recruitment of five new positions. This restructuring aims to enhance our focus and effectiveness in these critical areas.

Contributing to our capacity to implement these bold plans, in May we received a generous gift from philanthropist, Mackenzie Scott, which we decided to use to strengthen our internal operations and equip WINGS in the coming years. We have started exploring scenarios for using resources, including potential investments, in the expansion of the workforce, implementation of new systems and technology upgrades, and other initiatives that will ensure the sustainability and growth of our organisation.

After many years of partnership with an external accounting firm, we decided to transition to an in-house accounting model. This move aims to increase our efficiency and accountability and provide more direct oversight of our financial operations.

Overall, 2023 has been a transformative year for our organisation. We are excited about the progress we have made and look forward to building on this momentum in the coming years.

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Photo credit: Erick Forester / WINGS

SECTION 5

Financials

Statements of financial position.
As of December 31, **2023** and **2022**

	2023	2022
ASSETS		
Cash and cash equivalents	\$3,736,030	\$2,521,811
Unconditional promises to give:		
• Without donor restrictions	101,408	12,500
• With donor restrictions	458,543	407,737
Prepaid expenses	15,437	10,977
Fixed assets, net	793	9,183
Total assets	\$4,312,211	\$2,962,208
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	\$89,382	\$82,886
Refundable advances	1,168,102	1,294,839
Deferred income	-	10,504
Total liabilities	1,257,484	1,388,229
NET ASSETS		
• Without donor restrictions	2,496,350	488,700
• With donor restrictions	558,377	1,085,279
Total net assets	3,054,727	1,573,979
Total liabilities and net assets	\$4,312,211	\$2,962,208

SECTION 6

2023 Membership overview

NUMBER OF
WINGS MEMBERS



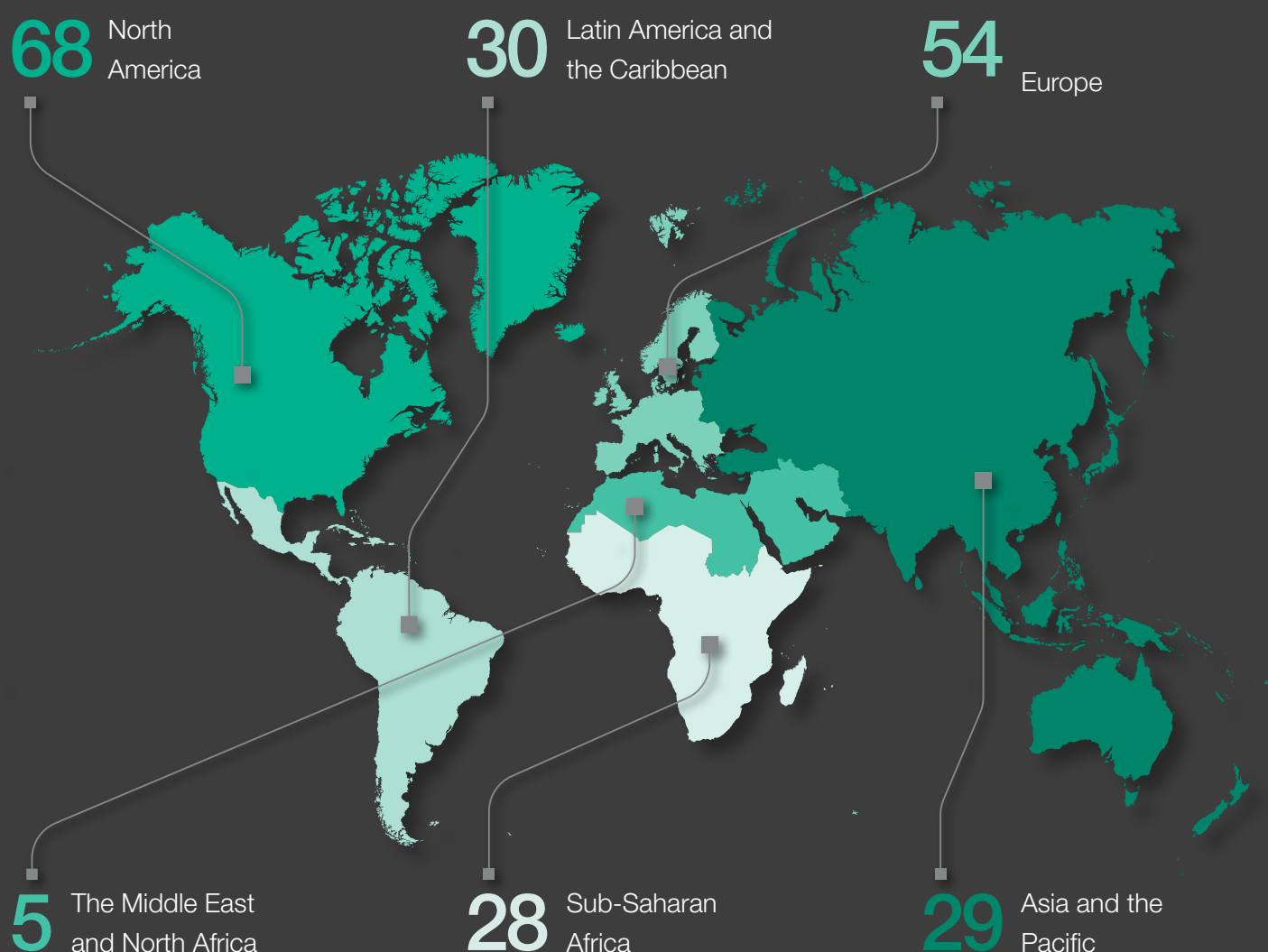
203 → 214 5,4%

In 2022

In 2023

Increase

NETWORK MAP



MEMBERS LIST



1. ABCR - Associação Brasileira de Captadores de Recursos
2. ABFE
3. Academy of Givers
4. ACF - Association of Charitable Foundations
5. Active Philanthropy
6. AEF - Asociación Española de Fundaciones
7. AEGN - Australian Environmental Grantmakers Network
8. AF - Association of Foundations
9. AFE - Asociación de Fundaciones Empresariales
10. Aga Khan Foundation
11. Alianza Socioambiental Fondos del Sur
12. Alliance Magazine
13. Alternativas y Capacidades, A.C.
14. APC - Asia Philanthropy Circle
15. APF - African Philanthropy Forum
16. APFA - Alianza Peruana de Fundaciones y Asociaciones
17. APN - Africa Philanthropy Network
18. Arab Foundations Forum
19. Ariadne
20. ASPIRE Foundation
21. Assifero - Associazione Italiana Fondazioni e Enti Filantropici
22. Association of the Finnish Foundations
23. Australian Communities Foundation
24. AVPA - African Venture Philanthropy Alliance
25. AVPN
26. AYPN - African Youth Philanthropy Network
27. BCause Foundation
28. Bill & Melinda Gates Foundation
29. Biodiversity Funders Group
30. Blagosfera
31. Bundesverband Deutscher Stiftungen (Association of German Foundations)
32. Bündnis der Bürgerstiftungen Deutschlands (Alliance of German Community Foundations)
33. CAF - Charities Aid Foundation
34. CAF America
35. CAF Canada
36. CAF India
37. CAFSA - CAF Southern Africa
38. Candid
39. CAPS - Centre for Asian Philanthropy and Society
40. CAPSI - Centre on African Philanthropy and Social Investment, Wits Business School
41. Caribbean Philanthropic Alliance
42. Catalyst 2030
43. Catalyst Balkans
44. CCA - Connecting Communities in the Americas
45. CDR - China Donors Roundtable
46. CECF - Chief Executives for Corporate Purpose
47. CEFIS - Centro de Filantropía e Inversiones Sociales, Universidad Adolfo Ibáñez
48. CEMEFI - Centro Mexicano para la Filantropía
49. CFC - China Foundation Center
50. CFC - Community Foundations of Canada
51. CFF - Centre Français des Fonds et Fondations
52. CFS - Community Foundation of Singapore
53. Chandler Foundation
54. Charitable Foundation for Philanthropy Development
55. Charles Stewart Mott Foundation
56. Civic House
57. CIVICUS
58. Civil Society Initiative, University of Central Asia
59. CivSource Africa
60. CMF - Council of Michigan Foundations
61. Co-Impact
62. Commonweal (Omega Resilience Funders Network)
63. Community Chest
64. Community Foundation Movement in Latvia
65. Comunalia
66. Connect Humanity
67. Connective Impact
68. Conrad N. Hilton Foundation
69. Corporación Makaia Asesoría Internacional
70. Council on Foundations

71. CPCS - Center on Philanthropy and Civil Society, The Graduate Center, The City University of New York
72. CPF - Centro Português de Fundações
73. CPF - Centrum Pre Filantropiu (Center for Philanthropy)
74. CSIP - Center for Social Impact and Philanthropy, Ashoka University
75. CSP - Centre for Strategic Philanthropy, Cambridge Judge Business School
76. Dalberg Advisors
77. Dorothy A. Johnson Center for Philanthropy
78. EAPN - East Africa Philanthropy Network
79. ECFI - European Community Foundation Initiative
80. EDGE Funders Alliance
81. ELAS Fundo de Investimento Social
82. Elevate Children Funders Group
83. ELLAS: Mujeres y Filantropía
84. Empatthy
85. EPIC Africa
86. FCAA - Funders Concerned About AIDS
87. FCS - Foundation for Civil Society
88. FFI - The Forum of Foundations in Israel
89. FICS - Funders Initiative for Civil Society
90. Firelight Foundation
91. Fondation de France
92. Ford Foundation
93. Fundação José Luiz Egydio Setúbal
94. Fundación "la Caixa"
95. Fundación Avina
96. Fundación Bolívar Davivienda
97. Funders 2025 Fund
98. GADeF International
99. GAIN - Global Alliance of Impact Networks
100. GCIR - Grantmakers Concerned with Immigrants and Refugees
101. GDFE - Grupo de Fundaciones y Empresas
102. Generation Pledge
103. Geneva Centre for Philanthropy, University of Geneva
104. GFCF - Global Fund for Community Foundations
105. Ghana Philanthropy Forum
106. GIFE - Grupo de Institutos Fundações e Empresas
107. Give2Asia
108. Giving Green
109. GivingTuesday
110. Global Dialogue
111. Global Impact
112. Global Philanthropy Partnership
113. GlobalGiving
114. Good2Give
115. HIP - Hispanics in Philanthropy
116. HRFN - Human Rights Funders Network
117. Humentum
118. IAF - Inter-American Foundation
119. ICNL - International Center for Not-for-Profit Law
120. IDIS - Institute for the Development of Social Investment
121. IDR - India Development Review
122. IEFG - International Education Funders Group
123. IFIP - International Funders for Indigenous Peoples
124. Indonesia Philanthropy Association
125. Iniciativa PIPA
126. Innpectia
127. INSPIRE Community Foundations
128. Institute for Wise Philanthropy
129. Instituto ACP
130. Instituto MOL
131. Internet Society Foundation
132. IPASA - Independent Philanthropy Association South Africa
133. ISDM - Indian School of Development Management
134. ISTR - International Society for Third-Sector Research
135. Jamaica Network of Corporate Foundations
136. John D. Gerhart Center for Philanthropy, Civic Engagement and Responsible Business
137. KCDF - Kenya Community Development Foundation
138. Land Is Life
139. Latimpacto
140. Laudes Foundation
141. Legal Services Facility
142. Lilly Family School of Philanthropy, Indiana University
143. LMCF - Lord Mayor's Charitable Foundation
144. London Funders
145. Minderoo Foundation
146. Moore Philanthropy
147. Movimento Bem Maior

148. Nacionalna zaklada za razvoj civilnoga društva (National Foundation for Civil Society Development)
149. NCPD - Nepal Center for Philanthropy and Development
150. Neelan Tiruchelvam Trust
151. NEF - Network of European Foundations
152. NEID Global - Network of Engaged International Donors
153. netFWD - Network of Foundations Working for Development, OECD Development Centre
154. OSF - Open Society Foundations
155. PACS - The Stanford Center on Philanthropy and Civil Society
156. Partners Albania for Change and Development
157. Partners for a New Economy (Swiss Philanthropy Foundation)
158. PCP - Pakistan Centre for Philanthropy
159. PFC - Philanthropic Foundations Canada
160. PhilLab - Canadian Philanthropy Partnership Research Network
161. Philanthropy Australia
162. Philanthropy Circuit
163. Philanthropy Impact
164. Philanthropy in UA
165. Philanthropy Together
166. Philanthropy.io
167. Philea - Philanthropy Europe Association
168. Pionero Philanthropy
169. PNZ - Philanthropy New Zealand
170. PRE - Philanthropic Initiative for Racial Equity
171. PSJP - Philanthropy for Social Justice and Peace
172. Rede Comuá
173. Rockefeller Brothers Fund
174. RPA - Rockefeller Philanthropy Advisors
175. Russian Charitable Advisory Social Navigator
176. Russian Donors Forum
177. SAANED for Philanthropy Advisory
178. Sattva Consulting
179. Sawiris Foundation for Social Development
180. SCAT - Social Change Assistance Trust
181. SGS Consulting
182. SIVIO Institute
183. Social Impact Alliance for Central & Eastern Europe
184. Southern Africa Trust
185. Spring Rain Global
186. STAR Ghana Foundation
187. STDV - Sivil Toplum için Destek Vakfı
188. SwissFoundations
189. Synergos
190. TAI - Transparency, Accountability and Inclusion
191. Tanzania Community Foundation Network
192. TechSoup
193. TFN - The Funding Network
194. The Beautiful Foundation
195. The Bridgespan Group
196. The David and Lucile Packard Foundation
197. The Learning Trust
198. The Skoll Foundation
199. The Social Good Network
200. TPI - The Philanthropic Initiative
201. Trag fondacija (Trag Foundation)
202. TrustAfrica
203. TrustLaw - Thomson Reuters Foundation
204. TUSEV - Türkiye Üçüncü Sektör Vakfı (Third Sector Foundation of Turkey)
205. Uganda National NGO Forum
206. United Philanthropy Forum
207. UPF - Ukrainian Philanthropists Forum
208. Why Philanthropy Matters
209. Wilde Ganzen Foundation
210. William and Flora Hewlett Foundation
211. Yishan
212. Youth Climate Justice Fund
213. YouthRoots
214. Zagoriy Foundation

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Candid.

Institutional partner

Dalberg

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