

## THE INFRASTRUCTURE OF GLOBAL PHILANTHROPY: WINGS AND WINGS-CF

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### Introduction

This case study of WINGS (Worldwide Initiatives for Grantmaker Support)<sup>1</sup> and WINGS-CF (Worldwide Initiatives for Grantmaker Support for Community Foundations)<sup>2,3</sup> is not primarily about global philanthropy as cross-border giving; rather it relates to the globalization of philanthropy defined as the process of spreading philanthropic institutions and practices globally. Although these two meanings of 'global philanthropy' are analytically distinguishable they are related in practice insofar as the globalization of philanthropy, as defined above, is a necessary accompaniment, if not condition for, the growth of cross-border giving i.e. global philanthropy.

Cross-border giving presents legal and trust problems for US, and other national, foundations. Legal tax-related problems arise if US foundations do not give to public charities, or charities that fulfil the US criteria of public charities, and if they cannot demonstrate 'expenditure responsibility'.<sup>4</sup> Trust problems arise because foundations cannot so easily assess and monitor out of country grants, and because cross border grant recipients may be perceived as less 'educated' in the norms of good practice. Thus a condition for the growth of cross-border giving is, arguably, the concomitant export of acceptable styles of philanthropic institutions and norms of good practice.

The globalization of philanthropy has been further underlined by the trend among many US foundations to move away from giving directly to local NGO's and toward supporting the creation of a philanthropic infrastructure in the form of, for example, community foundations.<sup>5</sup> The advantage of the latter strategy over the former is that it is seen to be self-sustaining and that it reduces some of the legal problems in cross-border giving.

### *Description of Case*

WINGS is one of several initiatives within the category of globalization of philanthropy. WINGS is supported by foundations, but is not itself a foundation; it has no asset base and it does not give grants. It does not seek to change grant-making priorities in the

direction of cross-border giving so much as to influence the role and practice of philanthropy as a strategic force for change within individual countries world wide. It is a network not of individual grantmakers but of grantmaker associations and support organizations. WINGS may be seen as a global actor in that it aspires to work world-wide to support and encourage sharing of practice and advocacy among organizations that support the development of philanthropic institutions and good practice.

## **The WINGS Organization**

### ***Roles***

WINGS describes itself as ‘a meeting place for those engaged in building the institutional infrastructure to support global philanthropy.’ More specifically, it aims to:

- > Create opportunities for grantmaker support organizations to learn from and support one another;
- > Develop modes of communication and collaboration between grantmaker support organizations; and
- > Contribute to the strengthening of philanthropy worldwide.

WINGS evolved out of the recognition that grantmaker support organizations needed a forum in which to discuss the variety of common issues related to their support of grantmakers worldwide.

The functions of grantmaker associations have been described as providing opportunities for networking, sharing ideas and best practice, mentoring relationships, advice and technical assistance, collaborations on issues of common concern. In addition, ‘National associations and support organizations also play a key role in the public policy debate over the role of foundations in national life, and the regulation of foundations and nonprofit organizations. They do research on philanthropy and the law and promote legislation to create a more supportive regulatory climate for foundations and other nonprofit organizations’ (Sacks, E. *The Growth of Community Foundations Around the World*, 2000, 46-47).<sup>6</sup> These functions of associations of grantmakers are very much the functions WINGS aspires to world-wide.

One exception is the public policy role. WINGS does not itself seek to fulfil a public policy role. It is debatable what sort of role global associations can play in law, regulation and public policy debates not least because it is not clear who the audience would be. On the other hand, members of WINGS believe that the information it provides, as well as the legitimacy acquired by membership of a global movement, enables organizations to lobby more effectively in their own countries e.g. philanthropy friendly policies and legal frameworks.

### ***An Association of Associations***

WINGS was a project initially hosted by the Council on Foundations and is now hosted by the EFC; in 2006 it will move on again. One reason for regular rotation of host bodies is that this enables WINGS as a global organization to avoid tying itself tightly to any one country’s governance and fiscal regulation practices and cultures.

It is not a membership association but ‘a network of participating organizations that share a common interest in and fundamental commitment to promoting indigenous giving

and philanthropy'. WINGS is composed of two related networks. The 'parent' body Worldwide Initiatives for Grantmaker Support (WINGS—sometimes referred to informally as 'big WINGS') is now a growing global network of over 100 membership associations serving grantmakers and support organizations serving philanthropy. WINGS-CF (community foundations) is a constituent part of WINGS focusing on organizations supporting the development and work of community foundations in different areas around the world. Among other things, WINGS-CF helps these support organizations to link with peers, and to share information and experience.

Thus WINGS and WINGS-CF are not associations of foundations, but rather networks of national and regional associations of foundations along with some other organizations supporting grantmakers.

### *Membership*

The WINGS network is currently (2005) composed of two thirds membership associations serving grantmakers and one third general purpose organizations serving philanthropy. Sixty seven of WINGS one hundred members are also members of WINGS-CF.

### *Governance*

The leadership and direction of WINGS is the responsibility of the international WINGS Coordinating Committee, comprised of 15 senior executives from participating organizations.

WINGS-CF is governed by an Advisory Committee whose role is to advise and guide the Secretariat on planning, implementing and maintaining policies and activities. There are 12 members drawn from network participants. Members serve for 3 years and terms of members are staggered to ensure continuity. The Chair is selected by the Advisory Committee for one year.

### *Staffing*

The WINGS Secretariat was formerly hosted by the Council on Foundations in Washington, DC, USA, while the WINGS-CF Secretariat was formerly hosted by Community Foundations of Canada in Ottawa, Ontario, Canada. On 1 January 2003, the combined WINGS and WINGS-CF Secretariat, which carries out the organization's daily work, rotated to the European Foundation Centre in Brussels, Belgium. As noted above, rotation of the Secretariat is seen as essential to ensure that WINGS does not become identified with any one country or culture.

When WINGS and WINGS-CF moved to Brussels in 2003 they began to share staffing. In 2005 WINGS and WINGS-CF employed 3 members of staff, and has one intern.

### *Funding*

WINGS does not collect dues from its participants. WINGS has been funded by a number of large(r) foundations, with The Ford Foundation and Charles Stewart Mott Foundation as founder funders. Other supporters have included: ChevronTexaco Corporation, American Express Company, Charities Aid Foundation, Bernard van Leer Foundation, German Marshall Fund of the US, Vancouver Foundation, International Development Resource Centre, Alti Corporation.

### *Activities*

WINGS has five program components:

- Information and Communication
- Organizational Development
- Convening International Meetings
- New Initiatives
- Strategic Visioning

### **WINGS as a Global Actor**

#### *History*

WINGS began running activities in early 2000, but has a rather longer history. Interest in an international association of associations serving grantmakers arose from discussions and meetings hosted by the International Committee of the Council on Foundations. After two years of planning by a 13-person committee representing various associations serving grantmakers from around the globe the first International Meeting of Associations Serving Grantmakers (IMAG) was held in Mexico in 1998. The meeting was designed to open a dialogue among associations whose mandate focuses entirely, or in part, on serving and supporting grantmakers and foundation-like organizations.

Meetings at this first IMAG explored how these associations ‘can increase their capacity to serve their grantmaking members and through them to strengthen the nonprofit sector around the world’ ([www.wingsweb.org](http://www.wingsweb.org)). More specifically, IMAG sought to:

- Explore the context in which grantmakers operate.
- Increase knowledge of operational issues of grantmaker associations.
- Build connections among grantmaker associations.

The meeting was attended by 82 participants from 25 countries representing 23 associations in various stages of development. Evaluations of the meeting showed that it was successful and that the participants wanted to continued interaction through peer learning programmes and a website. As a result, the new coordinating committee prepared a proposal to implement peer exchange programmes and further develop the website ([www.imag.org](http://www.imag.org) became [www.wingsweb.org](http://www.wingsweb.org)), as well as commission a monograph on associations and stage another meeting in 2001.

Meanwhile informal meetings at IMAG had led to a meeting specifically for associations supporting community foundations, held in Miami later in 1998. In 1999 the community foundation support network and IMAG came together as WINGS (Worldwide Initiatives for Grantmaker Support). WINGS-CF held its first formal international gathering in Ottawa in 2000 and IMAG II—renamed Wings Forum – was held in March 2002.

The aims of Wings Forum 2002 were to:

- To renew and continue growth of the WINGS project
- To highlight member associations

- To further diversify the network of community organizations
- To learn
- To address governance rules
- To continue moving the WINGS agenda forward; both internally and to parties outside the project' [www.wingsweb.org](http://www.wingsweb.org)<sup>7</sup>

The remainder of this case study will focus on WINGS-CF. WINGS-CF has met more often than WINGS and its work is better documented. In the context of globalisation of philanthropy WINGS-CF is interesting in that it has focused on the development of a particular form of philanthropic institution—the community foundation—and its work more clearly illustrates some of the difficulties involved in the process of globalizing philanthropy.

### 3.2. *WINGS-CF*

WINGS-CF is very much a membership driven network. This is reflected in its statement of principles:

- 'Diversity: we will strive to reflect the richness of our worldwide movement – its cultural differences, geographic scope, varying organizational types and stages of development
- Accountability: inclusiveness, openness, transparency and mutual respect will guide our decisions and actions
- Participation: input and ideas from all WINGS-CF participants will be encouraged
- Dissemination: results of discussions and activities will be broadly shared on a timely and ongoing basis' [www.wingsweb.org](http://www.wingsweb.org)<sup>7</sup>

Participants at the first meetings in Mexico and Miami identified a number of projects to be undertaken by Working Groups and the Secretariat. These included: a directory of support organizations and mapping of funders, production of a monograph and case studies of support organizations (part of a two volume study), creation of a compendium of resource materials and of a common classification system to help members access the information, creation of a pool of resource people/organizations to provide mentoring, support and consultation.

The monograph and associated case studies were seen as a 'visionary and inspiring statement of the role and value of support organizations within the field of philanthropy'<sup>7</sup> reflecting the diversity of the 'movement' and to be broadly disseminated. 'The monograph was to be an intellectual piece aimed at policy makers, funders, and members' (64).

Suggestions for further work have been similarly membership driven. For example, each session of the Ottawa and Sydney WINGS-CF meetings ended with identification of further work members would like to see undertaken.

Following a global meeting of community foundation practitioners and support organizations held in Berlin in 2004 the WINGS-CF Advisory Committee developed a new (additional) focus for WINGS-CF around taking opportunities through national and international events to:

- 'strengthen the arguments in favour of community foundations to persuade funders to support community foundation development

- promote the community foundation role in social and economic development to private companies and to government
- find ways in which the argument can be made for the vital importance of community foundation support organizations too, and
- develop links with multilaterals (World Bank, European Union etc) to raise the profile of community foundations and their support organizations, and also aim to generate increased resources for the field.<sup>8</sup>

The Berlin meeting was not only the first global meeting of community foundation practitioners but also the first time WINGS-CF had been involved directly with community foundations rather than their support organizations.

It is worth noting here use of the term 'movement' above. This term is frequently used in WINGS-CF meetings and may serve to create important emotional bonds between otherwise diverse members of different size, age, function and in different parts of the world, and thus with different needs.

### ***Key Activities***

Arising out of members' wishes, to date WINGS-CF has produced:

- a series of case studies of organizations supporting community foundations in various countries throughout the world
- a guide to establishing a resource center
- a guide to community foundation structures and strategies to cover territory
- a compendium of resource materials for community foundations, including a glossary of terms
- a directory of organizations supporting community foundations
- mapping of funders report
- a peer matching programme
- a series of community foundation global status reports

Given its output and relative lack of staffing and resources, WINGS-CF appears to be a highly efficient organization. Its efficiency is in part a function of the commitment of its membership and much of the information is gathered from members themselves.

### ***Channels of Communication***

One of WINGS-CF's major channels of communication is the Web. 'The Web offers a time saving and an interactive potential that is very attractive' (Report of WINGS-CF Peer Meeting 2000, 62). WINGS-CF is aware, however, that access to/use of the Web is difficult, and therefore excluding, in some parts of the world and for poorer organizations. In addition, there are issues around the almost sole use of English within the network. To attempt to ameliorate this problem WINGS-CF has developed a translation fund.

Partly because of its recognition of the limitations of electronic communication, WINGS-CF also places considerable emphasis on the value of face to face communication via peer learning meetings and wider WINGS conferences. The 'peer exchange' (now called WINGS-CF One-2-One) is a peer learning programme that 'matches' two community foundation support organizations, usually at different stages of development; one support organization receives a small grant to cover expenses to spend around a week with the other support organization focusing on topics of its (the visitor's) choice. These

exchanges have been very well received with participants emphasizing the value of the learning, relationship building, networking and support that the visits provide. Exchanges are also seen as a means of highlighting to the community foundation support organizations' Boards, and to donors and the local media, the worldwide character of the community foundation movement, thus providing further legitimacy within countries and globally.

### *Effectiveness*

WINGS and WINGS-CF are still very young organizations and it is probably too early to assess fully their effectiveness. WINGS-CF has certainly been very active and productive in terms of both resources and meetings held. Its membership continues to grow, and its members express appreciation of its products and support. WINGS-CF is described by members in terms such as: 'a valuable forum for sharing information and for fostering a sense of togetherness in developing philanthropy through building and supporting community foundations', and 'providing a wonderful delivery system for community empowerment internationally'.<sup>9</sup>

Community foundations are civil society organizations themselves, and at their best, they promote and support other civil society organizations. The number of community foundations worldwide, and their support organizations, has increased. How much of this growth can be attributed to WINGS-CF is difficult to gauge; certainly, WINGS-CF has added value in promoting community foundations, via their support organizations, by raising their profile, providing knowledge and comparators on conducive legal and tax arrangements, and giving legitimacy and inspiration for potential funders and start-ups. The very existence of a global network gives a new legitimacy to community foundation support organizations, and to community foundations themselves, not least by promoting and supporting the claim that they are the fastest growing form of philanthropy. Feeling part of a worldwide movement is not only important in conferring external legitimacy (encouraging donors and potential donors, governments, and trans national giving) but is also valued by member support organizations. Community foundation staff (in foundations themselves and in support organizations) often work alone, and frequently face an uphill battle especially in the early years; the support of others, however distant, is frequently said to be of considerable significance. The importance of support and of feeling part of something bigger should not be underestimated in the case of small, new support organizations/departments working alone in often difficult environments. However, the very fact that these organizations are mostly new and often struggling, with few opportunities and resources to come together face to face presents obvious challenges in building a global network.

The practical advice and support provided by WINGS-CF has added value in preventing constant 'rediscovery of the wheel', encouraging thoughtful practice and persistence in the face of obstacles and set backs.

Provision of practical knowledge and information via electronic communication appears to have been a highly effective strategy for WINGS-CF. It is worth noting here that this provision of information and knowledge has been complemented by challenge and other grants from funders, especially US funders. Without the availability of financial resources to kick start community foundations and their support organizations WINGS-CF's strategy might not have been as apparently successful. This highlights the obvious point that the effectiveness of global networks need to be considered in interaction with other factors.

As discussed above electronic communication has some weaknesses and WINGS-CF meetings and the peer exchange programme appear to be equally, if not more, valued by those able to participate. Again this may be not a matter of 'either/or' but rather one of

synergy and added value. Personal communication may facilitate and enrich electronic communication.

## Challenges in Global Acting

### *Channels of communication*

One obvious problem for organizations aspiring to act globally is simply the means of communication. Electronic communication is clearly cheap but it may not be sufficient for maximum effectiveness. As noted above, it may be excluding of some groups (especially those in poorer countries and for whom English is not an easy means of communication). Electronic communication may need to be supplemented by face to face communication. As one participant at the Miami meeting noted 'I'm old fashioned enough to need to meet people first to communicate comfortably with them electronically'.<sup>10</sup> But face to face communication is also limited by cost, time and other practical considerations. Face to face communication is likely to be similarly excluding of the poorest countries, sometimes the very newest community foundation support organizations and those with limited English.

The key tension here for global actors may be between, on the one hand, cost-efficiency and reach in terms of numbers and, on the other hand, accessibility, inclusiveness, and effectiveness with newer, smaller, poorer (and non-English speaking) organizations.

In order to go some way toward overcoming these difficulties WINGS-CF has developed peer learning events at which 15 or so support organizations meet to focus on particular topics; these events provide face to face contact with enough time to explore a topic in depth, and usually lead to increased electronic communication between participants.

### Language

The issue of finding a common language has been dealt with above, but is worth emphasizing again given its centrality to the difficulties of working globally.

WINGS-CF is attempting to address these language difficulties. In 2003 WINGS-CF held a regional meeting for Latin American and Caribbean support organizations with simultaneous translation in several languages. It has also developed a Spanish website, and publishes details of available translated materials.

### Terminology and Concepts

Even when members/audiences speak a common language they may not share the same meanings and concepts. A common language can be dangerously misleading.

For example, the term 'philanthropy' is not widely understood in many countries, and the term 'community' may also have different, or little, meaning in countries divided by religion, race and gender. Similarly, the term 'foundation' may be little used, or used to refer to any nonprofit organization.

### Culture and Tradition

One of the key issues in globalizing philanthropic institutions is that although philanthropy—giving—has a long tradition in most countries, the notion and practice of institutionalized philanthropy does not. This raises tricky issues concerning the relationship



between promotion of community foundations and other forms of indigenous community based philanthropy.

One particular problem relates to ways of securing financial independence and sustainability for both community foundation support organizations and for community foundations themselves. Traditionally, in the US and the UK especially one dominant model of independence and sustainability has been via endowment, building a corpus of, preferably, untied, money for use in perpetuity. But, in some countries and value systems the notion of endowment does not exist, and in others it is ethically problematic. In other countries, the notion of endowment may be acceptable but if financial markets are unstable, it may be of debatable relevance in practice.

One of the challenges and opportunities of a global network of community foundation support organizations is to identify ways of securing sustainability and financial independence that are culturally appropriate, and take into account the different philosophies of the community foundation movement as providing services to donors and/or acting as civil society organizations.

#### Legal frameworks

One of the important barriers in globalizing philanthropy is the lack of conducive legal and tax frameworks in many parts of the world. Some countries do have incentives for those who donate for charitable purposes; other countries do not have any specific legislation in this field, and a few have legislation that discourages this type of giving. In some cases the legislation is so complex that most people find it hard to understand what exactly is allowed or possible. In Bulgaria, for instance, gifts in cash to any charitable NGO must be cleared of any suspicion of money laundering before being accepted, something that most community philanthropy organizations find too burdensome and difficult to prove. On the other hand, and this is related to professionalisation, many community philanthropy organizations are not fully aware of the scope of their legal and taxation systems and unable to advise potential donors of the benefits that they might get.

Although, as noted above, WINGS-CF sees dealing with legal frameworks as the role of member support organizations, the diversity of frameworks presents obvious challenges for WINGS-CF in offering support and advice to its members globally.

#### Diversity vs Focus

The philanthropic sector is notoriously individualistic. Community foundation support organizations are no exception and the report of the first community foundation support organization meeting in Miami described the support role at national level as akin to 'herding cats through a fish market'.<sup>10</sup> Global networks have to work with the individualism of national support organizations, respecting individual and cultural differences but, at the same time, highlight collective needs and interests.

The inherent individualism of philanthropic organizations, coupled with differences in culture and tradition discussed above, raises issues for WINGS-CF concerning the definition of a community foundation support organization and thus the membership of the network.

According to one dominant model, one key criterion in the definition of a community foundation is that the organization seeks to build an endowment. For reasons discussed above, this would exclude many of the organizations in other countries that

identify with WINGS-CF, and would certainly restrict membership of the network of support organizations.

The diversity of 'community foundations' and their support organizations can be seen as both an opportunity and a threat. It is an opportunity because it reflects the great potential of the community foundation concept to adapt to different local communities over time. Arguably, the very ambiguity or flexibility of the community foundation concept has been one of the key factors in its global growth. But that same ambiguity poses a threat insofar as it leads people to see the movement as lacking unity, and a common identity. In addition, the different stages of development, and the different models of community philanthropy that are being pursued in some countries, are an asset but also an obstacle, making the task of representation of the overall interests of the movement, and identifying support organizations' needs, more difficult.

For the moment WINGS-CF has decided to adopt a 'flexible' definition for membership purposes, recognizing that this matter will 'have to be re-visited'. The dilemma is that the wider the membership the more difficult it is to identify common interests, values and needs among support organizations with the risk that the network loses focus and plays to the lowest common denominator. One aspect of this, felt keenly by some members, is how it can stay close to the work of newer local community foundation support practitioners and, at the same time, serve the needs of its more established, larger members and work on a wider stage. While this is a greater problem for community foundation support organizations themselves, their needs and dilemmas have implications for WINGS-CF as an association of such organizations.

In a global network of this sort there is a further problem. Working with a narrow definition for membership may be seen as having political overtones. Definitional issues may be seen as pressures to uniformity. Again this is an issue that WINGS-CF as an association of associations does not currently need to address.

In many ways this tension between diversity and focus may be seen as reflecting wider tensions in globalization between integration and fragmentation, sameness and difference.

### Neutrality

The principle and practice of flexibility, welcoming diversity, becomes more difficult when it relates to identifying 'good practice'. As a network of support organizations WINGS-CF sees its role as helping member support organizations think about good practice rather than creating global standards itself. However, if WINGS-CF were to embrace the role of directly promoting, or assisting the spread or funding of community foundations then it would need to have standards and boundaries in order to protect itself and its members from being associated with 'bad practice'. On the other hand, as discussed above, a global movement has to be tolerant of differences.

For WINGS-CF maintaining a position of neutrality is complicated by the fact that there is a growing debate within community foundations and their support organizations regarding their fundamental values, focus and purposes: is the focus on providing services to donors or on the community; are community foundations community bankers or development agencies; is the aim to encourage and practice charity or social justice? Until now the general approach has been to suggest that these are not choices—but it remains to be seen whether this sort of neutrality will remain a viable position for WINGS-CF while preserving a coherent identity for community foundation support organizations (for discussion of some of these tensions in the US see Carson 2002).<sup>11</sup> Similarly, it seems likely

that WINGS-CF, along with other philanthropic bodies, will face growing tensions in claiming neutrality on matters of religion and morality.<sup>12</sup>

#### Financial Insecurity

Problems of financial insecurity are not confined to global philanthropic actors but may be especially acute for these sorts of organizations and networks. Global network organizations are likely to suffer from a combination of national funders' reluctance to accept responsibility for promoting philanthropy outside their own countries, the bulk of members, (and those who may benefit most from membership), being too small and under-resourced to be able to afford membership fees, and the fact that much of what a global support network does is difficult to track and thus evaluate.

Gaberman has suggested that while support for civil infrastructure bodies grew in the 1980s and 1990s without much concern for duplication and sustainability 'We are in a shake-out period where a number of infrastructure organizations will cease to exist, many more will have to downsize, and some will have to either merge or build cost-saving strategic alliances'.<sup>13</sup> This then raises an interesting question concerning with whom WINGS-CF might form alliances, if that were necessary.

#### Staying 'Global'

WINGS attaches great significance to avoiding identification with any one country. This is one reason for geographical rotation of the Secretariat. But this practice is costly in terms of organizational continuity. The challenge will be to devise processes to ensure effective transitions and protect organizational memory and accumulated skills and knowledge.

#### Areas of Uncertainty

The issue of policy influence has already been touched on above. Suzanne Feurt's notion of 'a grand vision of those groups working together with community foundations to create a movement in Europe that commands the attention of Europe's policy makers and its corporate world' (Report of the International Meeting Miami 1998:34) is not yet a reality, although this policy role is still recognized: 'the challenge to demonstrate community foundations' roles in social and economic development to business, as well as governments' (WINGS-CF 2002 Peer Meeting Sydney, Australia, March 9 2002. p9). WINGS is currently exploring its role in relating to global institutions and is beginning to be recognized by, for example, the World Bank.

## Conclusion

### *Innovation*

WINGS and WINGS-CF are innovative in a number of respects. They are unique in focusing on support of philanthropic support organizations throughout the world, providing a global pool of knowledge for members all over the world. Focusing on support organizations, rather than individual foundations, they potentially extend their reach and impact, as well as 'making the sun shine on support organisations'. In the face of huge diversity between members, they have established a functioning global network; they have

been 'light on their feet', establishing wide, 'messy' but effective networks. They have established participative, largely member-driven governance and management structures. WINGS-CF, in particular, has developed generic tools for community foundation support and development that transcend geographical boundaries. They have utilized and built on the knowledge of their members, encouraging sharing and learning, via working groups.<sup>15</sup> They have made effective use of electronic communication, at the same time recognizing that this needs to be supplemented by other methods of knowledge transfer and learning.

### *Challenges*

As noted above, WINGS faces a number of challenges, likely to face other global actors. These include: finding sources of funding (from organizations and institutions that typically have a national remit);<sup>14</sup> establishing legitimacy; finding an effective means of communication; establishing a common language; establishing a common terminology; working with established cultures and traditions; working within very different legal and financial frameworks; encompassing diversity while establishing a common identity to hold the association together; staying 'global' without loss of organizational effectiveness and efficiency.<sup>16</sup>

### **Endnotes**

- <sup>1</sup> Case Studies of Grantmaker Associations and Organisations Supporting Community Foundations (2003). <[www.wingsweb.org/information/publications](http://www.wingsweb.org/information/publications)>
- <sup>2</sup> Community Foundation Global Status Report 2003, <[www.wingsweb.org/programmes/wings-cf.cfm](http://www.wingsweb.org/programmes/wings-cf.cfm)>
- <sup>3</sup> Community Foundation Global Status Report 2004, <[www.wingsweb.org/programmes/wings-cf.cfm](http://www.wingsweb.org/programmes/wings-cf.cfm)>
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- <sup>13</sup>Gaberman, B. (2003). Building the Global Infrastructure for Philanthropy, *Waldemar A. Nielsen Issues in Philanthropy Seminar Series*, Georgetown University, <[http://cpnl.georgetown.edu/doc\\_pool/Nielsen0209Gaberman.pdf](http://cpnl.georgetown.edu/doc_pool/Nielsen0209Gaberman.pdf)>
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- <sup>15</sup>Leat, D. evaluation of 2nd peer exchange (unpublished report to WINGS-CF)
- <sup>16</sup>Oliviero, M.B. (2002). Discussion Memo on Strategic Philanthropy: The Impact of Globalization.