

One-2-One

A program to support peer to peer exchange between organizations in the WINGS network

Background

At the beginning of 2002, two organizations participating in the WINGS-CF network were matched for purposes of mutual learning and information sharing. Community Foundations of Canada and the Institute for the Development of Social Investment (Brazil) helped to pilot a program intended to assist WINGS-CF organizations deepen their links with colleagues in the network. The success of the pilot exchange led to further matches, specifically between these network participants:

Year	Visiting Organization	Host Organization
2002	Philanthropy Australia	Community Foundation Network (UK)
2002	Charities Aid Foundation Russia	Centro Mexicano para la Filantropía
2003	Centro Mexicano para la Filantropía	Charities Aid Foundation Russia
2005	Association of Foundations (Philippines)	Philanthropy Australia
2006	Association of Slovak Community Foundations	Council of Michigan Foundations (USA)
2007	Aktive Bürgerschaft (Germany)	Community Foundations of Canada

The program involved a visit of one organization to the other in the network. Meeting opportunities during the visit included time between visiting and host representatives, larger meetings with the host's other staff and volunteer team, and meetings with local community foundations and other relevant constituents and partners.

In early 2003, a thorough assessment of the program was done by an external evaluator, Diana Leat, who reported on both tangible and intangible benefits identified by both the visiting organization and by the host. *“The participants gained a variety of benefits, sharing approaches, tools and methods in developing and supporting community philanthropy. This sort of knowledge diffusion is both effective and efficient, allowing community foundation support organizations to engage in their missions and tasks by building on accumulated experience. The way in which participants in WINGS-CF share time and knowledge so generously is commented on by a number of respondents. The role of WINGS-CF as the impetus and vehicle for this sort of sharing should not be underestimated.”*

The evaluation also highlighted the special value of face to face meetings, costly as they may be. The face to face interaction resulted in real personal relationships which the participants believed would be more “useful” in the long term. In one case, the host organization pointed out how the site visits had also enabled some of its member foundations to widen their relationships and learn from international experience. Other intangible benefits cited by both the host and visiting organizations included new ideas, time to think, new contacts and networking, feeling part of a wider network, gaining new perspectives and renewed enthusiasm.

The value and benefits of the One-2-One program was reiterated at the strategic planning meetings of the WINGS Coordinating Committee and the WINGS-CF Advisory Committee in 2007. Both committees agreed **to offer such learning opportunity to the broader WINGS network**. The committees decided to also pursue a more proactive and targeted approach in engaging network participants.

A new One-2-One Working Group will provide leadership and advice, continuously enhance program guidelines and material, develop plans for the next few years, select participants, periodically assess program implementation, and formulate recommendations on major issues for consideration by the WINGS-CF Advisory Committee and the WINGS Coordinating Committee.

The program

WINGS One-2-One aims to support three to five visits each year, with the following goals:

- a. **Mutual exchange and learning.** The overall purpose of the visit is mutual learning on work related to the development of emerging associations and philanthropy support organizations, promotion and support of community foundations, corporate foundations, and/or other types of grantmakers. The learning experience is designed to help enhance both individual skills and institutional capacities of grantmaker associations and philanthropic support organizations. More specific goals are jointly established by the exchange partners.
- b. **Sharing learning with the WINGS network.** It is hoped that the results of the exchange and learning will also be shared with the broader WINGS network to assist especially those grantmaker associations and support organizations that are newer to the field.

When possible, an additional goal may be to share new knowledge and tools with other WINGS network participants in the respective regions of the visiting and host organizations, with consideration for both commonalities and differences in cultures and socio-economic circumstances.

Each visit may last from three to five days (excluding travel time), depending on the specific objectives and agenda developed by the visiting and host organizations.

Who can participate?

Any organization participating in the WINGS network is welcome to apply using the form that comes with this program brief. Under the expanded program, a WINGS network participant may apply for either of the following arrangements:

- 1) Your organization may send two persons to the organization with which to be matched, or
- 2) The matched organization may send one or two persons to your organization so that more people from your organization may benefit from the exchange.

The working group will review applications, and select and match participants based on the most important needs of one organization and the greatest asset of the other. Your application must clearly state what you want to learn and if possible, where you want to learn it. The application may include a suggested partner organization but if identifying a potential partner would be quite difficult for you, the working group will come up with some ideas. They may also suggest an organization they consider to be a better match for you.

What is involved in participating?

E-mail and telephone contact between the host and visiting organizations to establish your shared goals for the visit. These would include agreements on the priorities (i.e., which topics/areas of your work should be the focus of the visit), the specific personnel to involve, meeting formats during the visit (e.g. dialogues, site visits to members, participation in other meetings at the host organization, etc.). These preliminary conversations would assist in developing an agenda for the visit and a list of expected achievements and benefits for both organizations. Selected organizations may plan the visit in conjunction with another activity or event to maximize the value of the trip and perhaps share the costs with other funders. An exchange of annual reports and other published material prior to or during the visit is also recommended.

Practical arrangements. The applicant organization should coordinate travel planning and practical arrangements with the matched organization. The organization to be visited normally handles preparation of an invitation letter and other documentation to support visa applications; arranging local travel if needed; identifying and booking appropriate accommodation; and providing any additional advice to help the visiting organization prepare for the visit. The visiting organization on the other hand would need to make airline bookings and ensure that all travel documents are prepared in time for the visit.

Report and evaluation. In the six-month period following the visit, it is hoped that there will be continuing follow-up between the two organizations on any issues discussed during the visit (e.g. further clarification, background papers to be shared, etc.). Within this six-month period, the participating organizations must submit an evaluation of the exchange and a written report, including any initial steps taken to share learning with their respective regions and with the broader WINGS network.

What will it cost?

WINGS can offer up to a maximum of US\$ 7,500 per visit to cover the roundtrip economy airfare, transport to/from airports, airport terminal fees, visa fees, meals, cost of local travel and onsite meetings, communication (telephone, conference calls, fax), and postage/courier. The exchange may cost more; thus we would appreciate any ideas on how your organization could contribute or raise funds for the difference. Also, if you think WINGS One-2-One is a program which could attract funding support from donors in your region, we would be pleased to work on joint proposals for submission to these potential funders.