

Calouste Gulbenkian Foundation Armenian Communities Department

HOW WE WORK

1 | Funding, Partnerships, and Collaborations

As a grant making organisation our main activity is to provide funds to projects and programmes that are in line with our set [priorities](#) and lines of action. We work with people and organisations that develop and implement projects addressing identified [needs](#). We seek to work with partners who develop original initiatives based on progressive principles. We also play an important role in the development of new initiatives and seek partners who can implement them.

We always strive to have the maximum impact that is possible with our resources.

I. Funding

We accept proposals that are in line with our [priority areas](#). We work programmatically, selecting a limited number of specific projects where we believe we can make a demonstrable difference, and we accept proposals that are in line with these areas of focus, seeking to have a better impact.

We accept applications made online through our system. More information can be found in the [Requirements, Criteria, and Conditions](#) document for our Project Grants. Our [Guidelines](#) document for Project Grants applications provides important information for applicants; it needs to be consulted carefully before applying.

For our university and research [Scholarship Programmes](#), the conditions documents for each of the specific scholarship categories must be consulted.

We make payments only after the signature of Grant Award Letter, which we prepare (a legal document). Payments are almost always made in instalments, against clearly indicated project deliverables and/or project reports. Final payments are always made at the conclusion of a project.

II. Transparency

The Armenian Communities Department of the Calouste Gulbenkian Foundation is committed to transparency and we regularly publish information about our grants and scholarships on our bilingual [website](#), these include scholarship reports and lists of projects supported.

III. How we select partners and projects to fund

We select partners and projects to fund through a rigorous process of evaluation, including research, engagement, consultation, and reference checks.

We evaluate each project proposal carefully and make decisions taking into consideration various factors, including the proposal's relevance to our priorities, its potential impact, the financial resources at our disposal, the existence of other similar initiatives, the capacity of the partner to implement the project, among many other factors.

We select projects in different manners; our applications are open the entire year in three application cycles. Information about the cycles and deadlines can be found [here](#). Sometimes, we also announce calls for prizes or for ideas we want to implement.

All of the projects we support are approved by the Director of the Department and the Trustee responsible for the Department. Larger projects also require the approval of the President of the Foundation, or the entire Executive Board of Trustees.

We believe in and promote collaborative relationships. This means being open to difference, having the right conversations, and learning collectively.

Putting very rare exceptions aside, we do not implement projects ourselves.

IV. Principles for successful partnerships

We envision successful collaborations to be guided by:

- Shared commitment to goals and an ambition to achieve results;
- Shared understanding of the nature of the partnership, its purpose, objectives and duration, and what each partner will contribute;
- Mutual respect and developing trust maintained throughout the lifetime of the partnership and beyond;

- Open and honest communication with a willingness to share information, learn from each other, and discuss problems which may arise;
- Mutual flexibility and responsiveness with a willingness to amend programmes in response to emerging evidence or changing needs and circumstances.
- *Support beyond funding*: we can, where appropriate, give suggestions and advice, facilitate connections between individuals and organisations, and help distil and disseminate the lessons from work we are supporting.

2 | Reporting

Reporting is crucial to us. It enables us to gather and share learning from individual projects and funding streams, and to develop our understanding of how we might best support projects in the future.

Our accounts are audited on a yearly basis. We also need reports for auditing purposes.

Our expectations

We ask all our partners to produce narrative and financial reports on the work we have supported. This is a condition for our support. We also always ask projects for a final report, usually we ask for interim reports too, but this depends on the size of the grant and the duration of the project.

Reports should be brief, covering the main aspects of the work implemented. Besides communicating about the successes, we encourage partners to be candid and to tell us about the challenges and about what has not worked so well.

In reports, we generally ask partners to comment on:

- What has been achieved;
- Particular challenges or opportunities that emerged;
- Learning from the work;
- Output indicators;
- Impact beyond the project;
- A budget breakdown.

We encourage partners to evaluate their projects. We evaluate projects internally on an ongoing basis, and on occasion, our programmes in general are evaluated by external evaluators hired by the Foundation.



3 | Communication

The Foundation is committed to maximising the beneficial impact of its funding and to bring about positive change. We are therefore keen to also promote our partners' work whenever possible and to collaborate with our partners to disseminate learning.

Our expectations

Below is the summary of what we expect from our partners to do:

- Send us drafts of material whose production we have supported before publication (reports, videos, toolkits, etc.).
- Let us know about events they are planning in relation to the work we are supporting (conferences, seminars, workshops, receptions).
- Provide drafts of media releases about the work we are funding before they are issued.
- Acknowledge our support in all printed, electronic, and other materials related to the work.
- Use our full name while acknowledging our support: 'Calouste Gulbenkian Foundation' in written acknowledgements and include our logo wherever appropriate. Awardees must request the logo from us, and must send us a screenshot so that we can approve the use of our logo.
- Send us copies of the coverage they receive about the project (both good and bad).
- Send us video clips, short films, and print quality high resolution photos of the work we are supporting whenever possible.
- Send us copies of books and publications supported by us.
- Spell our name correctly as we have indicated: Calouste Gulbenkian Foundation / Գալուստ Կիլպենկեան Հիմնարկություն.

We have included clear guidelines about the above-mentioned points in our Grant Award Letter.