

**THE CALOUSTE GULBENKIAN FOUNDATION**  
**ARMENIAN COMMUNITIES DEPARTMENT**

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**ARMENIAN SCHOOLS GRANT PROGRAM**  
**IN LEBANON**  
2022

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## 1. Introduction

The Armenian Communities Department of the Calouste Gulbenkian Foundation (hereinafter CGF) recognizes the countless and multifaceted challenges that Armenian schools in Lebanon are faced with today. The Foundation acknowledges that many efforts have been made and are still being made to ensure the vitality of Armenian educational institutions in Lebanon. CGF's [strategy](#) concerning the Foundation's engagement in Lebanon is developed to complement these efforts.

CGF believes that the initiative to meet the need for reform and bring essential changes to improve schools should come from within the schools and should be based on each school's needs and development perspectives. School administrations and staff –including teachers– are best placed to identify their needs and work together towards developing a plan or project wherein these needs can be met, and reforms can be envisioned and implemented.

## 2. Objectives

Renewal and reform efforts often falter because schools lack effective action plans and the financial resources to implement them. Thus, CGF would like to offer schools that strive to meet the challenges of renewal and the challenges of updating their pedagogy (or learning-related services) the financial means to implement specific activities meant to improve the school in general, and the teaching of Western Armenian in particular.

The CGF *Armenian Schools Grant Program in Lebanon* intends to give schools the possibility to develop a comprehensive project that addresses any aspect of professional practice or pressing issues in education within a given school. This grant program would allow selected schools to implement innovative teaching practices and pilot new approaches that reflect the latest educational thinking. Initiatives could include, among others, the development of new curricula, the use of information technologies (e.g., language apps), classroom libraries, the purchase and use of new pedagogic tools, after-school or student-led activities, and, importantly, the development of new curricula based on methodologies, such as project-based learning and reader's and writer's workshops.

## 3. Eligibility Criteria

Except for the three schools with ongoing projects in this grant program's previous cycle, all Armenian schools in Lebanon are eligible to participate in the CGF *Armenian Schools Grant Program in Lebanon*. All relevant stakeholders of schools should collaborate to identify the needs of their institution: principals, school trustees, teachers, parental councils and students. The submitted projects ought to demonstrate how they are addressing the actual needs of the school and how they envision bringing about substantial reform.

## 4. Evaluation Criteria

The Armenian Communities Department envisions these projects to target the following non-restricted categories:

**- Reform in the teaching of Western Armenian.**

Introducing methodology and creating programs and instructional material in line with the latest research in language teaching.

**- Early childhood programs.**

Creating or reforming early childhood programs with a student-centered scope, where children experience ownership of their own learning and get early exposure to collaborative learning and creative practices.

**- Special education programs.**

Creating or developing programs, resources, and assessment tools for children with learning difficulties or special needs.

**- Increase in-service teacher and school leader effectiveness.**

Creating or adopting teacher-training programs meant to update the pedagogical and technological knowledge of in-service teachers and school leaders.

**- Comprehensive instructional reform strategies.**

Developing larger initiatives targeting the school or the curriculum.

**- Establish an inclusive school culture.**

Team building and creating democratic school communities by involving all stakeholders in developing the school curricula.

*Priority will be given to projects not limited to one school and projects that produce outcomes that could be shared with the broader community of Armenian schools in Lebanon and the Diaspora.*

*The submitted projects will be evaluated by a committee internal to CGF at its Lisbon headquarters.*

## 5. Budget

CGF will allocate up to **150.000 Euros** in total to selected Armenian schools in Lebanon during the 2022–2023 academic year. The Foundation will support a maximum of three schools, for up to 50.000 Euros each. Initiatives presented should be finalized by the end of 2023, including implementation and evaluation.

## 6. Application Process

All applications must be submitted online through the online application form of the Armenian Communities Department.

Applicant schools first need to register and create a "MyGulbenkian" account with the Calouste Gulbenkian Foundation; subsequently, they will be able to submit their application starting 1 August 2022. After the initial evaluation stage, short-listed candidates will be invited for an interview.

## 7. Timetable

- Proposal application deadline	<b>20 September 2022</b>
- Short-listed project Interviews	<b>10 October 2022 – 19 October 2022</b>
- Announcement of results	<b>28 October 2022</b>

## 8. Technical Assistance

The Foundation's Focal Point in Lebanon will offer individual pre-application technical assistance upon the applicants' request. From 1 September 2022 to 9 September 2022, the CGF Focal Point will consult the project teams and advise necessary alterations to improve their proposals before submission.

The Foundation will provide a Frequently Asked Questions list and budget and timeline templates to facilitate the application process.

## 9. Program Accountability & Monitoring

CGF is responsible for monitoring the grants and the implementation of the projects. The Foundation follows up with the schools during the project implementation period to support and encourage the successful execution of the educational projects, including the effective use of funds and assessment of impact.

The monitoring will be conducted according to the following program accountability requirements:

- The use of granted funds for the purposes mentioned in the application packages.
- The implementation of the projects within the timeline agreed upon with CGF.
- The meeting of reporting and accountability requirements. These requirements address (1) financial reporting, (2) performance reporting, (3) budget planning, (4) program evaluation and (5) technical assistance.

To fulfill its monitoring responsibilities, CGF requires grantees to submit appropriate

documentation. CGF representative(s) may conduct site visits to the funded schools. The purpose of these visits is to confirm data submitted by applicants and to gather additional information through interviews and observations for monitoring and evaluation purposes.

**Data Protection** *(this section is included as per European legal requirements)*

All personal data provided in the application process or during project implementation shall be treated exclusively for the purpose of managing the CGF Armenian Schools Grant Program in Lebanon by the Calouste Gulbenkian Foundation (CGF), as the entity acting as joint controller for processing the data.

The CGF may be contacted regarding any questions related to data processing carried out in this context and for these purposes through [privacidade@gulbenkian.pt](mailto:privacidade@gulbenkian.pt).

The personal data of the subject shall be kept for the period of time necessary for the management of the grant, except in cases where another period is required by applicable law. Some data (i.e. the name of the subject, date of application, terms and duration of the grant and personal data potentially included in the works and final publications) will be kept indefinitely by the CGF for the purpose of conservation of relevant information in the context of its relevant cultural assets.

The subject may, at any time, withdraw his/her consent for the processing of his/her personal data, in accordance with the applicable legislation, without prejudice to the validity of the processing made based on the consent previously given. The withdrawal of the consent implies that the CGF cannot treat his/her personal data for the purposes consented to and as such may result in the impossibility of the applicant continuing as such in the application.

The controller guarantee the subjects the exercise of their rights in relation to their personal data, such as the right of access, rectification, erasure, opposition, limitation of treatment and portability, according to the applicable legislation.

The controller implement all security measures necessary and adequate for the protection of the personal data of the subjects, either when the data is processed directly by them or when the data is processed by entities subcontracted by it.

The controller may treat personal data collected in this context directly and/or through subcontractors for the purpose of managing the grant. In such cases, appropriate contracts shall be entered into with such subcontracting entities, in accordance with the applicable legislation.

In the scope and for the purposes of managing the grant, the CGF may communicate the data of the subject to partner entities for publications and institutional communications. These entities may be located within the territory of the European Union or abroad, and in the latter case, appropriate mechanisms under the applicable legislation to safeguard the security of personal data processed shall be used at all times.

The subjects may file a complaint to the Portuguese National Authority ("Comissão Nacional de Proteção de Dados") if they believe that there is a breach of data protection incurred by the joint controllers.