

How we work with partners



CALOUSTE GULBENKIAN
FOUNDATION

UK BRANCH

Guidance for organisations we
support

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1. Introduction

Calouste Gulbenkian was an Armenian born near Istanbul who worked in Britain and became a British citizen, lived in France and died in Portugal. He was multi-cultural, multi-lingual and spent a lifetime bringing people together from different cultures and nationalities. He thought of himself as a business architect rather than a businessman and was responsible for brokering some of the largest commercial joint ventures the world has known. In endowing the Calouste Gulbenkian Foundation, he wanted others to benefit from the legacy he left.

The Calouste Gulbenkian Foundation is an independent charitable foundation established in Portugal in 1956 with cultural, educational, social and scientific interests. It is one of the largest European foundations, with headquarters in Lisbon and offices in London (the UK Branch) and Paris.

The UK Branch's purpose is to bring about long-term improvements in wellbeing, particularly for the most vulnerable, by creating connections across boundaries (national borders, communities, disciplines and sectors) which deliver social, cultural and environmental value. Our strategy carries forward the main themes of the strategy we implemented in 2009: cultural understanding; fulfilling potential; the environment; and a theme of strengthening civil society and encouraging social innovation. We retain these themes as a frame defining the areas in which we work.

Based on our 2013 strategy review we have narrowed our focus to three new areas of activity, which fall under our themes: transitions in later life; participatory performing arts or arts with a social impact and ocean conservation. We will, in addition, continue to support work aimed at promoting social innovation and strengthening civil society, and securing the legacy of programmes, which have recently reached their conclusion.

We summarise our approach as being to explore, experiment, exchange, explain and exit.

Summarising our approach

Explore: we support research, which inspires new thinking and provides evidence to inform changes that will lead to increases in well-being.

Experiment: we support selected pilot interventions and occasional start-up organisations.

Exchange: we act as a convenor and collaborator, fostering partnerships that might not otherwise happen, supporting and engaging in networks and hosting learning communities.

Explain: we seek to understand what happened and to disseminate the learning to those who can act on it.

Exit: we seek to create a legacy so we can move on and address other issues.

We seek to be outcome-orientated and place a significant emphasis on evaluation and communicating the learning from the work we support to those with the power to make change. This note sets out our ambitions and expectations in building and maintaining successful partnerships. It covers our approach to partnership; evaluation, learning and communications.

2. An approach based on partnership

We are interested in working with organisations to identify needs and to develop projects, which address them. We seek to work with organisations developing ‘next practice’, trialling new - potentially more effective - approaches or addressing unmet needs. Often we will play a role in the development of new initiatives. We have for example, played a catalytic role in the formation of the Making Every Adult Matter coalition and the Campaign to End Loneliness. We have also supported a number of start-ups (see case studies). One of our aspirations for our new activity strands is to develop learning communities or labs in which organisations, with our support, come together to share and learn and to refine and develop practice in their area of activity.

How we select partners

We select partners proactively through a rigorous process of: research, engagement in a wide range of networks, and open consultation. We also sometimes issue ‘calls’ for applications. These may be completely open or we may invite a defined group of organisations to submit proposals for initiatives that meet particular criteria.

We also maintain an ‘open fund’ which allows us to consider proposals from organisations that our research has not identified. Only the most exceptional proposals that are a good fit with our current strategic priorities are likely to be successful (less than 1 per cent of unsolicited applications have received support over the last three years).

We are enthusiastic about funder collaboration and because we want to remain open to proposals from peer organisations – trusts, foundations and other funders – to collaborate in projects that meet our priorities, we have identified a small budget for proposals our peers approach us with.

What the Foundation can offer

Our partner organisations have the skills and expertise, which ensures that our strands of work create lasting value. However, we also have strengths to contribute. We can offer advice and support based on our understanding of social and cultural affairs in our focus areas; we can often facilitate connections between organisations, bringing together effective learning communities; we can help distil and disseminate the lessons from work we are supporting; and we can challenge our partners, where appropriate, to be more ambitious for their work (see section below, which explains in more detail what we offer beyond funding).

CGF's offer beyond funding

The table below summarises the different sort of help we provide and explains why we provide it. We are a relatively small team, which means that we do not have the resources to work intensively on a one-to-one basis with every organisation we support throughout the period of funding. Our approach is to concentrate our resources on assistance for the cohorts of organisations we are working with in order to deliver our strands. We work with them as a group on, for example, evaluation and learning and access to other sources of funding. In addition, there are a small number of organisations that we are core funding over an extended period, which receive more concentrated support, particularly those in the start-up phase. We are also committed to helping any organisation that is experiencing particular difficulties in delivering the project we are supporting through helping either directly ourselves, where we have the expertise, or by purchasing tailored consultancy support.

How?	What?	Why?
Convening (meetings/seminars/conferences/dinners/workshops)	Groups of organisations working in particular fields/other funders/policymakers and opinion formers	To promote shared learning and the development of next practice/to develop our understanding of the issues we work on to enable us to make better decisions/to promote particular issues or approaches increasing their currency
Commissioning research/analysis/policy papers	Literature reviews, research scoping a field, research to plug gaps in the knowledge base, comment pieces.	
Supporting international exchange	Providing funding for participation in study tours/attendance at conferences abroad.	
Brokering relationships	Between organisations of different scales and sectors and between supported organisations and possible funders	To help strengthen individual projects and the particular cohort and increase the likelihood of them achieving what they are seeking to achieve.
Strategic advice to individual projects	Evaluation and learning, communications, influencing, financial management.	
Support with specific aspects of project delivery	Rent-free office space for a limited period for one organisation.	
Accommodation for individual projects and access to meeting space	Free access to our meeting spaces a couple of times a year dependent on availability.	

Principles for successful partnership working

We believe the principles of successful partnership working to be:

- a shared commitment to goals and an ambition to achieve change;
- a shared understanding of the nature of the partnership, its purpose, objectives and duration, and what each partner will contribute;
- a mutual respect and developing trust maintained throughout the lifetime of the partnership and beyond, including through shared acknowledgement;
- open and honest communication with a willingness to share information, including about problems which may arise on either side so that the partners can deal with these together and learn from them;
- a mutual flexibility and responsiveness with a willingness to amend programmes in response to emerging evidence or changing needs and circumstances;
- a shared commitment to evaluation, learning and dissemination.

Behaviours

Rather than values we prefer to articulate statements about what those who work with us can expect of us: behaviours which we strive to exhibit in all that we do. We will demonstrate:

challenge (including of ourselves)

We are bold and ambitious; we challenge ourselves and our partners to do better – charitable resources are precious and limited and we want to fund only the best work, likely to have significant impact, undertaken by the best people.

supportiveness

We endeavour to develop positive supportive relationships with all our partners, recognising that often they are developing and delivering projects with us that are new and difficult.

respect

We recognise that we contribute to change by supporting a range of partners – with money and in other ways, but primarily our impact is based on their brave leadership, commitment, skills, knowledge and experience.

authenticity

We seek to be authentic in the sense of being open and true to our aspirations and commitments and with human wellbeing at the centre of what we do.

transparency

Because we mostly fund proactively there is a greater onus on us to be transparent about what we are funding and why and to provide a clear rationale.

3. Evaluation

Our approach is based on embedding evaluation and learning into our three main activities: strand development, strand delivery and work on legacy and dissemination (see figure 1 overleaf). It is informed by the *Funders' principles and drivers of good impact practice*, produced as part of the Inspiring Impact project. We appreciate that we have much to learn from our partners about this topic and we propose over time to adapt and refine our approach based on this learning.

Inspiring Impact

Inspiring Impact is a programme that aims to change the way the UK voluntary sector thinks about impact and make high-quality impact measurement the norm for charities and social enterprises by 2022. The website <http://inspiringimpact.org/> provides valuable resources and tools for the sector.

Why is evaluation and learning important?

Evaluation and learning underpins strategy and planning and enables organisations to continuously improve. It helps us, and the organisations we partner with, to deliver greater impact. We are concerned to evaluate and learn from our work so that we can be a reflective funder, able to:

1. Develop knowledge and move practice forward, thus contributing to a wider legacy.
2. Help our partners to build capacity by facilitating peer learning.
3. Learn and develop our own practice, sharing this knowledge with other funders.

What principles underpin our approach?

We aspire to build an approach rooted in trust, honesty and integrity, which respects the independent values, mission and ways of working of those we support, and which is robust whilst also being proportionate.

The following principles underpin the approach:

Targeted - we will focus our resources on exploring key questions or issues and only collect data we intend to analyse and use in our reporting and other dissemination activities.

Engaged - we will determine an area of enquiry and then refine and develop this over time through on-going discussion with you and other stakeholders.

Participative – we will seek to understand our contribution to positive change for individuals and communities by providing opportunities for direct feedback.

Ambitious yet realistic – we will appreciate the limits of our capacity and ensure that the resources we are dedicating to evaluation and learning deliver maximum benefit.

Relevant - we will be clear about what we can contribute to the collection and dissemination of knowledge on particular issues and whether we will work alone or with other expert organisations.

Grounded – our approach will be grounded in our work with partners and will be based on quantitative and qualitative evidence provided by our partners, independent evaluations and event discussions.

Innovative – we will seek to model ‘next practice’¹ in this as in other areas of our activity.

FIGURE 1. The programme cycle and how evaluation and reporting tasks are embedded at different stages

Stage	Key questions	Evaluation and reporting tasks
Environmental analysis	<ul style="list-style-type: none"> • What is the need? • What are others doing to meet it? • What outcomes might we be seeking to achieve? • What might our unique contribution be to achieving it (based on existing expertise, networks, etc.)? 	Identify the sort of outcomes we might be seeking to achieve.
Scoping	<ul style="list-style-type: none"> • What are the very specific needs that we might be seeking to meet? • What specific outcomes might we be seeking to achieve and over what timeframe? • How will we measure these outcomes? • Who will we be seeking to influence and in what ways? 	Develop an initial theory of change and start narrative outcomes mapping Identify the research/policy questions that we might seek to answer through our support

1. The Innovation Unit uses the term ‘next practice’ ‘to convey the notion of genuinely new approaches based on practical understanding’. It is distinctive from best practice in being genuinely orientated towards the future. It has been described as being based on “disciplined imagination”. See <http://www.innovationunit.org/sites/default/files/Next%20Practice%20in%20Education.pdf>

Programme design	<ul style="list-style-type: none"> • What type of process (open or commissioned)? • What level of funding, over what timeframe for what sort of projects (capacity building, pilots, etc.)? • What will we provide in addition to funding? How does this fit with/contribute to our other programmes? • How will we review/ensure we leave a legacy/exit? • What data will we collect to check progress and how will we collect it? • What are our plans for learning and evaluation? 	<p>Proposals for collecting data to measure progress in achieving outcomes (including establishing a baseline).</p> <p>Develop an overall evaluation and learning plan (including an assessment of the costs and conditions to be attached to grants)</p>
Application/invitation	<ul style="list-style-type: none"> • Do we know which are the 'star' organisations or organisations with most potential in this field? • Do we know what is best or next practice? • What are the best means of locating the sort of organisations we want to support? 	
Assessment	<ul style="list-style-type: none"> • What are the appropriate criteria and should some be prioritised (taking into account the outcomes we want to achieve)? • What is our attitude to risk (for ex., are we seeking to fund things that are untested but are innovative and appear promising)? • What can we learn from these projects as a group? 	
Partnership agreement development	<ul style="list-style-type: none"> • How will the requirements for individual projects contribute to achieving evaluation and learning objectives for the programme as a whole? • What data will we ask partners to collect and how will we use it? • How often will we ask for reports and in what format? • How can we build the evaluation and learning capacity of partners? 	<p>Develop more detailed evaluation/learning plans (for individual organisations/clusters)</p> <p>Identify potential evaluators/discuss plans with them</p>
Analysis and review	<ul style="list-style-type: none"> • How are we developing the knowledge base about the issue/moving the debate forward? • How are we advocating on behalf of the cause? • At agreed review points, how is the programme going? • Will we exit/continue (with some partners)? • How are we helping to ensure that funded work leaves a legacy and is more sustainable? 	<p>Capture and analyse data</p> <p>Adjust evaluation and learning plans based on interim findings</p> <p>Produce interim (formative) and final (summative) reports</p>

Legacy and dissemination

- How do we achieve maximum value from programme outputs?
- What is the learning from the programme, who should know about it and what are the best dissemination methods?

Develop and implement dissemination plan

How we propose to work with you to evaluate and learn

Outcomes

For each activity strand we will generally establish at the outset an evaluation and learning framework. We will ask you to help us develop and refine this overall framework, which should be consistent with your project outcomes and the specific aims or changes you want to achieve. We will ask you to establish appropriate outcomes and to collect the necessary data to demonstrate progress in achieving them. (Your programme manager can help you with this).

The evaluation and learning framework for each activity strand will include research questions we are seeking to answer/hypothesis we are seeking to test. When we ask you to reflect on your learning using the methods outlined below, we may ask you to provide data/comment on these also.

Reporting

We require each of our partners to provide us with final and also interim reports. The data from these reports is used, together with any other data collected, to inform the independent evaluations we commission of each of our activity strands.

Communities of practice/learning communities

We seek to develop communities of practice/learning communities, which will bring together the organisations or projects supported under each activity strand to discuss their practice and share learning. We plan to invest more resources in this work in the future.

Feedback from beneficiaries

We are likely to want to hear direct from the individuals or organisations you work with about the outcomes of your work. We may therefore ask you to request your beneficiaries to fill in on-line survey forms. These forms will be used to produce aggregate data about the outcomes of particular activity strands.

A note on how this approach will be applied

The essentials of our approach are described here in a linear way in the interests of clarity. However, we are flexible and recognise that when properly understood, work on social and environmental change can be complex and untidy. This note is intended only as guidance and we propose to review, develop and refine our practice as our experience grows.

Our experience so far means we recognise that:

- much of the work that we support is new or exploratory; this means that it may be difficult to determine clear outcomes at the outset, however, we should at least be able to state a clear hypothesis; there may be unintended outcomes from funded work and negative as well as positive outcomes and we are equally interested in understanding these;
- the desired outcomes of funded work may be achieved long after the funding period has ended; generally our interest is in the progress being made towards achieving particular longer term outcomes during the period of our funding and the development of appropriate milestones to indicate progress (sometimes referred to as intermediate outcomes);
- while evidence or data is important, it needs to be contextualised, we are not only interested in what happened but also in why it happened and the conditions that enabled it to happen;
- stories are as important as hard data because they can help to contextualise it and make it real;
- we are, we hope, helping you to achieve positive social and environmental change through the work we support, but a myriad of other players and environmental factors are also in play and so the most we can claim is that our support is making a contribution to the change achieved.

4. Reporting

We ask all of our partner organisations for a brief interim and final report on their projects in order to:

- determine the change (what and how) that our support is contributing to achieving;
- answer specific questions or examine specific hypothesis which are of concern to us (we aim to develop and deepen knowledge in each of our activity strand areas);
- gather and share learning from individual projects and funding strands;
- improve our understanding of how we might support organisations in the future.

Please keep these reports brief, with a maximum of five sides of A4.

Please be candid as that is how learning is captured. We will also need to see a simple budget breakdown of how the funding was spent.

Your interim/end of grant reports should provide:

1. A summary of what has been achieved

Explain what outcomes you have achieved or made progress towards. Please refer back to the outcomes set out in your original partnership agreement and/or any subsequent amendment we have agreed to these.

Please provide the evidence for these outcomes. This might come from a range of sources including: feedback from beneficiaries, staff, volunteers, experts you work with (e.g. formal or informal meetings) as well as more formal research exercises including consultations and surveys.

We are interested in stories, testimony or case studies about outcomes (where you have them – please do not prepare them only for our benefit!) in addition to hard data, as they provide important context.

2. An account of the particular challenges or opportunities that emerged

Were there particular things that happened (e.g. staff changes) or general environmental factors (e.g. a detrimental change in government policy) that made it difficult for you to achieve the outcomes you were expecting? Did new opportunities emerge for you to pursue/develop the work (e.g. a positive change in government policy)? And, again, how did you respond?

We are asking this in order to put the progress you have achieved in context; we would like to understand not only what change has happened but also why it happened or what prevented it from happening?

3. A discussion on what you have learned or are learning from this work?

Please tell us what you learned by delivering this work; both how it has advanced your knowledge of the subject area and how it has advanced or helped to change your organisation's practice?

Here, you might refer to the specific research questions established for the strand i.e. the questions it was seeking to answer or the hypothesis it was seeking to examine. (See your partnership agreement).

4. A note on any broader impact that the project has achieved

Has the project had a broader impact beyond your organisation and its direct beneficiaries? For example, have you contributed to positively changing key stakeholders attitudes, strategy or practices? Have you made a contribution to the knowledge base beyond that described above?

5. Any comments that you have about our funding approach – things we could do better at any stage of the process and how?

We are always striving to improve our funding practice and welcome your comments about how we work.

NB: This note is intended only as guidance. Your partnership agreement will specify the precise reporting requirements in your case. We may be supporting your project as part of collaboration with other funders. In these instances, we are likely to agree common requirements, which may differ in some respects from those set out in this note.

5. Communications

Communications and public affairs work

The Foundation is committed to maximising the beneficial impact of its funding and to bring about change. We are therefore keen to promote our partners' work and to collaborate with our partners to disseminate learning. Please liaise with [Margaret Bolton](#) on all matters of communication, public affairs and shared learning.

Reports, research, publications, evaluations, videos etc.

Please send us drafts of reports and other materials whose production we have supported for comment before publication. We are happy to provide forewords/prefaces/material for introductions. We can also help with dissemination through our website and networks. Please provide at least one final copy of any funded report, publication, video, CD, programme, flyer etc.

NB: Please see the section below regarding acknowledgement and logos.

Guidance on Intellectual Property

We believe that the public interest is best served by any protectable intellectual property created under a grant being owned by the partner organisation as the recipient of the grant. The partner will grant the Foundation a non-exclusive royalty free licence to use and publish parts of the new work produced as a result of the grant without limitation.

In the case that the partner organisation ceases to exist or the partner organisation chooses not to take the work forward, ownership of any protectable intellectual property produced under the grant will revert to the Foundation and may be used by the Foundation under the non-exclusive licence.

Some partners may wish to make their work funded by the Foundation available through open licensing. For guidance on Creative Commons Attribution you can visit <https://creativecommons.org>

Events

Please keep us up to date about events you are planning in connection with the work we are supporting, including conferences, launches, policy briefings and other gatherings. We may be able to host events at our Hoxton Square offices or make rooms available for meetings, round tables and seminars. Please invite the Director or appropriate Gulbenkian personnel to events related to the work.

Media campaigns and news

Please inform us of publicity – good or bad – about the supported work. Please provide drafts of media releases before they are issued. We can provide quotations for inclusion. Please include the following paragraph about the Foundation in the Notes to Editors:

The Calouste Gulbenkian Foundation is an international charitable foundation with cultural, educational, social and scientific interests. Based in Lisbon with branches in London and Paris, the Foundation is in a privileged position to support national and transnational work tackling contemporary issues. The purpose of the UK Branch, based in London, is to bring about long-term improvements in wellbeing particularly for the most vulnerable, by creating connections across boundaries (national borders, communities, disciplines and sectors) which deliver social, cultural and environmental value.

Please email [Bridget Gourlay](mailto:bridget.gourlay@gulbenkian.org) for approval if you wish to amend this paragraph. Please also contact Bridget if you would like a quotation for inclusion in media releases.

Acknowledgements and logos

Please acknowledge the Foundation's support in all printed, electronic and other materials related to the work supported (reports, leaflets, brochures, posters, written or spoken presentations, websites, videos, CDs, programmes etc.).

Please use our full name: 'Calouste Gulbenkian Foundation (UK Branch)' in written acknowledgements and include our logo wherever appropriate, with the credit line: 'Supported by' above the logo.

The logo is available in different formats [here](#). It is supplied in black and white in one size only.

The logo is always black or white. NEVER directly apply colour effects to the logo. The brand palette is primarily black on a white background but this can also be reversed and the logo can be placed on a black or coloured background i.e. white out of background.

The logo should aesthetically be the same size as partner logos.

Please send [Bridget Gourlay](mailto:bridget.gourlay@gulbenkian.org) a proof or screenshot so that we can approve the use of our logo before you print or distribute or contact her for further advice/clarification on our requirements regarding acknowledgement.

Foundation platforms and distribution channels

We can feature news items, short videos, media releases and information about events on our website, with appropriate links and assist with distribution through our networks.

We are seeking to include short videos on our website about the work we support. Please send us video clips or short films where you have them. Where available, please also send us good quality digital images of your work for possible publication on our website, in our Annual Review, or in related publicity. Please ensure that all copyrights have been cleared and provide appropriate captions and credit lines. If supplying photographs of children under 18, a signed consent must be obtained from parents or guardians.

Calouste Gulbenkian Foundation UK Branch
50 Hoxton Square, London N1
Tel. 020 7012 1400
info@gulbenkian.org.uk
www.gulbenkian.org.uk