



# EXIT WITH LEARNING

Lessons from C&A Foundation's exit process from  
the Education programme in Brazil

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MANAGING SOCIAL RISKS IN GLOBAL SUPPLY CHAINS

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## ACRONYMS

CSO	Civil Society Organisation
GIFE	Grupo de Institutos Fundações e Empresas
IC&A	Instituto C&A (C&A Foundation in Brazil)
KPI	Key Performance Indicator
LEQT	Leitura i Escrita de Qualidade para Todos
MEL	Monitoring, Evaluation and Learning
ONE	Organisational and Network Effectiveness
OPI	Organisational Performance Index
PeL	Prazer em Ler
RNBC	Rede Nacional de Bibliotecas Comunitárias
SP	Sustainability Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToC	Theory of Change

## EXECUTIVE SUMMARY

Following C&A Foundation's articulation of the global goal to "make fashion a force for good", the C&A Foundation in Brazil announced, in 2015, its exit from its Education programme of 25 years. At the same time, the education team and the C&A Foundation's management were asking themselves: *How can we make a sustainable and thoughtful transition?*

Not an easy question to answer. While the importance of carefully planning and implementing an exit strategy is widely recognised in the grantmaking field worldwide, the general practice – especially in Brazil – is marked by disruption and hastiness. The learning review carried out by Covox offers a detailed analysis of the process undergone by the C&A Foundation, drawing a series of useful lessons for grantmakers and grantees facing such a transition.

With few examples to go by, the C&A Foundation built and implemented – somewhat organically – an exit strategy during 2016-18. There were three main elements in the strategy:

- ⇒ Structure a process for transition through financial and technical assistance the development and implementation of sustainability plans by grantees
- ⇒ Support and disseminate learning through the creation of a repository of knowledge products, evaluation of selected grantees, and a learning and feedback process implemented in the final year of the transition
- ⇒ Strengthen the field through structuring and strengthening of alliances and networks, as well as facilitating action from new funders

All three lines of action proved to be **effective and contributing to the sustainability** of grantees and of the education field in the country. **Key achievements include:**

- Six months after the end of the programme, all ex-grantees are funded, continuing with their activities and are planning for the future
- All grantees have developed a sustainability plan
- Grantees demonstrate a critical change in mindset and how they think about sustainability, with improved capacities and practices in various areas (financial planning and management, strategic communications, advocacy and ties with the community, stronger and decentralised governance, improved organisational practices focusing on people and learning)
- The main supported methodologies by the education programme over the years have been documented and made available to the public (although dissemination has been limited)
- Further social capital has been created in the education field in Brazil through network strengthening efforts and learning exchanges
- Not only the reputation of the C&A Foundation in Brazil has been maintained, but has gained even further recognition as an example in the country of making a responsible transition out of a large and mature programme.

Important **lessons** can be learnt from the C&A Foundation’s experience for making a responsible exit:

Lessons for grantmakers	Lessons for grantees
<ol style="list-style-type: none"> <li>1. <b>Support sustainability from the outset</b> <ol style="list-style-type: none"> <li>a. Introduce multidimensional concept of sustainability</li> <li>b. Provide technical assistance</li> <li>c. Think of the organisation, not just the project</li> </ol> <p>...but, it’s never too late to start!</p> </li> <li>2. <b>Promote co-financing</b></li> <li>3. <b>Have a clear exit strategy and communicate it to all stakeholders</b> <ol style="list-style-type: none"> <li>a. Put in place a monitoring, evaluation and learning plan for your exit strategy</li> <li>b. Facilitate peer-learning for grantees</li> </ol> </li> <li>4. <b>Be a critical friend for grantees, through critical and constructive appraisal stemming from real-time evaluation and learning</b></li> <li>5. <b>Take an ecosystem approach</b> <ol style="list-style-type: none"> <li>a. Support sustainability of individual grantees</li> <li>b. Strengthen field through networks and alliances</li> </ol> </li> <li>6. <b>Dedicate time and resources</b> <ol style="list-style-type: none"> <li>a. 3+ years for multistakeholder/long-term programmes</li> <li>b. Make it a clear staff priority</li> </ol> </li> <li>7. <b>Systematisation of knowledge is a good strategy for supporting field-building and grantees</b> <ol style="list-style-type: none"> <li>a. Clearly identify the target public</li> <li>b. Consult them on the content and the medium</li> </ol> </li> <li>8. <b>Sustainability planning builds resilience but does not guarantee it</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Develop and implement a sustainability plan</b> <ol style="list-style-type: none"> <li>a. Do this, even if not a funder requirement</li> <li>b. Tie it to your strategic planning</li> <li>c. Plan for the short, medium and long term and adapt to changes in the context</li> <li>d. Continuously monitor and revisit it</li> </ol> </li> <li>2. <b>Sustainability is multidimensional and goes beyond financial aspects!</b></li> <li>3. <b>Nurture your human resources</b> <ol style="list-style-type: none"> <li>a. Create a culture of caring</li> <li>b. Promote new models of leadership</li> </ol> </li> <li>4. <b>Connect with your bases</b></li> <li>5. <b>Invest in strategic communications</b></li> <li>6. <b>Diversify your funding sources</b> <ol style="list-style-type: none"> <li>a. Overcome old dichotomies about private/public funding</li> <li>b. Think creatively about income generation</li> </ol> </li> </ol>

## INTRODUCTION

Following C&A Foundation's articulation of the global goal to "make fashion a force for good", the C&A Foundation in Brazil<sup>1</sup> announced, in 2015, its exit from the Education programme that it had been supporting for 25 years. At the same time, the education team and the C&A Foundation's management were asking themselves: *How can we make a sustainable and thoughtful transition?*

It was not an easy question to answer. While there is wide-spread recognition in the sector of the importance of carefully planning and implementing an exit strategy, the general practice, especially amongst funders in Brazil, is of abrupt disruption and lack of exit planning. Further, few examples of careful transitions and best practices are documented and evaluations on the issue are not available.<sup>2</sup> The present report aims to contribute to the literature by reviewing and analysing the experience of the C&A Foundation in implementing a process for gradually ending its support to Education programme grantees.

Since the early days of its creation (1991), the C&A Foundation in Brazil has been an important grantmaker in the country for educational programmes, especially in the areas of promotion of reading and early childhood and holistic education. In 2013, the C&A Foundation started a process of alignment of the different branches of the Foundation in the world, around a single vision: *to make fashion a force for good*. This meant that the Foundation would progressively stop making grants to areas not related to this vision.

Within a complex political context and with few examples from other foundations to draw from – none of which in Brazil – the C&A Foundation made the decision to set a three-year transition period (2016-18) under the name Projeto Legado (= the Legacy Project).<sup>3</sup> During this period, partners continued to receive financial and non-financial support from the C&A Foundation focusing on building the sustainability of the grantees' organisations and their ability to continue overtime with the social transformation processes that had been initiated with the C&A Foundation's support. Further, investments were made in systematizing and disseminating knowledge generated by the programme (C&A Foundation and grantees) over its 25 years, and for further supporting alliances and networks for advancing education in the country. Additionally, Covox was engaged by the C&A Foundation at the end of 2017 with the purpose of facilitating a learning process between the teams and the programme's grantees.<sup>4</sup>

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<sup>1</sup> Known in Brazil as Instituto C&A (IC&A)

<sup>2</sup> Some useful publications on the subject are: Kibbe, Barbara. 2017. *Breaking Up is Hard to Do* in The Foundation Review, Volume 9, Issue 1 *Exit Strategies*; Grantcraft. 2007. *The Effective Exit: Managing the End of a Funding Relationship*; Petrovich, Janice. 2011. *Exiting Responsibly: Best Donor Practices in Ending Field Support, A Study for the Robert Wood Johnson Foundation*.

<sup>3</sup> See Annex 1. A theory of change for making a responsible exit.

<sup>4</sup> For details regarding the process facilitated by Covox for this learning review, please see Annex 2.

**A note on context:** This has been a period of remarkable political agitation in Brazil. When the decision to exit from the education programme was made by the C&A Foundation, the political context allowed for a certain dialogue between civil society, and particularly organisations promoting education, and the administrations. In 2016, President Dilma Rousseff was impeached and was replaced by President Michel Temer, whose views on education were received as adverse and hostile by organisations in the programme. Organisations reported shrinking space for dialogue and available funding both at the national and regional/local level. This distancing between civil society and administration widened further when Jair Bolsonaro was elected President of Brazil in 2018. These changes in the political context have a direct implication on the sustainability of organisations working on education, as many work with structures that depend largely on public funding.

## SUSTAINABILITY PLANS: A SUCCESSFUL STRATEGY FOR BUILDING GRANTEES' SUSTAINABILITY

Supporting the development and implementation of sustainability plans (SPs) by grantees, as a key strategy in the Projeto Legado, was definitely a good decision, as evidenced by the findings on grantees' satisfaction and the reported and observed outcomes for grantee organisations. It is particularly important that the **C&A Foundation supported this as a process** (providing ongoing technical assistance and hand holding for most grantees) **and did not restrict the support to the product** (the actual plan).

### HAND-HOLDING: ACTIVE SUPPORT BY THE FUNDER

The development of a sustainability plan was an idea that was introduced to grantees directly by the C&A Foundation. In a series of interviews, **nine grantees reported that they had not considered having a sustainability plan previously and six reported that they had considered it, but had not taken any action in that direction.**<sup>5</sup>

### *DIFFERENT TYPES OF SUPPORT FOR DIFFERENT GRANTEES*

The **type of support** provided was in the form of technical assistance by C&A Foundation's consultants and consisted of the following:

- A template and guidelines. There was a generic set,<sup>6</sup> and from it a specific set of guidelines was developed for the networks of community libraries in the Prazer em Ler (PeL) programme.<sup>7</sup>
- Conference calls for going through the guidelines, clearing doubts, structuring the process, and giving feedback on drafts.
- Face-to-face training workshops on how to build the sustainability plans.
- Reviewing drafts.
- Contributing directly to the drafts.

The support was made available to the **different grantees in varying degrees.**

Networks in the PeL programme received more intensive support, as this was also seen as a way to support their consolidation. Some of the larger organisations only received the template and held teleconferences.

*Figure 1 Support for sustainability plan development received by the 18 grantees*

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<sup>5</sup> Grantee interviews, May 2018

<sup>6</sup> Sustainability Plans Matrix

<sup>7</sup> PeL Sustainability Plan Guidelines

## GRANTEES VALUE HIGHLY WORKSHOPS AND DRAFT REVISIONS BY THE FUNDER

Partners expressed high levels of satisfaction with the support received:

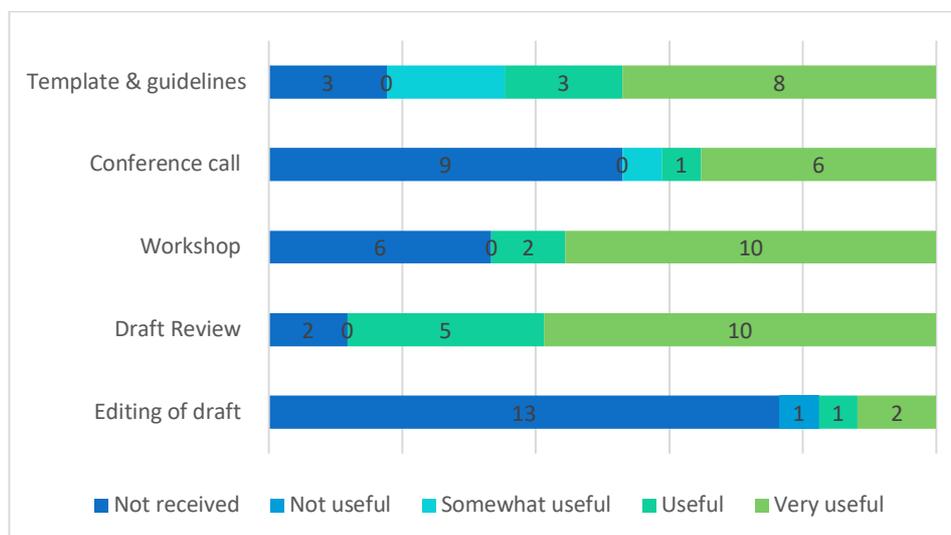


Figure 2 Partner satisfaction with support received for sustainability plans

**The face-to-face workshop and reviewing of drafts were seen as the most useful aspects of the support provided.** Workshops were mainly provided to networks in the PeL programme, and according to partners they were fundamental for starting to reflect on their sustainability from a multi-dimensional point of view as well as for structuring the plan's development process.

### HAVING A SUSTAINABILITY PLAN: A RESULT IN ITSELF

The collective development of the sustainability plans is a result in itself. It stimulated dialogue, exchange and consensus inside partner organisations.

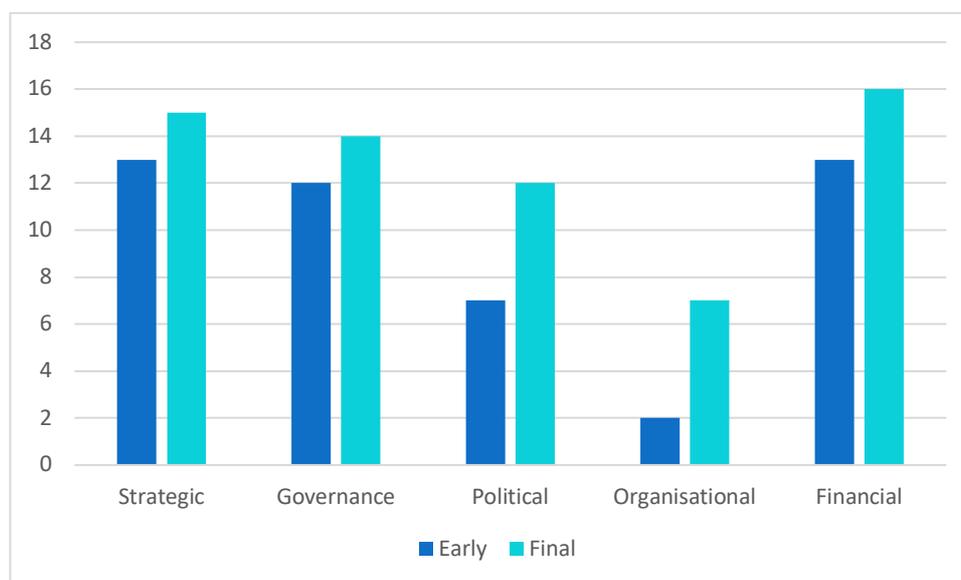
### THE SUSTAINABILITY PLAN AS A GRANT REQUIREMENT

A direct result of the support provided has been **the development of a sustainability plan by all 18 partners**, meaning that one of the two Key Performance Indicators (KPIs) set in the Theory of Change (ToC) of the Projeto Legado has been fully met. It is important to note that, after considerable internal debate, it was decided to tie the grants made to partners to the development of the sustainability plan, i.e. a compulsory grant requirement. In conversations and interviews with grantees it became apparent that **they saw clear value in the process, independently of being a compulsory requirement.** Some of the larger organisations, were sceptical about the process at the beginning and started with a 'compliance' attitude without really investing themselves in the process. However, overtime they admitted seeing considerable value in the process and were enthusiastic participants at the learning exchanges that were organised as part of the process.

*WHEN IT COMES TO QUALITY, WHAT MATTERS MOST IS THE PROCESS, NOT THE PRODUCT*

The **quality** of the actual plans varies between grantees. Some are very specific and include concrete actions with an assigned budget (particularly in the PeL programme) and some are more generic, identifying strategies and general lines of action. A review of early and final drafts (where available), shows a moderate increase overtime in the coverage of key issues as identified by partners themselves in the first learning exchange workshop:<sup>8</sup>

1. Strategic: Communications
2. Governance: Leadership development
3. Political: Coping with political context
4. Organisational: Development and retention of human resources
5. Financial: Resource mobilisation



*Figure 3 Coverage of key issues in early and final drafts of SPs*

We see that, even though to varying degrees of detail and depth, there is a high level of inclusion of these issues in the sustainability plans developed and that there is a clear progression overtime particularly in the political and organisational dimensions. The political dimension is clearly marked by the political context in the country and the need of the partners to reflect and (re)position themselves. Planning for human resources development received the least attention, and this was seen as a failing by the end of the transition.

It was noted in the interviews, that **what was most important was not the quality of the plan in itself**, as a document or a finished product, **as much as the process and the reflection and questioning** it has brought to, what are in many cases, non-professionalised and self-managed initiatives<sup>9</sup>.

When it comes to the **commitment** of grantees with the sustainability process that was initiated with the C&A Foundation's support, six months after the ending of the education programme, 14 out of 18

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<sup>8</sup> Covox, June 2018, Partner workshop report.

<sup>9</sup> This was a clear theme in interviews with C&A Foundation's staff, consultants, partners and key informants.

grantees report having implemented between 50% and 75% of their sustainability plan<sup>10</sup>. While this measure is arbitrary, it denotes the commitment of the grantees with the process. It has to be taken into account that the time horizon for each plan is different, as is the date of the development of the plans (some in 2017 and some in 2018). Grantees report progress in the implementation of their plans regarding governance, advocacy and resource mobilisation, while they cite the adverse political context as a progress constraint on all fronts.

## A TRANSFORMATIVE PROCESS

The process for **developing and implementing sustainability plans was transformative and resulted in a change in organisational culture for most of the partners**. The local networks of community libraries were the cohort that most benefitted from the process of developing sustainability plans. While there was some resistance initially from the larger, more established organisations, they all ended up seeing high value in the process. Making the development of sustainability plans a grant requirement ensured the engagement of those larger organisations.

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*The immersion in the sustainability plan process helped us rethink our practices in all areas in a different way. Leadership renewal, long-term planning, writing funding proposals based on sustainability considerations. The most significant change was changing our way of thinking and accepting this in our hearts – A partner interviewee*

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## FINANCIAL SUSTAINABILITY SUPPORTED BY SOUND PRACTICES

One intermediate result for the financial sustainability of grantees is that six months after the termination of the programme **all grantees are funded and are continuing their operations**. This is largely due to the coordination efforts carried out by the C&A Foundation with other funders, as is discussed later in this report and to the **three-year timeframe for the transition, which allowed them to make plans and engage with other funders**. In addition, through the development and implementation of their sustainability plans, grantees now have more sound financial practices, which also makes them more eligible for new funders.

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<sup>10</sup> As self-reported and discussed in peer-review exercise by grantees at the workshop on June 2019 facilitated by Covox.

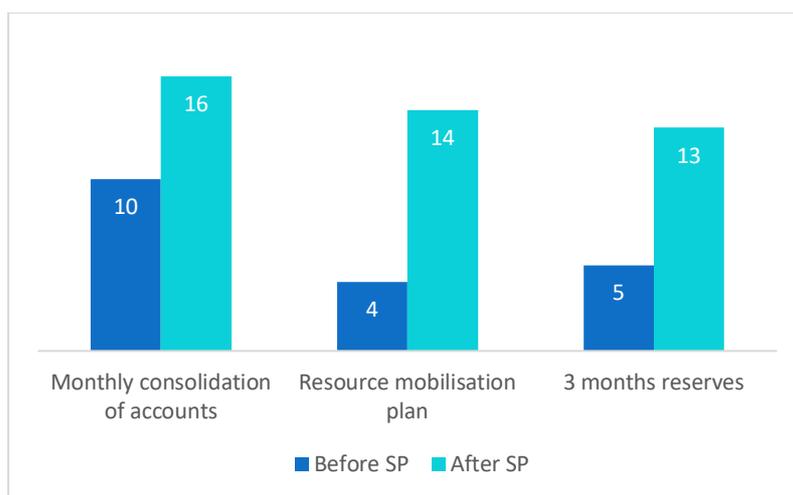


Figure 4 Progression in financial practices (based on self-assessment and peer review)

**Significant progress has been made in financial planning** of the partner organisations, with 14 of them having a resource mobilisation plan supported by sound practices such as the monthly consolidation of accounts and either having in place or being in the process of developing at least three months of reserves for their operations.

#### *RISK FROM LACK OF DIVERSIFICATION OF SOURCES PERSISTS*

**Diversification of sources of funding remains a struggle**, particularly for the PeL programme grantees who have passed from being almost exclusively dependent on the C&A Foundation's funding, to being dependent on the funding of another large Brazilian foundation, Itaú Social. In interviews, members of the C&A Foundation's team have expressed a certain concern about partners losing the sense of urgency for diversifying their sources of income as a result of securing this funding.

Certain advances have been observed however in this area. **Partners have shown creativity and outside-the-box thinking:**

- National level networks are decentralising resource mobilisation to regional and local committees
- There is experimentation with hybrid models (offering activities that are partly funded and are partly covered through fees paid by participants) and solidarity-based models (where participants are asked to 'pay what they can')
- Offering paid services, such as consulting and training. The members who provide this kind of services make a commitment to contribute part of the fees to a sustainability fund for the network
- Merchandising
- Organisation of events and literary fairs that generate income for the organisations and networks through sponsorship

### STRATEGIC MINDSET AND FOCUS ON COMMUNICATIONS

The most important aspect regarding the strategic dimension of grantee sustainability is that at the end of the transition period, **all 18 partners have a fully developed sustainability plan** (meeting the first KPI in the Projeto Legado's ToC).

Document review reveals that **all plans include a clearly articulated identity** (mission, vision, and values) for the concerned organisations and networks. This is an area where evaluations commissioned during this period contributed substantially, as well as the technical assistance particularly for the networks of community libraries (both at the local and national levels).

**Strategic communications** have been identified in interviews and learning exchanges by grantees and the C&A Foundation as a key element for the sustainability of the field (for framing public debate) and for the grantee organisations themselves, as it helps with the promotion of the organisation and supports fundraising efforts. It has been verified that, with the C&A Foundation's support and technical assistance, priority was given by partners to this issue, resulting in 15 out of 18 partners having developed a specific communications plan.

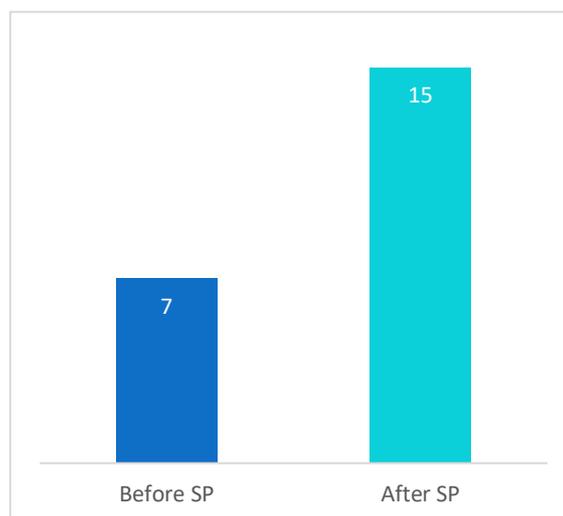


Figure 5 Number of grantees with a communication plan (based on self-assessment and peer review)

Overall, a **critical change in the mindset** of partners has been observed. They are now thinking about sustainability in an engaged and strategic way and have developed consciousness around the importance of planning. This has been directly attributed by evaluation interviewees and learning exchange participants to the fundamental support provided by the C&A Foundation for the development of sustainability plans and through commissioning external evaluations.

### INCREASED CAPACITY FOR ADVOCACY AND STRONGER TIES WITH COMMUNITIES

Taking into account the adverse political context during this period, the **partners have demonstrated capacity to adapt to the new context**. This has become clear through the deliberations of partners during the three learning exchanges: as the political crisis escalated, the partners showed increased commitment via coordinated action and by facing the new challenges with hope and optimism.

An **increase in their capacity for public policy advocacy** has been noted during this period. Again, the technical assistance provided for the development of the sustainability plans combined with the ongoing technical support at the programme level by the C&A Foundation are seen as key contributions in that sense. All but two partners engaged with advocacy before the transition period, and today all partners report participating in advocacy initiatives. Members of the PeL programme are engaging actively in the development of local and regional plans for the promotion of reading and writing, and have also led a coordinated action to influence the national level laws in that area. The

before/after difference is mostly at a qualitative level. It clearly helped partners build their confidence for advocacy.

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*Before, [our advocacy efforts] were timid; they became more structured through the support by IC&A and after the SP – A self-assessment respondent*

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Particular efforts are also being made to strengthen the ties of the partners with the communities they serve. In the self-assessment and accompanying peer-review exercise, we see that the majority of partners have moved from point two to point four in the four-point scale of the Organisational Performance Index (OPI) regarding **community engagement**.<sup>11</sup>

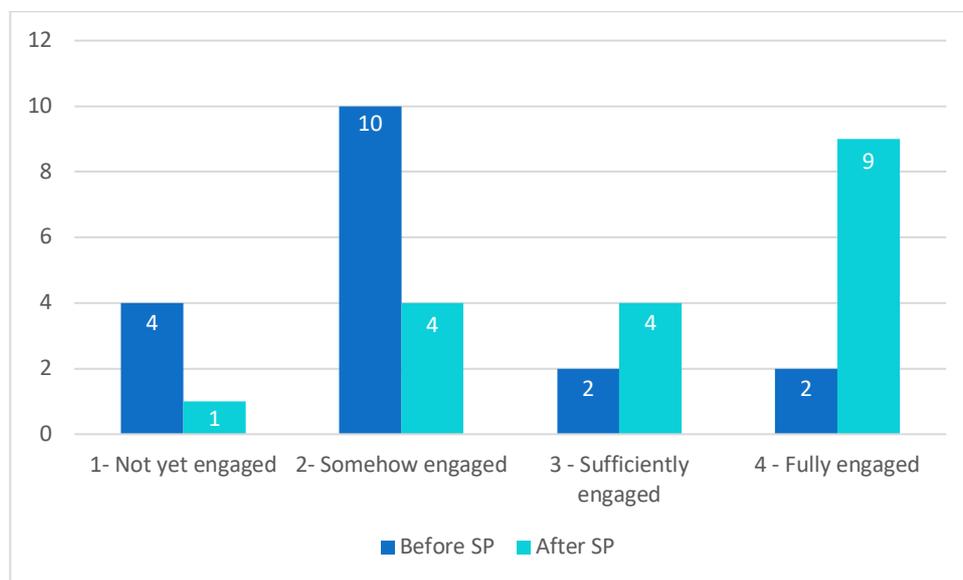


Figure 6 Community engagement practices by grantees (based on self-assessment and peer review)

In the case of the community library networks this translates in more participatory decision-making involving the network members, as well as planning actions for engaging more with community members (in one case for example, a particular effort to articulate and communicate through community radio is being made).

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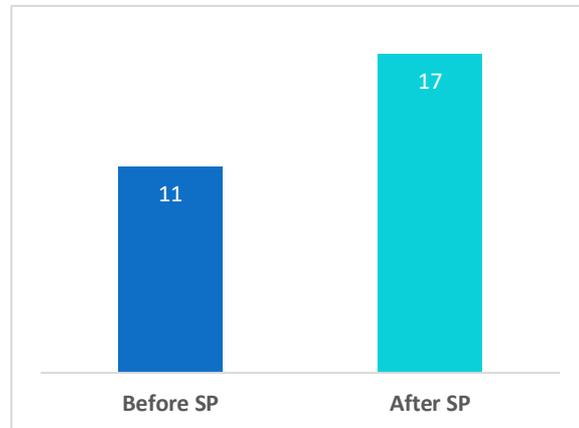
<sup>11</sup> The four points of the scale are:

1. The organization is considering engaging in participatory planning and decision-making processes that involve their target population and other stakeholders
2. The organization engages in participatory planning and decision-making processes that involve their target population and other stakeholders
3. The results of participatory planning and decision-making processes have been used to inform the design and implementation of programs and services
4. The results of participatory planning and decision-making processes are consistently used to inform programs & services. Members of the target population are engaged in the delivery of programs & services

Another example is of an organisation working with a vulnerable community. They report that a direct result of the sustainability plan development process was to move from consulting with the target population through surveys to holding periodic meetings with members of the community and involve them directly in decision-making processes.

#### *STRONGER AND DECENTRALISED GOVERNANCE*

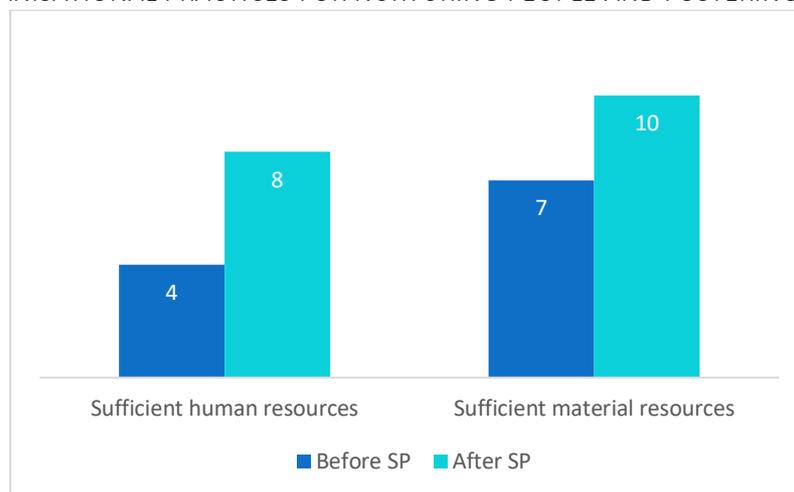
In interviews, document review, and self-assessment exercise it becomes apparent that one key contribution of the sustainability plan development process, as well as of the commissioned evaluations, was a **clearer distribution of roles and responsibilities**, particularly for grantees that are organised as networks. Working groups in various areas (such as communications, advocacy, resource mobilisation, etc.) have been set up, defined and are operational.



*Figure 7 Grantees with clear distribution of roles and responsibilities (based on self-assessment and peer review)*

While most partners report having democratic and transparent **decision making processes** both before and after the development of the sustainability plans, the general observation is that in many cases these are dominated by strong historical leadership figures. Some progress in that sense can be observed, as there are clear examples of organisations re-thinking their governance structures and making conscious efforts for decentralising decision-making processes.

#### *IMPROVED ORGANISATIONAL PRACTICES FOR NURTURING PEOPLE AND FOSTERING LEARNING*



*Figure 8 Progression in available non-financial resources for grantees (based on self-assessment and peer review)*

Although there has been a noticeable improvement during this period, partners continue to struggle with aspects related particularly to recruiting, forming, and retaining **human resources**. Many of the networks are heavily reliant on volunteer work. With the financial support provided by the C&A Foundation during this period, some of the organisations were able to hire permanent staff. Through the development of the sustainability plans, they have also started putting strategies in place for

being able to retain human resources, for example by promoting the offering of consulting or training services, where the person in question gets remunerated while a part of the fee is retained to contribute to the sustainability fund of the organisation. This is linked with an **observed increase of the professionalisation of participants**, of which they recognise the contribution of the C&A Foundation’s technical assistance.

There has also been a clear effect on how partners organise themselves internally (through the establishment of working groups, as previously mentioned) but also through adopting the practice of holding more **frequent, structured and open meetings** than they did previously.

We also see a **progression on partners Monitoring, Evaluation, and Learning practices** in the scale of the Organisational Performance Index (OPI),<sup>12</sup> which is attributed by partners largely to the C&A Foundation’s efforts to instil evaluative thinking and ‘forcing’ these reflections through the grant reporting requirements and the commissioned evaluations.

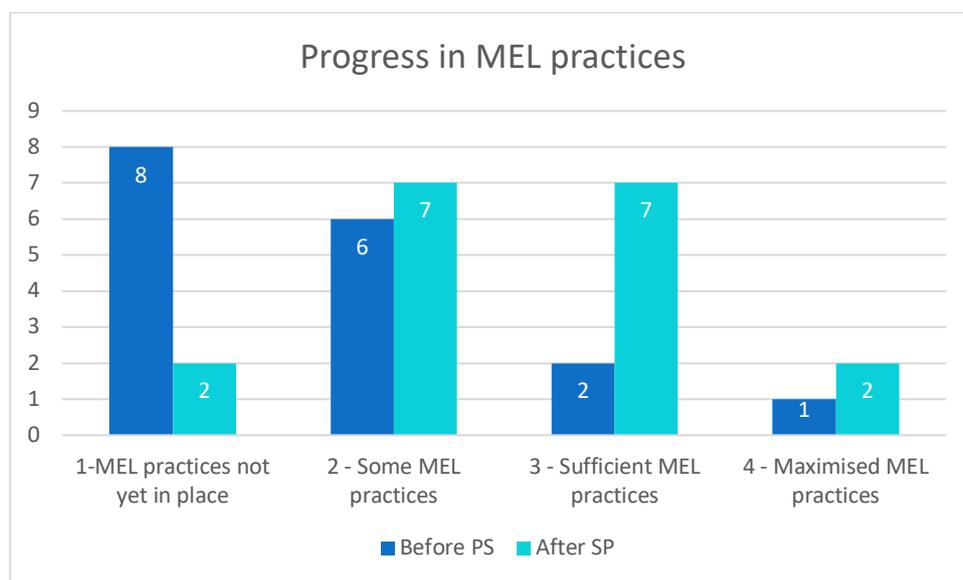


Figure 9 Grantees’ MEL practices (based on self-assessment and peer review)

Lastly, in the cases where the initial decision was made to support the development of a sustainability plan for a specific project, as opposed to addressing the sustainability of the grantee organisation as whole, a certain **‘spill-over’** effect has been observed. In three out of four such cases, the concerned grantees recognise that after starting to engage with the development of a sustainability plan for the specific project that was being funded by the C&A Foundation, they soon decided to change the approach and include elements of institutional sustainability. This was the result of the realisation

<sup>12</sup> The four points of the scale are:

1. The organization is developing processes for analysing the successes and challenges arising from their programs & services
2. The organization has a process for analysing the successes and challenges arising from their programs & services
3. The organization has institutionalized a process for analysing the successes and challenges arising from their programs & services, and consistently makes changes as a result of these analyses
4. The organization uses its analyses to influence change in the programs & services of others at the national and/or international level through presentations, training and/or publications

that one cannot happen without the other, but also of starting to see the value in the process beyond it being a grant requirement. This was also apparent in the expansion of the scope of the commissioned evaluations to cover institutional aspects, as we discuss in the following section. The choice of supporting initially a sustainability plan for the specific project that was funded by the C&A Foundation was asserted; it functioned as an entry point for organisation-wide sustainability, as clearly one can be cannot be addressed without the other.

## KNOWLEDGE AND LEARNING: CORNERSTONES FOR SUPPORTING THE SUSTAINABILITY OF GRANTEES AND OF THE FIELD

Another strategy that the Projeto Legado employed for supporting sustainability of the group of grantees, as well as for the education field in Brazil, was the generation and dissemination of learning. A systematisation of the knowledge generated throughout the 25 years of the programme was undertaken and the results published on a dedicated platform, along with funding five evaluations of partnerships and, during the last year of the transition period, collaborating with Covox for the implementation of a feedback and learning system.

### *THE LEGACY COLLECTION: A RICH RESOURCE WITH INSUFFICIENT DISSEMINATION*

During the three-year transition period, a **vast amount of effort went into the systematisation of knowledge** generated by the programme over its 25 years and by the grantees. A total of a 150 documents and videos were curated. They included six new books on the practices and experiences of partners, programme evaluation reports and a variety of documents that keep the institutionally memory which were formatted for publication. The collection is hosted on Sinapse and there is an additional website that organises the collection and links to the Sinapse platform for downloads of the documents.<sup>13</sup>

The effectiveness of the process for the dissemination of this **Legacy Collection** has been treated in the Legacy image research<sup>14</sup>. Our data both from grantee surveys and from interviews with staff, consultants, and key informants, corroborate the findings of the previous research:

- **Access from partners to the collection has been very limited**, due mainly to what was perceived as insufficient dissemination amongst them
- Nevertheless, **stakeholders find considerable value in having a repository** of this knowledge and commend the C&A Foundation for the initiative

#### **Legacy Collection**

Launch: April 2018

155 documents and videos

500 visits (directly on Sinapse)

June 2019: 10 out of 18 partners never accessed the Legacy Collection

<sup>13</sup> Sinapse: <https://sinapse.gife.org.br/collection/colecao-especial-instituto-ca> [Last accessed: 31/07/2019].

Legacy Collection: <http://legadodaeducacao.com.br> [Last accessed: 31/07/2019].

<sup>14</sup> Indagou, November 2018, Projeto Legado Image research, slide 68

- The collection is comprised of rich materials that serve as collective memory and resource, albeit of limited use.

One additional finding notes that the suitability of the Sinapse platform to host the collection is affected by its orientation towards private social investors and researchers. Historically, it was not well known or commonly used by CSOs. Prior to releasing the platform, there was a consultation workshop with various stakeholders, including programme partners. Sinapse was selected as it was an existing platform managed by GIFE (the association of social investors in Brazil), of which the C&A Foundation has been an active member and supporter. In interviews, however, staff and consultants lamented that this issue was not identified or addressed at the consultation and expressed the opinion that **Sinapse was not a suitable platform for whom they had wished to be the main audience: the partners and other CSOs in the field.** More could have been done to disseminate the existence of the platform and raise interest amongst stakeholders.

All in all, it can be concluded that the Legacy Collection is a useful knowledge repository that serves for institutional and programmatic memory and as a valuable resource for researchers and social investors. It should not be viewed so much as a legacy to the partners, but as a legacy to a broader audience of professionals in the sector and most definitely for researchers.

#### *EVALUATIONS: CRITICAL INPUT FOR GRANTEE SUSTAINABILITY*

Five evaluations were commissioned and implemented jointly with grantees during this transition period.

The C&A Foundation's **insistence, combined with its flexibility and dialogic stance, was very pertinent and proved effective for ensuring buy-in, a useful process, and the utilisation of the evaluations commissioned.** The evaluations have provided fundamental input for examining various aspects of sustainability – particularly around strategic definition and governance – and motivate the evaluated organisations to take action in that direction.

The following points stand out from the feedback provided:

- The evaluations were **strongly recommended by the C&A Foundation, but were not compulsory.** In one case, there was considerable resistance from the grantee to engage with the evaluation at first. They acceded following the C&A Foundation's insistence. Later, in numerous occasions, especially during the learning exchange workshops and in interviews, they have recognised how useful it has been; the results of the evaluation were more positive than they had expected, gave them renewed confidence and determination as well as additional evidence to use in their advocacy efforts.
- The **evaluation processes were constructed collectively** with initial meetings including the C&A Foundation and the concerned grantees to jointly identify the evaluation objectives and questions. While all five evaluations were initially conceived as partnership evaluations, their scope evolved overtime, at the initiative of the grantees themselves, to cover institutional aspects as well. This shows the integration of multiple dimensions in grantees' thinking about the sustainability of their work.
- In two particular cases, the process was adapted with the organisations to be **highly participatory** and build from the exchange among network members. This was highly

appreciated by the grantees and was deemed a very suitable approach for ensuring the relevance and appropriation of the findings by the members.

- Evaluations were seen as **critical input for the sustainability** and strategic planning of grantees, as they addressed the different dimensions of sustainability and contributed to promoting change within the concerned organisations (in at least three out of four cases).
- Grantees have found recommendations made by the evaluators useful and report being in the process of implementing them. In the PeL evaluation, this is the case for four of the local community library networks, while the rest seem to be unaware of the evaluation and its recommendations.

### Supporting the building of grantee sustainability through evaluation

Campanha Nacional pelo Direito à Educação (Campanha) is a large, national-level multistakeholder network that promotes the right to education for all. Born in 1999, it has been an C&A Foundation partner since 2009. In early 2018, an evaluation of Campanha's trajectory and institutional development was carried out by Move Social and funded by the C&A Foundation as part of the Projeto Legado.

The evaluation was conducted in a highly participatory manner, enabling joint reflection and deliberation by members on key strategic issues. It was deemed as a highly useful process by the organisation and has led to clear outcomes for its sustainability:

- A jointly created strategic plan
- The articulation of a resource mobilisation strategy based on decentralisation of responsibilities
- A review of the roles of the different committees and functions within the organisation, setting a clear distribution of roles and responsibilities

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*We went through an inside-out process. It is very interesting to work with an evaluation in order to inform our planning. It was very important that the process was participatory and of collective creation. Not only to evaluate, but also to have a joint deliberation process – A Campanha interviewee*

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### *FACILITATED PEER-LEARNING: DEEPENING GRANTEE'S UNDERSTANDING AND COMMITMENT TO SUSTAINABILITY*

Another initiative that was implemented for supporting the generation and dissemination of knowledge under the Projeto Legado, was the feedback and learning process that was facilitated by

Covox from December 2017 to June 2019<sup>15</sup>. As can be seen in the graph, grantees found high value in the different components of the feedback and learning system, particularly the three learning exchange workshops.

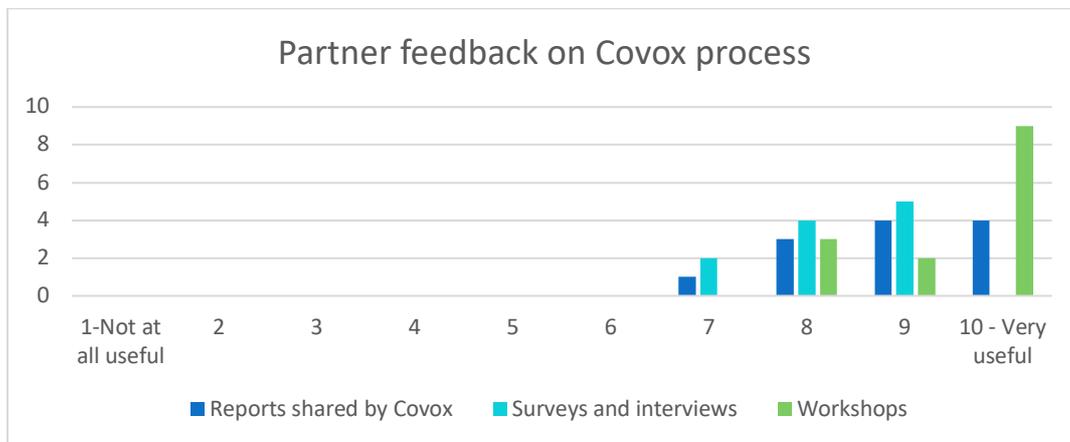


Figure 10 Partner feedback provided at June 2019 learning exchange workshop

Both the C&A Foundation team and partners considered that:

- The process demonstrated the importance of the sustainability plans and reinforced the commitment by providing a structured way to monitor progress collectively
- It generated highly valuable exchange and learning for all stakeholders involved
- The facilitation process itself was a learning experience for partners; they had the opportunity to experience different techniques, such as Unconference, World Café, SWOT analysis, Fishbowl, Action Planning, etc. The facilitator received various requests to share more on the techniques used

Lastly, a nascent exchange network between participants emerged as an unexpected participant-initiated outcome starting in the second workshop and further consolidated in the last one.

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*Very useful. The exchange between organisations made possible to better understand the different processes, learn about new strategies on how to cope with similar issues [around sustainability]. It also strengthened the ties between the organisations, creating a space of trust and hope [...] It was also important to see that we share common challenges – A workshop participant*

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Overall, **the feedback and learning system generated considerable value for grantees** by building new capacity on aspects of sustainability while deepening their understanding and commitment to their own organisational sustainability. This commitment became clearly apparent through the fact that six months after the end of the programme, ex-grantees engaged enthusiastically with the learning

<sup>15</sup> Further details on the process carried out by Covox can be consulted in Annex 2.

exchange and demonstrated continuous action and deliberation for ensuring the sustainability of their efforts.

#### CONTINUED FIELD BUILDING THROUGH ALLIANCES AND NETWORKS

The Projeto Legado reinforced the education agenda in the country through the strengthening of multi-stakeholder and national level networks for which the C&A Foundation's support and action has been fundamental (RNBC, Campanha, LEQT), resulting in new social capital for the sector.

#### *BUILDING AND STRENGTHENING PARTNERS' NETWORKS*

The creation and strengthening of civil society networks in the education space was a key strategy of the C&A Foundation's grantmaking in Brazil and was specifically identified as strategy for Projeto Legado. Out of 18 grantees, 14 are constituted in the form of a network. One of the key contributions made by the C&A Foundation in this transition period was the supporting of a creation of a national network of community libraries (RNBC) as a key component of the PeL programme.

The experience over the years of **supporting civil society networks in the education sector, has become one of the main characteristics on which the C&A Foundation's reputation in Brazil is built on.**<sup>16</sup> According to interviewees, it contributed significantly to C&A Foundation's adoption of the originally Brazilian ONE (Organisational and Network Effectiveness) strategy at the global level.

Another major investment during the transition period was to support the LEQT (Quality Reading and Writing for All) network.<sup>17</sup> Hosted by GIFE, the LEQT network brings together private social investors, social organisations, the public sector, academia, publishing, librarians and writers with the mission to contribute to quality reading and writing in Brazil. While, the network exists from 2012, it really starting taking shape and gaining public exposure from 2016, when the C&A Foundation decided to promote actively its consolidation and provided seed funding that led to the formalisation of the network through hiring an executive secretary. The **reviving of the network is directly attributed to the C&A Foundation's support and leadership** according to the interviewees.

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<sup>16</sup> Indagou, November 2018, Projeto Legado Image evaluation, slide 34

<sup>17</sup> <https://gife.org.br/atuacao-em-rede/leitura-e-escrita/> [Last accessed: 31/07/2019]

### **RNBC: supporting a national network from the bottom up**

RNBC was created in 2016 with support from the C&A Foundation. After years of supporting local community library networks through the PeL programme, it was deemed that a national network was needed to support and coordinate action, particularly advocacy, and exchange among the different local networks operating in different parts of the vast country that Brazil is. RNBC is comprised of 10 local community library networks and integrates approximately 110 community libraries.

From the very beginning, the C&A Foundation's support to the RNBC had a clear focus on the network's sustainability. Results of this support and particularly of the process for developing the network's sustainability plan, as reported by members of the RNBC, the C&A Foundation team and key informants, were:

- The development of a principles charter
- The governance structure of the network, with working groups that have clear roles and responsibilities and systems for rotational leadership
- A strengthening of communication capacity (creation of a specific working group and elaboration of a communications plan)
- An empowerment of the network members, evidenced through their initiative to engage a lawyer for negotiating the terms of their contract with the new funder (Itaú Social, see following section) that assumed the funding of the PeL programme following the C&A Foundation's exit

It was asserted in interviews that the work that was being carried out in a parallel to strengthen the sustainability of the local networks, contributed directly to strengthening the sustainability of the national network.

Another C&A Foundation initiative, Entre-Redes, further contributes to RNBC's and its members' sustainability, through learning exchange between members (a peer training and exchange process) as well as the systematisation of their collective knowledge (which was crystallised in various publications included in the Legacy Collection).

### *SUCCESSFULLY ENGAGING OTHER FUNDERS*

Another major objective for the C&A Foundation during the phasing out period was to **engage with potential social investors** that could replace the C&A Foundation's funding after its exit. Programme staff and institutional leadership invested significant efforts to present and promote the education programme portfolio to other social investors. The C&A Foundation's strategy in that sense was built around three main points:

- Identify investors with common interests
- Seek high-level commitment
- Function as a bridge between grantees and potential funders

After the decision to exit the education programme was made, the C&A Foundation developed a specific **communications plan** that included a well-publicized announcement to the sector specifically targeting social investors, one-to-one calls with a broad range of social investors in the education space, as well as an event to celebrate and showcase the achievements of the programme over its 25 years.

Direct contacts were made with members of the LEQT network to present the programme portfolio and generate funder interest. Most of these contacts were unfruitful. Interviewees link this to the reticence of private social investors in the country to support organisations with an activist agenda. **Two major wins** were however accomplished:

Porticus (a Foundation linked to the C&A family) is currently funding two partners (holistic and early childhood education).

Itaú Social has assumed the complete support of the PeL programme (10 networks bringing together over 110 community libraries across the country). This was a major success that included a one-year co-funding period (2018) during which the transference was made from C&A Foundation to Itaú Social, the commitment of the new funder to support the PeL programme for the next five years and the contracting of most of the PeL consultants that were previously engaged by the C&A Foundation.

Document review and interviews with C&A Foundation's team and key informants reveal a series of **determining factors for this success**:

The first set of factors are related to the **characteristics of the PeL programme**:

- The alignment of missions of the funders around the promotion of reading and writing
- The solid reputation of the PeL programme in the sector, particularly around its innovative focus on children and the mediation through families
- The maturity of the programme, with clear structures and results as well as a presence across different territories in the country
- The previous investment made by the C&A Foundation in the programme (over 12.5 million Euros)

The second set of factors are related to the **approach taken by the C&A Foundation** for promoting the programme with Itaú Social:

- An alignment of approaches around collaboration and partnership
- Parallel engagement at both the leadership level and with technical staff of both institutions
- The quality of the presentations made by C&A Foundation to the new funder, giving a clear account of the programme's value

## LESSONS LEARNT

In this last section we list the lessons emerging from the findings and conclusions of this review, as well as from direct contributions made by partners in the learning exchange workshops.

### LESSONS FOR GRANTMAKERS

The first and obvious lesson to be learnt from this experience, which has been documented extensively in the philanthropic sector literature, is the importance of **thinking and supporting the sustainability of grantees from the early days of the engagement with them.** What the C&A Foundation's experience shows us is that it is not only about introducing sustainability as a condition or asking for the development of a specific plan, but actually providing **adequate technical assistance** in that area. Key to this is introducing a **multidimensional concept** of sustainability that goes beyond merely financial considerations. Be clear that programmatic sustainability is intrinsically linked to organisational sustainability; you can't have one without the other. Be prepared to invest in the **organisational sustainability** of your grantees.

Having said that, another lesson that can be drawn is that, even if this support of sustainability had not happened from the outset, **it's never too late.** Focused attention on sustainability was not present, at least explicitly, in the support provided by the C&A Foundation to education grantees over the years, and yet the C&A Foundation was able to deliver the Projeto Legado successfully in the span of the transition period.

**Promote co-financing actively from early on.** Look actively for co-funders and make co-funding a condition for grantmaking. Ensure as much as possible that grantees are not dependent solely on your support. In an exit scenario, if you are successful in engaging another funder to which to transfer part of the portfolio, caution should be taken regarding the perils of creating a false sense of safety for grantees.

Once a decision has been made to exit a programme, **a clear exit strategy needs to be developed and communicated to all stakeholders.** A reasonable **amount of time** needs to be set for the transition period. **The three-year period set for the Projeto Legado hit the mark for delivering on its objectives.** Literature on the issue is scarce, but combining observations from other experiences and the one from the C&A Foundation's exit process, three years or more are needed in order to make a substantial contribution to grantees' sustainability and ensure that you minimise the adverse effects

### An internal legacy for the C&A Foundation

After the decision to end the education programme was made, the programme team went to a retreat to reflect and plan their exit strategy.

**When the team debated about what is it that they would like to leave as a legacy, they defined the essence of the legacy as their way of working:**

- Horizontal relationships with partners
- Based on respect and transparency
- Looking at the field (or system) and not just focusing on projects
- Support institutional development of partners
- Foster relationships within the team that are based on mutual respect

Capturing the programme's essence has enabled the C&A Foundation to make a contribution to the C&A Foundation at the global level by presenting this way of working as recommended practice to be adopted

of your exit from a long-term funding relationship.<sup>18</sup> Of course this is context specific and would need to be balanced according to the size, complexity and duration of the programme, as well as the number of grantees concerned.<sup>19</sup>

**Take an ecosystem approach to supporting sustainability**, don't think only about the sustainability of the grantee organisations, but the sustainability of the agendas they are working on. Invest in building and strengthening networks and alliances.

The exit strategy should come with its own **Monitoring, Evaluation and Learning (MEL)** system which should be developed from the beginning. It is important to ensure that processes are documented and archived. Supporting **learning exchanges** between grantees is a good investment. Commission evaluation of grantees early on in the process so that they can feed into the sustainability plan development. Include sustainability considerations as a key aspect in evaluations.

In supporting sustainability of grantees, respect their independence but at the same time **do not be afraid to be a critical friend**. The external point of view that the C&A Foundation provided to grantees has proven to be highly valuable. Having in place a **real-time evaluation and learning process**, as depicted above, is paramount for the funder's ability to play this role. Critical and constructive appraisal builds mutual accountability for learning for grantees and the funder.

When investing in **systematisation and publications**, identify clearly **the audience** for it and consult with target users not only about the content but also about the medium and format.

Dedicate time and resources to the process. Make a smooth exit to be the **priority of all staff** and all engagement with grantees and stakeholders.

Lastly, be aware of the context, such as abrupt changes in policy. Sustainability planning is not a panacea; it contributes to **building the resilience of organisations but does not guarantee it**.

## LESSONS FOR GRANTEES

The key lesson for grantees is the importance for **investing in sustainability planning, even though this is not a funder requirement**. The experience that we have portrayed demonstrates that sustainability plans should be developed in a **participatory way**, engaging all levels of the organisation or network and not be delegated to a few leaders.

Sustainability plans should be **tied to your strategic planning**. They are (should be) living documents whose implementation needs to be **monitored and revisited** periodically. It is important to be open to input from external and critical friends, such as the funder.

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<sup>18</sup> Petrovich, Janice. 2011. *Exiting Responsibly: Best Donor Practices in Ending Field Support, A Study for the Robert Wood Johnson Foundation*; p. 17

<sup>19</sup> Kibbe, Barbara. 2017. *Breaking Up is Hard to Do* in *The Foundation Review*, Volume 9, Issue 1 *Exit Strategies*; p. 53

Do not let adverse political or economic context throw you off. **Plan for the short, medium and long term** and adapt according to changes to the context, but do not lose sight of the objectives.

Invest in the **development of your human resources**. Yes, sometimes there can be high staff turnover, meaning that you may invest in forming people that then leave the organisation. Instead of a loss, it should be seen **as a contribution to the sustainability of the agenda** that your organisation is promoting. Key to retention is to not over exploit volunteer work; while in some cases, activism can be considered a volunteer activity, people should be remunerated for their technical work.

Create a **culture of caring** within the organisation. Debate openly about power imbalances within the organisation. Map the existing talent in your organisation and network, so that you can be aware and make the most of the available resources.

The importance of having clear strategies and processes for renewing historical leadership in organisations and networks. Make conscious efforts to **promoting new models of leadership** that are collective and participatory. This entails having more members exercising external representation and fostering intergenerational exchange.

**Connecting with the bases** of your organisation and network is fundamental for sustainability. In the adverse political context during this transition period for the C&A Foundation's education programme, some of the organisations felt compelled to focus on high-level advocacy, which inadvertently disconnected them from communities they serve.

Invest in **strategic communications** as a key aspect of sustainability to promote work with communities, funders, and other stakeholders.

**Diversify your types of funding**; do not fall in the trap of exclusively targeting public funding. Do conscious mapping of possible sources of funding. Open up to private investment to overcome the public/private sector dichotomy. Build bridges and be realistic in your approach.

Lastly, **think boldly and outside the box about generating income directly**. Consider models of hybrid financing (combining grants and pay for services) combined with solidarity elements (pay what you can) and other sources, such as merchandising, publications, consultancy, training, etc.

Lessons for grantmakers	Lessons for grantees
<p><b>9. Support sustainability from the outset</b></p> <ul style="list-style-type: none"> <li>a. Introduce multidimensional concept of sustainability</li> <li>b. Provide technical assistance</li> <li>c. Think of the organisation, not just the project</li> </ul> <p>...but, it's never too late to start!</p> <p><b>10. Promote co-financing</b></p> <p><b>11. Have a clear exit strategy and communicate it to all stakeholders</b></p> <ul style="list-style-type: none"> <li>a. Put in place a monitoring, evaluation and learning plan for your exit strategy</li> <li>b. Facilitate peer-learning for grantees</li> </ul> <p><b>12. Be a critical friend for grantees, through critical and constructive appraisal stemming from real-time evaluation and learning</b></p> <p><b>13. Take an ecosystem approach</b></p> <ul style="list-style-type: none"> <li>a. Support sustainability of individual grantees</li> <li>b. Strengthen field through networks and alliances</li> </ul> <p><b>14. Dedicate time and resources</b></p> <ul style="list-style-type: none"> <li>a. 3+ years for multistakeholder/long-term programmes</li> <li>b. Make it a clear staff priority</li> </ul> <p><b>15. Systematisation of knowledge is a good strategy for supporting field-building and grantees</b></p> <ul style="list-style-type: none"> <li>a. Clearly identify the target public</li> <li>b. Consult them on the content and the medium</li> </ul> <p><b>16. Sustainability planning builds resilience but does not guarantee it</b></p>	<p><b>7. Develop and implement a sustainability plan</b></p> <ul style="list-style-type: none"> <li>a. Do this, even if not a funder requirement</li> <li>b. Tie it to your strategic planning</li> <li>c. Plan for the short, medium and long term and adapt to changes in the context</li> <li>d. Continuously monitor and revisit it</li> </ul> <p><b>8. Sustainability is multidimensional and goes beyond financial aspects!</b></p> <p><b>9. Nurture your human resources</b></p> <ul style="list-style-type: none"> <li>a. Create a culture of caring</li> <li>b. Promote new models of leadership</li> </ul> <p><b>10. Connect with your bases</b></p> <p><b>11. Invest in strategic communications</b></p> <p><b>12. Diversify your funding sources</b></p> <ul style="list-style-type: none"> <li>a. Overcome old dichotomies about private/public funding</li> <li>b. Think creatively about income generation</li> </ul>

*Figure 11 Summary of lessons learnt from the Projeto Legado experience*

# ANNEXES

## ANNEX 1: A THEORY OF CHANGE FOR MAKING A RESPONSIBLE EXIT

The C&A Foundation's Education Programme was composed of 3 main programmatic areas:

- Prazer em Ler (PeL= Pleasure in Reading): supporting the creation and operation of local and national level networks of community libraries across the country
- Holistic education: supporting organizations and civil society networks working to promote the right to education and social participation
- Early Childhood education: supporting organisations working to improve the quality of early childhood education

For the 3-year phasing out period the C&A Foundation set two main objectives:

1. That the grantees show commitment to continue with the transformation processes initiated with the C&A Foundation's support
2. That the C&A Foundation's reputation and social capital created through its work are maintained overtime

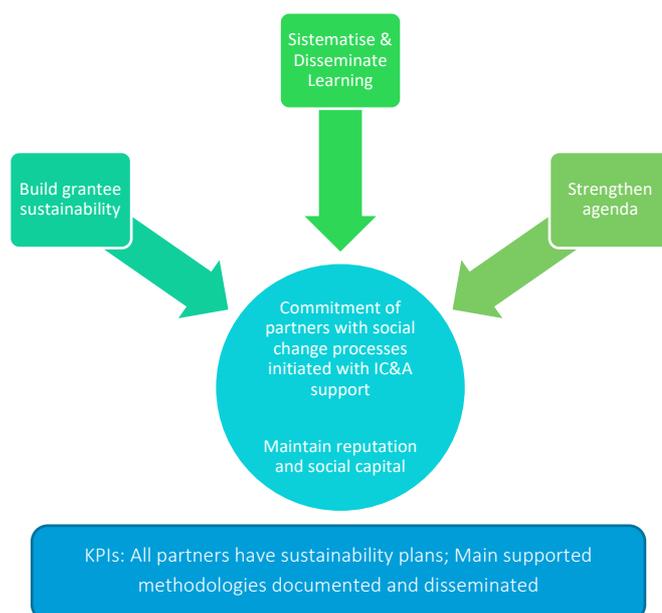


Figure 12 Projeto Legado's Theory of Change adapted from the ToC developed by the Education programme team

Adopting an ecosystem approach, the C&A Foundation has employed three main strategies:<sup>20</sup>

- ⇒ Structure a process for the transition of the projects, through technical assistance for building sustainability plans
- ⇒ Support learning through dissemination and creation of a repository of knowledge products (Sinapse), evaluation of selected initiatives and programmes and the learning and feedback process facilitated by Covox<sup>21</sup>
- ⇒ Strengthen the education agenda through structuring and strengthening of alliances and networks, as well as facilitating action from new funders

During the transition period, the C&A Foundation invested circa 5.8 million Euros in the Education programme. 18 grantees were supported: 11 were part of the Prazer em Ler programme, 5 in holistic education and 2 in early childhood education.

The main action lines during the transition period by the C&A Foundation were the following:

- The **selection of projects** to be supported during the 3-year period was made at the beginning of the process (2016). As part of this review, it has not been possible to verify the criteria used for the selection of the projects at the time. C&A Foundation staff and consultants state that priority support was given to projects which according to their assessment could yield significant results in the course of the three years. It was not a closed process, since during the last year of the transition (2018) the C&A Foundation decided to also include in the cohort 2 additional community libraries who had been grantees in the past.
- **Technical support** was provided to all the grantees, as had been the case before the decision to exit from the education programme, with the addition, however, of consultants that provided direct support to grantees and to the C&A Foundation's team for developing sustainability plans for the networks and organisations involved.
- Further, the C&A Foundation's team undertook a process for supporting the **systematisation, documentation and publishing of methodologies and experiences** of grantees and the C&A Foundation itself over the 25 years of the education programme. In collaboration with GIFE (the association of social investors in Brazil), a collection (the Legacy Collection) was created for the online repository Sinapse. A website, on which collected documents are organised, was also created with links to the documents available of Sinapse.
- Extensive **networking** with funders and alliances took place by the programme's and the C&A Foundation's leadership, with a view of promoting the education portfolio
- Five **evaluations** were commissioned for some of the larger initiatives and programmes.
- Covox was engaged to facilitate a **feedback and learning process** over the last year of the transition period
- A research on **the C&A Foundation's reputation** was carried out at the end of 2018

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<sup>20</sup> Adapted from the Theory of Change developed by the C&A Foundation

<sup>21</sup> We consider that, even though it was not contemplated as such in the Projeto Legado's initial theory of change, the project with Covox has become an integral part of the C&A Foundation's exit strategy.

## ANNEX 2: LEARNING REVIEW METHODOLOGY

The objective of the review carried out by Covox was to assess the different strategies and initiatives that the C&A Foundation has implemented as part of the Projeto Legado. The review sheds light on what works and what does not when supporting partners to develop their sustainability (in an exit scenario) and identify the factors affecting sustainability efforts. What can the C&A Foundation as a whole learn from this experience? How might the learning from this programme- and country-specific experience inform exit in other programs and countries? The findings are intended to generate learning that can be useful for the philanthropy sector and for the grantees themselves.

### Learning questions

The review is guided by a series of questions that were identified in consultation with grantees and the C&A Foundation's staff.

#### **Overarching questions**

- How effective has the support provided by the C&A Foundation to grantees through the Projeto Legado been?
- What are the key lessons that can be drawn from this process for making a mindful transition out of the education programme in Brazil?

#### **Questions regarding the specific strategies**

- What has been the effectiveness of developing and implementing sustainability plans for grantees? For addressing this question, the review is looking at different aspects of the support provided to build the sustainability of grantees and particularly the development and implementation of sustainability plans.
- What has been the effectiveness of the efforts made by the C&A Foundation for the generation and dissemination of learning as part of Projeto Legado? This includes an assessment of the efforts to create a repository of knowledge products, the role and learning emerging from evaluations supported by the C&A Foundation, as well as the learning process facilitated by Covox.
- How effective were the efforts to facilitate access of grantees to other funders and strengthen alliances and networks?

### Methodology

The process carried out by Covox was initially conceived as a feedback and learning system with the following objectives:

- Create a partner feedback system to get their perceptions on the implementation of the transition process
- Follow the implementation of the sustainability plans by the partners, identifying the main challenges faced
- Propose course corrections and adaptations during the last year of the transition process

- Facilitate the exchange of experiences and learning between partners and the C&A Foundation
- Document learning for the grantmaking sector

Covox used the Constituency Voice<sup>22</sup> method to design a feedback system with grantees, which was implemented during the first phase of the learning review process (Dec 2017-Dec 2018). It included a combination of micro-surveys, visits and in-depth interviews with grantees on the implementation of their sustainability plans and their perceptions regarding the support received by the C&A Foundation, followed by a series of reports (including a benchmarking report for each grantee) and two face-to-face workshops focused on peer-learning and exchange.

The second phase (March-July 2019), followed a structured process (initially conceived as an evaluation) with the main objective to formulate and triangulate findings for the learning review. This phase consisted of extensive document review, interviews with C&A Foundation staff and key informants, a self-assessment on progress towards sustainability by grantees and a final workshop with (ex) grantees and staff where a peer review of the self-assessments was carried out as well as a validation of the main findings and lessons learnt.

Throughout the process, Covox has used as a guiding framework a matrix that has been developed by C&A Foundation’s consultants. This was used as a guide for the development of the grantees sustainability plans and was adapted in the process facilitated by Covox. It has proven to be very useful for framing the learning exchange and dialogue workshops and is also used as an analytical framework for the present review.

It is built around 5 key dimensions essential for the sustainability of organisations:

<b>Dimension</b>	<b>Components</b>
<b>Strategic</b>	<ul style="list-style-type: none"> <li>• Identity</li> <li>• Strategic planning</li> <li>• Stakeholder relations</li> <li>• Coping with change</li> </ul>
<b>Political</b>	<ul style="list-style-type: none"> <li>• Understanding of legal and political context</li> <li>• Positioning</li> <li>• Articulation</li> <li>• Community engagement</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Governance structure</li> <li>• Shared management model</li> <li>• Leadership development</li> </ul>
<b>Organisational</b>	<ul style="list-style-type: none"> <li>• Structure – material and resources</li> <li>• Development and/or appropriation of methodologies and technologies</li> <li>• Continuous learning</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>• Development of financial resources: grants, access to public funding, entrepreneurship</li> <li>• Quality of financial management</li> <li>• Access and mobilisation of non-financial resources</li> </ul>

<sup>22</sup> <http://keystoneaccountability.org/analysis-constituency/> [Last accessed: 31/07/2019]

Figure 13 Five dimensions of sustainability<sup>23</sup>

**One limitation** that Covox had to work with during the review is related to the fact that this was a new experience for the C&A Foundation and in general in the social investment space in Brazil. There were no previous experiences to draw from, which has led to a somewhat organic development of the Projeto Legado. This organic development, in addition to the lack of a reliable knowledge management and archive system previous to 2016, have led to a lot of the specifics regarding the development and implementation of the process not being adequately documented, bearing the need to reconstruct most of the design elements through interviews and compilation of different documents.

In broad lines, the feedback and learning process that was facilitated by Covox consisted of three main elements:

1. A series of **monitoring progress reports** were shared with the C&A Foundation team. In interviews they said that they found them useful for providing an overview of the progress made in the sustainability plans and identifying areas that required attention. After the first round of interviews, grantees received a **comparative report**, where their perceptions about the utility and progress with sustainability plans were anonymously compared to the rest of the grantees and which they found thought provoking. Further, they received **reports from the first two workshops** which some of them reported having shared with members in their organisation and networks.
2. **Surveys and interviews** were carried out throughout the process and were also considered to be thought provoking for respondents although they sometimes felt it was difficult to have a unique point of view/answer to the questions inside their organisations and networks.
3. **The three learning exchange workshops** were by large the most appreciated element. Participation was very enthusiastic in all three gatherings. Both solicited and spontaneous feedback received was highly positive.

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<sup>23</sup> Nisia Werneck. 2018. *Projeto Legado: Uma trajetoria de aprendizados*; p. 7

## ANNEX 3: SOURCES OF INFORMATION

### List of interviewees

During the process, the consultant has been able to interact directly with all grantees and hold in-depth interviews with representatives of all organisations (see list below). In addition, in-depth interviews have been carried out with the following informants:

Name	Role	Organisation
<b>Adriano Guerra</b>	Consultant, PeL programme	IC&A (currently with Itaú Social)
<b>Angela Danneman</b>	Executive Director	Itaú Social
<b>Carlos Garrido</b>	Coordinator, Training Unit	Itaú Social
<b>Daniel Braga Brandao</b>	Consultant, Evaluation	MOVE Social
<b>Erika Sanchez</b>	Programme Manager	GIFE
<b>Fabio Almeida</b>	Manager, Institutional and Network Development	C&A Foundation
<b>Giuliana Ortega</b>	Executive Director	IC&A
<b>Iracema Nascimento</b>	Executive Secretary	LEQT
<b>Janine Durand</b>	Consultant, PeL programme	IC&A (currently with Itaú Social)
<b>Janine Schultz</b>	Coordinator, Early Childhood and Holistic education Coordinator	IC&A
<b>Joana Branco</b>	Communications manager	C&A Foundation
<b>Liliane de Costa Reis</b>	Consultant, PeL programme	IC&A (currently with Itaú Social)
<b>Nisia Wermeck</b>	Consultant, Sustainability	IC&A
<b>Patricia Lacerda</b>	Director, Education Programme	IC&A
<b>Silvia Carvalho</b>	Consultant, Market Research	Indagou

### List of IC&A Education programme partners

Ação Educativa	Rede Baixada Literária
Avante	Rede de Bibliotecas Comunitárias do Salvador
Campanha Nacional pelo Direito à Educação	Rede Ilha Literária
Instituto Emília	Rede Jangada Literária
Instituto Rodrigo Mendes	Rede Literasampa
JEDUCA	Rede Mar de Leitores
Movimento Inter fóruns de Educação Infantil no Brasil	Rede Nacional de Bibliotecas Comunitárias

Rede Nacional Primeira Infância

Rede Sou de Minas, Uai

Rede Releitura

Tecendo uma Rede de Leitura

### **Principal documents reviewed**

Sustainability plans developed by grantees (early and final versions)

Legacy project – powerpoint presentation, 2016

Case Projeto Legado IC&A, 2019

Sustainability plan matrix, IC&A, 2016

Guidelines for the development of sustainability plans in PeL programme, IC&A, 2017, 2018

Campanha external evaluation, Move Social, 2018

Prazer em Ler programme evaluation, Conhecimento Social, 2018

Paralapraca external evaluation, Move Social, 2017

Paralapraca impact evaluation, CDE, 2018

RNPI participatory evaluation, PonteAponte, 2018

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Kibbe, Barbara. 2017. *Breaking Up is Hard to Do* in The Foundation Review, Volume 9, Issue 1 Exit Strategies

PACT. 2015. *Organizational Performance Index (OPI) Handbook*

Petrovich, Janice. 2011. *Exiting Responsibly: Best Donor Practices in Ending Field Support, A Study for the Robert Wood Johnson Foundation*