

ANNUAL REPORT 2015



This Income (8817 307 751)
1955
Oil on canvas, 100 x 100 cm



This Income (Entrée)
1955
Oil on canvas, 100 x 100 cm



CALOUSTE GULBENKIAN
FOUNDATION

60
YEARS

50 Years
of the Delegation
in France

ANNUAL REPORT 2015



CALOUSTE GULBENKIAN
FOUNDATION

60
YEARS

**50 Years
of the Delegation
in France**

Table of Contents

004

Message from the President

010 — 019

50 Years of the Delegation in France

020 — 033

Support to the Board of Trustees

022

Secretary-General

028

Office of the President

034 — 057

Museums

036

José de Azeredo Perdigão Modern Art Centre

048

Calouste Gulbenkian Museum

058 — 099

Departments

060

Art Library

068

Gulbenkian Institute of Science

074

Scholarships Department

080

Armenian Communities Department

086

Music Department

100 — 189

Programmes

102

Gulbenkian Human Development Programme

116

Gulbenkian Education for Culture and Science Programme

126

Gulbenkian Innovation in Health Programme

136

Gulbenkian Portuguese Language and Culture Programme

144

Gulbenkian Partnerships for Development Programme

158

Gulbenkian Next Future Programme

166

Gulbenkian Empowering New Generations Programme

182

Cidadania Ativa - EEA Grants Programme

190 — 201

Initiatives

192

Gulbenkian Cities Initiative

196

Gulbenkian Oceans Initiative

202 — 219

Delegations

204

France

212

United Kingdom

220

Budget Implementation and Activities

230

Consolidated Financial Statements

304

Statutory Audit

306

Internal Audit Committee's Report

308

Partnerships

310

Board of Trustees
Secretary-General
Internal Audit Committee

312

Heads of Departments, Programmes
and Initiatives

314

Useful Information

MESSAGE FROM THE PRESIDENT



Front of the current Delegation in France,
Boulevard de la Tour-Maubourg.
© Rémy-Pierre Ribière

IN 2015, THE CALOUSTE GULBENKIAN FOUNDATION began a review of its operation strategy with the aim of strengthening its role as a relevant driver of modern philanthropy and social innovation. The first challenge is to match the stability of the Foundation's actions with the development of new priorities within society. As such, the Foundation has come to focus more on its intervention, especially in its grantmaking activities and reflection projects. On the other hand, it is important that direct cultural activities not only have more social impact, but also become more articulated with other action areas, adding more coherence to the Foundation's mission. Lastly, this process is expected to result in a more simple, flexible, and cost-effective organisation which prevent our activities from becoming compartmentalised.

With this in mind, already the process for finding a new director for the Calouste Gulbenkian Museum was designed in order to help to implement the joint management of the Foundation's two museums. It was considered crucial to connect the two museums much more effectively, in order to enhance the potential of the two collections and attempt to create a crossover of visitors. Similarly, it was recognised the need for a permanent display of our collection of 20th century Portuguese art, the largest in Portugal.

Throughout 2015, the Music Department also made a clear effort to diversify its programming, both in terms of attracting new audiences in an attempt to have a greater impact on the sections of Portuguese society we have not yet reached, as well as ensuring our artistic groups itinerate more throughout the country. In 2015, Founder's Day, which we celebrate annually on 20 July, also had a more diverse programme, providing an opportunity to show the public the true extent of the Foundation's work. We continued these efforts this year with a special programme entitled *Summer Garden*.

One of the guiding principles behind all that the Foundation does is the reduction of inequality and the contribution towards a more sustainable society. Remarkable for the Foundation in the last year was the great interest of the public, especially the younger public, who filled our auditoria and surrounding areas to attend the conferences on inequality of Thomas Piketty and Joseph Stiglitz. This is another one of our roles - to provide the general audience with an opportunity to attend events involving the great thinkers of our times, who are influencing the global agenda, bringing our society closer to the diagnostics and proposals under discussion.

The Foundation thus aims to include, in its agenda, the most relevant themes that require deep reflection. This is the case with the Gulbenkian Cities Initiative, which in 2015, following the *Global North-west* study on the macro-region of north-west Portugal, conducted the study *A Metropolis for the Atlantic*, spanning the Lisbon Metropolitan Area. It is important to highlight the potential of this region, since Lisbon, with its history, geographical location, and economic and scientific capacity, forms part of a region that transcends the city and has an unquestionably Atlantic outlook, with global ambitions.

Within the scope of the report entitled *The Future for Health - Everyone has a role to play*, which was presented in 2014 and included a prognosis on Portugal's National Health System, in 2015 the Foundation was also given the opportunity to see the health policies endorsed in the report debated in the National Parliament as part of a conference specifically organised for this purpose, which was preceded by a constructive discussion with the leaders of the parties represented in parliament over a possible national consensus on health policies.

Last year, we also witnessed the launch of the first Social Impact Bond in Portugal, which provided funding for the project Junior Code Academy. This is an innovative funding mechanism for the not-for-profit sector, which involves an agreement between social investors, public authorities, and social economy entities towards achieving specific social outputs. In the specific case of the Junior Code Academy, an agreement was made with Lisbon City Council which will reimburse a large proportion of the amount initially invested by the Calouste Gulbenkian Foundation if the proposed project goals were met.

Also worthy of special mention is an initiative to reflect on the European context, which the Gulbenkian Foundation has been involved with from the outset. Entitled *Vision Europe*, it was launched in 2015 by four of the largest European foundations, as well as three European think tanks, its first initiative being focused on the sustainability of the welfare state in Europe. In 2016, the project is rightly focused on the response to the refugee crisis. The studies and surveys are under way and in November an important conference takes place in Lisbon, bringing together leading Portuguese and European experts and political actors.

Celebrating its 50th anniversary in 2015, the Calouste Gulbenkian Foundation's Delegation in France occupies a special place in the Paris cultural and artistic scene. To mark this anniversary, a series of initiatives were organised, from exhibitions to colloquiums, which we hope will help to cement Calouste Gulbenkian's legacy in this country, which is of such importance to Portugal and the world at large. Due to their particular significance, I would single out both the Amadeo de Souza-Cardoso solo exhibition, which was unveiled in April 2016 at the Grand Palais and features on the front cover of this report, as well as the exhibition entitled *Les Universalistes. 50 ans d'architecture portugaise*, presented simultaneously in the Cité de l'architecture et du patrimoine.

Lastly, it should be mentioned that developments concerning the Foundation's assets naturally places pressure on the funds to be allocated each year to the various activities. In 2015, developments in the financial markets and the price of oil, as well as the application of international accounting policies, have affected the Foundation's oil and gas asset value, having a negative impact on the Foundation's equity, although this situation has been experienced in the past and we will overcome it. Also, for this reason, we wish to make the Foundation's structure more flexible and cost-effective. In the years ahead, this will have to be a priority for all who work for this great institution, which has always sought to achieve a more modern and just society.

ARTUR SANTOS SILVA

14 MILLION EUROS IN

Cultural Activities

123 NEW TITLES PUBLISHED
> 85,000 BOOKS PRINTED

160,000 PEOPLE ATTENDED
279 CONCERTS, CINEMA
SCREENINGS AND OTHER SHOWS

370,000 VISITORS TO THE MUSEUM
AND 30 TEMPORARY EXHIBITIONS

100

1,7
MILLION
online
visitors

MILLION EUROS IN 2015

5
Annual
Prizes

15 MILLION EUROS IN

Scholarships, Grants and Prizes

627 GRANTS AND 1,151 SCHOLARSHIPS
AWARDED BY THE DEPARTMENTS
AND PROGRAMMES

14 MILLION EUROS IN

Educational and Scientific Activities

30,000 PEOPLE ATTENDED
200 SYMPOSIA, CONFERENCES
AND SEMINARS

65,000 PEOPLE PARTICIPATED
IN 3,000 EDUCATIONAL ACTIVITIES



HIGHLIGHTS

50 YEARS OF THE DELEGATION IN FRANCE

On 3 May 1965, with then Minister of State and Culture André Malraux in attendance, the Calouste Gulbenkian Cultural Centre in Paris was officially inaugurated. Housed in Calouste Sarkis Gulbenkian's *hôtel particulier* in Avenue d'Iéna, the Centre was established with the aim of promoting Portuguese culture in France. Between 1965 and 2011, it initiated and developed a wide range of activities related to Portuguese culture.

With hundreds of conferences, concerts and exhibitions, the issuing of publications and the establishment of one of the largest Portuguese language libraries outside Portugal and Brazil, its activities have made a mark in the Parisian cultural landscape for decades.

When the Delegation in France moved premises at the end of 2011, the Foundation sought to honour the memory of its outward-looking founder by placing itself at the forefront of the debates dominating our society. It was in this spirit that, in 2015, the Delegation in France's 50th anniversary celebrations began. They continued until mid-2016, with two large exhibitions: a retrospective of the life and work of Amadeo de Souza-Cardoso at the Grand Palais and an exhibition dedicated to the universal nature of Portuguese architecture at the Cité de l'architecture et du patrimoine.

Previous Page

Fernando de Azevedo, André Malraux,
José de Azeredo Perdigão and Robert Gulbenkian
at the inauguration of the Calouste Gulbenkian
Cultural Centre in Paris, 03.05.1965.



Façade, garden, and
interior of the building
on Avenue d'Iéna.



Recital by Sequeira Costa, March 1970.

Concert by Carlos Paredes, 1960s.



Manoel de Oliveira at the *Hors-champ* exhibition – Photographs by Claude Dityvon, taken during the making of the film *Le Soulier de Satin*, 2002.

Recording for *Double Je* – Bernard Pivot and Maria de Medeiros, 07.01.2005.

Origins

The building in Avenue d'Iéna, which Calouste Gulbenkian purchased to house his art collection, is at the very root of the Delegation in France. Its history will always be associated with this building, which was a real calling card for the Foundation and its founder for almost nine decades. It was there that the Calouste Gulbenkian Portuguese Cultural Centre, the Delegation's original name, began its activities in 1965, initially under the direction of Joaquim Veríssimo Serrão and later under that of José de Pina Martins. For the first two decades, its activities were mainly directed at an audience made up of university students and experts in Portuguese culture.

Europe

From the 1980s, under the direction of José-Augusto França and Maria de Lourdes Belchior, the Centre embraced the Europeanisation of Portugal as a young democracy and, since 1986, as a full member of the European Economic Community. This was a period of cultural policies and, in the words of the historian Rui Ramos, the beginning of an exchange of art and literature, with a growth in exhibitions, recitals, conferences, and meetings that were not aimed at university students alone but expanded towards a less specialised audience.



↑
View of the installation
Contamination,
by Joana Vasconcelos,
at the building in
Avenue d'Iéna, 2009.
© Daniel Malhão



←
Section of the façade of
the new Delegation in
France building, 2013.
© Rémy-Pierre Ribière

Internationalism

It was after the turn of the millennium that the Delegation began to extend its activities to the non-Portuguese world, in line with a similar change that was occurring at that time at the Foundation's headquarters in Lisbon. It was also during this period that Portugal's cultural presence was being more keenly felt, with the readership network becoming established and cultural and artistic expression flourishing through Portuguese and French institutional networks, as well as private initiatives.

In 2011, the Delegation left the building in Avenue d'Iéna, moving to more modern and functional premises in Boulevard de La Tour-Maubourg. It was then that the Delegation set itself the mission of reflecting on the major contemporary world issues in the areas of culture, human development, foundations and philanthropy, and the dissemination of the Portuguese language.



→
Paula Rego exhibition,
26.01–01.04.2012.
© Rémy-Pierre Ribière



An Outward Looking Foundation

Today, the Delegation's activities are based on continuous and fruitful dialogue with Parisian institutions, in a collaborative effort with some of France's most significant cultural, scientific, and philanthropic institutions. The library's rich collections, the exhibitions organised with Portuguese and international artists, and the meetings and conferences with some of the most important names in contemporary thought and the Portuguese-speaking world are an enormous asset, making the Delegation a platform for meetings and debates in a city that continues to be a prominent window onto the world.

Next Page
Current façade of the building on Boulevard de la Tour-Maubourg.
© Rémy-Pierre Ribière



View of the
Au Sud d'Aujourd'hui
exhibition, 2015.
© Alexandre Nicoli



Reading room
in the library.
© Isabel Santos



SUPPORT TO THE BOARD OF TRUSTEES

€689,588

OWN INITIATIVES

€1,069,210

GRANTS AND PRIZES



Secretary-General

The Secretary-General is responsible for overarching topics, such as the implementation of evaluation and quality management systems, as well as internal auditing. It is also the Secretary-General's task to directly monitor the Human Resources and Information Systems departments. In addition to the aforementioned tasks, the Secretary-General is also responsible for the management of grants for international initiatives, the Foundation's participation in national and international foundation networks, the Vasco Vilalva Prize for Heritage Renovation and Restoration, the provision of facilities to third parties, and supervision of the Gulbenkian Archive Project.



Statements of expenditure for the accounts
made by the the Calouste Gulbenkian housekeeper,
51, Av. d'Iéna / AAVV. Paris: 1949.
Photograph: Arquivos Gulbenkian

Grants and Prizes

The Secretary-General is responsible for the awarding of grants for international initiatives, to which €337,215 was allocated.

Vasco Vilalva Prize

In tribute to Vasco Vilalva, a patron in the area of renovating and restoring heritage, the Calouste Gulbenkian Foundation has been awarding an annual €50,000 prize in his name, since 2007. The aim of the award is to recognise exemplary work with movable and immovable assets of cultural value in support of the preservation and renovation of heritage.

In its eighth edition, the Vasco Vilalva Prize was awarded to the Diocesan Museum of Santarém. The jury distinguished not only the importance of this new museum for the cultural promotion of the region, but also the works of recovery and conservation of the cathedral. The renovation project of Cinema Ideal in Lisbon received an honourable mention.



Cathedral and Diocesan Museum of Santarém.
© Victor Henriques

Participation in Foundation Networks

The Secretary-General supervises the Calouste Gulbenkian Foundation's participation in foundation associations and similar networks that stimulate the development of the foundation sector at both a national and an international level, foster cooperation between foundations and other organisations (multilateral organisations, think tanks, etc.) and also make it possible for the Foundation to act as a facilitator in the debate on and intervention in the key issues affecting the different communities in which it is involved. In 2015, the Foundation contributed €50,000 towards voluntary quotas to support the activity of other organisations that support organised philanthropy, namely €40,000 to the European Foundation Centre and €10,000 to the Portuguese Foundation Centre.

This year, the following activities stood out with respect to foundation networks:

- › Continued involvement in the activities promoted by the European Foundation Centre (EFC), namely participation in the 26th Annual General Meeting (AGM) and EFC Conference on the topic of *Philanthropy: Visions and Energy for Change*, which took place between 20-22 May, in Milan;

- › Monitoring of activities carried out by the Network of European Foundations (NEF), an operational network of European foundations that seeks to develop projects that foster greater European integration through cooperation between the various foundations or between these and other forms of organised philanthropy, as well as corporate and public entities. The highlight of 2015 was the continuation of the *FutureLab Europe* and *New Pact for Europe* projects.

The Calouste Gulbenkian Foundation also contributed €50,000 towards the development of the *Vision Europe* project, a consortium of foundations and think tanks (Bertelsmann Stiftung, from Germany, Bruegel, from Belgium, the Calouste Gulbenkian Foundation, from Portugal, Chatham House, from the United Kingdom, the Compagnia di San Paolo, from Italy, the Jacques Delors Institute, from France, and The Finnish Innovation Fund Sitra, from Finland) established by the Bertelsmann Foundation, which led the project throughout the year. The aim was to create and develop recommendations for a series of innovative public policies capable of ensuring the long-term sustainability of national social security systems, culminating in a publication entitled *Redesigning European Welfare States - Ways Forward*.



Provision of Facilities

The management of procedures for providing facilities to third parties, namely for national and international conferences, meetings, lectures, seminars, conventions, workshops, and book presentations and/or other initiatives requiring authorisation from the President, is handled centrally by the Secretary-General, in conjunction with Central Services.

Priority is given to requests from not-for-profit organisations whose aims correspond or contribute to the achievement of the Foundation's statutory objectives. In 2015, the total value of free concessions, considered subsidies, was €516,755, with income from paid concessions totalling €63,916. During the year, the Foundation hosted 162 third-party events, bringing in more than 27,000 people.



Signing of the Memorandum of Understanding for the *Vision Europe* project.
© DR



Auditorium 3
© Márcia Lessa



←
Four ambulances donated by the Foundation, at the UNRWA headquarters in Beirut / UNRWA – United Nations Relief & Works Agency. Beirut, Lebanon: 1968.
 Photograph: Arquivos Gulbenkian

ARCHIVE PROJECT

THE CALOUSTE GULBENKIAN FOUNDATION'S archival collection is made up of archives created by its numerous branches and departments, over its almost 60 years of existence. The archives also include documentation generated by the extensive and complex realm of business and philanthropic activities of Mr Gulbenkian and his collaborators within the business empire founded by him which, in essence, has survived up until today. In quantitative terms, document management activities in 2015 amounted to 154 linear metres of documentation treated, 22,227 archival descriptions (metadata) produced, and 52,766 related authority file entries.



←
Laying of the foundation stone for the Al-Hikma University Oriental Institute / Paul A. Nash, Al-Hikma University. Baghdad: 1967.
 Photograph: Arquivos Gulbenkian

↑
Mobile library, Lobito City Council / n.n.. Lobito: 1968.
 Photograph: Arquivos Gulbenkian



Office of the President

The Office of the President is a technical and administrative structure that provides support to the President of the Board of Trustees. Its main duties include supervising and implementing projects initiated by the Foundation presidency, supporting the President's institutional representation, providing legal advice on the Foundation's activities and, lastly, ensuring the referral and technical and administrative management of internal and external requests made to the President.



Conference by Joseph Stiglitz:
Inequality in a Globalised World,
01.12.2015.
© Márcia Lessa

Activities

Conference: José Medeiros Ferreira – Citizen, Politician, and Historian

José Medeiros Ferreira (1942–2014) distinguished himself as a student leader and opponent of the Salazar regime, a member of government, particularly at the time when democracy was established in Portugal, an active figure in the public arena, an academic and historian.

The conference in tribute to José Medeiros Ferreira, which took place on 19 and 20 February in Auditorium 2 of the Calouste Gulbenkian Foundation, sought to bring together the eloquent accounts of friends and admirers, such as Aníbal Cavaco Silva, Francisco Louçã, Marcelo Rebelo de Sousa, Pedro Santana Lopes, José Pacheco Pereira, and Ramalho Eanes.

3rd Portugal-Germany Forum

The *Portugal-Germany Forum* is a civil society initiative organised by the Portuguese Institute for International Relations (IPRI), the Calouste Gulbenkian Foundation and the Institut für Europäische Politik (IEP) in Berlin. One of its objectives is to promote open dialogue between the two countries on social and economic issues and to seek common responses, as well as to foster European integration.

The third edition of the forum took place on 27 and 28 May in Auditorium 2 of the Calouste Gulbenkian Foundation, where the following topics were discussed: Economic Recovery, Investment and Growth in Europe; Social Europe, Sustainability and Employment; The Future of Europe: Unity, Diversity, and Democracy; and Science, Technology, and Innovation in Europe.

Fernando Henrique Cardoso Conference

On 9 July 2015, Fernando Henrique Cardoso – sociologist, thinker, and one of the key names in Brazilian politics over the last few decades – came to Auditorium 2 at the Calouste Gulbenkian Foundation to speak about the challenges currently facing Brazil, in particular the economic situation and corruption scandals.

President of Brazil between 1995–2003, he is known for implementing the Plano Real, among other measures, controlling inflation in his country and highlighting the smooth operation of justice as an aspect of safeguard in the Brazil of the future.

→

António Vitorino
– closing speech of
the 2015 Gulbenkian
Conference, *Europe
Beyond the Crisis*.
© Mária Lessa

Online Catalogue Raisonné of Calouste Gulbenkian Foundation Art Exhibitions

The *History of Calouste Gulbenkian Foundation Art Exhibitions* project has been systematically inventorying and studying the exhibitions organised by the Foundation since 1957 and this process has now been completed in around 170 cases involving the former Fine Arts Department, the Modern Art Centre, the Museum and Fine Arts Department, and the Cultural Centre in Paris.

Part of this work has included the digitalisation of the Archive and Art Library documents with a view to making research and results publicly available through an online database created for the project. In early 2016, the project was included in the activities of the Calouste Gulbenkian Museum.

Major Projects

Gulbenkian Conference 2015

On 30 November 2015, the regular autumn conference promoted by the Office of the President, entitled *Europe Beyond the Crisis*, was held. The initiative sought to foster debate and lay the foundations for reflecting on a range of issues, both in terms of Portugal and the European Union as a whole. It was particularly focused on whether we might be confronted with a permanent crisis of identity that could affect our deep sense of European integration. It also looked at the degree to which European policies might return the European Union to what was historically its core mission – a project of mutual understanding and collaboration based on common will, peace, and tolerance. Similarly, there was a focus on to what extent the European Union might represent a driver for economic growth, job creation, and societal cohesion for European citizens.

The conference, chaired by António Vitorino, was attended by former Italian Prime Minister Enrico Letta, among others.

Launch of the book *Asserting the Future: Public Policy for Portugal*

As part of the 2014 Gulbenkian Conference, *Asserting the Future – Public Policy for Portugal*, two volumes were published, compiling the main proposals presented for making Portuguese public policies more effective and sustainable.



The book launch, which took place on 23 July at the Auditorium 3 of the Calouste Gulbenkian Foundation, was attended by the editors of the two volumes: Viriato Soromenho-Marques and Paulo Trigo Pereira, as well as one of the authors, João Ferrão, and moderated by the journalist Nicolau Santos.

Grants and Prizes

The Office of the President is responsible for managing the grants awarded by the President to other institutions and projects, with respect to the Reserve under the Direct Management of the President (RADP). As regards the RADP, distributed over the Foundation's four statutory areas, the Office granted a total of €263,955 in subsidies and grants, as well as a total of €67,470 to projects co-financed by other Foundation departments.

A €60,000 subsidy was granted to the Office of the United Nations High Commissioner for Refugees (UNHCR) to support work undertaken to assist the victims of the earthquake that shook Nepal on 25 April 2015.



↑
At the Calouste Gulbenkian Day (20 July), one thousand people filled the open-air amphitheatre to applaud Denis Mukwege, the recipient of the 2015 Calouste Gulbenkian Prize, and to attend a concert by the Gulbenkian Orchestra.

© Márcia Lessa



Calouste Gulbenkian Prize

The Calouste Gulbenkian Prize, worth €250,000, is awarded to an individual or an institution, from Portugal or abroad, in recognition of their role in defending the core values of humanity, in particular respect for differences and diversity, a culture of tolerance and the preservation of the environment in the relationship between people and nature.

In 2015, about 70 nominations were received for the Calouste Gulbenkian Prize, and this year it was attributed to Denis Mukwege, a Congolese doctor who has dedicated his life to operating on tens of thousands of women and children who have been victims of rape and mutilation in the Democratic Republic of the Congo.

The Foundation's Amphitheatre was too small to host the more than a thousand people who attended a just and heartfelt tribute to the example and courage of Denis Mukwege and to the admirable struggle that he has carried out in defence of women's rights in a country where they are used as a weapon of war.



Chair of the panel,
Jorge Sampaio, with
Denis Mukwege and
Artur Santos Silva.
© Márcia Lessa

INEQUALITY, ADDRESSED BY THOMAS PIKETTY AND JOSEPH STIGLITZ

THE INCREASE OF INEQUALITY, despite being felt by many countries at different times and scopes, is a phenomenon which has been observed in the last decades throughout the developed world.

The discussion about the possible effects of this situation is therefore in the spotlight, and the Foundation has invited two leading scholars, who have dedicated

themselves to the study of this issue, to share their vision with our audiences: on 27 April, Thomas Piketty, an economist who has spent 15 years studying the dynamics of the distribution of income and wealth, and has used this research to publish, in 2013, *Capital in the 21st Century*; and, on 1 December, Joseph Stiglitz, one of the most influential economists in the area of inequality, having published dozens of books and being one of the most vocal critics of commercial and financial globalisation, awarded, in 2001, the Nobel Prize for Economics.

The two conferences sold out the Grand Auditorium of the Foundation and all the other spaces in the Congress Area, with more than 2,000 people attending.



←
Conference by
Thomas Piketty:
*Capital in the
21st Century.*
© Márcia Lessa



←
Conference by Joseph
Stiglitz: *Inequality
in a Globalised World.*
© Márcia Lessa

MUSEUMS



José de Azeredo Perdigão

Modern Art Centre

The Modern Art Centre plays an active role in supporting and promoting modern and contemporary art through temporary exhibitions, the publication of catalogues, and the issue of grants for contemporary artistic creation and worldwide dissemination of art. It also enhances, researches, divulges and preserves the collection in its custody seeking to attract new audiences, and promoting a rewarding experience for visitors. In fulfilling its mission, it remains particularly attentive to Portuguese art, without neglecting current international artistic production.

From June 2016, the Modern Art Centre and the Calouste Gulbenkian Museum will assume a single name – Calouste Gulbenkian Museum –, and will be identified by their collections: Calouste Gulbenkian Museum – Modern Collection and Calouste Gulbenkian Museum – Founder's Collection.



View of the exhibition *Eye to Eye .*
The Portrait in CAM's Collection
© Paulo Costa

€2,404,251

OWN INITIATIVES

€168,504

GRANTS AND SCHOLARSHIPS

THE OBJECTIVES AND GOALS ESTABLISHED by CAM for 2015 were met, namely the study, enhancement, and preservation of the collection, the dissemination of modern and contemporary art, support for contemporary artistic creation, the internationalisation of Portuguese art, attracting new audiences, promoting quality as regards welcoming the public, and developing a quality management system.

Throughout 2015, CAM has held eleven temporary exhibitions – four of which began in 2014 – and has published six bilingual (Portuguese/English) catalogues, in addition to exhibition booklets, which continue to be well-received by the public. Three exhibitions were made up entirely of works from its collection or by works on deposit in CAM, as was the case with the works by Arshile Gorky, who was the theme of the *Arshile Gorky and the Collection* exhibition, in which 91 works were exhibited, 24 of which belong to the (Eastern) Diocese of the Armenian Church of America in New York. The exhibition *Eye to Eye. The Portrait in the CAM Collection* showcased 109 works from the collection, while *Houses in the CAM Collection* exhibited 58 such works. Works from the collection also made up four temporary exhibitions: *x in Charrua, Tension and Freedom, Hein Semke: a German in Lisbon* and *The Delaunay Circle*.

As a major project for 2015, CAM developed the exhibition and published the catalogue for *The Delaunay Circle*, which resumed an exhibition held by the Foundation in 1972 on Robert and Sonia Delaunay's time in Portugal during World War I, delving deeper into aspects from this chapter in the history of international modern art and its repercussions on Portuguese art in the second decade of the 20th century. The flagship project was *Tension and Freedom*, a joint exhibition involving three collections – CAM, “La Caixa”, and MACBA's –, in a partnership with these two Spanish organisations that continues into 2016.

Acquisition of

**16 WORKS BY
11 PORTUGUESE
ARTISTS**

Donations
totalling

**27 WORKS BY
11 PORTUGUESE
ARTISTS**



The year drew to a close with the public presentation of the book entitled *The Forest and the School/Where to Sit at the Dinner Table*, edited by Pedro Neves Marques, and co-published by Archive Books and the Academia de Artes do Mundo de Colónia. It is an anthology on the topic of cannibalism in Brazil, from the first accounts of the 16th century to the role of the indigenous peoples in today's political and environmental conflicts.



View of the exhibition
Bernard Frize
– *This Is a Bridge*.
© Paulo Costa

Activities

Throughout 2015, CAM carried out a series of activities that can be grouped into two different areas: exhibitions and education.

Exhibitions

Miguel Ângelo Rocha – *Before and After* 13.02-31.05.2015

This first exhibition by Miguel Ângelo Rocha (Lisbon, 1964) at CAM presented sculptural work in the Temporary Exhibitions Gallery and the Multi Use Room, with a specially composed soundtrack by Pedro Moreira, José Luís Ferreira and André Fernandes (a saxophone and guitar recording arranged electronically so that it continued for the 3-month duration of the exhibition). The exhibition presented a temporal, spatial, visual, and acoustic continuum, playing with the entanglement of the form – made up of strips of white painted plywood –, “creating a sculptural situation to which every spectator is convoked”. A catalogue was published and the exhibition was extremely well-received by critics.

Bernard Frize *This is a Bridge* 13.02-31.05.2015

This exhibition of Bernard Frize's paintings was an overview of the series of paintings produced by the artist since the mid-1990s, revealing resonances and connections between different groups of works and investigating the way in which the ideas that cut across these series intersect, transform and evolve. Frize has also consistently affirmed his belief in the “work” of painting, in the artist's project as the production of an image that is entirely at one with the method and process by which it is created. A bilingual catalogue was published (Portuguese/English).



Miguel Ângelo Rocha
– *Before and After*.
© Paulo Costa



↑
X in Charrua exhibition.
 © Paulo Costa

**X in Charrua
 Anthology**
 19.06-26.10.2015

This extensive retrospective exhibition of the work of António Charrua (1925–2008) revisited the artist's main production from the 1950s through to his work from the 1990s, occupying floors 01 and 1 of CAM. The exhibition was extremely well-received by the public, with a total of 29,970 visitors. A bilingual (Portuguese/English) catalogue was published, with two curatorial essays, a section with writings from friends of the artist, and a reproduction of all the exhibited works.

**Willie Doherty
 Again and Again**
 20.11.2015-22.02.2016

Willie Doherty (Ireland, 1959) works with video and photography, creating a unique vision reflecting the tension between the individual and society, between nature and urban space. Doherty is an internationally renowned artist who was nominated for the Turner Prize in 1994 and 2003, represented Ireland at the Venice Biennale in 1993 and 2007, and participated in the São Paulo Biennale in 2003 and Documenta (13). This was an anthological exhibition, showcasing his most recent work in the Temporary Exhibitions Gallery and the CAM Main Hall, as well as a retrospective of his video work, with works from 1996-2014, in the Multi Use Room. A bilingual catalogue was published (Portuguese/English).



↑
 View of the exhibition *Hein Semke:
 A German in Lisbon*.
 © Paulo Costa

**Hein Semke: A German
 in Lisbon**

19.11.2015-13.06.2016

The exhibition *Hein Semke: a German in Lisbon* was held on floor 01 of CAM from 19 November 2015 until 13 June 2016, hav-

ing originally been scheduled to close on 22 February 2016. It showcased some of the lesser known aspects of the artist's production, while also providing a modern critique on his extensive and largely unknown work. Semke (Hamburg, 1899-Lisbon, 1995) came to live in Portugal in 1932 and was mainly known for his expressionist sculptures and ceramic works. The exhibition focused on, and celebrated, the extensive donation made to the Calouste Gulbenkian Foundation in 2013, and was complemented by loaned works from private collections to provide an overview of the various artistic languages at play. In addition to sculpture and ceramics, Semke's work included drawings, collages, woodcuts, monotypes, and paintings, and he produced 34 artist's books. CAM commissioned a film about the artist, which was shown alongside the exhibition, and a bilingual catalogue (Portuguese/English) was also published.

→
 Installation from
 the Willie Doherty
 exhibition.
 © Paulo Costa





Animalia and Nature in the CAM collection and Arshile Gorky and the Collection
17.10.2014-31.05.2015

The CAM collection was also exhibited in these two temporary exhibitions that continued from 2014. *Arshile Gorky and the Collection* attempted to create a dialogue between the Collection and the work of Arshile Gorky (Armenia, 1904–Connecticut, USA, 1948), American artist of Armenian origin, on the centenary of the Armenian genocide that forced him to emigrate to the United States

in 1919. As part of the exhibition, and in collaboration with the Armenian Communities Department, a narrated history was presented with live music from Armenian artists based in Portugal (one of whom is a member of the Gulbenkian Orchestra).

The opportunity to contemplate nature, to become immersed in its mysteries among animals, paths and natural elements is what CAM offered with the exhibition *Animals and Nature in the CAM Collection*, with a focus on the period between the 1960s and today.

Eye to Eye. The Portrait in the CAM Collection
22.07-19.10.2015

The exhibition *Eye to Eye* focused on the Collection from the point of view of portraiture, referring not only to the eye of the spectator upon viewing the portrait but also the suggestion of the artist's eye, which observed the model as the portrait was made. The exhibition touched on this double gaze, in which the eye is also watched, exhibiting 109 works from the Collection, by 42 different artists.



↑
View of the exhibition
Houses in the CAM Collection.
© Paulo Costa

←
View of the exhibition
Eye to Eye.
© Paulo Costa

Houses in the CAM Collection
20.11.2015-29.08.2016

At a time characterised by mobility, the disorganisation of space, and experience in a virtual world, houses continue to stand out as places of intimacy, shelter, and safety, brimming with memories. This exhibition, which covered the 20th century, included sculptures, installations, paintings, videos, and photography by artists such as Ana Vieira, Rachel Whiteread, and José Pedro Croft, while also focusing on a considerable number of recent works, including examples by Heimo Zobernig, Thomas Weinberger, Gil Heitor Cortesão, and Leonor Antunes.

TOTAL NUMBER
OF VISITORS

107,578

63,863 PORTUGUESE
43,715 FOREIGN



Entrance of the exhibition *The Delaunay Circle*.

© Paulo Costa

The Delaunay Circle 20.11.2015-22.02.2016

Departing from the exhibition held by the Calouste Gulbenkian Foundation on the same theme in 1972, *The Delaunay Circle* provided a modern and deeper

insight into the topic of Robert and Sonia Delaunay's extended stay in Portugal between May 1915 and January 1917, exploring Sonia Delaunay's profound connection with the country and the friendships and working relationships the couple forged with Amadeo de Souza-Cardoso, Eduardo Viana, José de Almada Negreiros, and Samuel Halpert (an American artist of Ukrainian descent who visited them in Vila do Conde). The exhibition looked at the *Corporation Nouvelle* project, which was established by the Delaunays when they arrived in Lisbon and involved Portuguese artists.

26,880 VISITORS

190 GUIDED TOURS

With this project, they intended to create touring exhibitions and original albums of poetry and paintings that could be sold through subscription. The exhibition also focused on the creative dialogue established between the various artists, whose works were related in terms of theme and form. Other facets were an exploration of Amadeo de Souza-Cardoso's participation in one of the *Der Sturm* exhibitions in 1913, a contact he made through Robert Delaunay, the commission for an *azulejo* tile panel for a Ventura Terra building in Valença do Minho, and the

close creative relationship the two artists established with José de Almada Negreiros through literature and dance. A catalogue was produced with in-depth essays on the Delaunays' relationship with Amadeo de Souza-Cardoso, the connection Sonia and Robert Delaunay established with Arturo Ciacelli's modernist Nya Konstgalleriet gallery in Stockholm during their time in Portugal, the commission from the Santa Casa da Misericórdia in Valença do Minho, and Robert and Sonia Delaunay's relationship with Almada Negreiros and Eduardo Viana. The catalogue featured all the exhibited works, as well as the existing available documentation on this specific period in the history of Portuguese art in the early 20th century. The 1st edition of the catalogue sold out during the course of the exhibition and a 2nd edition was subsequently published. The exhibition was extremely well-received by the public, with 26,880 visitors and 190 guided tours with school groups, among others. As part of the exhibition, there was a theatrical piece entitled "Sonia Delaunay's Journey", with four performances in the Multi Use Room that were attended by numerous schools. The exhibition featured in extensive articles published by the main media outlets at the time of opening.



Guided tour of the exhibition *The Delaunay Circle*.

© Paulo Costa

Education

In 2015, there were 89 scheduled educational programmes, with a total of 1,269 activities carried out, 24,212 participants, and €48,048 in income.

This year, it was decided to reduce the number of programmes, to optimise resources, and create more synergy with the Foundation's other educational departments, resulting in a higher occupancy rate for each activity. This did, however, translate to an expected overall fall in the number of participants compared with previous years. In 2015, the average overall rating for all the educational activities rose slightly compared to 2014, and new audiences were clearly attracted to the adult programme, the child and family workshops, and the schools programme.

Students continued to be the most represented group, comprising 22,609 of total participants, and 1,148 activities were carried out (split between visits, workshops, and shows), across all levels of learning (from pre-school to universities and senior universities) and spanning the entire exhibition calendar. The learning activities had an extremely positive overall average rating and reflected significant loyalty, with 72% of institutions surveyed visiting CAM more than once in the same year. The most represented learning levels were primary (36%), pre-school (27%), and middle school (20%), while continued efforts were made to improve attendance among universities, which are still under-represented in the education department. The main factors in choosing educational

activities for student groups are the relationship with the topic and the teaching method used, which shows a consolidation of the lines of programming followed in recent years and the learning stance adopted by the Education Department.

The rest of the programme is mainly divided into visits and other events for the general public (adults) and creative workshops for families, children, and young people. General public visits make up the main adult programme (39 projects, 60 activities carried out, 772 participants) and include various visit formats: Sundays (CAM Discovery Series), lunchtime meetings (Appetizer Series), chats with curators (Conversing with Curators and Artists Series), and demonstrations/drawn visits (Notebooks Series). This adult programme is especially frequented by people who know about the Foundation (99%), mainly women (72%) and professionals (70%), aged 36-55 years (52%), 56-65 years (15%), and residents of Lisbon (52%).

The creative workshops for families, children and young people are the second largest component of the programme developed around temporary exhibitions for those who are not part of organised group visits (16 projects, 61 activities carried out, 831 participants), with strong demand (occupancy rate for the sessions was 90%). The average overall rating showed the same positive trend and there was a significant loyalty rate: 60% had already participated in other educational activities.

Grants and Subsidies

Support for Internationalisation Programme

This programme offers support to (individual or joint) overseas exhibition projects by Portuguese artists, focusing mainly on those involving curators and/or an institution, or an international artistic production and dissemination organisation. In 2015, a grant was awarded to the artist Cristina Ataíde and ten subsidies were allocated to the following institutions: Encontros da Imagem - Associação Cultural, New Museum of Contemporary Art, Fondation d'Entreprise Ricard, Flora ARS+Natura, КХМ-Museumsverband, RedCat, АОЈЕ - Associação Olho-de-Gente, Tensta Konsthall and МНКА.

The Visual Arts Support Programme provides support to (contemporary) visual art projects, including artistic research projects, Portuguese exhibition projects involving curators and/or artistic production and dissemination organisations, and consolidation projects from national organisations specialised in artistic production, dissemination, and training. This year, 13 grants were awarded to artists Patrícia Faustino, Horácio Frutuoso, Catarina Patrício Leitão, André Varela Reis, Alexandre Estrela, António Melo Vieira, Joana Pimenta, Nuno Vicente, Alexandra do Carmo, Ana Marta Martins, Carlos Azeredo Mesquita, Belen Uriel, and João Pedro Leitão; as well as 4 subsidies: Verde-Rubro A.C.A., Salto no Vazio - Associação Cultural, Coletivo Tempo de Vista, and Atelier Concorde.

Grants for Portuguese artists on artists' residency programmes abroad were awarded to Tatiana Macedo for the Künstlerhaus Bethanien, Berlin; Mariana Silva for Gasworks, London; Lara Morais for FAAP, São Paulo; and Diana Policarpo for Residency Unlimited, New York.

THE CAM
WEBSITE
RECEIVED
60,239
VISITORS

236,672 VIEWS

69% NEW
VISITORS

Partnerships 256

At national level, there was a continuation of the three-year partnership with Ovar Municipal Council for three different exhibitions involving works from the CAM collection, with the exhibition *Almada: Desenhos de Par e Ímpar* (Almada: Odd and Even Drawings), which was dedicated to the graphic production of Almada Negreiros and was held at the Ovar Art Centre from 30 January until 25 April.

CAM continues to work regularly with national and international institutions by loaning a large number of works from its collection for display in a wide range of exhibitions. In 2015, 256 works were loaned to 30 national and 8 foreign institutions, a standout example being the inclusion of Sonia Delaunay's works in the first retrospective exhibition of her work, organised in France by the Musée d'Art Moderne de la Ville de Paris, which then moved on to the Tate Modern in London. Works were also loaned to the Círculo de Bellas Artes in Madrid, the Istanbul Foundation of Culture and Arts, the Serralves Foundation, the EDP Foundation, the Chiado Museum, the Fado Museum, the City Museum, and the Grão Vasco Museum, among others.

Evaluation System

Throughout 2015, CAM strengthened the quality management system implemented with respect to temporary exhibitions and loans from the Collection.

Compared to the previous year, CAM saw an increase in satisfaction among exhibition visitors, with an overall average rating of 86%.

In the last quarter of the year, the quality management system was assessed by the certifying body (SGS), which confirmed the NP EN ISO 9001 standard certification for exhibition activities.

In terms of the environment, the increase in material re-use rates was notable, remaining consistently above the established target (25%). During the previously mentioned assessment, CAM demonstrated compliance with good environmental management practices, which contributed to the maintenance of the NP EN ISO 14001 standard certification by the Foundation as a whole.

Works temporarily loaned by the CAM to national and international museums.



TENSION AND FREEDOM

Collections CAM/Caixa/MACBA
18.06-26.10.2015

THE EXHIBITION *TENSION AND FREEDOM* resulted from the joining of three collections of contemporary art from the Iberian Peninsula: the Museum of Contemporary Art of Barcelona (MACBA), the "la Caixa" Foundation, and the Calouste Gulbenkian Foundation Modern Art Centre (CAM). The curatorship characterised as tension and freedom the social and political fact common to the two Iberian countries which, in the twentieth century, experienced war - the Spanish Civil War and the Portuguese Colonial War - and prolonged dictatorial regimes - under Franco and Salazar - which only ended in the mid-1970s.

The works of the selected artists reflected three broad thematic approaches: the socio-political and revolutionary sphere, racial and gender issues and formal and physical tension resulting from the deepening and destabilisation of modernism.

This project continues into 2016 with two exhibitions curated by Julião Sarmento and presented in Barcelona and Madrid.

Tension and Freedom received 29,900 visitors in total, with 13 guided tours and 6 creative workshops for children and young people along the exhibition themes, with a total of 218 participants.

The overall average rating for the exhibition was 8, on a scale from 1 to 10, with a recommendation rate of 77%.



View of the exhibition
Tension and Freedom.
© Paulo Costa

29,900 VISITORS



Calouste Gulbenkian Museum

The Calouste Gulbenkian Museum's mission is to preserve, disseminate, and promote the study of the Calouste Sarkis Gulbenkian Collection and contribute towards the cultural enrichment of visitors through exhibitions, educational activities, meetings, conferences and publications.

From June 2016, the Modern Art Centre and the Calouste Gulbenkian Museum will assume a single name – Calouste Gulbenkian Museum –, and will be identified by their collections: Calouste Gulbenkian Museum – Modern Collection and Calouste Gulbenkian Museum – Founder's Collection.



View of the exhibition
Wentworth-Fitzwilliam.
An English Collection.
© Carlos Azevedo

€1,816,941

OWN INITIATIVES



THE DIVERSE INITIATIVES the Calouste Gulbenkian Museum promotes are based on its collection and the search for new perspectives, both through complementary relationships and through comparisons with other works and/or collections, in a spirit of openness, dialogue, and cosmopolitanism. The Museum also showcases its collections and schedule through its digital platform, which it wishes to extend to ever wider audiences, gaining and preserving new visitors from across the globe.

The Museum embarked on a transitional period following the retirement of João Castel-Branco Pereira, in November 2014, and the appointment of Penelope Curtis, in April 2015. During this period, activities went ahead as normal, though with a reduced programme, particularly with respect to temporary exhibitions. Some small exhibits were organised within the museum space, with a particular focus on the collection of books and manuscripts. Autumn offered a new opportunity to make use of these often under-utilised resources, with an exhibition that attempted to explore Calouste Gulbenkian's taste for all things English.

TOTAL NUMBER
OF VISITORS

217,062

57,023
PORTUGUESE
160,039 FROM
ABROAD

With the arrival of the new director in September, and following the decision to integrate the Calouste Gulbenkian Museum with the Modern Art Centre at the end of the year, the priority has been reorganising the team, involving numerous changes.

In the autumn of 2015, a phased programme began to reorganise and improve the museum's permanent exhibition, which will include replacing the fabric linings and modifying the arrangement of the pieces.

The museum hall has also undergone some alterations, namely the repositioning of the sculpture *Spring* (1919–1924), by Alfred-Auguste Janniot and the addition of a small display dedicated to the life of Calouste Gulbenkian and the founding of the museum.

In the future, the aim is to explore the collection's origins further, focusing on circumstances and tastes and taking advantage of the opportunities created by the relationship between the museum and the Modern Art Centre.

↑
Spring (1919–1924), by
Alfred-Auguste Janniot.
© Carlos Azevedo



Visit to the exhibit *Work in Focus: Don Quixote / 1605 / 1615*.

© Carlos Azevedo

Activities

Exhibitions

Don Quixote / 1605 / 1615
Museum Gallery
23.04-14.06.2015

On 23 April, the Calouste Gulbenkian Museum marked World Book and Copyright Day with a new exhibition in its *Work in Focus* series, entitled *Don Quixote / 1605 / 1615*, to commemorate the double anniversary of the publication of *The Ingenious Gentleman Don Quixote of La Mancha* (410 years have passed since the publication of Part I and 400 years since Part II).

The importance of illustration in bibliophile Calouste Gulbenkian's choices is evident in the quality of the copies of *Don Quixote* that he acquired: a famous edition from the publisher and bookseller Pieter Hondt, from The Hague, with etchings made from illustrations by prominent artists such as Charles-Antoine Coyppel, François Boucher, and Charles-Nicolas Cochin (1746); and the two volumes of the first part of the work, luxuriously illustrated by Albert Decaris (1951) and published in Paris by Les Bibliophiles Franco-Suisses, a society of which Calouste Gulbenkian was a member between 1932-1951.

This exhibit also included an illustrated edition printed by Juan Mommarte in Brussels (1662), which belonged to the Portuguese pianist and composer José Vianna da Motta, and another illustrated edition (1906) from Amadeo de Souza-Cardoso's private library, both part of the Art Library archive.

Meeting Point 2. Henri Fantin-Latour, Manuel Botelho
Museum Gallery
26.06-26.11.2015

This is a Calouste Gulbenkian Museum initiative that puts into dialogue its collection with that of the Modern Art Centre. In this second meeting point, still life emerges as the central theme, through the paintings *Nature Morte* and *La Table Garnie* by Henri Fantin-Latour (1836-1904) and two photographs, *100.rç-cmb* and *101.rç-cmb*, from the "Combat Rations" series by Manuel Botelho (b. 1950). This initiative included a catalogue that was published in Portuguese and English.

22
Works
temporarily
loaned by the
Museum to
9
national and
international
institutions



View of the exhibition
Wentworth-Fitzwilliam.
An English Collection.
© Carlos Azevedo

Wentworth-Fitzwilliam. An English Collection

Temporary Exhibitions Gallery (floor 0)
27.11.2015-28.03.2016

Autumn offered Portuguese visitors a rare chance to familiarise themselves with a collection that is not usually accessible to the public. Originally belonging to the large private residence Wentworth Woodhouse, in Yorkshire, it now resides in a private house in Kent. The exhibition, comprising 56 works (mainly paintings), focused on three key moments in the life of the collection: the works commissioned by the Earl of Strafford in the 17th century and the Marquess of Rockingham in the 18th century, and the paintings acquired by the collection's current owner, Lady Juliet Tadgell.

Published especially for the exhibition, the catalogue contains reproductions of the 56 works of art shown, with accompanying texts by Professor David Ekserdjian.

The Songs of Bilitis

Museum Gallery
November 2015 –February 2016

The Sunday Concert of 1 November, dedicated to *The Songs of Bilitis*, poems which merited the special attention of composers such as Debussy, provided the opportunity to present to the public the work of Pierre Louÿs (1870-1925).

The volume in the Calouste Gulbenkian collection, acquired by the collector in Paris in 1937, is from the most significant edition of *The Songs of Bilitis*, which included the collaboration of artists such as George Barbier, François-Louis Schmied, Georges Cretté, and Jean Dunand, major names in the illustration world. It features wood prints and lacquered binding and decoration in the *Deco* style, confirming its status as a bibliophile's book.

The Magi from the East. Miniatures from the Calouste Gulbenkian Collection

Manuscripts and Ivories Gallery
December 2015 –February 2016

The collection of manuscripts put together by Calouste Gulbenkian includes examples that are key pieces in the history of the art of books. For this small exhibition, ten books of hours were selected (nine manuscripts and an incunable), of French and Flemish production, from large production centres, such as Paris, Bruges and Ghent. They were produced between the 15th and 16th centuries and include depictions of the Adoration of the Magi.

The exhibition was a continuation of the rotational programme designed to ensure the works remain in good condition.

29,900 VISITORS



View of the exhibition *Modern Taste. Art Deco in Paris*, Juan March Institute, Madrid.

Other Initiatives

Sunday Concerts

In collaboration with the Music Department and Vera Herold Produções, the regular *Sunday*

Concerts were held in the Library/Museum Atrium throughout the year. The annual attendance rate of more than 3,000 people continued, confirming the continued public interest garnered since the concerts began in 1972.

The 2015 programme strengthened the links between the concerts and the museum. Standout examples were those in January (*Exchange of Princesses*) and November (*The Songs of Bilitis*), conceived for the temporary exhibition and the poems of Pierre Louÿs, respectively.

The nine concerts included 31 classical and jazz musicians and an actor, with music ranging from Carlos Seixas to Frederic Mompou, classical music to jazz, solo recitals, and concerts centred around an historic event.

Conferences

The museum organised two conferences:

- › **Isis and the destruction of archaeological sites and artefacts** by Dr. Itzhaq Shai, a professor at Ariel University, October 2015. This conference was held to mark the launch of the *Proceedings from the Lecture Series on Mesopotamian Art*;
- › **The Wentworth-Fitzwilliam collection: five centuries of collecting**, as part of the *Wentworth-Fitzwilliam* temporary exhibition. *An English Collection*, December 2015. Contribution from David Ekserdjian.

Collaboration

Inauguration of the new National Museum of the Sultanate of Oman following a 3-year collaboration with Rui Xavier, who acted as coordinator of the project and the preventive preservation and restoration programme, and the teams of professionals on the ground.

Loans

The Museum loaned 22 works to 9 national and international institutions, including the Royal Academy of Arts in London, the Musée du Luxembourg in Paris, and the Thyssen-Bornemisza Museum and Juan March Institute in Madrid. Three works were loaned to the latter for its exhibition *Modern Taste. Art Deco in Paris* (March-June 2015).

PARTICIPATION IN

16

national and international conferences and colloquiums

Publishing of Collection Catalogues

Gothic Ivories. Calouste Gulbenkian Collection

The array of Gothic ivories collected by Calouste Gulbenkian and exhibited at the start of the museum's European Art circuit includes rare pieces of exceptional quality that merit further study in order to make them more widely known among interested members of the public. As these ivories are currently the subject of academic research, the Calouste Gulbenkian Museum decided to enlist the services of Dr. Sarah Guérin, an expert on Gothic ivories and a lecturer at the Université de Montréal, to produce a first-rate study and write a book that appeals not only to specialists, but also to a wide range of readers outside academia.

ISBN: 978-1-78551-016-8

Calouste Gulbenkian Collection Gold and Silver Work Catalogue (in production)

A selection of around 30 key pieces from the collection were selected as entries for the catalogue, which will feature extended information and some images (including punches and hallmarks); the remaining pieces (around 30) will be listed at the end of the publication in a simple table with images. There will also be an introductory essay on Calouste Gulbenkian as a collector of gold and silver work, profiles of the pieces, and a glossary. The catalogue will be published, without changing the original structure, in a longer version (online and in French) for a more specialised readership, as well as a shorter version for the general public, printed in Portuguese and other languages that are yet to be confirmed.

Arte da Mesopotâmia – Atas do Colóquio Mesopotamian Art – Proceedings from the Lecture Series

The Calouste Gulbenkian Museum now has the proceedings from the lecture series *Mesopotamian Art*, which took place on 24 and 25 May 2013. This event included attendance and contributions from a number of national and international experts in the area, such as Julian Read, David Kertai, Dominique Collon, Tiago de Brito Penedo, and José Augusto Ramos.

ISBN: 978-989-8758-11-8

Photography and Digital Projects

In 2015, the museum team continued to update the website with information on current activities and it received 194,096 visits, up 75,102 from 2014. There were also continued efforts to upload the collection pieces onto the *Inweb* platform in order to make them available in the *Online collection* category. A new page was also created on the museum website. It is called *Loans* and includes information on pieces loaned to other institutions for temporary exhibitions.

The Garden in the Gulbenkian Collections

This project is aimed at creating a digital publication with one overarching theme - the garden.

Within the context of the Foundation, this means taking a collaborative approach in terms of digital strategy, departing from the Calouste Gulbenkian Museum, Modern Art Centre, Art Library, and Gulbenkian Archives collections.

Google Art Project

In collaboration with the Communications Department, the Gulbenkian Museum began participating on the *Google Art Project* platform, a project coordinated by the Cultural Institute, adding around 100 pieces from the collection and a 360° virtual visit. This project will continue to be developed and implemented in 2016.

194,096
VISITS THE
PHOTOGRAPHIC
ARCHIVE MOVED
19,864 IMAGES:

7,665
Images of
Pieces from
the Collection

1,829
MCG
Initiatives

6,964
Image
concessions

3,406
Images for
Internal
Circulation



Education

In 2015, the Education Department scheduled 118 educational activities aimed at a wide range of audiences – children, young people, adults, both individually and as part of education institutions, as well as individuals and groups with special needs.

The most represented education level was secondary school (15-17 years) – 4,193 participants – as well as adult groups – 3,082 participants. This was followed by pre-school (3-5 years) – 3,062 participants – and middle school (12-14 years) – 3,038 participants.

Next were senior universities – 1,980 participants –, primary school (6-9 years) – 1,635 participants – and universities – 1,101 participants –, followed by professional learning – 450 participants –, basic education school (10-11 years) – 662 participants – and special education needs – 144 participants.

The Education Department also welcomed the *Our Square Mile* project, offering a guided tour of the museum to senior citizens every week. In 2015, there were 28 sessions, with groups of between 15-20 people.

THESE ACTIVITIES
AMOUNTED TO **1,215**
SESSIONS WITH **21,077**
PARTICIPANTS

998 guided tours of the
permanent exhibition,
involving **17,839** people

155 guided tours
of temporary exhibitions,
involving **2,650** people

60 creative workshops for
491 children and families



CALOUSTE S. GULBENKIAN AND ENGLISH TASTE

Temporary Exhibitions Gallery at the Museum
27.11.2015-28.03.2016

THIS EXHIBITION PROVIDED an overview of Calouste Gulbenkian's collecting based on the years he spent in London, which correspond to the beginnings of his collection. It traced a path that covered several decades of acquisitions of English art or art in the "English taste", through works that are usually held in storage, some of which have never been seen (paintings, sculptures, engravings), including the *Portrait of William Keppel* by Sir Joshua Reynolds, a painting Calouste Gulbenkian donated to the National Museum of Ancient Art in 1949 and that has now been generously loaned by this museum.

The catalogue published for the exhibition sheds more light on Calouste S. Gulbenkian's many facets as a collector.



View of the exhibition
*Calouste S. Gulbenkian
and English Taste.*

© Carlos Azevedo

DEPARTMENTS





Art Library

The Art Library is a specialised library that contributes to the knowledge, enjoyment, and development of artistic creation and provides support for artistic training, learning, and research, particularly in the areas of architecture and the visual arts. The services provided also aim at fostering innovation and scientific development in these fields, namely through the establishment of partnerships with similar institutions. The Library gathers and manages a wide-ranging documentary heritage, ensuring the processing and provision of information resources, as well as the collection and preservation of all the Foundation's publications.



View of the exhibition
Lourdes Castro. Todos os Livros.
© Paulo Costa

€563,271

OWN INITIATIVES

IN 2015, THE ART LIBRARY continued its careful and consistent selection of content, taking into account both current production and the diversity of analyses on different artistic practices, thereby enriching all resources of heritage value.

This bibliographic processing and efforts to make the collections more available will mean the public will have access to all purchased and donated documents, as well as several items in the Library's archive that have yet to be catalogued, namely estates and special collections.

Work was carried out to ensure suitable conditions for preserving the documents, from packaging and storage that is adapted to the various resource materials to more specialised restoration work.

In keeping with the varying needs of visitors, the Library continued to offer coherent dissemination and access services, using means and solutions in line with the continual technological advancement. In this regard, it is worth highlighting the ratings given in the Public Survey conducted.

There was an overall rating of 8.9 out of 10, with Quality of Catalogue Information scoring 8.4 out of 10, and Quality of the Reference Service scoring 9.1 out of 10.

Support for the Foundation's projects and services was mainly in the form of information and documentation for exhibitions and the monitoring of activities and projects from other units in the Foundation's organisational structure.

Outside the Foundation, documents were loaned for exhibitions by other institutions and partnerships were fostered to develop multi-faceted projects aimed at increasing the use and promotion of collections and services. In this regard, it is of particular importance the participation in networks, whether specialised in the Library's areas of activity or more generic and aimed at disseminating resources to broader and more diverse communities.

In all, the Art Library's work in 2015 in its various areas of activity showed a 97.31% completion rate, as indicated in the Detailed Objective Plan.

Activities

During 2015, the Art Library carried out the following activities:

New Collections and Estates

Worthy of special mention is the donation of the estate of the architect Siza Vieira, comprising 34 architectural plans for future and current buildings, mainly in the south of Portugal. Following this donation, a project is being developed with the Serralves Foundation and the Canadian Architecture Centre to process the entire works of Siza Vieira and make them available to the public.

It is also worth highlighting the donation from the library of the former Portuguese Design Centre, whose archive contains around 3,000 specialist monographs and periodicals, as well as the donation from the *Popular Portuguese Architecture* collection by architect Joaquim d'Aguiar Pereira Cabral. The latter comprises a series of negatives used to make the prints for the production of the first two editions of *Arquitetura Popular em Portugal* (Popular Architecture in Portugal, 1961), which was coordinated by the then Architects' Union, today's Order of Architects.

As for purchased acquisitions, standout examples include the *Vistas Aéreas do Património em Portugal Con-*



tinental (Aerial Views of Architectural Heritage in Continental Portugal), by Catalão Monteiro, with 133 digital photographs and 5 films, and the *Azulejaria de Aveiro* (Aveiro Azulejos) collection, by Manuel Cardoso

Ferreira, which contains 2,630 digital photographs with images of *azulejo* tile panels produced for various purposes, such as the decoration of building façades, advertisements and street signs.

New Publicly Available Collections

Eleven new special collections were made available to the public and accessible via the internet. These were in the areas of *azulejo* tiling, Portuguese ceramics, and painting, and included the *Santos Simões* collection, the *Azulejaria de Lisboa* (Lisbon Azulejos) collection, the *Azulejaria de Aveiro* (Aveiro Azulejos) collection, and the *António Carneiro Exhibition*. With these collections, the public now has access to more than 20,000 new digital images.



Aerial view of the Convent and Church of St. Anthony in Campo Maior. *Aerial Views of Architectural Heritage in Continental Portugal* collection.

© Catalão Monteiro



→
Day-care centre in the Parish Centre of Vera Cruz. *Aveiro Azulejos* collection.
© Manuel Cardoso Ferreira

"DigiTile" and "Tradition and Modernity" Projects

The *DigiTile Library - Tiles and Ceramics online* project, funded by the Foundation for Science and Technology (PTDC/EAT-EAT/1173154/2010), was aimed at creating a digital library dedicated to reference sources and studies on *azulejo* tilework and ceramics, which is available at [HTTP://DIGITILE.GULBENKIAN.PT](http://digitile.gulbenkian.pt). This was a joint initiative between Artis - Institute of Art History of the Faculty of Art of the University of Lisbon and the Calouste Gulbenkian Foundation Art Library, while other institutions also participated. This project ended in the first half of the year, having been presented at a public meeting held in May. The project results were assessed by the FCT's expert panel of assessors and it was awarded the top grade (A).

Using the *DigiTile* technical infrastructure and basic content, the *Tradition and Modernity* project passed on the benefits of its expansion to practically the entire contents of the the Art Library collections and extends chronologically to the present day, including information on the various forms of contemporary *azulejo* tile-making forms. This project ended at the end of the second half of the year and was presented at a public meeting in October.

Preservation and Conservation of Resources

Work was carried out on several collections with the aim of safeguarding the physical integrity of the Art Library's heritage.

Internal and external partnerships

In 2015, the following partnerships were worthy of special mention:

Management of the Delegation in France Library

The Art Library has been providing continued technical support to the Delegation in France Library since 2008. In 2015, it officially assumed management of the Delegation in France Library and, accordingly, a coordinator has been appointed to ensure the harmonious operation of the two information units.

Amadeo de Souza-Cardoso Exhibition

The collaboration with the Delegation in France was also embodied by the loan of 47 documents, mainly belonging to the Amadeo de Souza-Cardoso estate, for the exhibition of the painter's work that was organised by the Calouste Gulbenkian Foundation, in partnership with the Réunion des Musées Nationaux. The exhibition was held in the Grand Palais (Paris) from April-July 2016 as part of the commemorations of the 50th anniversary of the Delegation in France. A total of 909 images from the same estate were also loaned for the making of a documentary about the artist, shown at the same exhibition.

Raisonné Exhibitions

There was continued support and monitoring as regards consultation of Art Library resources as part of the *Raisonné Exhibitions* Project, which seeks to inventory, systematise and disseminate information about exhibitions held by the Calouste Gulbenkian Foundation.



←
Amadeo de Souza-Cardoso, 1908(?). Photo belonging to the Amadeo de Souza-Cardoso estate in the Art Library

Exhibition D. Manuel II and the Books of Camões

The Art Library participated in the organisation of the exhibition *D. Manuel II and the Books of Camões*, namely by coordinating the exhibition conception and museography, as well as promoting and organising visits and themed discussions. This exhibition was the result of a collaboration between the Calouste Gulbenkian Foundation and the Fundação Casa de Bragança (House of Braganza Foundation) and was held in the Exhibitions Gallery at the Calouste Gulbenkian Foundation headquarters building from November 2015 to February 2016.

National Academy of Fine Arts

The collaboration with the National Academy of Fine Arts, aimed at processing its old stock, took the form of support in appointing technical staff, specific training, the acquisition of a computer program for describing the works, and project coordination.

Museum of Lisbon

This project is aimed at providing the Tile and Ceramics Digital Library with a database, created by the Museum of Lisbon's technical staff, on *azulejo* tile religious images in Lisbon.

Art Discovery Group Catalogue

This collective catalogue of specialist art libraries is the work of the international consortium ArtLibraries, whose management body includes the Art Library.

Digital Continuity

This project is a result of the Directorate-General for Books, Archives, and Libraries's initiative to build a sustainable network for common preservation of digital heritage.

Besides these projects, specific partnerships have been developed with a number of cultural organisations to support research and event organisation.

Sponsorships

In 2015, the Art Library received financial support in the form of cultural patronage from the company Leitão & Irmão Joalheiros to enable the digitalisation project of part of the Leitão & Irmão Joalheiros da Coroa estate, which is stored in the library.



↑
Entrance of the exhibition *Lourdes Castro. Todos os Livros*.
© Paulo Costa

LOURDES CASTRO. TODOS OS LIVROS

IN 2015, THE ART LIBRARY held an exhibition curated by Paulo Pires do Vale that brought together the artists' books created by Lourdes Castro (b. 1930) since the 1950s. This exhibition, entitled *Lourdes Castro. Todos os Livros*, not only included the simplest books, in which Lourdes Castro relates the texts of poets such as Rilke, Apollinaire, and Herberto Helder with her drawings and where the word is illuminated by the image, but also her object-books, made in rodhoid and plexiglass. This series of books was joined by other works by the artist in which the book and the word are specially relevant. This was the first exhibition devoted exclusively to this type of work by a Portuguese artist.

Lourdes Castro explored numerous possibilities using the book structure, demonstrating in all of them her interest and affection for this device – from the creation, with René Bertholo, of the magazine and publisher KWY in the 1960s. Among the unpublished books exhibited, the standout example was *Un Autre Livre Rouge*, produced in Paris in 1973, in collaboration with Manuel Zimbro, which was presented to the public for the first time.



The exhibition was accompanied by the publication of the *comprehensive* – or *raisonné* – catalogue of the artists' books and by a facsimile edition of *Un Autre Livre Rouge*.

Running from 9 July until 26 October, it involved an investment of €51,743 and was seen by 7,610 people, with 18 study visits.

Total number of records of specimens in the bibliographic database

424,514

Acquisition of documents and collections

MONOGRAPHS

321

Subscriptions to periodicals

137

Special collections

AERIAL VIEWS OF ARCHITECTURAL HERITAGE IN CONTINENTAL PORTUGAL (CATALÃO MONTEIRO)

AVEIRO AZULEJOS (MANUEL CARDOSO FERREIRA)

Gifts / donations

MONOGRAPHS

4,501

Private estates

SIZA VIEIRA ESTATE

Special collections

POPULAR PORTUGUESE ARCHITECTURE (JOAQUIM D'AGUIAR PEREIRA CABRAL)

PORTUGUESE BAROQUE AZULEJO TILEWORK: INVITATION FIGURES (LUÍS PAVÃO)

PORTUGUESE DESIGN CENTRE LIBRARY

Digital images made available

Online catalogue in 2015

29,518

Flickr

1,000

DigiTile in 2015

19,673

Use of Services on the Art Library Website

IEWS

Website

21,981

Online Catalogue

3,653,784

Flickr

8,931,609

DigiTile Library

43,952¹

USERS

41,244

DIGITAL IMAGE CONCESSIONS

1,941

¹ The figures refer to the 2nd half of 2015 only, since the Digital Library was only presented to the public at the end of the 1st half of the year.

Activities

2,893

Interviews for admitting new readers and renewing registrations

992

Responses to remote requests for information

18

Study visits

4

Exhibitions and other events

2

Publications

Activities for preservation and conservation of collections

Number of pieces treated

9,237

Number of collections assessed and treated

13

Readers

Total number of readers registered on the database

46,241

Total number of active readers

3,230²

NEW READERS

By area of activity

HIGHER EDUCATION STUDENT **961**

ARTISTIC PROFESSIONS **272**

RESEARCHER **92**

OTHER PROFESSIONS AND ACTIVITIES **74**

TEACHER **55**

SECONDARY EDUCATION STUDENT **53**

New Readers

1,629

Total Loans

57,667

By area of interest

URBAN PLANNING AND ARCHITECTURE **474**

ART HISTORY **244**

DESIGN **189**

PERFORMING ARTS **154**

VISUAL ARTS **137**

PHOTOGRAPHY **114**

GRAPHIC ARTS **57**

LITERATURE **55**

DECORATIVE ARTS **34**

CONSERVATION AND RESTORATION **33**

MUSEOLOGY AND MUSEUMS **32**

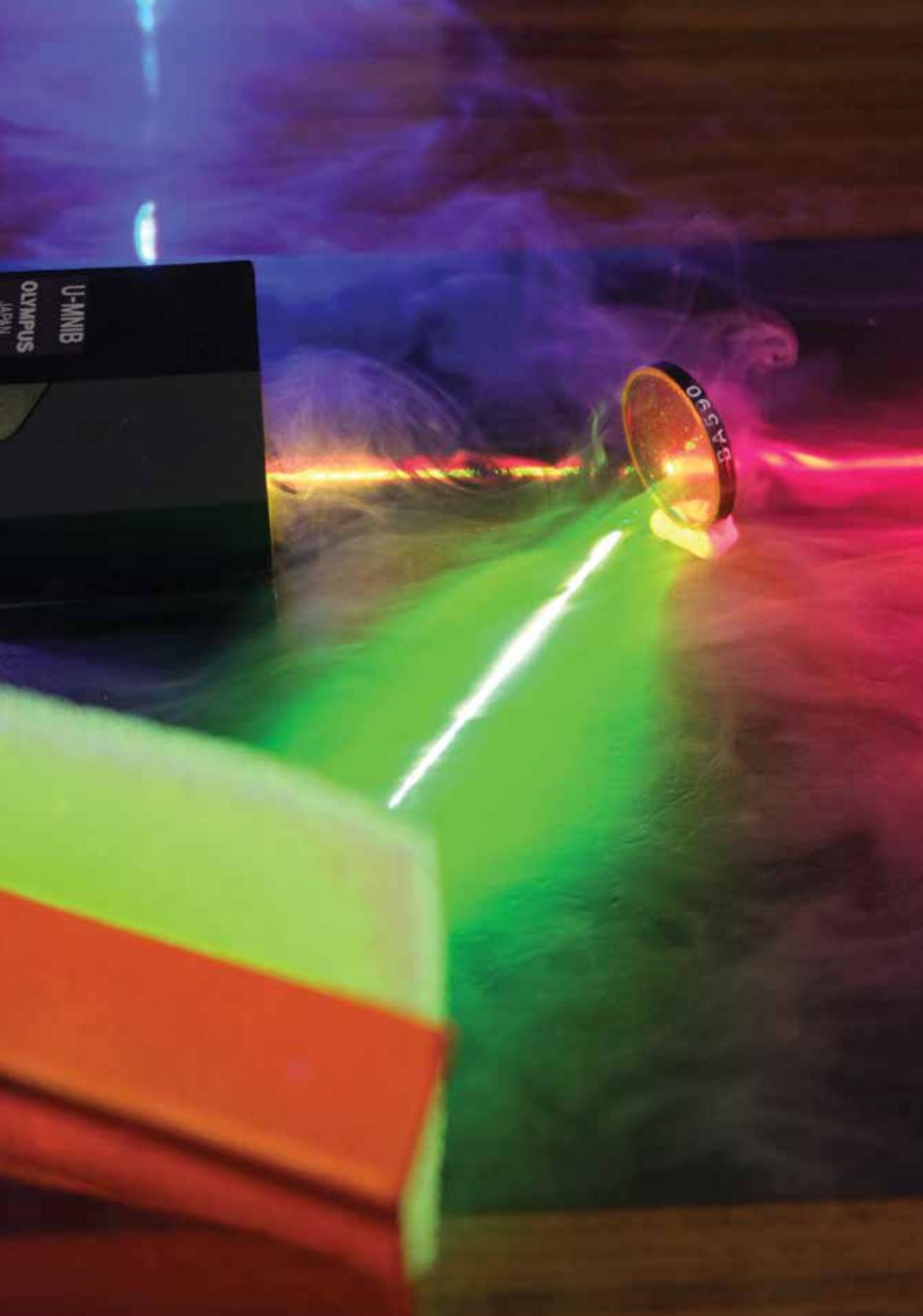
ARCHAEOLOGY **26**

AESTHETICS **23**

ICONOGRAPHY **12**

OTHER INTERESTS **43**

² Total number of readers with an active reader status who actually used the library in 2015. Includes new readers and readers who were already registered before 2015.



Gulbenkian Institute of Science

The Instituto Gulbenkian de Ciência is a leading international biological and biomedical research and graduate training institute, dedicated to scientific excellence and to training a new generation of scientific leaders. The Institute has five main missions: promote high-quality, multidisciplinary scientific knowledge in the areas of biology and biomedicine; identify, educate, and incubate new research leaders, providing state-of-the-art services and full intellectual and financial autonomy in the development of projects; develop and provide international graduate teaching and training programmes; promote the sharing of scientific knowledge generated by fundamental research with other areas; promote a science-based culture and the dissemination of scientific values in society.



Detail of the work "Mundo da Fluorescência" at Belém Art Fest.
© Ana Mena (IGC)

The essential outputs of the Instituto Gulbenkian de Ciência (IGC) are teaching, research and outreach to society at large. The core teaching activity of the Institute is its PhD programmes. During 2015, 10 students began their PhDs at the IGC, while 16 students completed their research and were awarded PhDs.

Numerous IGC research activities led to 143 publications in international scientific journals. Among the most prominent scientific articles was a laboratory study by Dr Ana Domingos, in collaboration with international colleagues, which demonstrates (in rats) that adipose tissue can be reduced by stimulating sympathetic neurons that innervate the tissue. This study was highlighted in numerous prestigious scientific journals, as well as in the media. Another important study resulted from collaboration between two IGC groups led by Isabel Gordo and Jocelyne Demengeot. This work shows how bacteria that colonise our gut are regulated by the immune system and how this influences the composition and dynamics of the bacteria population. A publication by Luís Teixeira's laboratory is also worthy of mention and will be described in more detail below.

The IGC members organised and participated in 6 international science meetings, both at the IGC and the Foundation. As well as these meetings, there were numerous lectures at international scientific conventions across the world.

The instrumentation at the IGC was further enhanced by two technological platforms, supported by funding from the Foundation for Science and Technology (FCT) for the IGC's research unit, which was classified as "exceptional". This upgrade included the purchase of a new electron microscope unit with superior electron optics and higher resolution cameras, as well as a significant number of IVC racks.

In 2015, the IGC and its members raised a total of more than 6 million euros from national and international organisations for new research projects and salaries for the next 5 years, as well as for organising and participating in conferences.

In September 2015, the French-Dutch singer and composer Camille van Lunen joined the IGC as "Resident Composer", galvanising involvement and musical activity among IGC members, including the creation of a choir.



Training of teachers.
© Inês Domingues (IGC)

**370 PEOPLE
WORK AT IGC**

**153 MEN,
217 WOMEN**

32 NATIONALITIES

287 RESEARCHERS

42 RESEARCH GROUPS

Educational activities

In all, 10 PhD students from the 3rd round of the FCT-sponsored programme in Integrative Biology and Biomedicine (IBB) completed their courses and started research projects at the IGC. Similarly, 14 students from Portuguese-speaking African countries (PALOP) in the 2nd year of the Postgraduate Science for Development Programme, based in Cape Verde, completed their courses and started PhD projects at institutions in Brazil and Portugal. Three of these students came to the IGC. A further important teaching activity is the series of week-long teaching workshops as part of the Gulbenkian Training Programme in Bioinformatics, which in 2015 taught a total of 151 students from 21 European countries in 11 practical courses.

Scientific Meeting of PhD Students from PALOP Countries

In December 2015, the first scientific meeting of PhD students from PALOP countries was organised at the IGC. The initiative was aimed at bringing together the African student community undertaking their PhD theses in Portugal under the IGC Postgraduate Science for Development Programme, the Gulbenkian grants scheme, and the Foundation for Science and Technology's Global Science Programme.

International Scientific Meetings

The IGC members organised and participated in international science meetings, both at the IGC and at the Foundation. These included: the workshop "Mouse Microbiota: Genotype-Phenotype Control And Technological Challenges" (March), organised by Jocelyne Demengeot and Joana Bom; the workshop on "Functional Neuroanatomy of Fish: Mapping Behaviour and Internal States into the Brain" (April), organised by Rui Oliveira; European Summer School "Host-microbe symbioses - old friends and foes" (July), organised by Luís Teixeira and Karina Xavier; EMBO Practical Course "Measuring intra-species diversity using high-throughput sequencing" (July), organised by Daniel Sobral and Pedro Fernandes; the conference "Forecasting evolution?" (July), organised by Isabel Gordo; and the symposium "Super-Resolution Microscopy in Infection and Immunity" (October), organised by Nuno Moreno, Helena Soares (IGC and CEDOC), Mariana Pinho (ITQB) and Ricardo Henriques (UCL).



Participation in art and music festivals

The IGC was invited to participate in the Belém Art Fest for the first time and the NOS Alive festival (previously *Optimus Alive*) for the eighth time. In total, more than 2,000 visitors interacted with the IGC scientists in the various activities held in these spaces.

Inspiring Science: Mathematics for Life course

Every year, the IGC provides training for teachers, from pre-school learning to secondary education, with the aim of bringing teachers up to date with the latest scientific advances in the field of biology. In 2015, for the first time, a course was organised for 25 secondary education mathematics teachers, with the aim of providing new tools for communicating with students and awakening their interest in the subject.

**10
Technological Platforms**

**69
Research projects with
competitive funding in
progress**

**150
Publications (in house
members)**

**40
Awards and Honours**



Summer School.

© Catarina Júlio (IGC)



↑

Camille van Lunen,
artist in residence.
© Catarina Júlio (IGC)

Artist in residence

The IGC has, in previous years, hosted artists in residence, the most recent being the British artist Rob Kessler in 2011. In Sep-

tember 2015, singer and composer Camille van Lunen began her residency at IGC, initiating and promoting various musical activities with IGC members. Camille's activities were generously supported by Risto Nieminen, director of Gulbenkian Music, and colleagues. By the end of the year, many IGC members were regularly attending concerts at the Foundation. In 2016, the IGC is excited to witness the début performances of Camille's compositions that have been inspired by science at the institute.

Scholarships, Grants and Prizes

Grants and Subsidies

The IGC's researchers secured a total of 14 new research projects in competitive application processes, 3 awards and 14 other sources of funding totalling 5.2 million euros. In addition, an individual PhD scholarship, 4 post-doctoral scholarships and 2 FCT Researcher positions were initiated in 2015.

Prizes

Researcher Mónica Bettencourt Dias was elected a member of the prestigious *European Molecular Biology Organisation* (EMBO). Two IGC researchers, Luís Moita and Mónica Bettencourt Dias, secured funding worth 2 million euros each from the European Research Council –ERC *Consolidator Grants*. A group led by Miguel Soares was awarded a Pfizer Award for Basic Research for its discovery of a natural defence mechanism against the spread of malaria, triggered by bacteria residing in the intestine. Researcher Florence Janody was awarded a grant from the Laço Association. PhD student Sandra

Tavares was awarded a scholarship from the Portuguese League against Cancer, in partnership with the pharmaceutical company Pfizer Researchers Isabel Gordo, Karina Xavier and Jocelyne Demengeot received the *PLoS Genetics Research Prize 2015* in recognition of the best scientific article published last year in the magazine *PLoS Genetics*.

Important Partnerships, Sponsorships and Funding

The events promotion company *Everything is New* once again sponsored two research fellowships for young IGC graduates, partnering with IGC at its annual music festival NOS Alive.

The IGC partnership within the EU-LIFE consortium of thirteen European research institutes provides significant access to a very large pool of scientists (over 800) as well as to expertise in many support functions such as grant applications, human resources, technology transfers, and industrial partnerships.

The Postgraduate Science for Development Programme is jointly supported by FCT and CAPES (Brazil), with each providing up to 8 PhD scholarships per year. The programme also received a generous donation from the Merck Family Foundation.

Evaluation System

Within the Foundation, the IGC is administered by a Management Committee that reports directly to the Board of Trustees. Since 2012, this Committee has been chaired by Dr. Sydney Brenner, the former President of IGC's Scientific Advisory Board. To our great regret, Dr. Brenner resigned from his post in 2015 due to health reasons, but is continuing to serve as an advisor to the Foundation. Professor José Neves Adelino was appointed President of the Management Committee to replace Dr. Brenner. In April of each year, the IGC receives a visit from the international Scientific Advisory Board, which reports directly to the Management Committee. An international external evaluation is being planned for 2016.

23 Conferences, workshops and scientific meetings organised

→

Mosquito *Aedes aegypti*.
© Muhammad Mahdi Karim / GNU FDL



AN ANTI-VIRAL DEFENCE

IN A YEAR MARKED BY THE DRAMATIC SPREAD OF THE ZIKA VIRUS, it is particularly timely to highlight an outstanding research project at IGC that may offer a solution for controlling the virus. The Zika virus, Chikungunya, yellow fever and dengue all share the same mosquito as vector. The mosquito *Aedes aegypti* spreads the virus to other humans after feeding on those that have been infected. One of the strategies for controlling diseases spread by vectors is to attack the vector itself. One possible method is the use of insecticides; however, its general level of toxicity and decreasing effectiveness means its usefulness is limited.

One new approach to the problem of viruses spread by vectors involves biological control, based on the work of Dr Luís Teixeira, a researcher at IGC. In 2008, Luís Teixeira discovered that strains of the fruit fly *Drosophila melanogaster*, which contain a symbiotic bacteria named *Wolbachia*, were highly resistant to viral infections. *Wolbachia* lives inside the cells of its host and is transmitted from one generation to the next through eggs. This bacteria is highly abundant in nature and infects the majority of insect species. *Aedes* mosquitoes that contain *Wolbachia* have dramatically reduced levels of the dengue virus after feeding on contaminated blood and, as a consequence, have less of an ability to infect humans. The *Wolbachia* bacteria can spread itself until it is present in virtually the entire mosquito population,

and can be used to reduce the transmission of the virus. Pilot studies are currently being conducted, involving the release of these mosquitoes in five different countries, including Brazil, and is one of the methods that has been approved by the World Health Organization to fight the Zika virus.

However, the complex interaction between insects, *Wolbachia* and the virus remains poorly understood. In an important article published in 2015 in the open access journal *PLoS Biology*, Ewa Chrostek, a student in IGC's PhD programme, and Luís Teixeira demonstrated that a specific genetic modification in *Wolbachia* is responsible for an increase or decrease in protection against the virus. This variation also affects the harm that *Wolbachia* itself might cause on its host. The more resistance there is to the given virus, the shorter the lifespan of the fly will be. These findings reveal aspects of interaction and properties pertaining to *Wolbachia* and the consequences of its usage in controlling the virus. They also show the importance of basic research and its subsequent application in benefiting humanity.



Scholarships Department

The mission of the Scholarships Department is to reward excellence and to encourage research in specific areas of knowledge and of intervention that have been prioritised by the Calouste Gulbenkian Foundation through the awarding of scholarships.

Its main objectives are to: strengthen research into promising scientific and technological areas; support qualification and/or improvement in artistic areas earmarked for priority intervention by the Calouste Gulbenkian Foundation; promote research on topics relating to Portuguese and/or Lusophone culture; support the valorisation and development of human resources in Portuguese-speaking African countries (PALOP) and East Timor; promote advanced medical training and support medical research efforts.



Five published volumes, containing results of the Survey of Gulbenkian Scholarship Holders (by area)
© Márcia Lessa

€2,201,775

SCHOLARSHIPS



Meeting of Gulbenkian Scholarship Holders – Merit-based Scholarships.
© Mária Lessa

Activities

Awarding of Scholarships

Scholarships continued to be awarded in line with the department's fundamental objectives, which are to:

› Strengthen applied research into promising scientific and technological areas

The main objective of these scholarships is to promote applied research skills in Portugal through graduate and post-graduate qualification in areas of high academic excellence and relevant and high quality PhD programmes.

This includes the following lines of action: PhD scholarships, short-term scholarships, undergraduate scholarships, merit-based scholarships, "Mathematic Talents" scholarships, "Research Incentive" scholarships and PhD scholarships for international students.

› Support qualification and/or improvement in artistic areas earmarked for priority intervention by the Calouste Gulbenkian Foundation

The scholarships awarded within this line of intervention aim to promote the development of projects that encourage professional specialisation, valorisation and improvement within the arts. They cover two main areas – Fine Arts and Music.

› Support research on topics related to Portuguese and/or Lusophone culture.

The fundamental objective of these scholarships is to promote Portuguese or Lusophone culture by supporting research in Portugal conducted by international post-graduate students in the Humanities.

This objective includes the following lines of action: (I) research scholarships for international students on Portuguese themes and (II) research scholarships for international students on Lusophone themes.

› Support the valorisation and development of human resources in PALOP (Portuguese-speaking African countries) and East Timor

Scholarships awarded within this line of intervention aim to support the development and valorisation of human resources as a key tool for the social and economic development of Portuguese-speaking African countries and East Timor.

This objective includes the following lines of action: (I) undergraduate scholarships; (II) post-graduate and specialisation scholarships; and (III) research scholarships.

› Promote advanced medical training and support medical research

The primary aim of this programme is to provide PhD-level training for doctors, so that those wishing to combine their consultation practice with research into relevant clinical problems can acquire solid scientific foundations and develop quality research projects in their specialty areas. First launched in 2008, the programme has had 4 editions.

2015 constituted the 4th edition of the programme, with all of the scholarships granted to participating doctors by September of that year.

Additional Activities

Continued work related to the development of an information system based on the following tools:

- › Databases of current and former scholarship holders in the various specific areas of intervention;
- › Regular follow-up evaluations with former scholarship holders, with the aim of gaining in-depth knowledge about the nature of employability and possible barriers to accessing the job market;
- › Development of the "Gulbenkian Scholarship Holders" network with the aim of continuing and encouraging communication with and between scholarship holders and fostering the systematic sharing of information, principally in the academic and professional arena;
- › Development of a communication system aimed at providing timely, transparent information on training

Partnerships

Through its Scholarships Department, the Calouste Gulbenkian Foundation drew up a series of protocols with the following organisations for the awarding of study/training grants:

The Foundation for Science and Technology (FCT) and the Central Administration of the Health System (ACSS) within the Portuguese Ministry of Health

Awarding of scholarships for doctors in the 4th edition of the Advanced Medical Training Programme; a total contribution of €59,130;

University of the Azores

Awarding of training scholarships for professors from the university to participate in international conferences on the mainland;

Camões – Institute for Cooperation and Language and the University of Salzburg

Awarding of a scholarship to support teaching and the implementation of pedagogical and learning strategies in the area of Portuguese Language and Culture at the university;

Portuguese Association Against Leukaemia

Awarding of advanced training scholarships in haemato-oncology to specialist doctors, biomedical scientists, senior health technicians, specialised interns, or nurses;

Portuguese Rotary Foundation

Awarding of scholarships to financially disadvantaged students with a certain degree of physical disabilities at the secondary school and university level.

Meetings with Scholarship Holders

This year, eight meetings were held to promote dialogue between the Foundation and the community of Gulbenkian scholarship holders and to bring them together so that they could share their experiences and ideas and talk about the training and research they were undertaking with the support of the Calouste Gulbenkian Foundation. Of note were the meetings with the following groups of scholarship holders:

- › An awards ceremony for the Research Incentive Programme was held in February. At this ceremony, each of the scholarship holders gave a presentation on the subject area they are working on;
- › In April, the first meeting of scholarship holders in the Merit-Based Scholarship Programme was held, involving the participation of 24 of the 28 students who were attending their first year of undergraduate or Master's studies at Portuguese universities;
- › Two meetings were arranged for international Gulbenkian scholarship holders doing research in Portugal on themes relating to Portuguese culture. These meetings took place in May and November;
- › Meetings were held in Lisbon, Porto and Coimbra for Undergraduate and Post-Graduate Scholarship Holders from PALOP (Portuguese-speaking African countries) and East Timor, in partnership with the institutes of higher learning that were hosting the students; the meeting in Porto also included Gulbenkian scholarship holders who are studying at the University of Minho, while the Coimbra meeting included those who are studying at the University of Aveiro;
- › In the United Kingdom, the Portuguese Embassy organised a meeting in London that brought together Gulbenkian scholarship holders who are currently pursuing studies or research in the UK. The main aim of the meeting was to encourage greater familiarity between the Embassy, those responsible for administering the Gulbenkian scholarships on behalf of the Foundation, and scholarship holders by providing a space for dialogue and debate on the main issues affecting students' studies in the United Kingdom; the meeting included a short concert organised by several music scholarship holders.

Armenian Communities Department

The mission of the Armenian Communities Department is to create a viable future for the Armenian people in which its culture and language are preserved and valued.

The activities are divided in four priority areas: the preservation and advancement of the Armenian language and culture, emphasising education and the strengthening of the Diaspora; investing in the youth of Armenia, and their commitment to civil society; improving Armenian-Turkish relations by sponsoring projects that encourage a common understanding of their shared history; preserving and making available the Armenian literary heritage.

Դաստիարակչական
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21րդ դարուն Արեւմտահայերէնի
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21-22

Սեպտեմբեր | Septembre | September
2015

Innovation en Education

Les défis de l'enseignement de l'arménien
occidental au 21^{ème} siècle

Innovation in Education

Challenges in Teaching Western Armenian
in the 21st Century

EFL

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FUNDAÇÃO
CALOUSTE
GULBENKIAN

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Poster for the international conference
*Innovation in Education: Challenges
in Teaching the Western Armenian
Language in the 21st Century.*

€2,437,222

SUBSIDIES AND GRANTS

25

Number of countries where funding was sent (including scholarships)

In 2015, the Armenian Communities Department (ACD) deepened its work on the revitalisation of the Western Armenian language through a series of significant and interrelated initiatives. Assistance to Armenian schools in the Diaspora was systematised further, starting in Lebanon, where a Task Force was set up to assist the self-evaluation of the schools. In September, ACD funded and co-organised a major international conference in Paris, with INALCO (Institut National des Langues et Civilisations Orientales), on educational reform, bringing together educators from 13 countries to discuss the challenges of teaching Armenian in the 21st Century, and searching for innovative solutions. The Department continued its university scholarship programme, processing some 750 applications, a twofold increase from the previous year. The funding of projects in Armenia that target the youth and civil society continued as well, in parallel with efforts to bring the Armenian and western academic worlds closer together through targeted initiatives such as summer school programmes, publication support and conference travel grants. Outside of Armenia, ACD sponsored the publication of various books, be they in Armenian or in foreign languages about Armenian subjects. 2015 was a significant memorial year for Armenians. The Department sponsored various commemorative cultural events in cities connected to our Founder: London, Paris and Istanbul.



TUMOS Conference in Armenia.



Activities

784
New scholarship applications received

259
University scholarships granted

443
University scholarships granted to Syrian-Armenian students studying in Armenia and Europe outside of the usual scholarship programme

55
Number of schools supported in the Diaspora



App for teaching the Armenian Language



Scholarships

The Armenian Communities Department is particularly devoted to grant-giving, allocating almost all of its funds to educational, cultural, academic and humanitarian initiatives throughout the Armenian world, putting particular emphasis on the Diaspora.

The largest segment of the Department's budget is allocated to university scholarships. Armenian and Armenian Studies students benefit from a series of graduate and undergraduate scholarships. The total amount granted in 2015 was €965,600, benefitting 259 students. The scholarship amounts - divided in seven categories - ranged from several hundred euros in travel grants to €22,000 euros per year for PhD studies. The Department publishes an exhaustive report on scholarships on its website.

Support to Armenian schools

Support to Armenian schools in the Diaspora is the second largest segment of the Department's budget, most of it allocated to schools in Lebanon and Syria, followed by some schools in Europe. In 2015, ACD sent some €170,000 to schools in Syria, still operating despite the civil war, and €370,000 to Lebanon. The latter is in addition to a major grant to the Howard Karagheusian Commemorative Corporation for children with special education needs in Lebanon.

Revitalisation of the Western Armenian language

The promotion and revitalisation of the Western Armenian language - at the core of the Department's activities - entails a number of other initiatives outside of the formal classroom setting of schools. For example, ACD supported the adult language classes provided by the Armenian Catholicosate of Cilicia in Lebanon, which targets professionals who need to work in Armenian, as well as the London-based Programme of Armenian Studies which focuses on adults learning Armenian for academic purposes. Through the Department's efforts and funding, and in partnership with Wikimedia in Armenia, as well as local community organisations and schools, a very successful Wiki "camp" was organised in Lebanon during the summer. Over 40 teenagers wrote hundreds of Wikipedia articles in Western Armenian. This initiative received much resonance and will be replicated in Europe in 2016.

Eight specific projects on electronic learning for children were funded - from alphabet games to graphic novels - from our call for proposals on IT and language. Working with experts at Paris-based INALCO, we supported the creation of the web-based lexicon PARASTAN.FR.

Support for cultural initiatives

Our support for cultural initiatives included the Péniche Anako in Paris, to enable it to create a Europe-wide network of Armenian artists, and expand its activities as a centre of contemporary Armenian culture. We also co-sponsored Oxford University's exhibition: *Armenia: Masterpieces of an Enduring Culture* at the Bodleian Library.

Funding was provided for a multilingual travel app developed by Sources d'Arménie, aimed at places associated with Armenia in Venice. In Portugal, we worked with the Gulbenkian Empowering New Generations Programme to organise a conference on issues related to tolerance and intolerance, in which renowned American educator Joan Rivitz was invited to deliver the keynote speech.

In Armenia

In Armenia, the scholarship programme to enable young academics to attend conferences abroad continued. 88 grants were awarded. ACD supported two summer school programmes, one organised by the Armenian Higher Education Initiative on "Socio-political Development in Post-Colonial Societies," with particular emphasis on Armenia, and the other organised by the Extension Programme of the American University of Armenia on "Executive Leadership in the Public Sector." Together, these courses drew in some 45 students. Through the Institute for Democracy and Human Rights we helped our partner, EcoLab, become an independent entity that works with young people on civic initiatives. ACD continued its support to the Jinishian Memorial Foundation for its work on youth and civic dialogue, as well as our collaboration with the Ministry of the Diaspora, funding its "Diaspora" summer programme and its youth conference entitled "The Future."



Concert in Istanbul commemorating the anniversary of the 1915 Genocide.



Armenian-Turkish relations

2015 was a significant year in Armenian-Turkish relations, being the 100th Anniversary of the 1915 Genocide. Many commemorative events were held throughout the world, including in Turkey. The Armenian Communities Department supported three major concerts, in cities close to our Founder: in Istanbul (in partnership with Anadolu Kultur), in London (in partnership with the Armenian Institute), and in Paris (in partnership with the AGBU and the participation of the Gulbenkian Choir). It was quite a moving experience to see over a thousand people – Armenians, Turks, Kurds and foreign guests – together attend a commemorative concert in Istanbul, remembering the past but also celebrating Armenian culture. The Armenian Communities Department also sponsored a series of exhibitions at the Depot Gallery in Istanbul, the travel of Armenian university students to Turkey, and a "people-to-people" civil society project at the border between Turkey and Armenia called "Cook for Peace."

Publications

Support for publications remained dual track: electronic and in print. In Armenia, for example, working with DIGILIB.AM (housed within the American University), we sponsored the e-publication of 60 books in Western Armenian, written in the early 20th Century (10 of them never published before) – that is over 30,000 pages of keyword searchable material never made available electronically before. Further publication support touched projects in some 10 countries, adding up to 30 initiatives. The titles ranged from a celebrative book dedicated to Librairie Orientale Samuelian and a bilingual edition (Western Armenian and French) of the famous French children's story *Le Petit Nicolas*, to philosophical texts in Western Armenian on Georges Bataille and Maurice Blanchot. ACD also sponsored a major academic conference organised by Haigazian University in Beirut on the subject of Armenians in Syria. Its proceedings will be published in 2016.

Partnerships

Almost all of the work of the Armenian Communities Department is carried out with partners from around the world. These range from small civil society organisations and local NGOs, to large philanthropic organisations, as well as the Ministry of the Diaspora of the Government of Armenia. ACD works with universities as well as community schools. Our mandate, to preserve and advance Armenian culture and learning, necessitates a wide range of partnerships and networks. Maintaining strict neutrality in terms of community politics, we select our partners based on their ability to deliver results and have impact.

Assessment

The Department augmented its expertise on evaluations by adding staff whose job includes conducting project and programme evaluations. We evaluated one major project in 2015, and started the process to undertake the mid-term evaluation of our five-year strategic plan in 2016.

PROMOTION OF THE WESTERN ARMENIAN LANGUAGE

FOUR SIGNIFICANT INITIATIVES, all related to Western Armenian language, were launched in 2015.

First, ACD launched the Educational Task Force in Lebanon and continued working with it closely. The Task Force was essential in the systematic self-evaluation of the schools, the first step in determining pedagogical needs. This enabled schools to set priorities, based on which projects are being developed. Similar task forces were also set up in Turkey and France. Each committee is comprised of 7-10 education experts. The long term objective of these task forces is to enable schools to develop the necessary tools, particularly the human resources, to enhance the teaching of Western Armenian.

Second, in line with the emphasis on modern technology in the acquisition of language, the Department organised with the Tumo Centre for Creative Technologies an important conference in Armenia that brought together IT, language and pedagogy experts to determine together major needs in the advancement of Western Armenian through electronic means. Concrete suggestions emerged out of the meeting in June, attended by some 40 individuals. As an outcome, a call for proposals was prepared by the Department, soliciting projects that would lead to a universal Western Armenian spellchecker, interactive resources for teaching purposes, and generating online content to encourage literary production in Armenian. The projects will be selected by a jury in 2016.

Third, in September, ACD funded and co-organised a major international conference in Paris, with INALCO, entitled "Innovation in Education in the 21st century". Experts and progressive educators from around the world came together for the first time to plan the implementation of necessary changes in Armenian language acquisition (teaching) in the Diaspora. Follow up working meetings are scheduled for 2016.

Finally, the Department launched the "Calouste Gulbenkian Translation Series" which aims to make seminal texts in the humanities and the social sciences available in Armenian. The Series will focus mostly on European texts from the late 19th Century to the contemporary period. A committee of eight experts met in June, and subsequently selected the first 12 books to be translated into Armenian. Eventually, some significant Armenian-language texts will be translated into other languages as well.

These four flagship projects are, in many ways, "foundational" initiatives for the subsequent activities of the Department to be carried out during the next several years. Improving schools, preparing human resources, providing technological means and making knowledge accessible in Armenian are pillars based on which a language can flourish, even in a diasporan setting.



Music Department

The Music Department's mission is to promote artistic qualification in music on a national level, based on international standards of excellence. This is reflected most keenly in the organisation of music performances, with a particular focus on the Foundation's resident artistic groups (Coro and Orquestra Gulbenkian), while also including the development of new audiences, support for vocational music training, a musical creation incentive and the dissemination of Portugal's musical heritage.



Jazz in August – Mats Gustafsson
and Fire! Orchestra.
© Márcia Lessa

€11,322,990

OWN INITIATIVES

Includes Coro and Orquestra
Gulbenkian staffing costs



In 2015, the Gulbenkian Music Season continued to serve as the locus of the Music Department's activities. Centred around the Foundation's resident artistic groups, the Coro and Orquestra Gulbenkian, the programme featured a wide diversity of musical performances that encompassed various musical eras, genres, languages and styles, from more conventional forms of the classical music tradition to alternative approaches to contemporary music, be it in new creations or the re-interpretation of old works. The aim was to offer a musical programme that reinforced the Foundation's identity and heritage while remaining open to the constant changes that an evolving society has on artistic creation and cultural practices, as part of a strategy that can accommodate and adapt to this reality and embrace new activities and audiences. This diversity allowed such classics of the symphonic repertoire as Igor Stravinsky's *Rite of Spring* and Hector Berlioz's *L'Enfance du Christ*, to be programmed alongside the opera *Diva*, which singer Rufus Wainwright brought to the Gulbenkian Grand Auditorium, contemporary symphonic pieces, including a début performance of Nuno Rocha's *Restart*, or the musical theatre production *Be with me now*, presented as part of a concert marking the 5th anniversary of ENOA – the European Network of Opera Academies.

2015 saw a growing involvement with new audiences, particularly within the activities of the Coro and Orquestra Gulbenkian. In addition to their ongoing collaboration with the Church of São Roque, both groups, as well as smaller ensembles, gave concerts in a number of venues where they had performed only occasionally in the past. Highlights included a concert given by the Orquestra Gulbenkian at Praça do Município, several collaborations with Cantabile Festival and performances given at venues for marginalised communities who would otherwise lack easy access to music concerts.

In addition to the Season's programming, the Music Department continued its educational activities, which focus on promoting audience qualification and, on a vocational level, encouraging artistic excellence in music and supporting musical creation through the commissioning of new works by composers.



Piano Series – Daniil Trifonov,
04.02.2015. © Márcia Lessa

171 PUBLIC EVENTS

146,268 SPECTATORS

Activities

Orquestra Gulbenkian

Along with the Coro Gulbenkian, the Orquestra Gulbenkian continued to be the primary locus of the Musical Department's activities in 2015, especially in terms of the programming for the Gulbenkian Music Season, where it performed 56 of its 78 public concerts.

Spanning nearly 300 years of Music History, from the 18th century to the present day, the orchestra's programme was notable for revisiting the symphonic and choral-symphonic

works most often performed in Europe's great concert halls while featuring works less known to music lovers, world premières of new music and pieces that have never been performed in Portugal. Highlights of the season included works such as Igor Stravinsky's *Rite of Spring*, Hector Berlioz's *L'Enfance du Christ* and Giuseppe Verdi's *Requiem*, serving as a counterpoint to more contemporary pieces, including Portuguese composer Nuno da Rocha's *Restart*, which witnessed its world première, in collaboration with Orquestra Gulbenkian Internship, and Brazilian composer Aylton Escobar's *A Rua dos Douradores*, jointly commissioned by the Foundation and the São Paulo State Symphony Orchestra and performed for the first time in Portugal.

Noteworthy concerts outside the orchestra's regular concerts included a performance with the Coro Gulbenkian of the score for Stanley Kubrik's *2001 – A Space Odyssey* (1968), during which a restored cut of the film was projected onto a giant screen.

Outside of the concert season, the orchestra gave 24 performances, 6 of which took place abroad. Highlights of its performances in Portugal included concerts with Rodrigo Leão at the Lisbon and Porto coliseums, which were recorded live for an album for subsequent release, and collaborations with some of the most important music festivals in Portugal: Cantabile Festival, Póvoa de Varzim's Music Festival, Marvão's International Music Festival, Alcobaça Festival, Dias da Música and Festival Lisboa na Rua. These performances took place in Lisbon, Alcobaça and Póvoa do Varzim, but the Orquestra Gulbenkian also performed in Almada, Marvão, Porto and Setúbal.



Abroad, the Orquestra Gulbenkian gave the first modern-day performance of 19th century French composer Ferdinand Hérold's *Le Pré aux Clercs* at the Opéra Comique in Paris (6 concerts). The concert was also performed in the Grand Auditorium in Lisbon, a recording of which was later released on disc.

The Orquestra Gulbenkian also participated in educational activities and in the training of young artists as part of the Music Department's programming, the details of which will be described further on in this report.

In 2015, Paul McCreesh remained as Principal Conductor of the orchestra, with Susanna Mälkki as Guest Principal Conductor and Joana Carneiro and Pedro Neves as guest conductors. Claudio Scimone and Lawrence Foster retained the titles of honorary maestro and emeritus maestro, respectively.



Benefit concert
for refugees
Music for a Cause
– Pavel Gomziakov,
Orquestra Gulbenkian,
18.10.2015.
© Márcia Lessa

78 CONCERTS BY THE
ORQUESTRA GULBENKIAN

78,316 SPECTATORS



Coro Gulbenkian

The Coro Gulbenkian activities in 2015 remained closely linked with the Orquestra Gulbenkian in terms of the choral-symphonic works programmed for the Gulbenkian Music Season, which represented 24 of the choir's 33 public performances. In addition to its collaborations with the Orquestra Gulbenkian, which included performances of the operas *The Marriage of Figaro* by Wolfgang Amadeus Mozart and Ferdinand Hérold's *Le Pré aux Clercs*, the Coro Gulbenkian, as part of the Early Music Series, performed with the Divino Sospiro Orchestra in the Church of São Roque's traditional year-end concert. This concert recreates a 19th century tradition of performing a *Te Deum* to remember the blessings of the previous

33 CONCERTS
BY THE CORO
GULBENKIAN

38,018 SPECTATORS

gave a concert with the World Armenian Orchestra (which includes musicians from the Orquestra Gulbenkian and is

under the direction of Alain Altinoglu) at Théâtre du Châtelet in Paris, as part of the Centenary of the Armenian Genocide promoted by the French delegation of the Armenian General Benevolent Union.

Within Portugal, the Coro Gulbenkian gave concerts in Lisbon, including at the Coral de Verão festival, the São Roque's music season and the Caminhos da Santa Casa Series, and also performed in Porto and Póvoa de Varzim.

On the recording front, the choir collaborated with the Orquestra Gulbenkian to record a piece by Rodrigo Leão, which was later performed in two concerts at the Lisbon and Porto coliseums.

Also noteworthy was the choir's participation in the project *L'Autre Hiver*, an opera written by composer Dominique Pauwels as part of the European Network of Opera Academies (of which the Foundation is a member). The opera will make its national début in March 2016.

In 2015, Michel Corboz remained the Principal Conductor, with Jorge Matta and Paulo Lourenço serving as Associate Conductor and Assistant Conductor, respectively.



Coro and Orquestra Gulbenkian
– *Le Pré aux Clercs* by Ferdinand
Hérold, conducted by Paul McCreesh,
08.04.2015.

© Márcia Lessa

Artists who collaborated with the Orquestra and Coro Gulbenkian in 2015

Conductors

Ainars Rubikis
Alain Altinoglu
Antonio Saiote
Barnabás Kelemen
Benjamin Shwartz
Christoph Poppen
David Afkham
David Alan Miller
Frédéric Chaslin
Jan Wierzbza
Jean-Marc Burfin
Joana Carneiro
Jonathan Nott
Jorge Matta
Michel Corboz
Paul McCreesh
Paulo Lourenço
Pedro Neves
Peter Tilling
Robert Ziegler
Rui Pinheiro
Samuel Barsegian
Susanna Mälkki
Yi-Chen Lin

Singers

Adriana Calcanhoto
Ana Quintans
André Baleiro
Annette Dasch
Antonio Figueroa
Bárbara Barradas
Bruno Almeida
Carlos Cardoso
Carolina Figueiredo
Cátia Moreso
Charlotte Müller
Perrier
Chen Reiss
Christa Mayer
Christian Helmer
Christian Immler
Dimitri Ulyanov
Dina Kuznetsova
Dora Rodrigues

Emiliano Gonzalez
Toro
Eric Huchet
Fernando Guimarães

Violinists

Filipa Passos
Hamsik Papian
Hugo Oliveira
Inês Simões
Jael Azzaretti
Jeanne Crousaud
Joana Nascimento
João Miguel
Rodrigues
João Pedro Sebastião
João Rodrigues
Joshua Hopkins
Karen Cargill
Kathryn Guthrie
Katia Guerreiro
Leandro César
Liparit Avetisyan
Luís Rodrigues
Malin Christensson
Manuel Rebelo
Marcus Farnworth
Maria José Con-
ceição
Marianne Crebassa
Marie Lenormand
Marie-Eve Munger
Matthew Rose
Michael Spyres
Neal Davies
Nora Gubisch
Norman Reinhardt
Nuno Dias
Patrycja Gabrel
Pedro Cachado
Peter Harvey
Renata Pokupic
Rufus Wainwright
Rui Baeta
Sarah Fox
Selma Uamusse
Susanna Phillips
Terry Wey
Thomas Walker

Tigran Martirosian
Tilman Lichdi
Valérie Bonnard

Violinists

Clara Jumi Kang
Denys Stetsenko
Frank Peter
Zimmermann
Jean-Marc Phillips-
Varjabédian
Viviena Tupikova
Vladimir Tolpygo
Raquel Reis
Xavier Phillips

Double bass player

Manuel Rêgo

Violists

Bruno Silva
Diemut Poppen

Cellists

Bruno Borralhinho
Carlos Tony Gomes
Filipe Quaresma
Laszlo Fenyő
Natalia Gutman
Pavel Gomziakov

Clarinettists

Klaus Gesing
Sebastian Manz

Pianists

Balazs Szokolay
Conrad Tao
Elisabeth Leonskaja
Filipe Pinto-Ribeiro
François Couturier
Inon Barnatan
Mário Laginha
Paul Lewis
Radu Lupu
Saleem Abboud
Ashkar

Organists

Marcelo Giannini
Miguel Jalóto
Sérgio Silva

Percussionist

Evelyn Glennie

Guitarist

Miloš Karadaglic

Bassist

Björn Meyer

Accordionist

Celina da Piedade

Sarod

Amjad Ali Khan

Oud

Anouar Brahem

Actors

Cindy Sherman
João Reis
Örs Kisfaludy

Reciter

Örs Kisfaludy

Stage Directors

Claudio Desderi
Eric Ruf
Jean-Philippe Clarac
& Olivier Deloeuil

Director

Francesco Vezzoli

Ensembles

Divino Sospiro
Gustav Mahler
Jugendorchester
World Armenian
Orchestra



Great Interpreters

Composed of a diverse array of recitals and concerts, this series highlighted artists and groups who display exceptional musical talent and skill. They included pianist András Schiff, performing with his ensemble Capella Andrea Barca (2 concerts); the Gustav Mahler Jugendorchester (3 concerts), directed by maestros Leo McFall and Jonathan Nott and featuring singers Chen Reiss and Christa Mayer; the Caracas Symphony Youth Orchestra, under the direction of Dietrich Paredes; singer Rufus Wainwright, who performed a number of songs from his opera *Diva*, accompanied by the Orquestra Gulbenkian; violinist Leonidas Kavacos and the Chamber Orchestra of Europe; and trumpeter Pacho Flores, who performed a programme with the ensemble Camerata Atlântica.



Great Interpreters
 Series – András Schiff,
 Capella Andrea Barca,
 22.01.2015.
 © Márcia Lessa

Early Music

The Early Music Series features artists who offer historically informed interpretations of specific works. In 2015, artists included the group Il Pomo d'Oro, with violinist Dimitry Sinkovsky, playing 18th century Italian music; Jordi Savall and Hespèrion XXI, performing pieces for viola da gamba from 1500 to 1700; harpsichordist Cristiano Holtz, reviving the harpsichord-playing tradition of the Bach family and Domenico Scarlatti; Ensemble Pygmalion, performing *Trauernacht*, a dramatisation of several J.S. Bach cantatas, directed by Katie Mitchell; the choral ensemble Graindelavoix, under the direction of Björn Schmelzer, which performed Cypriot Vespers written for the Christmas season; the Ludovice Ensemble, conducted by Miguel Jaloto, which presented a programme

on 18th century French dance; and the orchestra Divino Sospiro, which performed two concerts – an oratorio by Pedro António Avondano, the first modern-day rendition of it, and an end-of-year concert at the Church of São Roque, along with the Coro Gulbenkian, under the direction of Jorge Matta.

Recitals and Chamber Music

Recitals by guest artists in 2015 were distributed across various series.

The **Piano Series** featured Andrés Schiff, who gave 3 recitals in which he performed the final sonatas of key Viennese Classic and early Romantic composers (Haydn, Mozart, Beethoven and Schubert), Radu Lupu, Daniil Trifonov, Grigory Sokolov, Murray Perahia, Jean-Yves Thibaudet, Christian Zacharias, Leif Ove Andsnes and Yefim Bronfman.

In the **Chamber Music Series**, performers included Cuarteto Casals, contralto Nathalie Stutzmann and pianist Inger Södergren, cellist Natalia Gutman in a solo recital and the Jerusalem Quartet.

Rising Stars is a programme developed by the European Concert Hall Organisation (ECHO), a network of Europe's most important concert halls (the Foundation has been a member since 2012). Each year, it selects talented young artists from various countries and provides support to develop their careers. In 2015, participating artists who performed at the Grand Auditorium included pianist Aaron Pilsan, soprano Omo Bello and pianist Clément Mao-Takacs, cellist Michael Petrov and pianist Ashley Frripp, the Mike Fletcher Trio, the Ardeo Quartet, Quarteto de Cordas de Matosinhos and the Signum Saxophone Quartet.

Also noteworthy were performances by chamber ensembles comprised of members of the Orquestra Gulbenkian, who gave a number of free post-concert recitals.

The Orquestra Gulbenkian's **Soloists Series** featured performances by instrumentalists Alexander Stewart, Amalia Tortajada, Ana Beatriz Manzanilla, Andre Cameron, Bin Chao, Cecilia Branco, Christopher Hooley, Cihat Askin, Elena Ryabova, Esther Georgie, Izabela Melkonyan, Jeremy Lake, Jorge Teixeira, Kenneth Best, Lucjan Luc, Lu Zheng, Marc Ramirez, Maria Balbi, Maria

José Laginha, Martin Henneken, Nelson Alves, Pedro Pacheco, Pedro Ribeiro, Ricardo Ramos, Shelly Ezra, Varoujan Bartikian and Vera Dias.

To help bring classical music to new audiences who lack substantial contact with this music genre, two of the groups from this series performed the same programmes at the Senior University / Parish Council of Avenidas Novas and at Teatro Ibisco in Quinta da Fonte.

Met Opera Live in HD

2015 continued to see more live, high definition broadcasts of opera productions from the Metropolitan Opera House in New York, offering people access to one of the most prestigious operatic programmes in the world. Broadcasts included *The Merry Widow* by Franz Lehár, *The Tales of Hoffmann* by Jacques Offenbach, *Bluebeard's Castle* by Bela Bartók, *The Lady of the Lake* by Gioachino Rossini, *Cavallaria Rusticana* by Pietro Mascagni, *Il Trovatore* by Giuseppe Verdi, *Othello* by Giuseppe Verdi, *Tannhäuser* by Richard Wagner and *Lulu* by Alban Berg.

Theatre/Music

Two productions were presented as part of the Theatre/Music Series in 2015, showing how scenic space and other non-musical elements can be used to develop a musical production. The duo of Jonathan Burrows & Matteo Fargion presented a selection of their most important works from the past decade at Teatro Maria Matos, a partner of the Foundation in this series. *Be with me now*, a co-production of various member institutions of the European Network of Opera Academies (ENOA) and created to mark the network's 5th anniversary, brought together various young artists (composers, stage directors, playwrights, singers and instrumentalists) to create a multimedia spectacle.



Rising Stars – Quarteto de Cordas de Matosinhos, 15.05.2015.

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World Music

In 2015, the World Music Series maintained the diversity for which it is known, reflecting the vast array of musical styles and genres performed today. Artists who performed in the series at the Grand Auditorium included Kayhan Kalhor & Erdal Erzincan, whose project focuses on Persian and Anatolian cultures; pianist José Miguel Wisnik and guitarist Arthur Nestrovski, in a recital of MPB music from Brazil (including singer Livia Nestrovski); Adriana Calcanhoto, who performed songs from her work *Olhos de Água*; the Anouar Brahem Quartet, accompanied by the Orquestra Gulbenkian; Dakha Bra-kha, a group that re-interprets traditional songs and genres from the Ukraine; the group Hirundo Maris, led by Arianna Savall and Petter Udland Johansen, whose performances create a dialogue between Northern and Southern Europe through song; and singer Estrella Morente and pianist Javier Perianes in a concert featuring old Spanish songs compiled by Federico García Lorca.

The Gulbenkian Music Season also included several events that, whilst not belonging to any of the aforementioned series, complemented the programming of the Music Department, thereby supporting its diversification and objectives. These included a concert by Orquestra XXI, comprised of young Portuguese instrumentalists who have established their professional careers abroad;

a collaboration between Cantabile Festival (Goethe Institute) and the Orquestra Gulbenkian; the Orquestra Gulbenkian Internship; and the Festival Jovens Músicos, the most important event in Portugal for identifying exceptionally talented young instrumentalists.

Jazz in August

The 32nd edition of the Jazz in August Festival, under the artistic direction of Rui Neves, took place from 31 July to 9 August 2015, highlighting massive ensembles, jazz's timelessness and the geographical dimensions of its universality. Evoking the spirit of North America's Great Lakes was a new quartet led by trumpeter Wadada Leo Smith, which included saxophonist Henry Threadgill. Both players are two of the most important members of the Association for the Advancement of Creative Musicians (AACM) in Chicago, which celebrated its 50th anniversary. Berlin served as the inspiration for the project "Europa" by France's Orchestre National de Jazz, conducted by Olivier Benoît, revealing a new generation of musicians. German pianist Alexander von Schlippenbach, Japanese pianist Aki Takase and DJ IIVibe provided live accom-



World Music Series – Estrella Morente and Javier Perianes, 05.12.2015.
© Márcia Lessa

paniment to Walter Ruttmann's historic documentary *Berlin, Symphony of a Capital* (1927). Austrian composer and trumpet player Michael Mantler appeared with the Matosinhos Jazz Orchestra, performing rearrangements of the Jazz Composer's Orchestra pieces, written in 1968 at the height of the Free Jazz/New Thing revolution. Portugal's Red Trio once again partnered with British saxophonist John Butcher in the realm of improvisation. Norwegian double bass player Ingebrigt Håker-Flaten, now based in Austin, revealed the new jazz emerging out of Texas with his sextet The Young Mothers. Swedish saxophonist Mats Gustafsson appeared in two capacities: in the project Swedish Azz, which revisits important compositions by Swedish musicians from the 1950s and 60s and brings them into the present, and the Fire! Orchestra, a massive ensemble whose concert opened the Jazz in August 2015 festival.

Educational activities

The Music Department continued to divide its educational activities into two distinct aspects: those aimed at the general public and those that are purely vocational and aimed at supporting young musicians and artists. Distinctions aside, the activities carried out in 2015 remained directly or indirectly linked to the core identity of the Music Department, the Gulbenkian Music Season and the Foundation's artistic groups.

As for non-vocational activities, the programme continued to offer activities aimed specifically at young audiences, including programmes tailored to schools. These included 5 school visits (45 sessions in total) – *An orchestra for all*, *Discovering the voice and choral music*, *Does nature sing?*, *Sound with you* (in collaboration with CAM) – as well as a visit to children with special needs and a workshop entitled *Som contigo*.

Eight presentations, four of which were aimed at students, were given to young audiences, involving the participation of the Orquestra Gulbenkian (7) and the Youth Orchestra of Venezuela (1).

As for the general public, three courses on various themes were offered – *The Great Coral Symphonies* by Paulo Lourenço, *World War I and the Musical Avant-Garde* by Carlos de Pontes Leça, and *How to Talk about Music* by Vanda de Sá, Elisabete Caramelo and Luís Madureira – as well as nine pre-concert talks on the repertoire to be performed at the following concerts.



Another edition of Participatory Concerts, a project launched the previous year, gave the public an opportunity to take part in the performance of a choral symphony alongside the Coro and Orquestra Gulbenkian. Aimed at encouraging the practice of amateur choral singing, the 2015 edition brought to the stage excerpts from Georg Friedrich Handel's oratorio *The Messiah*, which featured nearly 250 amateur and professional singers.

On the vocational front, the project Orquestra Gulbenkian Internship (OGI) continued its work. Launched in 2013, its main objective is to encourage artistic excellence among young Portuguese instrumentalists and give them the experience of playing in a symphonic orchestra (see highlight, on page 99).

↑
Rehearsal of Participatory Concert in 2015, Participatory Choir, Coro and Orquestra Gulbenkian, conducted by Paulo Lourenço, November 2015.
© Márcia Lessa

→
Prima Donna – Rufus Wainwright, Gulbenkian Orchestra, conducted by Joana Carneiro, 27.11.2015.
© Márcia Lessa



In connection with the European Network of Opera Academies (ENOA), a workshop was held for young singers and accompanying pianists (*Preparing for staged singing*), led by Claudio Desderi and João Paulo Santos, which culminated in a performance of a scene from Gioachino Rossini's opera *Il Signor Bruschino*, in collaboration with the Orquestra Gulbenkian, and directed by Yi-Chen Lin.

Trumpeter Pacho Flores, who gave a concert with Camerata Atlântica, also led a masterclass for brass players.

Musical Creation Incentive

To encourage the creation of new music, the Music Department invited four composers to create works that would be performed for the first time during the Gulbenkian Music Season. Those commissioned were Vítor Gama (to create a multi-media opera), Nuno da Rocha, Jamie Man and José Júlio Lopes. Of these 4 works, Nuno da Rocha's *Restart* had its world première in 2015 in a concert by the Orquestra Gulbenkian, featuring members of the Orquestra Gulbenkian Internship, under the direction of Joana Carneiro. The other works are expected to have their premières over the course of the 2015-2016 season.

Collaborations with Other Departments

The Music Department maintains close links with other departments in the Foundation:

Gulbenkian Scholarships Department - awarding of music scholarships for artistic excellence and short-term scholarships to participate in workshops abroad organised by the European Network of Opera Academies (ENOA);

Gulbenkian Education for Culture and Science Programme - collaboration on non-vocational educational activities organised by the Music Department;

Gulbenkian Human Development Programme - collaborating to promote access to music rehearsals and concerts among financially challenged communities;

Calouste Gulbenkian Museum - collaboration in terms of consultation to organise recitals in the museum foyer;

Armenian Communities Department - organising a recital of Turkish and Armenian chamber music, featuring instrumentalists from the two cultures.

2015 also saw the launch of a project to create four audio documentaries (in the form of podcasts) focusing on the stories of people who have been directly or indirectly involved in the Foundation's activities; this was a collaboration between the Gulbenkian Human Development Programme, the Armenian Communities Department and the Music Department. The podcasts are expected to be available in 2016.

Important Partnerships and Funding

RTP/Antena 2 - the Music Department maintains a close partnership with this institution, whose broadcasts of concerts during the Gulbenkian Music Season have broadened the Foundation's audiences, providing access to members of the public who would otherwise be unable to enjoy such performances.

Santa Casa da Misericórdia de Lisboa - a partner in organising the Sunday Concerts and Caminhos Santa Casa series, which have enabled the department to diversify its audiences.

Cultural Sponsorship - BPI (Great Interpreters), Price Waterhouse Coopers (Piano), Anselmo Joalheiros (Chamber Music), BMW (Coro Gulbenkian) and Unisys (Rising Stars).

At an international level, the Foundation's Music Department maintains a partnership with the European Concert Hall Organization (ECHO), whose most visible aspect is the programme *Rising Stars*, which supports talented young artist. In the area of opera/musical theatre, the Foundation's partnership with the European Network of Opera Academies (ENOA) gives artists at the start of their careers an opportunity to attend the network's member institutions, while supporting their artistic improvement and the promotion of their work.



ORQUESTRA GULBENKIAN INTERNSHIP

IN 2015, THE ORQUESTRA GULBENKIAN INTERNSHIP (OGI) experienced the most intense year since its inception. Under the artistic direction of Joana Carneiro and under the guidance of experienced tutors and conductors, about 90 young instrumentalists between the ages of 17 and 26 went through intensive rehearsals in the last two weeks of July, in preparation for performances of key works of the symphonic repertoire, culminating in a tour of several cities in Portugal from 24 to 28 July: Aveiro, the Roman City of Ammaia (Marvão), Coimbra, Lisbon and Santa Maria da Feira.

The young composer Nuno da Rocha, whom the Music Department commissioned for a new work, held a brief workshop to test out some of his ideas with the orchestra. On 8 and 9 October, his work *Restart* headlined the opening concerts of the Orquestra Gulbenkian's 2015-2016 season. It featured members of OGI, who also performed the following works alongside the orchestra:

Igor Stravinsky's *Rite of Spring* and *Rhapsody on a Theme by Paganini* by Sergei Rachmaninov, with pianist Conrad Tao as the soloist.

In September, some of the participants of OGI were also invited to join a chamber music masterclass as part of the Cantabile Festival, organised by the Goethe Institute in Lisbon, performing a recital at that institution in this context.

This project promotes the orchestral experience at a high technical and artistic level among the community of young musicians, either Portuguese or foreign residents in Portugal, and facilitates the transition between the final phase of academic life and their entry into the world of professional orchestras.



Orquestra Gulbenkian Internship (rehearsal), directed by Joana Carneiro, July 2015. © Márcia Lessa



PROGRAMMES

Conference Room
at the Delegation in France
© Rémy-Pierre Ribière



Gulbenkian Human Development Programme

The Gulbenkian Human Development Programme aims to promote social inclusion with a view to transforming our society, making it fairer and more cohesive. It strives to encourage and facilitate the inclusion of the most vulnerable groups in society through the following specific objectives: promote social integration for vulnerable people; strengthen the efficiency and effectiveness of social organisations; deepen knowledge through the study of social issues; encourage debate by putting forward solutions; influence public policy and change behaviour.



PARTIS Opera in Prison project
– performance in the carpentry
workshop at the Leiria Prison School.
© Joaquim Dâmaso

€582,934

OWN INITIATIVES

€1,403,974

GRANTS AND PRIZES

IN 2015, THE GULBENKIAN HUMAN DEVELOPMENT PROGRAMME (GHDP) continued its interventions within the scope of the priorities set out in the 2014-2018 plan, which is composed of the following axes: *People in an Inclusive Society*, *Social Organisations for Economic Convergence* and *Knowledge and the Future*.

A programme we would particularly like to highlight is PARTIS – Artistic Practices for Social Inclusion, which completed its second year of implementation. The exhibition *This is PARTIS*, which informed viewers of the results of the projects approved in 2013, was displayed in a number of CGF venues from 10 to 11 July, and featured documentary screenings, photography, theatre, music and circus arts. The second edition of the competition for new projects in the 2016-2018 triennial period was launched, after which 16 were approved in December.

Another highlight was the Social Investment Lab, which launched Portugal's first Social Impact Bonds, an innovative funding mechanism for the third sector. The lab's pilot project is the *Junior Code Academy*, which is testing out ways of teaching coding in a way that will improve academic grades in schools. Another highlight was the *Social Innovation World Forum*, organised by the Social Investment Lab, which brought numerous international specialists in innovation and social investment to Portugal.

In 2015, the Gulbenkian Human Development Programme awarded a total of 82 grants, 29 of them for pilot projects. In total, these grants reached 25,000 direct beneficiaries.



Conference: *The Role of Voluntary Service in the 21st Century*.

© Carlos Porfírio

O PAPEL DO
VOLUNTARIADO
NO SÉC. XXI

CONFERÊNCIA
25 DE NOVEMBRO 14H30 | 18H00
AUDITÓRIO 3, FUNDAÇÃO CALOUSTE GULBENKIAN

Activities

People in an Inclusive Society

This initiative is aimed at facilitating social inclusion for vulnerable people through experimental projects that can be replicated and are based on strategic partnerships. Its primary lines of intervention include the *promotion of employment*, *improving the quality of care* for vulnerable children, young people, seniors and the disabled, and *community development*.

› Promotion of Employment

Movement for Employment

This initiative involves a partnership with the Institute of Employment and Professional Training, COTEC Portugal, and a vast network of companies which, as part of their social responsibility plan, were committed to create 5000 internships for young, unemployed undergraduate and post-graduates students, providing them with an opportunity to complete their training at a company, thereby improving their chances of gaining employment. As of May 2015, which marked the end of the two years initially envisioned for this initiative, 5475 internships with more than 300 participating companies had been approved.

FAZ (DO IT) – Ideas of Portuguese Origin

This competition encourages Portuguese people who live and work outside Portugal to contribute ideas for social enterprise initiatives that meet the current challenges facing Portugal, including social inclusion, ageing, intercultural dialogue, the environment and sustainability.

In the 2015 edition, 54 ideas were submitted for the competition, of which 10 finalists were selected. The finalists received long-distance training and assistance from the Social Entrepreneurship Institute to transform their idea into a social enterprise model and attended an intensive training workshop that culminated in presentations of their projects to a jury. Winners were announced on 11 June in a ceremony attended by the President of the Republic.

The winners received a total of €50,000 to kick-start their projects, while all finalists received support and assistance for 9 months as part of the CGF's ongoing commitment to talent in Portuguese communities across the world, connecting them to the challenges and opportunities facing Portuguese society.



Radical Screws, one of the winning projects in the *Mundar* competition.

The winners of the 2015 edition were:

› Rio Frio | Creative Territory – 1st place

Aimed at reducing the occurrence and spread of forest fires through silvopastoral systems by supporting the growth of good practice in land use planning and management in mountainous areas.

› TEIA | Transforming Emigration Into Action – 2nd place

Aimed at promoting and developing links between Portuguese citizens and Portuguese companies within Portugal and abroad through the creation of an online platform and other tools that can narrow distances and facilitate contact.

› Web Radio for Children – 3rd place

This project created a tool for teaching, exploring and preserving Portuguese language and culture, aimed at emigrants and Lusophone communities around the world, especially descendants who are at risk of losing touch with their roots.

82 SUBSIDIES
ALLOCATED

29 PILOT PROJECTS

25,000 DIRECT
BENEFICIARIES

Mundar

This is an annual competition sponsored by the Choices Programme with the support of the Calouste Gulbenkian Foundation. It is aimed at young people aged between 16 and 30 who have an idea for solving a problem affecting themselves as individuals, their communities, or society in general. As a result of the competition held in 2014, 36 winners were announced. Throughout 2015, the winning teams put their ideas into action, using the funds they had won in the contest, and received training and skills-building sessions held by Junior Achievement and Accenture.



Portuguese Coalition for Digital Employability

The European Commission leads a partnership that aims to bridge the digital skills gap in Europe and to create jobs in the Information Technology and Communication (ITC) sector, one that is expected to experience a shortage of 900,000 qualified professionals in 2020. In Portugal, the gap between supply and demand is more alarming due to the high level of unemployment, particularly among young people. At the same time, countless companies and institutions, particularly SMEs (which constitute a significant portion of Portuguese businesses) are not making use of ITC.

Faced with this situation, several important national stakeholders have agreed to form a Portuguese Coalition for Digital Employability and work together to propose a National Strategy and Action Plan for Digital Employability 2015-2020, whose aims are: to significantly reduce the shortage of ITC professionals; to bring about continuous improvement in the working population's opportunities to acquire the ITC skills needed for employment in the public and private sectors as well as the skills of the general public; to leverage the number of companies that make use of digital technology and the number of digitally-based companies; and to develop the digital economy and markets.

Associação Salvador

Since 2008, this association has organised Ação Qualidade de Vida (Action for Quality of Life), an annual contest to help provide direct, specific support to people with physical disabilities, to improve their quality of life and to ease their integration into society, sports or the workplace.

Since 2015, the GHDP has been directing its focus on *Training and employability*, which provides training and vocational integration.

› Improving the Quality of Care

Cuidar Melhor (Better Care)

This project was created in 2012 with the aim of providing support for carers of people with dementia, diagnosing the extent of the problem, providing training and education, and raising awareness among professionals and the wider community.

The Calouste Gulbenkian Foundation, Montepio Foundation, Portuguese Alzheimer's Association and the Health Sciences Institute of the Catholic University of Portugal, in collaboration with the municipalities and councils of Oeiras, Cascais and Sintra, contributed towards the creation of municipal offices with multidis-

ciplinary technical teams to meet the needs of families, professionals and institutions caring for people with dementia.

In 2015, assistance was provided by the 3 municipal offices to 523 individuals and 538 clinical services. Twenty-five awareness raising activities reached 1318 participants, while training was provided to 230 professionals. Workshops held in the municipalities of Oeiras, Cascais and Sintra reached 230 family caregivers and professionals.

Memory Café, an initiative of *Cuidar Melhor*, has proven to be a good opportunity to help caregivers and their patients connect and to assist and guide family caregivers in an informal setting, where experiences, difficulties, and constraints can be shared by participants. In 2015, 4 new Memory Cafés were created in Oeiras, Viseu, Braga and Guimarães. Combined with existing cafés in Lisbon, Cascais, Viana do Castelo and Porto, the project has reached a total of 463 participants.

Young People in Residential Care

Since 2012, the CGF has been developing a series of initiatives involving children and youth in institutional care via the System for Support and Protection. Support has been provided to four projects in four institutions: Associação Via Nova (Vila Real); Oficina de São José (Braga); Casa do Canto (Ansião); and Lar de Nossa Senhora de Fátima (Reguengos de Monsaraz). The aim is to facilitate autonomy for youths by preparing them for life after the institution, helping them develop their personal and social skills, and enabling them to self-regulate their emotions after having been separated from their families. Apprenticing and training in everyday activities, human resources management and civic training, and the prevention of risky behaviours are used to help integrate these youths into society and enable them to take care of themselves after they leave the institution.

The needs of institutions were also identified and initiatives were developed to train the technical and educational teams, to improve their ability to work with the 201 young people who benefited from these projects as well as future residents. These projects involved the participation of 79 technicians and managers and 70 local partner organisations.

In addition, three meetings, an international conference and six workshops were organised between 2012 and 2015 to provide training for technicians and organisations. Five brochures on various themes were also published.

Supervision and scientific evaluation of these projects were overseen by professors and researchers from



↑
International
conference: *Caring
for young people
in institutions.*
© Carlos Porfirio

the University of Coimbra, the University of Trás-os-Montes and Alto Douro and the Higher School of Education at the Polytechnical Institute of Lisbon.

Spin

This project provides intervention for children who are victims of abuse or neglect and live in institutions or foster care in Évora, Alandroal, Reguengos de Monsaraz and Campo Maior. These children are identified by Évora Hospital and the Alandroal Parish Social Centre. Both organisations are responsible for managing the initiative and receive funding from the Gulbenkian Foundation, the Montepio Foundation and Delta Cafés. The supervisor and mentor of this intervention method is Richard Rose, a professor at the University of Northampton.

Project activities are developed based on analyses of each child's life history and provide individualised accompaniment that monitors each child's development according to various parameters related to self-esteem, attention span, frustration management and interaction with others, with the aim of creating new horizons in their lives.

Currently, the project is accompanying 4 children in institutional care and 6 children who live in foster care.

Banco do Bebê (Baby Bank)

This initiative was launched by the Associação de Ajuda ao Recém-Nascido (Association for the Support of Newborn Babies). At the Alfredo da Costa Maternity Ward (MAC), where the initiative was created and has been running since 2012, relationships are built with families who require ongoing support, whether it be providing primary care for babies in the maternity ward or at home, or providing and arranging clothing for newborns, food and hygiene.

In addition to MAC, Banco do Bebê's other partners are Santa Maria Hospital (Lisbon) and Beatriz Ângelo Hospital (Loures). Its work with other institutions in charge of identifying vulnerable families, such as Santa Casa da Misericórdia, the Parish Social Centre of Campo Grande and the Commissions for Children and Young People, has enabled it to adequately meet families' needs. It also held three thematic workshops on the importance of massaging babies, play and meeting peers. A total of 113 families were involved in the project.

CADIn Setúbal – Social Services

The Child Development Support Centre (CADIn) focuses its intervention on the developmental disorders and mental health issues of children and youth. With a multidisciplinary clinical and technical team whose areas range from child psychiatry to rehabilitation, it aims to provide a specialised service that promotes appropriate solutions to meet the needs of each individual child.

It strives to ensure all children and youth with special needs – even those residing under institutional care – have access to the care they need, regardless of families' financial resources and living conditions.

Families that are unable to bear the costs of this kind of intervention can apply to the Social Service to receive financial support at a significant fraction of the costs of consultations, evaluations and therapies. The project currently supports 17 people, who have received 12 consultations and 144 sessions of therapeutic intervention.

CARE – Support network for children and youngsters victims of sexual violence

Sexual violence against children and youths is not only a grave violation of their rights and physical/mental integrity; it is also a complex social issue with highly negative and long-lasting impacts on children, one that requires an integrated approach and close cooperation between various organisations and professionals.

Launched in late 2015 and managed by the Portuguese Association for Victim Support (APAV), the CARE project will be extended until the final trimester of 2017. It is currently developing a network to provide support and referrals for cases of children and youth who have been victims of sexual violence, in a partnership that can provide specialised support to victims and their families.

Playgroups for Inclusion

Playgroups for Inclusion (Grupos Aprender, Brincar, Crescer) is a project aimed at children up to the age of 4 who do not attend any type of formal educational service (daycare or kindergarten) and their families.

Created by a network of foundations who are concerned about children from vulnerable families who face serious challenges with integration, the project encourages early interventions aimed at breaking the intergenerational chains of poverty and exclusion.

This project receives EU funding and has partnerships with various institutions: Ministry of Education and Science via the Directorate-General for Education, Bissaya Barreto Foundation, Faculty of Psychology and Educational Sciences at the University of Coimbra, Lisbon University Institute (ISCTE) and the High Commissioner for Migration.

Notas de Contacto – Portuguese Solidarity Chamber Orchestra

In 2015, funding was concluded for a pilot project that gives disabled individuals an opportunity to learn about and express themselves through music. Promoted by the Portuguese Chamber Orchestra in partnership with Cercioeiras, the project competed in the 2nd edition of PARTIS and successfully secured additional funding for the next three years. This year, participants will perform alongside experienced musicians in a concert to be given at Teatro Aberto at the end of the year.

1 Passo + (One More Step)

This project aims to reduce recidivism and to promote the social inclusion of 60 youth and young adults who are imprisoned/interned at the Linhó Prison and the Padre António de Oliveira Educational Centre and are approaching the end of their sentences. Intervention takes place via one-on-one education/mentorships over a 3-year period, in partnership with the Johnson Academy.

Oficinas de Pais (Parenting Workshops)

This initiative was created with the aim of helping parents with disabled children to provide better guidance on integration and equipping them to provide support to other parents in similar situations, under the supervision of professionals.

Over the course of the project, the number of people and the geographical distribution has grown, reaching 60 emotional support groups, activities in 14 districts and the participation of 550 parents.

The Parenting Workshops operated in partnership with the parents network, Associação Pais-em-Rede, the University Institute of Psychological, Social and Life Sciences (ISPA), the General-Directorate for Health and the Calouste Gulbenkian Foundation.

To bring together parents' feedback and publicise the initiative and the results achieved, the Foundation provided funds to publish a brochure (*Redes que os pais tecem*), which was launched in December 2015.

ISOLEARN – Innovation and Social Learning in HEI

Supported by the Erasmus + Programme, this project aims to develop a quality, inclusive higher learning model and tools to assist blind and deaf people. In addition to the Calouste Gulbenkian Foundation, the project's Portuguese partners include the Open University, the Portuguese Association for the Blind and Visually Impaired (ACAPO), and the Portuguese Association for the Deaf (APS). Its international partners include the University of Ljubljana (Slovenia), Università Telematica Internazionale - Uninettuno (Italy), the Italian Association for the Development of Human Resources (Associazione per lo Sviluppo Organizzativo e delle Risorse Humane - EFFEBI) and the University of Uppsala (Sweden).

Apps for Good

Developed by CDI Portugal, this project aims to raise young people's awareness to problems in their community in an innovative way and give them the skills to find new solutions to these problems through the use of ICT. As part of their extracurricular activities, young people are challenged to develop technological solutions, particularly apps, that help solve a problem in their school or local community. This initiative replicates a model that has been successfully tested in the United Kingdom.

In the project's first year (2014-2015 school year), 300 students and 32 teachers from 16 schools participated and 50 apps were developed. The results were presented in an exhibition at the Foundation in September and prizes were awarded for the best apps. The second edition is now underway, involving the participation of 1,300 students and 140 teachers from 67 schools.

Project partners include the Directorate-General for Education, Microsoft and the Gulbenkian and EDP Foundations.

Patient Innovation

Support is provided by the Gulbenkian Human Development Programme, in partnership with the Gulben-



↑
Bridge Festival, a community initiative as part of the *Our Square Mile* project.
© Márcia Lessa

kian Innovation in Health Programme, for the development of the *Patient Innovation* platform, a multilingual, not-for-profit international social network that allows patients and carers to share solutions they create for themselves or the people in their care in order to improve their quality of life.

The project is led by the Católica Lisbon School of Business and Economics and is the result of international cooperation involving other partners: the Information and Communication Technologies Institute, Carnegie Mellon Portugal, the Portuguese Foundation for Science and Technology, MIT Portugal, Peter Pribilla-Stiftung, the Portuguese Institute of Molecular Medicine, and Innosabi.

In July, the first *Patient Innovation* awards were given out at the Foundation to three patients, two caregivers and a collaborator from the United States, Israel, the United Kingdom and Portugal. Currently, more than 500 solutions have been shared between patients and caregivers from 30 different countries.

Prevention in Mouraria

This project focuses on prevention and testing for HIV infection and other infectious diseases, and directing migrants residing in the neighbourhood of Mouraria to the appropriate health services. While a focus on health is important, social intervention has proven to

be essential to mitigating many of the challenges that these populations face in accessing services, including providing support in securing documentation and social provisions.

Well regarded by the local population, this initiative has become a point of reference for people who wish to get tested on a regular basis and a new opportunity for those who have never done so.

The project is the result of a partnership between the Portuguese Action Group for HIV/Aids Treatment, Lisbon City Council and the Calouste Gulbenkian Foundation and has been identified by the World Health Organization as an example of good practice in its latest guidelines on testing.

Native Scientist Project

This project encourages improvements in academic performance for 100 children of Portuguese emigrants by facilitating school visits by Portuguese scientists and post-graduates, where they can interact with students and talk about science in Portuguese.

Community Development

O Nosso Km² (Our Square Mile)

Set in the parish of Avenidas Novas, Lisbon, where the CGF's headquarters are located, this project focused on tackling its priorities for action in 2015: the social isolation of seniors, youth and female unemployment and educational underachievement and absenteeism. The initiative involved collaboration with other departments within the Foundation, including the Calouste Gulbenkian Museum and the Gulbenkian Education for Culture and Science Programme - Descobrir.

Activities were organised to encourage more social interactions between residents, organisations and local authorities.

To address educational underachievement and absenteeism, local resources were mobilised to support a training model for academic achievement developed by the EPIS Association, which will be applied in the Marquesa de Alorna School Cluster.

Another noteworthy initiative, which took place at the Foundation in December, was the *Our Square Mile* marketplace, which brought together companies, social organisations and citizen-led movements. The aim was to create a social marketplace to encourage and enable participants to offer, exchange and seek out resources such as volunteer opportunities, services and material goods. Cooperation between companies and non-profit

institutions was encouraged; the numerous partnerships that were formed as a result created a social impact worth an estimated €157,000.

In December, the Foundation opened its doors to the community and invited residents, social organisations and government agencies to participate in workshops aimed at reflecting on and developing proposals to address the social challenges of educational underachievement, unemployment and the social isolation of seniors.

In addition to Lisbon City Council, Gebalis, the Santa Casa da Misericórdia and the Padre António Vieira Institute, other project partners include the Fundação Pórticos, the Nova University of Lisbon, the Catholic University of Portugal, the Instituto Superior Técnico, the Instituto Superior de Contabilidade e Administração de Lisboa and the Public Security Police.

UBUNTU Academy

This initiative, spearheaded by the Padre António Vieira Institute and funded by the Fundação Porticus, the Montepio Foundation and Lipor, completed its third year. Its partners include EVERIS and IADE.

Inspired by world famous leaders and launched to develop informal educational activities for disadvantaged youths with leadership potential, it envisions leadership empowerment and to develop and consolidate models of entrepreneurship and social intervention in the community.

Developed in tandem in Lisbon and Porto, the 3rd UBUNTU Academy held 17 seminars in Lisbon, 15 in Porto and 4 joint seminars in the two cities during 2015, one of which was residential.

Social projects launched by several of the students in 2014 generated highly positive results in 2015. These included the Guinea Bissau UBUNTU Academy; the *Embarca* project, based in the neighbourhood of Navegadores in Oeiras; the *Desingosta* project, initiated and managed by four ex-students in four locations in the low income neighbourhood of Moinho das Rolas, Oeiras; and the *Vidas UBUNTU* project, coordinated by an ex-student, funded by the Cidadania Ativa Programme and involving the participation of students and teachers from 110 schools in Portugal.

The third edition of the Academy involved 135 students in Lisbon and Porto, 24 voluntary trainers, 30 volunteer trainers on entrepreneurial skills, 54 students and voluntary teachers on specific activities and 20 ongoing social projects. Project evaluation is coordinated by the Catholic University of Portugal.

Reabilita+

This project is managed by Just a Change, an association that mobilises young volunteers to help repair low income family homes. These homes are identified by parish councils and social assistance agencies that provide follow-up support to encourage the autonomy, capacity and social integration of these families.

Funding from CGF is directed towards strengthening and professionalising this model of intervention so that it becomes self-sustaining.

Organisations for a Converging Economy

Strengthening social organisations' resilience and ability to get involved through increased efficiency and effectiveness. Forming part of this area are the *Mobilisation and Streamlining of Resources* and the *Creation of Strategic Networks and Partnerships*.

› Mobilisation and Streamlining of Resources

My Social Project 2.0

Support was provided to develop an intelligent platform for skills-based volunteering, allowing organisations to implement their projects in a more efficient and professional way and improve management and organisational capacity. Expected to be launched in the first semester of 2016, the platform will enable social projects with specific human resources needs to be automatically matched with volunteers who have the skills to meet those needs. The platform is also developing a tool for managing projects and terms of reference that will enable continual knowledge building by users, be they organisations or volunteers.

The various partners in the project – Manuel Violante Foundation, the consultant firm McKinsey and the human resources consulting firm Michael Page – are ensuring the quality of the tools being developed.

Zero Waste

The general aim of this initiative is to encourage the use of all leftover food items by distributing them, under controlled hygiene and food safety conditions, to people who are experiencing food shortages. The initiative has been recognised by the FAO as an example of a best practice that could be replicated globally and is currently

being scaled up, with funding from the Calouste Gulbenkian Foundation and Lisbon City Council.

In December 2015, the project was implemented in 7 municipalities, where 2.5 million meals, worth an estimated more than 6 million euros, were distributed. Involving the participation of 142 donor organisations and 56 receiving organisations, it reached 9370 beneficiaries.

› Creation of Strategic Networks and Partnerships

European Programme for Integration and Migration (EPIM)

A project of the Network of European Foundations, this initiative by 11 European foundations supports projects that promote and facilitate the integration of immigrants.

In 2015, the 10 projects that received support during EPIM's third phase were concluded. Two new sub-programmes (*Sub-fund on immigration detention* and *Sub-fund on reforms of the Common European Asylum System*) will operate as pilot projects in the next phase (2016-2018) of the programme, which is now in its 10th year. Preparatory meetings were also held for a new sub-fund, following a robust mobilisation of European foundations at the Foundations General Assembly: *Sub-fund on long-term reception and inclusion of unaccompanied minors seeking protection in the EU*.

Transatlantic Forum on Inclusive Early Years (TFIEY)

Spearheaded by the King Baudouin Foundation, this forum brings together 12 other European and North American foundations to share good practices and recommendations among academics, political decision-makers, members of civil society and organisations working on the ground regarding early childhood education to reduce cycles of poverty caused by unequal access to education.

In 2015, the CGF helped organise two of the forum's international meetings and promoted a meeting of the TFIEY's Portuguese Group.

Transatlantic Council on Migrations (TCM)

The Transatlantic Council on Migrations is a deliberative and advisory body aimed at making a tangible and measurable impact on immigration and integration policies on both sides of the Atlantic. The TCM is made up of experts/specialists, policy-makers, and political leaders, and makes innovative recommendations based on reliable and politically viable sources.

In 2015, the Foundation participated in a meeting in Rome, whose theme was *Building and Maintaining Trust in the Governance of Migration*.

Knowledge and the Future

Increasing knowledge on the roots of social problems, their impact and possible responses, and observing early signs of social change. This is incorporated into the following lines of intervention: *Life Transitions*, *Emerging Social Needs*, and *Sustainability and New Challenges*.

› Life Transitions

SHARE – Survey of Health, Ageing and Retirement in Europe

This is a European-wide project aimed at collecting and analysing data on people over the age of 50 to better understand the ageing process and its effect on individuals in different socio-cultural contexts. The results are shared with the European Forum on Research Infrastructures and form the basis for European social science research.

In Portugal, it is coordinated by the Institute for Social Sciences at the University of Minho and co-funded by the CGF and the Foundation for Science and Technology.

Data collection in Portugal and other participating countries took place in 2015; analysis of the data is expected to be carried out in 2016.

DYNAPOR – Dynamic Microsimulation Model for Portugal

This initiative was created in 2013 to detect and evaluate the impacts on system reforms and to envision new scenarios for social security in Portugal.

A prototype is currently being developed to create accurate simulations that project the number of old age pension recipients by the year 2060. The project is the result of a partnership between the Office for Strategy and Planning of the Ministry of Solidarity, Employment, and Social Security, the University of Lisbon's Institute of Ageing (responsible for its coordination) and the University of Southampton. The CGF is responsible for purchasing and adapting the technological infrastructure, which has been pre-tested and will enable comparative analyses of other countries' pension systems to be generated. The Francisco Manuel dos Santos Foundation has joined the project as a partner and will fund the development of the model and a study on the financial and social sustainability of Portugal's pension system.

› Emerging Social Needs

Mapping Innovation and Social Entrepreneurship (MIES) in Portugal: Phase one: Northern, Central and Alentejo regions

The final results of the first phase of this research project, which mapped out social enterprise initiatives with strong potential in the Northern, Central and Alentejo regions, were presented in January 2015.

134 initiatives that met the criteria for high potential social enterprise projects in the 3 regions were selected: 57 in the Northern Region, 48 in the Central Region, and 29 in the Alentejo Region. All the data collected is available at the website of the initiative at WWW.MIES.PT.

The project is coordinated by the Social Entrepreneurship Institute and Padre António Vieira Institute, with funding from the CGF, the EDP Foundation and the Operational Competitiveness Programme - Compete. Its national partners are IAPMEI - the Competitiveness and Innovation Agency, I.P., and RHmais, while its international partners are SIX - the Social Innovation Exchange and the Euclid Network.

Project CATALISE

This initiative aims to identify case studies for determining and gaining a deeper understanding of innovation and sustainability indicators, with a focus on initiatives in the Lisbon, Tagus Valley and Alentejo regions, in conjunction with the activities of MIES. The preliminary results of this project were presented at the Gulbenkian Foundation in November 2015 along with a documentary on the case-studies identified. The project is conducted by the Nova University of Lisbon's Centre for Studies in Sociology (CESNOVA) and SIM- the Climate Change Research Group based at the University of Lisbon's Faculty of Science.

› Sustainability and New Challenges

Forum for Integrated Governance (GovInt)

GovInt is a network of public and private institutions that seeks to reflect and find solutions to complex social problems by using integrated governance models that enable greater effectiveness and efficiency.

Several working groups were formed to hold meetings to discuss and reflect on seven distinct themes: Vulnerable Territories; Public Administration; Children and Youth At Risk and in Danger; GovInt Pilot Projects ((Km², Clip, UDIP/SCML, BipZip); Youth Unemployment; Long-term Unemployment; Social Isolation of Seniors; and the Homeless.

GovInt organised an international conference and national meetings, and published a book entitled *Governança Integrada e Administração Pública* (Integrated Governance and Public Administration).

Study on Food Waste

Since 2010, the Gulbenkian Human Development Programme has integrated food into its agenda, particularly food waste and dietary education. As part of this strategy, the CGF has signed a Pledge to Prevent Food Waste along with other interested public and private organisations.

In 2015, the Higher Institute of Agronomy prepared a preliminary study (supported by CGF) to monitor Food Waste in Portugal, aimed at better understanding "state of the art" practices.

Publications

Arte e Comunidade (Art and Community)

This publication seeks to implement community-based artistic practices with more quantitative and qualitative expression at the international level, including: theatre in the favelas of Rio de Janeiro and the occupied territories of Palestine; works choreographed by Madalena Victorino or created by PELE in specific contexts (e.g., prisons and low-income neighbourhoods); and a theatre group with deaf members.



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Front cover of the *Manual para Transformar o Mundo* (Guide for Transforming the World).

Manual para Transformar o Mundo (Guide for Transforming the World)

This is the second edition of a guide developed by the Social Entrepreneurship Institute, which offers a methodology for developing social projects that address problems overlooked by society. In it, entrepreneurs are challenged to develop their projects using criteria such as value proposition, sustainability, pilots and communication. It includes various examples of successful social enterprise initiatives and a project worksheet at the end of each chapter.

Conferences

The Role of Voluntary Service in the 21st Century

Within the scope of the project Lisbon European Volunteering Capital 2015, the CGF organised three workshops, followed by a European conference, in November, which examined issues facing voluntary service today. Small but heterogeneous working groups were organised to clarify concepts, define social impact metrics and craft a series of recommendations and conclusions that were presented at the conference.

7,450 PEOPLE ATTENDED 38 CONFERENCES, WORKSHOPS AND PERFORMANCES

5,726 ONLINE VIEWERS IN 6 MAJOR CONFERENCES

Social Innovation World Forum

In June, the GHDP, in partnership with Portugal Inovação Social and the Social Investment Lab, organised the conference *Social Innovation World Forum: Igniting Social Investment - An Agenda for 2020*.

This conference was aimed at gaining a better understanding of the scope of social innovation and entrepreneurship through the presentation of internationally recognised case studies; discussing the activities that all sectors of society can carry out to promote these areas; and discussing the role of public policy in promoting a social innovation and investment agenda in Portugal and Europe.

The conference included international experts in the area of innovation and social investment. In total, 500 people attended in person, while around 300 more did so via the live stream from as far afield as the United Kingdom, Australia, and Canada.

Communication

The GHDP publicised its activities and projects via the website, microsite, newsletter, media partnerships, and its presence on social networks, in particular Facebook, which has become the main means of advertising. The audiovisual component continued to be one of the preferred means of publicising projects, the PARTIS programme having led the way in fully subtitled content in Portuguese and English.

There were more than 350 references in the national and international media. A partnership was also established with the *Jornal de Negócios* newspaper for promoting the Social Investment Lab.

Assessment

In 2015, the GHDP presented the External Evaluation and Perception Report, which sought to identify its strong points and areas for improvement based on a survey of around 20 organisations that have received support from the programme.

A reporting model was also developed to allow a standard assessment of the main projects supported.



PARTIS – ARTISTIC PRACTICES FOR SOCIAL INCLUSION

2015 SAW THE SECOND EDITION of this programme, which enables us to materialise the Calouste Gulbenkian Foundation's conviction that art is an engine for social inclusion and change, through its unique power to unite people.

It was designed to support projects that use artistic practices – music, photography, video, theatre, dance and circus – as tools to create bridges between communities that do not usually cross paths, representing an investment of around 1 million euros over three years.

To mark its second year, participants in the funded projects organised the *This is Partis* event, which on 11 and 12 July filled the Gulbenkian Foundation with concerts, plays, documentaries, photograph exhibits, and a circus.

The second edition received 160 applications, of which 16 new projects were selected to receive support during the three-year period from 2016-2018.

The projects chosen for the first edition, some of which are ongoing, have concluded their second year with a total of 7,963 activities, 321 public events (37,636 visitors), and 5,791 direct participants. These projects involved 181 full-time staff, 104 volunteers, and 287 partner organisations (public and private, not-for-profit and otherwise).



↑
Performance by the
Ibisco-DE theatre group
at the PARTIS 2015
event.
© António Pedro Lima

Performance by Chapitô
in the Gulbenkian
Foundation garden
during the PARTIS 2015
event.
© Filipa Baptista

SOCIAL INVESTMENT LAB

THE SOCIAL INVESTMENT LAB is an initiative promoted by the Calouste Gulbenkian Foundation and the IES Social Business School, in partnership with Social Finance UK. Its main objective is to be a benchmark knowledge centre in the area of social investment. It aims to deepen knowledge on innovative mechanisms for financing the third sector, to disseminate international best practices in this area and to study their applicability to the Portuguese reality.

The main social issues are the starting point for all the work of the Social Investment Lab – the causes and roots of these issues are targets for in-depth analysis so that innovative solutions that help their resolution and prevention can be identified. The use of financial mechanisms is a means to an end: a social sector with sustainable access to sources of funding and greater social impact.

Thus, the Social Investment Lab focuses on three areas:

- › *Creation of market knowledge*, through research papers on specific social investment topics and the creation of content for business schools, in particular through the SIB *Research Programme*, which carries out viability studies in the area of Social Impact Bonds at national and international level. This programme is directed at students who wish to develop knowledge in this area, providing access to an intensive 6-month training programme;
- › *Promotion of market infrastructure*, through the creation of the Portuguese Social Investment Working Group and the provision of technical support to the Portugal Social Innovation mission structure. This group comprises a representative of public, private, and social organisations, mobilised by the Calouste Gulbenkian Foundation, to reflect on social investment in Portugal. Participating members include the Bank of Portugal, CMVM, Lisbon City Council, and CASES – Cooperativa António Sérgio para a Economia Social, Foundations, Financial Institutions, and Universities. The first report was presented in June 2015, during the *Social Innovation World Forum* in Lisbon;



› *Implementation of pilot projects*, through the structuring of social innovation funding mechanisms, such as the first **Social Impact Bond (SIB)** in Portugal, which provided funding for the Junior Code Academy. A SIB is a funding mechanism that involves an agreement between social investors, public authorities and social economy entities with the aim of achieving specific social objectives. Through a SIB, capital is mobilised and invested in organisations, social entrepreneurs or initiatives that demonstrate social impact and potential financial return. If the contracted results are achieved, investors are repaid their initial investment. In the specific case of the Junior Code Academy, a substantial part of the amount initially invested by the Calouste Gulbenkian Foundation will be reimbursed by Lisbon City Council if the set goals are achieved: to improve the cognitive skills and academic performance of 65 students from three primary schools in the Lisbon region through computer programming education. The aim is to tackle the high rates of school underachievement and dropout, as well as to contribute towards the development of new learning techniques. Student performance will be compared with a control group and measured by an evaluation method developed by the Nova University of Lisbon.

↑
Junior Code Academy,
first Portuguese Social
Bond.



Gulbenkian Education for Culture and Science Programme

Descobrir, the Gulbenkian Education for Culture and Science Programme, aims to nourish, stimulate and bring out personal development from people of every age and background through knowledge and experience of the arts, science and culture.

To fulfill its mission, this programme coordinates and promotes the Calouste Gulbenkian Foundation's educational activities, based on the identity and uniqueness of its heritage and encouraging its full enjoyment; uses the experience and *know-how* of the Foundation's educational teams to disseminate good practices and promotes on-going training of teachers and education agents on a national scale, in collaboration with other organisations.



D Day – *Tábua de marés* (Tide Table).
© Filipe Ferreira

€353,222

OWN INITIATIVES

WITHIN THE CONTEXT OF ITS OPERATIONAL COORDINATION FUNCTIONS and qualified technical support for the Foundation's education teams, Descobrir continued its liaison work with the educational sectors of the Museum, the Music Department, the Modern Art Centre, and the Garden, organising periodic bilateral and multilateral meetings with education directors and coordinators. This process of dialogue and collaboration enabled a number of joint actions to be established, in the shape of special projects aimed at families, students, and people with special education needs.

As part of its scheduling functions within the Foundation, in 2015, Descobrir continued to focus on relationships with the school community, attempting to establish synergies between its educational offer and the school curriculum, as well as introducing family activities on special days. Active collaboration also continued with other Foundation programmes and initiatives in terms of designing and staging educational activities for a diverse public.

In terms of its scheduling functions outside the Foundation, Descobrir continued with special projects aimed at using the educational methodologies, techniques, and tools employed by its teams to train professionals in the sector and foster relationships between schools and cultural institutions. In 2015, these projects took place in 25 locations across Portugal, continuing existing partnerships and establishing new ones. Part of the nature of these projects is to strengthen relationships between the Foundation and its partners, encouraging mobility among those involved. For this reason, although the majority of the actions take place outside the Foundation, their passage through the CGF is a fundamental component of the projects, whether as an example and source of inspiration or as a platform for providing visibility and legitimacy to the work being carried out.

Activities

Coordination Tasks

Communication, sales and reservations

Activities involving publicity, promotion, sales, and bookings ran as expected and were based on targeted direct marketing via call service, regular e-news features, social networks, CGF newsletters, media partnerships, mailing and emailing of brochures and programmes, appointments, and the collection of public satisfaction surveys, in addition to continual updates of the Descobrir website (113,524 visits) and blog for teachers (17,231 visits). The commitment to dissemination and the captivation of new audiences was maintained via the live streaming of special projects. The update and management of the two independent websites for the *Pequeno Grande* © and *Ciência em Cena* competitions also included the management of their respective Facebook pages, with *Pequeno Grande* © receiving 2,000 likes and *Ciência em Cena* receiving 479 likes despite only being online since September 2015. The launch of the new editions of both competitions included the production of new "teasers", which received a large number of views: *Pequeno Grande* © received 2,238 and *Ciência em Cena*, 894.

Scheduling, regulation, and assessment

Within the context of regulating activities and gathering management information, there was a slight recovery in the number of people participating in the Foundation's educational activities compared with 2014. The new pricing policy and the reintroduction of some of the Music Department's activities will have contributed towards this increase.

Overall levels of satisfaction were extremely positive across all sectors, particularly with respect to technical competence and the communication skills of mediators.

The evaluation reports produced following an analysis of the management data were discussed with the various education sectors with a view to designing the programme for the 2015-16 season. Worthy of note in this regard is the reiteration of the recommendation to explore topics and concepts that are relevant to school curricula. These reports included a series of recommendations that the PGECC collected from the Teachers' Council, which was created in 2014 for the specific purpose of providing advice. The Council's suggestions led to some changes in the levels of teaching of some activities and a "fine tuning" of the key words associated with them.

Own Programming

Integrated activities

Descobrir promotes certain cross-cutting and interdisciplinary projects, mobilising teams from various education sectors. As usual, the launch of the Descobrir season is celebrated in two key moments: one is aimed at schoolchildren and involves various activities for the different age groups with the intention of demonstrating to teachers the teaching strategies used and how key concepts in the curriculum are approached using the CGF's

natural and cultural heritage. In 2015, 107 teachers took part in this day. The other moment consists in a day of activities aimed at families, as a taster of the continuous activities on offer throughout the season. Designed around one overarching theme – Raw Materials –, the 2015 D Day activities were focused on participation and involved 2,339 people.

Another important event, conducted in collaboration with COMPAL, a Descobrir partner, was the POM'ARTE COMPAL weekend, which took place in the Gulbenkian Garden in May and included the participation of more than 2,500 people. The event generated interest among the general public and benefited both parties. For Descobrir, it was extremely significant that 90% of those who attended this event had never participated in Descobrir events in the past.

Oceans Education Initiative

These educational activities developed with the Gulbenkian Oceans Initiative are aimed at fostering interest, curiosity, and knowledge about the economic value of marine ecosystems among children between 8-12 years old. In 2015, a partnership was established with Escola de Mar, which allowed biologists and artists to become involved in designing a workshop exploring the relationship between art and science in relation to this topic. In 2015, there was a total of 1 visit and 4 workshops, with 126 young participants.

Our Square Mile

Descobrir once again collaborated with the Gulbenkian Human Development Programme in the organisation



of a community open day for Foundation neighbours, as part of the *Our Square Mile* project. The programme designed by Descobrir was directed specifically at the student population, with two sessions of the story workshop *Strange Neighbours* for pre-school children and two sessions of the *Explorers of the World* workshop for secondary school pupils, involving students from the Marquesa de Alorna School Cluster, which falls within the *Square Mile* parameter. In all, 81 students participated in these 4 sessions.

↑
POM'ARTE COMPAL
Weekend.
© Gonçalo Barriga

Gulbenkian Next Future Programme

Descobrir, as part of the exhibition entitled *Modernidades: Fotografia Brasileira (1940-1964)* (Modernities: Brazilian Photography), conducted two visits, one general and one themed, which included the participation of 165 people from schools and the general public. Descobrir was also involved in the show *De Papel*, by the Companhia Silêncio Blanco, which blended different generations and tastes. The 2 sessions of the show included participation from 119 families, approximately 200 people in total.

Pina Martins Library

There were a series of activities involving various people in the library's exhibition of Pina Martins's humanistic studies, as part of the collaboration between the PGECC and the Gulbenkian Empowering New Generations Programme. The activities included game-tours, themed tours, and performance tours, with a total of 43 sessions and 629 participants.



Teacher Training

In addition to special projects, Descobrir has a continuous training plan for teachers and educators, which is aimed at enhancing their teaching techniques and tools. The majority of these training activities are accredited. Throughout the year, these activities had 422 participants, 90% of which were teachers. As well as at the Foundation, these activities also took place in Abrantes, Lourinhã, Montijo, Óbidos, and Viseu, in collaboration with municipal councils and other local entities. Some of this training had an international aspect, as was the case with that in Óbidos, which formed part of the *Education Practices in Contexts of Participation and Creativity* project, promoting an exchange of education practices and models between Portugal and Denmark, as well as the workshop entitled *Artistic Practices in Teaching a Second Language*, within the context of the international conference *Innovation in*

Education: Challenges in Teaching Western Armenian in the 21st Century, promoted by the Armenian Communities Department in Paris.

Famelab

Boosting and promoting the communication of science internationally is at the root of Descobrir's partnership with the British Council and the Agência Nacional Ciência Viva (National Live Science Agency) for *Famelab*, the most popular international competition for the dissemination of science. Aiming, on the one hand, to develop skills to aid in the communication of science and, on the other hand, awaken curiosity about scientific topics among a non-specialised public, the 2015 edition boasted 1,125 spectators over the semi-final, national final, and international final. The Foundation welcomed 20 semi-finalists, who made a presentation before the panel and an audience of 52 people, with 1489 more following the live stream

transmission. Descobrir also organised two courses for the communication of science with the expert Malcolm Love, one for the finalists and the other an open course for the scientific community, which had 30 participants.

LabMove! Project

In 2015, this interactive digital technology research and development project, which creates its own hardware and software to be subsequently used by the Foundation's various education teams, produced a sound box to be used in work with people who have special education needs. Having been developed using experience in the field, this device is particularly effective for this diverse range of people. It aids tranquillity and muscle relaxation, as well as higher attention spans, allowing the origin of sounds to be immediately detected. It also allows interaction with the sound expression as a form of communicating and affirming identity through musical games and discussions.

Online and DIY educational content

In 2015, three teaching projects providing support to teachers were made available online.

A video was made presenting the passport used in *Extraordinary Journeys*, an activity that seeks to introduce pre-school children to the Modern Art Centre. Teachers can view the explanatory video and download the passport and use it autonomously.

Another project, aimed specifically at Primary and Basic school teachers, involves a series of video guides and tutorials on different ways of using overhead projectors to tell, illustrate, and add drama to stories using transparent materials, cut-outs, shadows, and everyday objects, among other techniques and materials.

The third project involved creating the *Cubo Secundárias* (Secondary Cube) game, which encourages all-en-

↑
 D Day Activity
 – Raw Material:
It's All Yours.
 © Filipe Ferreira

compassing visits to the Calouste Gulbenkian Museum, structured along six recurrent themes in the different sections of the collection: beauty, power, travel, nature, faith, and life. These visits are conducted independently by students, with guidance from the teacher.

Major Projects

Projeto Pequeno Grande © (Small Large © Project)

This educational project, promoted in collaboration with the Gulbenkian Portuguese Language and Culture Programme, is aimed at Primary and Basic school students and takes the form of a competition to promote creativity and raise awareness among children about issues concerning authorship rights. The winning entries for the second edition of the competition toured between October 2014 and May 2015 across ten municipalities in Portugal, from Setúbal to Bragança. The exhibition was extremely well-received by the school community, with 190 classes and 5,000 pupils taking part, as well as parents, friends, and auxiliary education staff.

In September 2015, the third edition of the competition was launched, and included a new partner – the Lisbon City Council. This partnership enabled a wide range of training activities to be conducted at the Foundation and in various schools in the Lisbon area, including courses and workshops on illustration, bookbinding, and text/image relationships. These training activities were attended by a total of 366 teachers.

Project Education +

Following the international conference entitled *Which Places for Education? – the educational dimension of cultural institutions* and the related reflection sessions, in 2015 a report was presented on the main conclusions and recommendations for redefining the Foundation's values, priorities, and methodologies in the area of non-formal education.

In 2015, Descobrir designed the *Tempo Escola Museu* (Time School Museum) project, using experience gained on the ground with the *10 x 10* and *Educators' Mobility* projects. It was discussed with various partners and its structure, objectives, and framework were presented to the management of the Human Capital Operational Programme.

10 x 10 Project

What can be done to make curriculum material attractive to students in terms of relating it to their experiences and questions? Can we develop new teaching/learning approaches? How do we move from sequential, transmissive teaching to adventurous teaching by learning and learning through participation? The *10 x 10* project seeks answers to these questions, bringing together artists from the Foundation's education teams and secondary school teachers, in order to share difficulties and successful practices and explore new, more dynamic ways of structuring teaching activities, working closely with the students themselves.

The project has produced a series of strategies – dubbed “micro-teaching” – which have proven to be effective in bringing teachers and pupils closer together and encouraging significant learning. The most valued aspects among teachers and pupils are independence, motivation, the ability to work in a team, exposure to new approaches and experiences, a critical spirit, and self-confidence.

In 2015, *10 x 10* began its 4th edition, commencing with the immersion of teachers and artists in creative processes, followed by experimentation with these processes in the classroom, and concluding with a public talk to share the experience with a wider educational community. The project was implemented in Lisbon, Guimarães, and Porto, thanks to project partners Oficina and the São João National Theatre. It involved 22 teachers, 15 artists/mediators, 16 classes, 5 schools, 406 pupils and a wider body of education agents, with a total of 1,523 physical attendees and 614 via livestreaming.

10 x 10 provides teachers with accredited training through the António Sérgio Schools Training Centre in Lisbon, and has been publicised both nationally and internationally at conferences and in journals, with the contribution of the Education and Development



Research Unit of the Nova University of Lisbon, both project partners. In December 2015, Descobrir worked with the Nova University of Lisbon to organise an international seminar on *10 x 10* entitled *Spaces Between Art and Education*.

Major Partnerships

Descobrir is acting independently of the Foundation in partnership with a wide range of organisations, stimulating horizontal relationships and collaborative practices by investing the resources and know-how of partners in projects of common interest. Throughout 2015, Descobrir continued its previously established good practices and created new partnerships involving more than 16 organisations, including Regional Departments of Culture, Municipal Councils, cultural and scientific entities, schools, universities, and teacher training centres. The partners use their own resources, with contributions

ranging from 40% to 60% of the total cost of the projects. In 2015, in addition to direct payments for travel, accommodation, food, and materials, Descobrir received more than €21,000 from the various partner organisations in the form of contributions for mediators and trainers fees.

Within the Foundation itself, Descobrir continues its liaison work, from the structured and ongoing partnership with the educational sections of the Calouste Gulbenkian Museum, the Music Department, the Modern Art Centre, and the Garden, to the temporary partnerships with other Foundation departments and programmes. In 2015, Descobrir developed educational activities for the Gulbenkian Next Future, Empowering New Generations and Human Development programmes and the Gulbenkian Oceans Initiative, as well as working more closely with the Gulbenkian Portuguese Language and Culture Programme as part of the *Pequeno Grande* © project.

↑
Public discussion,
10 x 10 project.
© Márcia Lessa

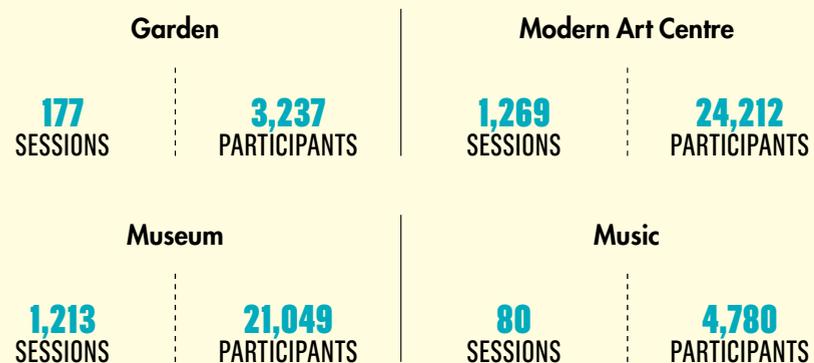
Descobrir Action Outside the Foundation



Descobrir Action Within the Foundation



Total per Foundation sector



Overall totals



Presentation of finalist projects for the *Science on Stage* competition
© Filipe Ferreira

EDUCATORS' MOBILITY PROGRAMME

THIS PROJECT INVOLVES TUTORS from the Foundation's teams and members of the education teams in various cultural organisations in a process of knowledge sharing, critical analysis of the methodologies used by each of them, and the creation of new activities, aiming at building skills for the professionals in this area. In 2015, the mobility project developed with a network of seven museums in the central region, in collaboration with the Central Regional Department of Culture, was concluded and the project with the Algarve Regional Department of Culture and the Algarve Museums Network, was continued. A total of four training modules were designed in accordance with the needs expressed by trainees.

Some of the aspects rated most highly by trainees are training in a work context, the observation and critical analysis of educational activities, the sharing of knowledge and obstacles, inspiration, and the expansion of the range of tools and approaches to facilitation work.

The 2015 APOM Awards distinguished the Educators' Mobility Programme in the "Partnership" category for its work in fostering networked cooperation practices among museums.

In the meantime, negotiations have taken place with various organisations with a view to extending the programme in 2016. In 2015, the project involved 17 museums and 46 facilitators.

SCIENCE ON STAGE

CIÊNCIA EM CENA (SCIENCE ON STAGE) IS A CREATIVE IDEAS COMPETITION on topics related to science and health. This first joint edition of the project, which involves Descobrir and the Associação Maratona da Saúde (Health Marathon Association) was dedicated to the topic of diabetes. The competition format proved extremely effective in terms of meeting the *Science on Stage* educational objectives with respect to a wider community. There were a total of 256 entries involving the participation of 795 students from 116 schools across 16 districts.

The 10 finalists were able to work on their projects at a 2-day workshop organised by Descobrir. It is worth mentioning the commitment shown by all the participants, their professionalism during the preparatory work, and the pleasure and pride they showed in promoting their entries. The finalists were judged by a panel of 4 personalities of recognised merit in the areas of science and communication. The panel highlighted the participants' skill in communicating relevant information on diabetes, demonstrating careful research, a positive attitude, and a high level of creativity in their approach to the topic. The finalists made their presentations in Auditorium 2 at the Foundation in front of 212 spectators, with a further 1,817 viewers via livestream and more than 51,000 views on the website.

The feedback from students and teachers shows that *Science on Stage* encourages students to carry out independent research, promotes the learning of scientific concepts, and contributes towards building a more enlightened society that is concerned with issues relating to health and science. In September, the 2nd edition of the competition was launched along the theme of neurodegenerative diseases.



Gulbenkian Innovation in Health Programme

The Gulbenkian Innovation in Health Programme seeks to promote innovative organisational healthcare models, the sharing of biomedical and technological breakthroughs, the global health agenda and its determinants, human values, the humanisation of healthcare and the empowerment of citizens in making health choices.

Its objective is to help create a society with health and welfare standards that can be enjoyed by citizens throughout their lives and in which they can actively participate: "everyone has a role to play".



Exhibition *Health and Architecture in Dialogue*.

© Fernando Guerra | FG+SG

€946,439

OWN INITIATIVES

€1,306,704

GRANTS

THE ACTIVITIES UNDERTAKEN in 2015 focused on the strategic priorities on which the Gulbenkian Innovation in Health Programme (GIHP) is based.

The Gulbenkian Global Mental Health Platform continued its work to promote international dialogue on **overall health**, beginning the 2nd phase of the project with the *in situ* implementation, in countries selected by the World Health Organisation and in the form of knowledge transfer, of the recommendations contained in the technical and scientific reports produced in the 1st phase with respect to emerging topics in global mental healthcare intervention, planning, and organisation.

In terms of **updating health models**, principles were defined and partnerships established in order to deliver the **Gulbenkian Challenges – Stop Hospital Infection!** and **No to Diabetes!** projects, undertaken by the Foun-

ation following the recommendations of the report *The Future for Health – Everyone has a role to play*.

With the objective of **educating people** to make better individual and social use of health information (literacy), support was maintained for prevention and health promotion projects, with an emphasis on cancer, through the organisation of seminars and awareness programmes.

The 16th edition of the Gulbenkian Health Forum focused on dialogue between health and architecture in the historical evolution of healthcare structures.

In terms of promoting the **humanisation of care**, an evaluation model was established for the home palliative care units already created, while in the area of medical humanities, support was provided for the publishing of academic studies on personalities from Portuguese medical history.

Activities

› Continuation and Reinforcement of Internationalisation

Gulbenkian Global Mental Health Platform

This project began in 2012, in partnership with the World Health Organisation (WHO) and a national academic institution based at the Nova University of Lisbon. The objectives were: 1. Focus more closely on mental health as one of the major factors of morbidity, on a transnational and global scale; 2. Make connections between mental illness and non-transmissible chronic illnesses through integrated care approaches, in order to streamline resources and reduce healthcare costs; 3. Assign the Calouste Gulbenkian Foundation an active international role in pioneering mental health policies.

In 2015, the second phase of the project began with the implementation of recommendations from the technical reports co-produced with the WHO during the first three-year period.

This implementation is taking place in three countries – Brazil, India and Georgia – based on WHO priority intervention criteria and the (governmental and academic) will exhibited by countries.

› Promoting Care and Strengthening Multidisciplinary Professional Networks

Palliative Home Care Units

Support for the organisation of palliative care services was prioritised, creating home solutions that allow suitable assistance to be provided to patients requiring terminal care in a home environment. This is an ongoing strategy for the Health and Human Development Department (in the regions of Planalto Mirandês, Mértola, Matosinhos, Porto, and Cantanhede). The models tested were innovative in that they promoted shared responsibility among local authorities, not-for-profit civil society organisations (NGOs), and local healthcare institutions.

The strong performance of the first five units in operation and the identification of new needs justified the creation, in 2014, of five new home palliative care units.

In 2015, an evaluation model was established for these home care units, which will be applied in future years.

› Partnership Activities and Projects Supported in the Four GIHP Action Areas

1. Global Health

Global Mental Health Conference – Rio de Janeiro, Brazil

Promoted in partnership with the Fiocruz Institute (Rio de Janeiro) and with active participation from the World Health Organisation, the Pan-American Health Organisation, and the Brazilian Ministry of Health, the conference *Deinstitutionalisation and Community Care: Innovations and Challenges for Brazilian Psychiatric Reform* was the first intervention by the Gulbenkian Global Mental Health Platform (GGMHP) in the implementation of recommendations from the technical and scientific reports co-produced with the WHO on global mental healthcare.

The initiative, which took place in March in Rio de Janeiro, brought together around a hundred mental health leaders from Brazil and around the world.

Global Mental Health Workshop – Bangalore, India

This workshop took place in India in November as part of the GGMHP, and was hosted by the National Institute of Mental Health and Neurosciences in Bangalore, with collaboration from the WHO and the Indian Ministry of Health.

The initiative forms part of the Gulbenkian Platform's global health internationalisation strategy, aimed at creating innovative integration models for chronic non-transmissible diseases and mental illnesses.

Lisbon Institute of Global Mental Health

In April, there was an event at the Foundation to publicly unveil the Lisbon Institute of Global Mental Health, which is based at the Nova University of Lisbon.

It is a benchmark regional centre of the WHO, which aims to establish a think tank for the discussion, design, planning, organisation, and research of mental healthcare.

2. Healthcare – Models, Systems, and Services

Assessment of the Impact of Local Health Units in Portugal

Local health units integrate hospitals and health centres into a shared care model aimed at improving quality, accessibility, effectiveness, and efficiency. Despite the growing use of the local health unit model, there is insufficient evidence to confirm a positive impact.

This study, which began in 2014, was conducted by researchers at the National School of Public Health and is due for completion in 2016.

Development of software for treating children with speech and hearing difficulties

There was continued work on the project by the Speech, Language and Hearing Laboratory at the University of Aveiro (SLHlab), for the development of software, in collaboration with City University London, to support the treatment of (Portuguese and English) children with hearing and speech difficulties.

As part of this project, support was provided for the conference entitled *Science of Aphasia – Neuroplasticity and Language*, organised by the University of Aveiro. This educational initiative, with a prestigious international faculty, included the participation of international language science researchers, who collaborate on the project.

Prevalence and profile of older patients receiving multiple medication in northern Portugal.

The project, developed by the Entrepreneurship and Innovation Association of the University of Porto's Pharmacy Faculty, focuses on multiple medication and aims to profile a population sample in the Porto area through interventions that benefit both the user and the health economy.

Action to prevent the misuse of benzodiazepines

This project by the Preventive Medicine and Public Health Institute at the Faculty of Medicine of the University of Lisbon seeks to evaluate a programme for the prevention of benzodiazepine misuse. It is aimed at people who are considered at risk or who already meet dependency criteria, as well as family doctors within the context of primary healthcare.

Healthy cognitive ageing

Developed by the Life and Health Sciences Research Institute at the University of Minho, this project seeks to monitor a cohort of $\geq 1,000$ people from northern Portugal over the age of 55, over a period of time, with the objective of determining predictive risk factors for mental health.

3. Health Education and Training

Exhibition *Cancro Ponto e Vírgula (Cancer Semicolon)*

This exhibition, which took place between 26-30 January on floor 01 at the Foundation, sought to promote

the content presented in the exhibition; and a series of five documentaries from the [IN VIVO] collection, both produced by research teams from IPATIMUP with support from the Foundation. The materials were distributed to the schools that participated in the activities, as well as 215 other public and private secondary schools in the Lisbon and Vale do Tejo regions, so that they could be studied in the classroom with a view to widening the impact of this health promotion activity. In order to build on the content learned at school, students who visited the exhibition in January were invited to participate in a poster competition, exhibiting original pieces of work in a public session held at the Foundation in April.



↑ *Cancro Ponto e Vírgula* Exhibition.

© Márcia Lessa

literacy among secondary school pupils on the relationship between health and cancer, encouraging prevention measures and early diagnosis. Conducted by researchers from the Institute of Molecular Pathology and Immunology of the University of Porto (IPATIMUP), this activity involved almost 1,200 participants (students, teachers, and the general public).

As part of this interactive exhibition, there were also 10 information sessions/discussions with students and teachers, with participation from Professor Sobrinho Simões and his collaborators.

There was a focus on the most common types of cancer and teaching materials were distributed: the book *Cancro Ponto e Vírgula (Cancer Semicolon)*, which includes all

will have high public visibility and impact. There will be a series of 44 episodes for screening on television and online through social networks.

This is an innovative project that creates a dynamic, accessible, and visually striking format for a subject that is difficult to broach.

Dream Teens

Developed by the Aventura Social team from the University of Lisbon's Faculty of Human Kinetics and monitored by the WHO's Health Behaviour in School-Aged Children European network, this project enabled the creation of a national network of junior advisers (11-19 years old) to lead projects in health behaviour.

The 147 junior advisers involved developed a series of recommendations in six different areas, which they

HYPE – Healthy Youth through Prevention Education

Continued support was provided to the project begun in 2014 by the Cancer Prevention Unit at IPATIMUP, which aims to develop educational strategies based on new information and communication technologies in order to educate adolescents and young adults, improving their health literacy, particularly in terms of cancer prevention.

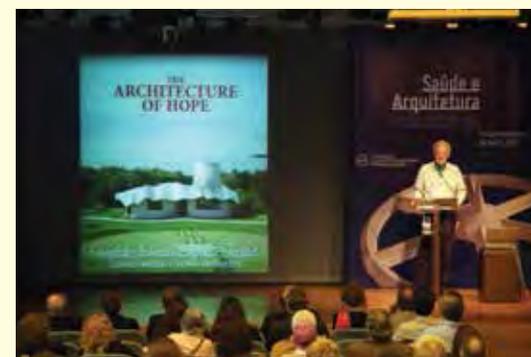
Time for Prevention

Developed by the Cancer Prevention Unit at IPATIMUP, this project is aimed at producing a new model for disseminating information on cancer, which

divulged in 2015 at their schools and the municipalities and parish councils where they live, subsequently submitting them to the Portuguese Ministry of Health.

The publicity campaign conducted in 2015 was presented at the 2nd Dream Teens Meeting, before representatives of the Health Behaviour in School-Aged Children network from various countries.

Considered international good practice by the WHO, the project enabled the creation of an association that will ensure this initiative is continued and extended to similar networks, with potential involvement in the promotion of health literacy: Dream Yold (over 65s) and Dream Kids (under 11 years).



↑ Gulbenkian Health Forum 2015 – Health and Architecture in Dialogue. Speech by Charles Jencks, October 2015.

Health and Architecture in Dialogue – 2015 Gulbenkian Health Forum

The 16th edition of the Gulbenkian Health Forum, in October 2015, focused on the topic of *Architecture and Health in Dialogue*, taking a historical perspective, from the Middle Ages to the present day, on the dialogue between these two areas of strong social expression.

The scientific programme included a panel of international lecturers and the accompanying exhibition brought together work from several prestigious health and architecture institutions from Portugal and abroad. The exhibition was curated by architects Teresa Nunes da Ponte and António Belém Lima.

The Forum had an average attendance of 500 participants, as well as 1,879 online followers. The exhibition received around 7,500 visitors during the two months it was open. Guided tours were organised for secondary school and university students and teachers and an exhibition catalogue was published.

Convention on the Rights of the Child, 25 Years in Portugal – Strengthening the Commitment

This conference, promoted by the Associação para as Crianças de Santa Maria, marked the 25th anniversary of the Convention on the Rights of the Child in Portugal and strengthened the commitment to defending fundamental children's rights.

The conference included speeches by national and international experts (WHO, Ombudsman for Children's Office, National Institute for Health and Care Excellence) and best practice initiatives were presented in a range of areas (Health, Education, Social Security, Justice, Local Authorities), which are all aimed at promoting and strengthening



the rights of children and young people in Portugal.

Among the invited speakers were Michelle Funk, coordinator of the Mental Health Policy and Service Development Programme at the United Nations Department of Mental Health,

who presented the recommendations of the report entitled *Promoting rights and community living for children with psychosocial disabilities*, which was co-produced by the World Health Organisation and the Gulbenkian Global Mental Health Platform.

The conference brought together 200 participants at the Foundation, with a further 742 online followers.

↑ Convention on the Rights of the Child – 25 years in Portugal Conference, September 2015.

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Cities and Diabetes: a commitment to prevention

In April, the CGF hosted the conference *Cities and Diabetes: a commitment to prevention*, in collaboration with the Danish Embassy and Novo Nordisk. As part of this initiative, the Mayor of Copenhagen presented the *Cities Changing Diabetes* project, which aims to be a catalyst for changes to the way diabetes is dealt with in cities, since it is in urban areas that its prevalence has grown most significantly across the world.

ICONE – International Conference on Neuroethics

Organised by the Catholic University of Porto's Institute of Bioethics, the *International Conference on Neuroethics* (ICONE) took place in April and promoted an ethical discussion on the mind, its behaviour, and induced "improvements". National and international neuroscientists and neuroethicists came together for discussions that reinforced convergences and cooperation.

Training healthcare professionals to use computer-assisted pulmonary auscultation

Support continued to be provided to the University of Aveiro (Cardiorespiratory Physiotherapy Laboratory) to develop computerised pulmonary auscultation software to be used in clinical practice and health training for the diagnosis of various types of pulmonary pathologies, with a particular focus on patients with collaboration issues (e.g. children, adults with mental health problems, autism, and dementia) and areas with scarce medical resources. The project, which began in 2014, is monitored by the University of Manitoba.

DINAMO – King's College London

In 2015, the third palliative care master's degree project at King's College London was completed (4 scholarships were awarded). The research explored the impact of palliative intervention on the emergency services and will be published in the *Palliative Medicine* journal.

The following were completed as part of this partnership:

1) The NEON study on the relationship between oncology and palliative care, as a fundamental theme in providing dignified and human end-of-life care. The results were presented at the European Oncology Congress;

2) The study on hospital mortality forecasts in Portugal, published in *Palliative Medicine*, was widely covered by the Portuguese media;

3) The study on the preference of sufferers and informal carers for home palliative care (awarded the prize for best oral presentation at the 5th Palliative Care Congress);

4) The study on hospital mortality risk trends (presented at the 14th Congress of the European Association for Palliative Care).

Clinical and Academic Palliative Care Forums

The Forum for Clinical and Academic Palliative Care in Northern Portugal took place, aiming to promote exchanges and collaboration between researchers and clinical services to create a common vision on palliative care in Portugal.

This forum will continue with meetings in various cities around Portugal, as a means of reflecting on and orienting best practices. The driving force behind the forum are the professionals who conduct the academic projects supported by the Foundation.

4. Humanism and Humanisation in Health

Palliative care helpline

This involves support provided to the Portuguese Association of Palliative Care for an information campaign about the creation of a palliative care helpline.

This helpline, the first of its kind in Portugal, operated daily on an experimental basis during the month dedicated to palliative care (October), providing information and support to families and carers of terminally ill people.

Project SALUTAR

Conducted by the Centre of Bioethics' Academic Department for Bereavement Studies and Intervention (FMUL), this project aims to study the bereavement process within a population sample of family carers of patients undergoing palliative care, assessing the effects on physical and mental well-being, as well as the socio-economic impact, over an 18-month period.

Project NÓS (narrar, ouvir e saber) – (WE – Talk, listen, learn)

Continued support was provided for the Bioethics Institute of the Catholic University of Porto project for training health professionals in deliberation and communication techniques when providing care and managing health

resources, using narrative medicine as a tool. The first stage of the project involved developing intervention methodologies in order to assess the impact of this formative action on the sustainability of the National Health Service.



Online conference, broadcast live from the Centro PIN – Progreso Infantil. © PIN

Major Projects

Project iCare

The iCare project was designed and developed by the Centro PIN - Progreso Infantil with two

main objectives: to produce useful informative content for families of patients with developmental disorders and to create innovative models of patient, family and professional relationships, with remote assistance, especially in crisis situations.

It began in 2013, by creating an online platform which created a long-distance consultation system, allowing patients from different areas of the country and abroad to contact qualified professionals in this type of pathology, reducing the cost of interventions significantly.

In the first two years of the project, 2,839 consultations were carried out online (2,347 nationally and 492 internationally), involving a total of 128 patients and saving significant costs.

It also included the creation of applications allowing for the following: 1) access of parents, families and edu-

cators to information regarding the main situations faced in the monitoring of patients; 2) remote collaboration between specialists of different areas in the evaluation and discussion of clinical cases and in conducting online training courses and workshops; 3) remote communication between the Centro PIN and associated institutions; 4) a greater connection between clinical centres.

International Conference – Health Literacy in Portugal

The international conference *Health Literacy in Portugal* included the presentation of the results of the *Inquérito sobre Literacia em Saúde em Portugal* (Inquiry into Health Literacy in Portugal), which was developed by the IUL Centre for Sociological Study and Research, according to the model recommended by WHO (47 items), as a means of

assessing health literacy in Portuguese society.

The panel of participating lecturers included international personalities who have been developing research and concrete measures in this area, thus contributing to the broader discussion of the health literacy.

The results of the inquiry were also presented by the researcher responsible for the project (Rita Espanha), at the *3rd European Health Literacy Conference* in Brussels.

Gulbenkian Challenge No to Diabetes!

The Gulbenkian challenge *Não à Diabetes!* (No to Diabetes!), which was presented publicly on 7 September, aims to prevent 50 thousand people with pre-diabetes from developing the disease in the next five years and to identify, during the same period, 50 thousand people with diabetes who do not know they have the disease.

Implementation of the challenge will be the responsibility of the Portuguese Association for the Protection of Diabetics, in collaboration with the Ministry of Health, the General-Directorate of Health, the National Association of Portuguese Municipalities, The National Association of Pharmacies, the pharmacists Merck Sharp & Dohme, Novartis and Novo Nordisk, the AstraZeneca

Foundation, and the Portuguese Association of Diabetology. It will start in municipalities of Grande Lisboa, Alto Trás-os-Montes, Lezíria do Tejo and Frente Atlântica, and will be gradually expanded to the rest of the country. Each municipality will screen 25% of its adult population and direct individuals identified as being potential diabetics or pre-diabetics to health centres, where educational programmes will be developed to promote adoption of healthy lifestyles.

Publications

Gulbenkian Challenges *Stop Hospital Infection!* and *No to Diabetes!*

These two publications served to support the public presentation of the Gulbenkian Challenges *Stop Infecção Hospitalar!* (Stop Hospital Infection!) and *Não à Diabetes!* (No to Diabetes!), by systematically combining information about: 1) the scope of the problems and the latest developments in Portugal; 2) the objectives; 3) the governing and organisational structure; 4) the methodology for intervention and assessment of each of the two challenges.

Partial reports from the working groups *The Future for Health – Everyone has a Role to Play*

- › Health Services and Public Health (wg1)
- › Citizens and the National Health System (wg2)
- › Human Resources (wg3)
- › Capitalising on Knowledge, Technology and Innovation (wg4)

The reports of the research work developed by 4 working groups of the Gulbenkian Platform for a Sustainable Health System were published in a bilingual, four-volume set, which served as a base for the conclusions and recommendations presented in the report *The Future for Health – everyone has a role to play*, published in September 2014.

Cancro Ponto e Vírgula (Cancer Semicolon)

This book, developed by the Porto Institute of Molecular Immunology and Pathology research team, presents the contents of the *Cancro Ponto e Vírgula* exhibition presented at the Foundation in January, using simple and interactive language, with ample illustration.

It was one of the best selling at the Foundation and aided the privileged dissemination of the educational programmes promoted by the IPATIMUP, among schools, to



increase awareness and training about the prevention and diagnosis of early stage cancer among teachers and adolescents.

↑
Cancro Ponto e Vírgula
Exhibition Book

Saúde e Arquitetura em Diálogo / Health and Architecture in Dialogue

This bilingual publication, available printed in Portuguese or as a digital edition in English, documents the dialogue between scientific knowledge of disease and its development, and architecture, in adapting models and spatial organisation for the reception and provision of care, from ancient times to present day.

Botânica, Medicina e Cultura nos Colóquios de Garcia de Orta

Support for publication of this work, edited by Edições Colibri, with the collaboration of Professors Palmira Fontes da Costa and Adelino Cardoso. The volume collects together the texts presented in the debate *O Jardim de Orta. Medicina, Botânica e Cultura nos Colóquios dos Simples*, which took place in 2013 at the National Library of Portugal, as part of the commemorations of the 450 years of publication of *Colóquios dos Simples e Drogas da Índia*, by Garcia de Orta (Goa, 1563).



GULBENKIAN CHALLENGE *STOP HOSPITAL INFECTION!*

REDUCTION OF HOSPITAL INFECTION IN PORTUGAL was one of the three Gulbenkian Challenges taken on by the Foundation, following the recommendations contained in the report *The Future for Health – Everyone has a role to play*.

On 31 March, twelve public hospitals, selected through a competition, signed a commitment to reduce the prevalence of hospital infection by 50%, by participating in a good practice implementation programme lasting for three years, financed by the CGF, under the technical and scientific coordination of the Institute for Healthcare Improvement (IHI).

In October, close to two hundred health professionals involved in the challenge participated in the first training session, out of a total of six planned, coordinated by the IHI.

More than 90% of the participants confirmed they had learnt “new ideas” which could be applied quickly in their organisations. One of the main objectives was understanding a “measurement plan” which includes collecting and sharing data, with the aim of learning whether the changes resulted in improvements.

The “collaborative” methodology of the program aims to encourage hospital teams to learn together and collaborate with each other, applying best practices based on scientific evidence and a constant dynamic of monitoring and assessment.

↑
Public presentation of the Gulbenkian
Challenge *Stop Hospital Infection!*
Speech by Lord Nigel Crisp,
31.03.2015.
© Márcia Lessa



Gulbenkian Portuguese Language and Culture Programme

The Gulbenkian Portuguese Language and Culture Programme is aimed at designing, proposing and implementing Calouste Gulbenkian Foundation actions to stimulate qualification, innovation, and internationalisation of Portugal's language, literature, performing arts, cinema, and cultural studies, both in Portugal and globally. These actions are focused on direct activities, national and international partnerships, or funding for projects by external bodies, mainly through public competitions.

←

É p'ra meninos? – Final show of the debate *É então isto para crianças?*, with Helder Gonçalves, Manuela Azevedo, B Fachada and André da Loba.
© Márcia Lessa

€350,587

OWN INITIATIVES

€996,439

SCHOLARSHIPS,
GRANTS AND PRIZES

THE ACTIVITIES OF THE GULBENKIAN PORTUGUESE LANGUAGE AND CULTURE PROGRAMME (GPLCP) were designed around the programme's four main strategic areas – Language and Literature; Research and Awareness; Performing Arts and Cinema; and Digital Information Exchange Networks –, taking into consideration the ever-growing need to define its areas of focus.

The distribution activity of the GPLCP was based on annual public competitions: three in the field of performing arts and cinema; one to support innovative scientific research projects in the area of Portuguese language and culture; and one further for organising conferences, developed by Portuguese and international bodies, in Portugal and internationally.

In the three competitions for performing arts and cinema, funding was directed towards creators and producers of Portuguese nationality, or foreign citizens living in Portugal, and was designed to promote

84 GRANTS AWARDED TO THE COMBINED ACTIVITIES IN THE FOUR STRATEGIC AREAS OF THE PROGRAMME

creation and international dissemination of dance, theatre, and cinema. The competitions prioritised emerging creators in order to establish new creators in the

Portuguese art scene and on projects of established artists that sought new approaches, aiming at merging artistic discourses and practices.

The funding competition for innovative scientific research projects in the field of Portuguese language and culture prioritised proposals that could contribute to establishing and reinforcing new technical and methodological paradigms, which could be replicated; with regards to the funding for conferences, promoted by Portuguese or international bodies in Portugal and abroad, this aimed to contribute to consolidation, progression, and dissemination of knowledge, while remaining focused on Portuguese culture and language.

There was also continued support for foreign organisations, both for the implementation of training and research programmes for Portuguese post-doctoral studies undertaken at universities abroad, and for the consolidation of doctoral scholarships.

The actions of the programme abroad included the dissemination of work focused on Portuguese culture, by sending these to libraries, centres of study and institutes we share links with. It is worth emphasising that the large number of Portuguese cultural works supported clearly demonstrates the quality and importance of the proposals received throughout the year.

Activities

Colóquio/Letras

Colóquio/Letras magazine specialises in Portuguese literature and expression and is published once every four months. The January edition (no. 188) was dedicated to *Literature Materiality*, a very recent area of research in literary studies, which combines the history of books, new philology, cultural materialism, new media theories and digital poetry.

The May edition (no. 189) highlighted questions of *Identity* from a comparative perspective. This included the inaugural lecture "Camões and the Portuguese colonial empire" of Prof. Phillip Rothwell, successor of T. F. Earle in the Professorship of Portuguese Studies at Oxford University. The September edition (no. 190) celebrated the centenary of *Orpheu* magazine and, in addition, revealed an unpublished piece by Almada Negreiros.

→ *Colóquio/Letras* Magazine no. 189 (May 2015): *Identidades*.



So this is for children? – Creations for Children and Young People

The writer Inês Fonseca Santos curated the debate *É Então Isto para Crianças? – Criações para a Infância e Juventude* (So this is for children? – Creations for Children and Young People), which began with the often-debated question: so what actually is a creation for children? Over the course of two days, various creators reflected on four "conversations" – So this is a book?, So this is a film?, So this is a song? and So this is a show? – about the motivations of creating for childhood, at a time when children occupy a central role in public space.

The show *É p'ra Meninos?* (Is it for kids?), which was conducted on the staircase of the Conference Area, brought together the musicians Bernardo Fachada, Manuela Azevedo and Hélder Gonçalves, who presented a collection of songs for children, in a crossing

of their respective personal projects. In perfect harmony with the music, the illustrator André da Loba filled the setting with objects made by him, in an unusual crossing of two different artistic expressions.

800 PARTICIPANTS AT 7 SESSIONS IN 2 DAYS OF DEBATES

250 SPECTATORS ON THE STAIRCASE OF THE CONFERENCE AREA

↑ Presenting the *Expresso/Gulbenkian 2015 Branquinho da Fonseca Prize to Vanessa Mendes Martins*. © Márcia Lessa

Restoration of Portuguese Heritage Abroad

Continued technical support was provided for interventions and implementation of studies focused on restoring Portuguese heritage abroad. Notable work was carried out by the Indo-Portuguese Museum of Cochin, in India, which resulted in

technical training, implementation of maintenance work and renovation of the museum. This involved redefining the museum plan based on exhaustive conceptual reflection and intervention in storage space. A general inventory of the exhibited collection was organised.

Branquinho da Fonseca Prize – Expresso/Gulbenkian

The 8th edition of the Expresso/Gulbenkian Branquinho da Fonseca Prize took place, a competition which aims to encourage the appearance of young writers (between 15 and 30 years) of children's and adolescent literature. The book *Tiago, o Colecionador-Quase-Nuvem*, written by Vanessa Mendes Martins, won the children's category. The jury decided not to award a prize for the adolescent category, considering that none of the original works presented met the requirements enforced since the award began.



Grants and Subsidies

Research Projects

Of the 14 research projects subsidised this year, nine in the field of Portuguese culture and five in Portuguese language, the following projects in Portuguese culture were particularly notable: *O Atlântico dos outros: África, Bahia, Portugal e um oceano partilhado (sécs. XVII-XIX)* (The Atlantic of others: Africa, Bahia, Portugal and a shared ocean [17th-19th centuries]), developed by the Nova University of Lisbon aims to study Western and Central Africa and its relationship with Brazil up until the abolition of slavery (1888); *The Letter - Collection of Gomes Eanes (1420-1430): edition and study* will be developed by Towson University and will involve the publication of correspondence (630 letters) covering a little known collection from the medieval era. In the field of Portuguese language, we highlight a project undertaken by the Catholic University of Lisbon - *Comparando a conceptualização e a expressão das emoções no Português*

européu e no Português brasileiro (Comparing the conceptualisation and expression of emotion in European Portuguese and Brazilian Portuguese).

Performing Arts

In the *performing arts* category, 81 grants, 61 scholarships and 20 subsidies were awarded, in the areas of cinema, dance, and theatre. The following were particularly noteworthy: in cinema, the grants awarded to the creators Sílvia das Fadas, Joana Pimenta, Diogo Baldaia and Mariana Gaivão; in dance, those of João dos Santos Martins, Pedro Ramos, Mariana Tengner Barros, Vitalina Sousa and Miguel Pereira; and, in theatre, Miguel Loureiro, Elmano Sancho, Ágata Pinho, Rui Neto and André Murraças. In the *special projects* category, the subsidies awarded to the Chantiers d'Europe 2015, Teatro da Gargem and Teatro do Vestido for internationalisation of national creations stand out.

↑
Frame of the film
Ascensão
 by Pedro Peralta.
 © the author



Support for Organisation of Scientific Reunions

With regards to the support for the organisation of scientific reunions, to encourage progress and dissemination of knowledge, grants were awarded to 27 international conferences, which were held in various parts of the world: in Portugal, Italy and the United Kingdom (Europe); in South Africa; in Brazil, Chile, Columbia and the United States of America (Americas); and in India (Asia). The international conference *Knowledge transfer and cultural exchanges*, organised by the Nova University of Lisbon, was particularly notable.

→
I Can't Breathe
 - Elmano Sancho.
 © Alípio Padilha

↑
The Weather
 - Mariana T. Barros.
 © António MV



Major Partnerships

Support for publications

Support was granted to the publication of Luandino Vieira's work *Papéis da Prisão. Apontamentos, Diário, Correspondência (1962-1971)* (Papers from Prison. Notes, Diary, Correspondence [1962-1971]) in collaboration with the Gulbenkian: Empowering New Generations and Partnerships for Development Programmes. The publication is a collection of 17 notebooks written by the author during his detention in prisons in Angola and Tarrafal, produced by a team of researchers from the universities of Coimbra, Bologna, Oxford and Bordeaux. Presentation of the book took place at the Foundation's headquarters and was attended by the author.

12 publications received support. Of particular note was the re-publication of the special volume of the *Boletim Internacional de Bibliografia Luso-Brasileira* (International Bulletin of Luso-Brazilian Bibliography), organised in 1965 and published in Rio de Janeiro by the Comité Rio450, as part of the commemorations of the 450th year since founding the city.

10 CINEMA SCREENINGS

6 DEBATES

1,475 PARTICIPANTS

This project aimed to contrast films by Portuguese directors with those of renowned international directors. The publication of two books which will present the information and debates from the two series of this initiative is in progress.

plataforma9

The partnership with the Associação Internacional de Lusitanistas (International Lusitanists Association) saw the continued development of the web page PLATAFORMA9.COM, with the aim of contributing to the collection and dissemination of news about national and international activities and projects in the areas of Portuguese language and culture, after evaluation and screening.

Harvard at Gulbenkian: Dialogue between Portuguese Film and World Cinema

This project, organised in collaboration with Harvard Film Archive, Harvard University, and Cinemateca Portuguesa, as well as with the Modern Art Centre, held its last 10 sessions at the beginning of the year. Commissioned by Haden Guest and Joaquim Sapinho, the pro-

ject aimed to contrast films by Portuguese directors with those of renowned international directors. The publication of two books which will present the information and debates from the two series of this initiative is in progress.



↑
Harvard at Gulbenkian
– debate session “Oliveira,
ou o Teatro da Inocência”, attended
by actress Leonor Silveira.
© Inês Alves

Ministry of Justice, the Laredo Cultural Association, and Delta Cafés.

Leituras em Cadeia (Readings in Prison)

This project, which aims to take action in one of the libraries of the Tires Prison Establishment, will focus on regenerating this library and will have a strong training component, specifically for local staff and prisoners responsible for prison library services. The project is the result of collaboration between the



↑
Competition final
Dá Voz à Letra.
© Márcia Lessa

DÁ VOZ À LETRA

THE CONTEST *DÁ VOZ À LETRA* (GIVE THE WORDS A VOICE) aimed to find the best voice aloud reader, within the world of public and private secondary school students of the Lisbon Metropolitan Area, aged between 13 and 17 years.

The aim of the competition was to revive the pleasure of reading among adolescents, combining playful, social and competitive components, as well as extolling the practice of reading aloud, encouraging competitors to demonstrate their level of enthusiasm, creativity, charisma, originality, and knowledge.

To enter the competition, applicants had to submit short videos, of no more than 3 minutes, of them reading a text of their choice. 359 applications were received: 243 girls, 178 in public and 65 private education; and 116 boys, 67 in public and 49 private education.

The competition had three selection phases: the first was the choice of 20 semi-finalists from among the applications received; in the second, 10 finalists were chosen to participate in the final show, and then the 3 finalists best at reading aloud were selected from the show.

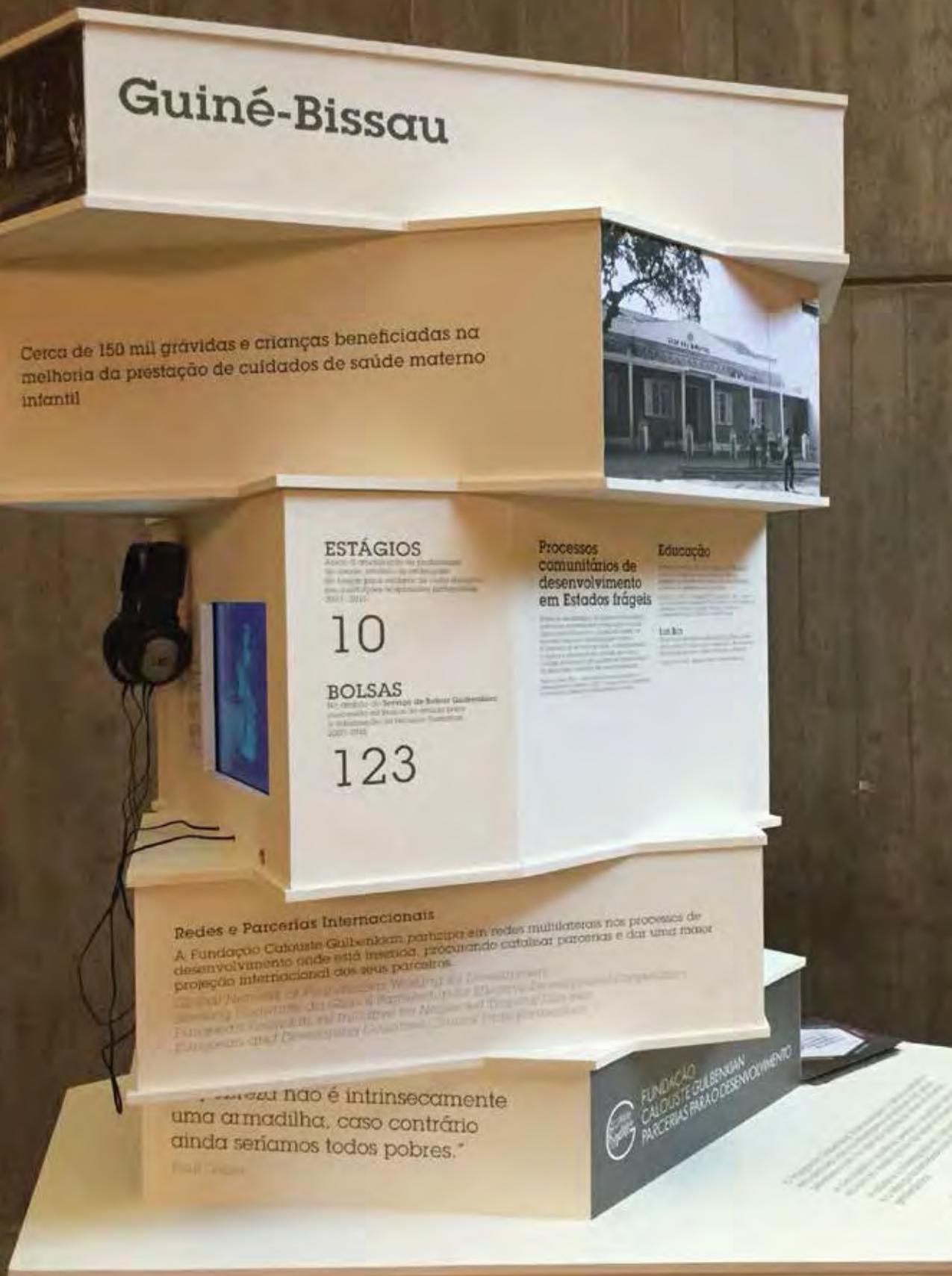
The show, which took place on the staircase of the Conference Hall of the Foundation's headquarters on 7 February, was staged by Carlos Pimenta, texts were selected by Helena Vasconcelos (to whom the original idea for the contest belongs) and read by Teresa Lima.

The jury, made up of the presenter Catarina Furta- do, the actor Albano Jerónimo and the writer David Machado, selected António Gonçalves, Maria Adelaide Casquinha and Daniel Joaquim as winners.

359 APPLICATIONS

Gulbenkian Partnerships for Development Programme

The main objective of the Gulbenkian Partnerships for Development Programme is to contribute towards enhancing the skills of people and organisations in Portuguese-speaking African countries (PALOP) and East Timor, the main priorities being education, health, health research and art. In 2015, intervention continued to be guided by the principles of alignment, effectiveness, and harmonisation with the development priorities of partner countries.



€1,416,760

OWN INITIATIVES

€847,578

SCHOLARSHIPS,
GRANTS AND PRIZES



Promotion of: 15 years of
development cooperation:
a journey.

© Afonso Cabral

THE YEAR 2015 WAS PIVOTAL in terms of the *Global Development Agenda*:

The Millennium Development Goals (2000-2015) were completed and the new Sustainable Development Goals (2015-2030) were launched. Comprising 17 goals and 169 targets, these were approved in September by the United Nations in a global commitment to people, the planet, and prosperity.

The European Union and European Parliament established 2015 as the European Year for Development in order to raise awareness among Europeans about cooperation and development.

A number of the Gulbenkian Partnerships for Development Programme partner countries celebrated 40 years of independence: Angola, Cape Verde, Mo-

zambique, and São Tomé and Príncipe. Within this context, the GPDP joined forces with the Gulbenkian Next Future Programme to hold a conference, on 9 May, on the subject of *40 Years of Independence: Growth or Development?*; with the Portuguese NGOs platform during *Development Week* (13-17 May 2015), which included workshops, seminars, meetings, and a cinema series on the subject of development; and with the Camões Institute for Cooperation and Language I.P., for the launch of the 1st edition of the *Research for Development* competition.

To mark these anniversaries, at the end of the year the GPDP promoted a promotional campaign called *15 years of development cooperation: a journey*.

Building Capacity and Competencies

The main objective of this programme is to contribute towards strengthening institutional capacity and improving the skills of human resources in five main areas: **Education**, through support for higher, postgraduate, and non-higher education; **Health**, through the training of health units and the improvement of the skills of healthcare professionals; **Health Research**, through participation in the Health Research Centre of Angola CISA, the promotion of partnerships and networks, and support for scientific studies on major diseases; **Arts**, by encouraging and refining artistic creation; **Empowerment of Civil Society**, through support for projects aimed at improving food safety, support for national NGOs, and highlighting and reflecting on global development issues.

› Education

Support for Higher and Postgraduate Learning

Primarily aimed at contributing towards the improvement and institutional strengthening of higher learning institutions, the GPDP supports the creation and consolidation of advanced training programmes, particularly in terms of PhD-level training, that respond to the development needs of partner countries, with an emphasis on b-learning.

In **Angola**, there was continued support for the *first Master's Course in Applied Microbiology at the Agostinho Neto University (UAN)*, in Luanda, in collaboration with the University of Lisbon's Faculty of Sciences. The teaching component of the course ended at the beginning of 2015 and there were 12 students in all, some of whom are teachers at the UAN's Faculty of Sciences.

In October 2015, in **Cape Verde**, the 2nd *Cooperation Agreement* was established with the University of Cape Verde (unicv) as part of the support the Foundation is providing to the institution over the next 5 years, particularly with respect to strengthening institutional capacity and ensuring staff are properly qualified:

› *1st PhD in Environmental Management and Policy*, in partnership with the Nova University of Lisbon, the University of Évora, the University of Lisbon, and the University of Aveiro;



- › *Specialised courses in the area of Civil Engineering* in partnership with the University of Aveiro;
- › *Integrated Global Management System - Quality Management and Assessment Model*;
- › *Support for the UNICV Institutional Memory Restoration and Upgrade Project* (Digitalisation of archives).

The eligible areas in the protocol took into account the "Cape Verde's Growth and Poverty Reduction Strategy Document", published in March 2014, and are included in the government's priorities.

Previously approved support for the UniCV was also maintained, including:

- › The fourth edition of the *Master's in Science and Geographical Information Systems (SUGIK)*, in collaboration with the Nova IMS Higher Institute of Statistics and Information Management, which involved 15 students and was completed in 2015;
- › The first edition of the *Master's in Education, specialising in ICT (Information and Communication Technology)*, with the University of Lisbon's Education Institute, aimed at training and education professionals. In all, 28 students completed the curricular part of the course, of whom 14 are now enrolled in the second year and 9 have completed their master's degrees;
- › The first edition of the *Master's in Teaching Portuguese as a Second Language*, which is aimed at secondary school teachers.

Also, in Cape Verde, support for the *Pedro Pires Institute for Leadership*, with respect to the 3rd edition of the *Leadership and Innovation in Development Man-*

agement course, aimed at young Cape Verdean workers selected via a competitive process.

Also under way is an initiative coordinated by the Instituto Gulbenkian de Ciência, in partnership with the Cape Verdean Ministry of Higher Learning, Science, and Innovation and the Portuguese-speaking scientific community. The objective is to prepare students from PALOP countries and East Timor for a career in science, particularly in the area of life sciences. A total of 27 students received scholarships funded by the Portuguese Foundation for Science and Technology, and CAPES in Brazil.

In **Mozambique**, the final component was completed for the 2nd *Support Framework Programme for the Eduardo Mondlane University (UEM)*, which began in 2008, namely the *first edition of the Advanced Training Course and Master's in Tourism (2nd cycle)* at the University of Inhambane's Higher School of Hotel Management and Tourism, with support from the Estoril Higher Institute for Tourism and Hotel Studies. In total, 25 students completed the graduate course, 22 of whom proceeded to the master's course.

There was continued support for the curricular part of the 1st *Master's in Actuarial Sciences* at the UEM Faculty of Economics, with collaboration from the Higher Institute of Economics and Management of the University of Lisbon (ISEG).

↑
Signing the
2nd cooperation
contract with
the University
of Cape Verde.
© Márcia Lessa

161 INSTITUTIONS WITH IMPROVED
CAPACITY AND PERFORMANCE QUALITY

1,007 PROFESSIONALS WITH ENHANCED
SKILLS



nology (ESTESL) for the Head of the ISCISA Library. These activities signalled the completion of the institutional consolidation support project begun in 2006 and allowed the creation of new degrees in physiotherapy, radiology, nursing, and nutrition.

In East Timor, there was ongoing assistance, in the shape of technical support, for the Faculty of Medicine and Health Sciences at the National University of East Timor (FMCS-UNTL) and the project *ForSA - Health Training in East Timor*, with the Lisbon Higher School of Health Technology (ESTESL) providing institutional and technical support. This project is aimed at improving the teaching and organisation capacities of the FMCS in the preparation and implementation of courses in Pharmacy, Biomedical and Laboratory Sciences, and Nutrition. Also worthy of note in 2015 was the continued technical assistance and support to FMCS and ESTESL management, the drawing up of a FMCS Strategic Development Plan for 2016-2020, as well as support for educational management and the running of classes for the 2nd year of the Pharmacy course and the 1st year of the Nutrition course. The

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Project ForSA – Health Training in Timor-Leste.

Negotiations took place with UEM with respect to the 3rd *Co-operation Agreement with the university (2016-2019/20)*, in areas established by the institution for the coming years which will be able to address weaknesses identified by the Higher Learning Strategic Plan (2012-2020).

In view of the improved quality of the UEM Medicine course and its links with the project objectives supported by the PGPD in the area of oncology at Maputo Central Hospital, continued support was provided to the *Biopathology/General Pathology Anatomy E-Learning Project* for the UEM Faculty of Medicine and the University of

Porto's Faculty of Medicine, aimed at providing access to study materials through the use and management of the e-learning platform.

In terms of the objective of improving the education system, the *Advanced Teacher Training Programme of the Pedagogical University of Mozambique (UPM)*, in collaboration with the University of Minho, reached its final phase. This assistance took the form of scholarships for 15 advanced scientific internships for UPM teaching staff undertaking doctoral studies.

Continued support was provided to the *National Institute for Distance Learning of Mozambique (INED)* for the implementation of a quality assurance and accreditation

system for distance learning in Mozambique, responding to the challenges posed in the country by the expansion of this means of learning. This covered training for 60 technical staff and assistance was provided for the accreditation, production, and consolidation of a *Provider Procedures Manual*, an *INED Internal Procedures Manual* and an *Accreditation Renewal Manual*, with technical assistance from the University of Aveiro.

Completion of the support project for the *Higher Institute for Health Sciences of Mozambique (ISCISA)*, with the provision of dietetics and nutrition laboratory equipment to this public learning institution, as well as specialised training at the Lisbon Higher School of Health Tech-

Biochemistry curriculum unit was also taught and two teachers from ESTESL supported the implementation, in Dili, of practical classes for the Pharmacy laboratory technology curriculum unit, while a Biomedical and Laboratory Sciences course was also prepared and will begin in 2017.

In Portugal, in partnership with the Scholarships Department, support was provided to the *Advanced Applied Studies in Development Project* at the *Centre for African, Asian, and Latin American Studies (CESA)*, part of ISEG, University of Lisbon, which aims to keep the momentum going in terms of publications in the field of Development Studies, namely through access to

journals of recognised international scientific merit. In 2015, 9 articles were published on Africa and 5 on Brazil.

In partnership with the Gulbenkian Empowering New Generations Programme, support was provided for a *Gulbenkian Professorship in Global Health*, at the Institute of Hygiene and Tropical Medicine (IHMT), part of NOVA University of Lisbon. The IHMT hopes this will strengthen its teaching staff, improving the quality of postgraduate teaching, namely the PhD programme in Global Health, while also distinguishing itself in the creation and reinforcement of networks with various WHO units. There is also a plan to organise an annual series of conferences on global health.

Support for Non-Higher Learning

In **Angola**, following the completion, in 2014, of the 1st phase of the *Primary Education Teacher Training Project in Angola* (PREPA), focused on consolidating and building on the skills of trainers at teacher training schools, a joint assessment was made during 2015 with the National Institute of Staff Training, concerning the possibility of extending the project to the country's 18 provinces via the b-learning system.

In **Guinea-Bissau**, support continued for the *Quality Teaching in Portuguese in Guinea-Bissau Programme* (PEQPGB), managed by the NGDO Fundação Fé e Cooperação (FEC). This programme aims to respond to the need for improved access and quality teaching through the continuous or in-service training of educational staff for infant, primary, and secondary education, and initial training through the Nursery School Teacher course.

General coordination was provided, in conjunction with the National Institute for Educational Development and with technical support from the University of Minho and co-funding from UNICEF, for the *RECEB Project* (*Curricular Reform of Basic Education in Guinea-Bissau - 1st to 9th years*). Curricular reform will include the establishment of programmes, student manuals and teacher guides, and training activities for teachers and the education community.

In **São Tomé and Príncipe**, activities continued in relation to the *Institutional and Qualitative Consolidation of Primary Education* project (RIQUEB), begun in 2013, with technical support from the Higher School of Education of the Polytechnic Institute of Santarém (see p. 157).

› Health

Training for Health Units

The health intervention strategy focuses on supporting NGDO projects for the most vulnerable, aimed at improving maternal and child healthcare, as well as differentiating national reference services that respond to some of the changes in epidemiological profiles being witnessed in PALOP countries.

In **Angola**, the *Obrigado Mãe* (Thank You Mum) project was continued, which will run until 2016 and whose main objective is to turn the Nossa Senhora da Graça Mother and Child Centre in Benguela into a training centre aimed at mother and child health nurses, midwives, and health unit managers. This project, managed by the NGDO Fundação Fé e Cooperação, also receives technical support from Cáritas in Angola, the Angolan Ministry of Health (MNSA), and the S. Francisco das Misericórdias Higher School for Nursing, and is co-funded by the Camões Institute for Cooperation and Language, I. P.. The plan is to train 159 health professionals from 35 mother and child health units in 4 provinces in Angola (Luanda, Benguela, Huambo, and Bié), reaching around 40,000 pregnant women.

In **Guinea-Bissau**, the Calouste Gulbenkian Foundation continued its support for the implementation of the *Integrated Programme for the Reduction of Maternal and Infant Mortality* (PIMI) coordinated by the European Union and UNICEF, through the co-funding of two projects being conducted by Portuguese NGDOs: the *Tabanka ku Saudi - Tabanca with Health* project, to be implemented in the Cacheu and Biombo regions, coordinated by the NGDO VIDA, and the project entitled *Improving the Quality and Availability of Maternal and Child Healthcare in the Regions of Cacheu, Biombo, Oio, and Farim*, coordinated by the Marquês de Valle Flor Institute (IMVF). The *Anhacanau Adjanhau - Mutualities in Health* project, which complements the *Tabanka ku Saudi* project and receives support from the Calouste Gulbenkian Foundation, is also at an advanced phase of implementation.

In 2015, the scope of the NGDO VIDA was also expanded to the Bissau Autonomous Sector at the invitation of UNICEF. This expansion received support from the Calouste Gulbenkian Foundation and the CICL through funding for the project entitled *Strategy to Accelerate the Reduction of Maternal, Neonatal, and Child Mortality in Guinea-Bissau - Bissau Autonomous Sector*, which will reach 17,500 pregnant women and 65,000 children under the age of 5 years.



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Project *Tabanka ku Saudi - Tabanca with Health*, with NGDO VIDA, Guinea-Bissau.

Maintenance Training at São João Hospital, Porto.
© Sofia Ascenso

In **São Tomé and Príncipe**, there was continued support for the project named *Health for All: Integrated Programme 2012-2015* promoted by the IMVF and the São Tomé and Príncipe Ministry of Health and Social Affairs (MSAS-STP), and funded primarily by the Portuguese Cooperation Institute, maintaining the basic principle of improving primary healthcare, from specialised care to telemedicine.

The 5th edition of the *Application process for short-term placements in Portugal for health professionals from PALOP countries and East Timor* was launched, focused on healthcare providers in hospitals in the clinical areas of anaesthesiology, general surgery, gynaecology, obstetrics, internal medicine, and paediatrics, with scholarships being approved for 18 placements - 15 doctors, 2 nurses, and a physiotherapist - across the PALOP countries and East Timor.

Support was also concluded for the specialist training of the first São Toméan cardiologist at the Coimbra University Hospital Centre, as well as the upgrade of the electrocardiography equipment at the Ayres de Menezes Hospital in São Tomé.

In 2015, in **Mozambique**, the project *Integrated Care for Oncological Patients - Enhancing Institutional Capacity at Maputo Central Hospital* (HCM), coordinated by the GPPD and supported by the CICL, the Millennium BCP Foundation and the Millennium BIM Foundation, was consolidated, with 32 advanced professional training courses for HCM doctors, nurses, and health technicians at the Portuguese project partner hospitals and research institutions. Aimed at contributing towards the improvement of integrated care provided to Mozambican cancer patients, this project intervenes in key areas of histopathological and imaging diagnosis, chemotherapy and surgical treatment, the clinical management of cancer patients, pain control, palliative care and hospital registration of oncological diseases.

Improvement of Healthcare Professionals' Skills



2nd edition of FESA scientific internships.
© Márcia Lessa

› Health Research

In 2015, support was maintained for health research initiatives in PALOP countries, but also in Portugal, since it is a partner country in the training of human resources and the development of scientific studies on the main illnesses affecting those countries, such as malaria and neglected tropical diseases.

In addition to the *Health Research Centre of Angola - CISA* project, coordinated by the GPDP, since it began in 2007 (see p.156), international partnerships and networks were promoted with a view to informing the scientific community in PALOP countries of current initiatives and funding, and involving it in cooperative and competitive projects, in particular the launch of the competitive application process called the Institutional Strengthening of Ethics and Regulation Committees in Africa, in partnership with the European and Developing Countries Clinical Trials Partnership.

The GPDP has continued to play an active role in providing funding for research and postgraduate studies scholarships as a way of encouraging scientific research, both with regard to the role of EFINTD (European Foundation Initiative for Neglected Tropical Diseases), and the partnership with the Scholarships Department, in particular the funding of scholarships in the field of health sciences

for the 3rd edition of the funding competition aimed at supporting the development of dissertations for PALOP doctoral students attending universities abroad and wishing to carry out field work in their countries of origin.

The 2nd edition of the *Scientific internships for young recent Angolan graduates*, in Portugal. This project, which stems from the partnership established in 2011 between the Eduardo dos Santos Foundation (FESA) and the Calouste Gulbenkian Foundation, is aimed at encouraging scientific research and training among young Angolans, particularly in health sciences. These 2-month placements provide recent Angolan graduates with the opportunity to work in high-quality Portuguese research laboratories, offering them their first taste of modern biological research. This 2nd edition applied to six recent Angolan graduates in the field of health sciences (medicine and nursing). The placements took place at the Instituto Gulbenkian de Ciência, the Molecular Medicine Institute at the Faculty of Medicine at Lisbon University, the Institute of Hygiene and Tropical Medicine at the Nova University of Lisbon, the Dr Ricardo Jorge National Health Institute, the Institute of Public Health of the University of Porto, and the Faculty of Dental Medicine of the University of Porto.

In **Portugal**, in partnership with the Oeiras Rotary Club, support was provided for the *Institute of Molecular Medicine* (IMM) to provide its insectarium with the necessary

biosecurity conditions for handling disease-transmitting insects *in vivo*, placing the IMM at the forefront of international laboratories studying and developing new treatments and diagnosis methods for diseases such as malaria and dengue fever.

› Arts

In **Cape Verde**, in partnership with the Gulbenkian Portuguese Language and Culture Programme, support was provided for the project named *Restoration of the Fort of Santo António, Cidade Velha, Cape Verde*, through the Escola Profissional Alengarve (ALSUD), in Mértola, whose mission is to train students from the city, which UNESCO has classified as a World Heritage Site, to act as intermediate technicians in the restoration and renovation of the archaeological heritage of Cidade Velha.

Support for the Art Library of the Mindelo Portuguese Cultural Centre (CCPM) concluded after almost 130 books on theatre and history of art were provided.

In **Mozambique**, continued support was provided for the *creation of a collection of specialised art publications*, with a strong African component, in the Portuguese Cultural Centre library of the Portuguese Embassy in Maputo.

In **Guinea-Bissau**, support was provided for a Casa dos Direitos activity programme entitled *The youngest and oldest faces in Old Bissau*. This support was for the "Photography" component specifically, which included a photography workshop for young people and a street photography exhibition, in partnership with Bissau City Council.

In **Portugal**, there was continued support for the *Xerem Cultural Association's Artistic Residencies for African Artists* Programme, entitled *180° Artistas ao Sul* (180° Artists to the South). Organised and developed at the Hangar Artistic Research Centre in Lisbon, it will run until 2017 and will include two artists per year from Angola, Cape Verde, Mozambique, and São Tomé and Príncipe, helping to create a platform of professional relationships that could culminate in prominent international projects. In 2015, the participants in the *180°* Programme were artists Mário Macilau (Mozambique) and Irineu Destourelles (Cape Verde).

› Empowering Civil Society

Food Safety, Nutrition and Health grant process

Support and guidance reached its conclusion for the four multi-annual projects approved in 2012 under this grant process, whose objective was to contribute

towards improving food safety at community level in PALOP countries, promoting an approach that integrates agricultural, nutritional, and health components. Specific projects were the following: in Mozambique, the "Integrated Project for the Reduction of Poverty in the Dondo Region (RUFARO)", submitted by Fundação Fé e Cooperação, and the project entitled "Knowledge, Production, Nutrition: Empowering Associations to Improve Food Safety in the District of Matutuine", submitted by Voluntariado Internacional para o Desenvolvimento Africano (VIDA); in Cape Verde, "Promoting Food Safety and Nutrition in the District of Santa Cruz", submitted by Associação Saúde em

Português; in Guinea-Bissau, "Food Safety, Health, and Nutrition in Quinara", submitted by the Association for Cooperation Between Peoples (ACEP).

94 CIVIL SOCIETY INSTITUTIONS STRENGTHENED

768 BENEFICIARIES OF FOOD SECURITY MEASURES

Workshop Social Project Challenge

In this workshop, which took place on 16 January at the Foundation, there was discussion on issues such as: challenging traditional paradigms and approaches with respect to social projects; the business models that are best suited to these projects; how to make these projects sustainable; and how to design and implement new business models for social projects.

Research for Development grants process

The first edition of the *Research for Development* grants process took place, in partnership with the Camões Institute for Cooperation and Language. The primary aim is to contribute towards enhanced knowledge production and public policy influence on the part of Portuguese NGOs and to bring these actors closer to scientific and higher learning institutions, namely through support for the scientific systematisation of data and results from development cooperation projects that have recently been completed or are in their final phases.

Within this context, the following projects were selected for funding: *Coherence of Development Policies: Challenge for Active Citizenship in Cape Verde*, from the Instituto Marquês de Valle Flor, in partnership with the ISCTE Lisbon University Institute - Centre for International Studies; and *Human Rights Watch in Guinea-Bissau*, part

Funding and Organisation of Conferences

Africa, Latin America and the Caribbean Observatory

The Africa, Latin America, and the Caribbean Observatory on the subject of "40 years of independence: growth or development?" took place on 9 May 2015, in partnership with the Gulbenkian Next Future Programme, and within the context of the European Year for Development. It sought to share and analyse the different post-independence paths taken by three African states (Angola, Cabo Verde, and Mozambique) and reflect on possible future development models in economies as diverse as those of Angola and Mozambique on the one hand, and Cabo Verde on the other.

Other Support

Support was provided to 7 researchers from PALOP countries for participation in the *2nd Luso-Brazilian Meeting on the History of Tropical Medicine*; the *First International Conference on the Mathematical Space in Portuguese Language (CIEMELP)*; the *1st CPLP Congress on Climate Change*; teachers from PALOP countries and East Timor for participation in the *5th Conference of the FORGES Association - Management Forum for Higher Learning in Portuguese-speaking Countries and Regions*.

Launch of *Papéis da Prisão: Apontamentos, Diário, Correspondência (1962-1971) (Papers from Prison: Notes, Diary, Correspondence [1962-1971])*

On 24 November, following support through the Empowering New Generations, Portuguese Language and Culture, and Partnerships for Development Programmes to the Centre for Social Studies of the University of Coimbra



of the Association for Cooperation Between Peoples, in partnership with the University of Lisbon's Centre for African, Asian, and Latin American Studies.

ED Synergies – Education for Development

Support was given to the project *ED Synergies – Education for Development – Knowledge for Better Action, Promoting Action Research*, which aims to foster opportunities and conditions for connecting research with action, leading to knowledge production in Portugal in the area of cooperation for development. This main sponsors of this project are the NGDO Gonçalo da Silveira Foundation and the Centre for African Studies at the University of Porto.

Support Mechanism for Developing Cooperation Projects

This is a pilot initiative, promoted in partnership with the EDP Foundation, the Luso-American Development Foundation, and the Portugal-Africa Foundation, and including support from the Camões Institute for Cooperation and Language, with the aim of assisting national non-governmental development organizations with international funding applications. In the 3 years of implementing the Mechanism (2011-2013), 26 applications were approved, submitted by 19 NGOs. In 2015, an external evaluation was conducted by the ISCTE Centre for African Studies. The general evaluation was positive.

Also within the scope of this initiative, support was provided to the *Ethics Working Group (GT Ética)*, of the Portuguese NGDO Platform, for three reflection meetings aimed at establishing a code of conduct for these organisations: Information workshop attended by the Lealtad Foundation; Workshop attended by Dóchas – the Irish NGDO platform; and Workshop attended by the Spanish NGDO coordinator.

That Other World that is the World: The Media and Development Worlds

Funding was provided to this project from the NGDO ACEP, in partnership with the Centre for 20th Century Interdisciplinary Studies of the University of Coimbra (CEIS20), the Centre for African, Asian, and Latin American Studies of ISEG (CESA) at the University of Lisbon, and the *Coolpolitics* Association. This project is also funded by the Camões Institute for Cooperation and Language.



Training National Commissions for Ethics and Regulatory Affairs and Africa Conference

© Mária Lessa

to enable a treatment of the diaries and correspondence of the writer José Luandino Vieira during his time as a political prisoner in the colonial era, this work, published by Leya/Caminho, was launched at the Foundation.

Participation in International Networks and Partnerships

Participation of the Foundation in the *European Foundations Initiative for Neglected Tropical Diseases (EFINTD)*, which includes the Calouste Gulbenkian, Volkswagen, Mérieux, Nuffield, and Cariplo Foundations. This partnership is aimed at tackling neglected tropical diseases and helping with the creation and consolidation of the *African Research Network for Neglected Tropical Diseases (ARNTD)*.

As part of the conference entitled *Assistance for Training National Commissions for Ethics and Regulatory Affairs in Africa*, within the context of the partnership with the European and Developing Countries Clinical Trials Partnership (EDCTP), a support grant process was launched for the National Commissions for Ethics and Regulatory Affairs in Africa, sponsored by the EDCTP and supported by the CGE, with respect to projects pertaining to PALOP countries.

In 2015, the CGE, as a representative of the international philanthropy sector, formed part of the Directive Committee for the *Global Partnership for Effective Development Cooperation (GPEDC)*, a platform aimed at bringing together governments, the private sector, and civil society to eliminate poverty and ensure that development policies have a greater impact.

Since 2013, the Foundation has been a member of the *Global Network of Foundations Working for Development (netFWD)*, sponsored by the OECD Development Centre.

Funding Obtained

In 2015, external funding totalled €695,652, with €17,447 deriving from private Portuguese organisations (Millennium BCP Foundation, EDP Foundation, Luso-American Development Foundation, and Portugal-Africa Foundation), €559,673 from public Portuguese organisations

(CICL), and €118,532 from foreign organisations (Angolan Ministry of Health, International Bank of Mozambique and "La Caixa" Foundation).

The beneficiaries of this funding were *ForSa – Health Training in East Timor* (€10,020), *CISA – Health Research Centre of Angola* (€597,464), *NGDO Capacity Building* (€10,000), the *Support Mechanism for Developing Cooperation Projects in the Area of Development* (€19,168), and *Integrated Care for Oncological Patients at Maputo Central Hospital* (€59,000).

Evaluation System

During 2015, the GPDP consolidated its evaluation system, improving the statistical data collection and synthesis cycle. The evaluation process for GPDP activities also involves the *external evaluation of sponsored and/or supported projects, an example of which is the external assessment of the Advanced Training Course in Logistics for Development Aid Projects*, which took place in 2013 in partnership with the University of Aveiro, training technical specialists in this area. The main objective of this assessment is to analyse the general suitability of the materials taught in terms of NGDO requirements on the ground and identify possible changes to the course, with replication by other organisations in mind.

An evaluation was also carried out for the Support Mechanism for Developing Cooperation Projects, as mentioned previously.

ASSESSMENT INDICATORS

COMPLETED IN 2015

No. of institutions with improved capacity or quality	256
No. of professionals with enhanced skills	1,027
No. of direct beneficiaries	81,956

CISA – HEALTH RESEARCH CENTRE OF ANGOLA

THIS PROJECT WAS ESTABLISHED in 2007, an initiative by the Angolan Ministry of Health, the Provincial Government of Bengo, the Camões Institute for Cooperation and Language, and the Calouste Gulbenkian Foundation, which has been responsible for its coordination and development, as part of a programme contract agreed between the sponsors.

CISA's mission is to promote biomedical research in Angola, taking into account the country's needs and priorities. Located in Caxito, in the province of Bengo in Angola, it develops epidemiological and clinical research projects, working closely with health structures and the local population.

This project's activities continued throughout 2015. Work continued on 4 studies relating to nutrition, infections by intestinal parasites, filariasis, and hemoglobinopathies, while a new study on anaemia etiology began. The following are worthy of special mention for 2015: (I) the continued operation of routine data collection systems, in particular the demographic surveillance system, which carried out the 9th round of updates, including new questions; (II) the efforts made to strengthen technical and financial partnerships through the preparation of international funding proposals and through partnerships with other scientific institutions that make CISA more sustainable; (III) the 1st CISA/CISM (Health Research Centre of Manhica) seminar, in Caxito, as well as the international conference "Health Research Challenges", in Luanda.

A total of 4 scientific articles were submitted and 2 were accepted for publication, while at the end of 2015 more than 10 scientific articles were close to completion. There were 7 CISA works presented at international conferences and 8 at national conferences.

Through CISA, 6 PhD grants for Angolans have been organised, while technicians have been recruited and trained in its various areas of activity. More than 60 collaborators helped to make its activities possible.

It is worth noting that the uncertain financial situation limited some of the activities/studies initially intended for 2015.



1st CISA Seminar, CISA
Caxito, Angola.

ADDED VALUE PROJECT

IN 2015, 13 missions were carried out, 7 of which in São Tomé and Príncipe, 4 in Mozambique, 1 in Angola, and 1 in Guinea-Bissau.

In order to boost the volunteer pool, particularly in the areas of health, education and engineering, a new recruitment process was conducted and 15 new volunteers were selected.

The five "Added Value" talks covered topics related to the European Year for Development, namely Education, Women and Development, Health, Sustainable Development Goals, and Private Sector Social Responsibility.

At the end of the year, there was a meeting of Added Value Project volunteers, in which the plan for 2016 was discussed and an idea was explored for an autonomous structure to ensure the continuation of the project in future years.



INSTITUTIONAL AND QUALITATIVE CONSOLIDATION OF PRIMARY EDUCATION (RIQUEB) – SÃO TOMÉ AND PRÍNCIPE

THIS PROJECT IS THE RESULT OF AN AGREEMENT ESTABLISHED between the Ministry of Education, Culture and Training of São Tomé and Príncipe and the Calouste Gulbenkian Foundation, which began in 2013 and is set to conclude in 2016.

With technical support on the ground provided by the Santarém Higher School of Education, there was an effort to enhance teaching and technical skills in primary education with the trial and validation of teaching materials (manuals and guides that have been produced in the meantime) in 14 schools in São Tomé and Príncipe.

RIQUEB also supported the training school for primary school teachers (ISEC), through the production of 13 methodological guides for initial and continuous training, and for headteachers, as well as the upgrade of two education resource centres, which received documentary



Added Value Project:
volunteer Teresa Santos
in training with the FEC,
Guinea-Bissau.



Gulbenkian Next Future Programme

The Gulbenkian Next Future Programme, which came to its conclusion in 2015, sought to promote contact and exchange between practitioners and exponents of contemporary arts and critical thought, with a particular focus on creators from emerging nations.

Its main aims were to carry out a wide-ranging cultural programme, representative of the different geographical regions considered by the programme, namely Europe, Africa, Latin America, and the Caribbean; to set up informal networks focused on artistic research and creation; and to encourage an experience of the Foundation's garden, where the relationship between nature and art forms part of an all-encompassing harmony between diverse sensibilities.



Chiflón, el Silencio del Carbón Show
© Tatiana Macedo

€411,338

OWN INITIATIVES

ONCE AGAIN FOCUSING ON A MULTI-FACETED APPROACH around power strategies and their impact on questions of identity, in its final year of action, the Gulbenkian Next Future Programme (GNFP) focused on the concept of "contact zones" for presenting important questions in the field of contemporary cultural and artistic production, above all with regards to Mediterranean regions and Central America.

In addition to commemorating close to 40 years of African independence, namely through debates and shows motivated by the idea of post-nationalism, the Foundation was able to maintain the multi-disciplinary profile of the programme, continuing to offer the diverse public of the GNFP conferences, seminars, shows, exhibitions and publications, which were mostly free (as was the *Next Future Journal*, which ended with its 19th edition), assuring the co-existence of a festive and playful dimension, with a more intellectual approach.

Activities

Exhibition *Modernities: Brazilian Photography (1940-1964)*

[21.02-19.04.2015]

This exhibition in the headquarters of the Calouste Gulbenkian Foundation, in Lisbon, displayed a selection of 111 images by 4 photographers - Thomaz Farkas, Marcel Gautherot, Hans Gunter Flieg and José Medeiros - which exemplified Brazil's path to modernism. All the works belong to the collection of the Moreira Salles Institute. Curated by Samuel Titan Jr. (Moreira Salles Institute), Ludger Derenthal (Staatliche Museen zu Berlin) and António Pinto Ribeiro (GNFP), the exhibition resulted from collaboration between these three institutions, in addition to the Delegation in France, which housed the exhibition between 5 May and 23 August, and recorded equally large numbers of visitors and excellent reactions from specialised critics.



View of the exhibition *Modernities: Brazilian Photography (1940-1964)*.

© Tatiana Macedo



Africa, Latin America and the Caribbean Observatory

[9.05, 15 and 16.05, 18 and 19.06, 09.09.2015]

In its 5th edition, this observatory was marked by the realisation of a series of activities focused on three periods of the year, namely in May, June, and September.

The first period got started with a conference on 9 May, organised in collaboration with the Gulbenkian Partnerships for Development Programme, and linked to the commemoration of 40 years of African Independences through an analysis of the respective journeys of three African nations: Angola, Mozambique and Cape Verde ("40 years of independence: growth or development?")

On 15-16 May, this was followed by a series of debates dedicated to "Other Literatures", with participation from international authors, artists, and researchers - from countries as diverse as South Africa, Argentina, Benin, Brazil, the United Kingdom, and Portugal -, in order to map out new challenges and audiences for literary genres often considered more "marginal" (namely comic strips, crime and science fiction), which have recently been seeing exceptional popularity in the countries mentioned.

The activities under the conceptual umbrella of this observatory then returned on 18-19 June, with the event "Lisbon Meeting: Meeting of independent organisations for artistic and cultural mobility in the Mediterranean and Central America," co-organised by Fonds Roberto Cimetta.

Also on 19 June, two *e-books* were presented, which resulted from the research project "Unplace: a museum without a place" and launched the respective exclusively online exhibition, entitled *Unplace, networked art: places-between-places*.



Africa, Latin America and the Caribbean Observatory
© Tatiana Macedo

Closing the second moment of this observatory, the Auditorium 3 of the Foundation housed the Summer School of Harvard University's Institute for World Literature, holding the seminar "World-Literature", in collaboration with the Centre for Comparative Studies of the Faculty of Arts of Lisbon University. Over 100 students and professors were present, in addition to those who were watching the event via livestreaming of the conference by Cape Verde writer Filinto Elísio (vice-president of the Multilingual Schools Foundation), followed by a discussion panel.

The last moment of the 5th edition of the observatory took place on 9 September, focusing on the theme "Pachamama, a Lei da Mãe-Terra" (Pachamama, the Law of Mother Earth). This was a debate between the architectural landscaper Aurora Carapinha and the historian Nayibe Gutiérrez Montoya, moderated by Viriato Soromenho-Marques.

Great Lessons

[30.05.2015]

Designed as a series of conferences covering contemporary topics, *Grandes Lições do Próximo Futuro* (Great Lessons for the Next Future) continued to create opportunities for contact between the general public and prestigious contemporary specialists in 2015, through a unique combination of free-entry debates, which provided information about underdeveloped subjects in the Portuguese context.

Thus, in addition to the theses of renowned Argentinian activist writer Walter Mignolo on "The changes of coloniality and current global disorder", topics such as the "Arabian Spring" and "African literature (40 years after African independence)" were debated in the 4th edition of the Festival of Literature and Thought. Sessions were also held on the poetry, politics, and thought of Mediterranean and Central American regions, which are seen as "contact zones".



Grandes Lições, with Walter Mignolo.
© Tatiana Macedo

Garage Ball

[19.06.2015]

In its 5th annual edition, the SELVAGEM duo (formed by Brazilian DJs Millos Kaiser and Trepanado) entertained an audience of around 500 people at the free event, who were able to listen and dance to musical genres as diverse as house, rock, techno, funk and soul.

Archive-House

[19.06-27.09.2015]

An installation in the Gulbenkian garden, designed by architect Jorge Lopes, housed the Festival of the Literature and Thought of Contact Zones and was adapted to house the series of short and medium length films and slide shows, the debate "Pachamama", the concert *Hang on the Garden* and the puppet show *Chiflón, el Silencio del Carbón*.



Archive-House.
© Tatiana Macedo

Next Future Cinematheque

[19, 22 and 23.06, 4, 5, 6 and 11.09.2015]

The Next Future Cinematheque was dedicated to "African and South American Science Fiction". Films representing Kenyan, South-African, Spanish, Ethiopi-



↑
Next Future
Cinematheque session
in the Open-Air
Auditorium.
© Tatiana Macedo

an, Brazilian, Uruguayan, and Argentinian cinematographies and produced between 1988 and 2015 were shown in the Open-Air Amphitheatre.

In September, the series of short and medium length films and slideshows took place in the Archive-House. This event showed a small sample of videos by and about artists (notably including the Cuban duo "Los Carpinteros", the Chilean Alfredo Jaar and the Catalan Miquel Barceló), and was complemented by the visions of 4 young filmmakers, whose memories of the African continent, from a post-colonial perspective, were shown in a four-part film at the event. A slideshow about commercial establishments of the city of Mindelo serving as meeting places for its residents, collectively produced by photographers António Júlio Duarte (Portugal) and João Dongo (Cape Verde), was also presented.



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Eastern
Meditations Concert,
Marie Keyrouz.
© Tatiana Macedo

Eastern Meditations Concert

[20.06.2015]

An exceptional show by Sister Marie Keyrouz, accompanied by the male choir *Ensemble de*

la Paix, bringing a series of sacred chants inspired by Aramaic, Byzantine, and Syriac music to the stage of the Open-Air Amphitheatre, without forgetting traditional Maronite liturgies and classical oriental music. There were over 400 spectators.

Cyneticum Concert

[21.06.2015]

This concert was commissioned by the programme to João Frade, due to the importance of the accordion in the Algarve region, as well as the recent rise in young people dedicated to reviving the repertoire of this instrument, and led to the formation of the group *Mito Algarvio Ensemble*. It took place in various parts of the Gulbenkian Garden and in the Open-Air Amphitheatre.

Concert OCP: Radical Spirit!

[4 and 5.09.2015]

This concert was designed specifically to celebrate the 40 years of African Independences, by conductor Pedro Carneiro and the Portuguese Chamber Orchestra, for the stage of the Grand Auditorium. It resulted in the interpretation of the revolutionary themes "Okho", by Iannis Xenakis, and "Workers Union (a symphonic movement for any loud sounding group of instruments)", by Louis Andriessen, and was performed before a standing audience who were invited to participate by reading excerpts of libertarian phrases, in real time, using microphones distributed on the stage.

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Hang in the Garden
Concert, Kabeção
Rodrigues.
© Tatiana Macedo

Hang in the Garden Concert

[10.09.2015]

Another of the proposals of the Gulbenkian Garden education programme, which was accom-

plished in partnership with Next Future, was this concert with Kabeção Rodrigues and his hang (a type of hand-pan). This is an artisan instrument created in 2000, in Switzerland, composed of steel sheets shaped into two hemispheres, inspired by instruments from the Caribbean ("Steel Pan" or "Steel Drum"), Indonesia ("Gamelan") and India ("Gatam"). This musical moment featuring sounds inspired by nature and the cosmos took place in the Archive-House, installed in the Gulbenkian Garden, allowing spectators to experience unpublished music which will be included on the second album of emerging multi-percussionist Kabeção Rodrigues.



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The Madman and the Shirt Show
© Tatiana Macedo

The Madman and the Shirt Show

[5, 7 and 8.09.2015]

This show took place in Teatro Aberto, nearby the Foundation, thus serving to further diversify Next Future's partnerships with institutions able to house its initiatives. This enabled Next Future to widen its public audience and share production costs and human resources. The three showings sold out before the national première of the show. Staged by Nelson Valente and with an Argentinian cast, this theatrical piece had already completed five uninterrupted seasons in Buenos Aires, in addition to the success of others tours and international festivals. Continuing the collaboration between Next Future and Cineteatro Louletano, which began in 2013, *The Madman and the Shirt* was also shown in this Algarve institute, which fulfilled the Foundation's desire to promote movement of the programme's initiatives and strive, as much as possible, for a decentralised perspective.

I'm Going There to Visit The Shepherds Show

[6, 7 and 8.09.2015]

Sharing its title with the book written by Angolan anthropologist, filmmaker and poet Ruy Duarte de Carvalho, about a pastoral society in South-western Angola (the Kuvale), the show *Vou Lá Visitar Pastores* (I'm Going to Visit the Shepherds) was the result of a theatrical adaptation by Rui Guilherme Lopes, directed by Manuel Wiborg in April 2003, by invitation of the programme manager of Next Future, António Pinto Ribeiro (who was artistic director of Culturgest at the time). 40 years after Angola's independence and 12 years after this piece's global première, it was re-made into a longer version by its director, at the invitation of the same programme manager. The journey through the Kuvale territory narrated by the book became a literal walk through the natural scenery of the Open-Air Amphitheatre by the director and actor Wilborg, including the projection of maps, diagrams, drawings and other images, as well as sounds and films from the collection of Ruy Duarte de Carvalho, who passed away in 2010.



The Circle of the Square Show

© Tatiana Macedo

Chiflón, el Silencio del Carbón Show
[9, 10, 11, 12 and 13.09.2015]

Selected for its presentation at the International Santiago a Mil

Theatre Festival in Chile, this puppet show by Compañía Silencio Blanco excellently demonstrates the fact that puppets are not just for an infant audience, as it uses them to approach recent tragic events involving Chilean miners. The show uses white puppets made from paper, and is silent except for the use of recorded sounds, with no text or dialogue. It was presented on the stage of the Grand Auditorium, in the Archive-House and also in Cineteatro Louletano, the result of a partnership built over the last three years.

The Compañía Silencio Blanco's first show, entitled *De Papel* was also shown in the Open-Air Amphitheatre on 12-13 September. During "D Day" (a day dedicated to the launch of the 2015/16 season of educational activities), the Compañía returned to Gulbenkian on 10 October to present various sessions of this show as part of the Descobrir Programme.

The Circle of the Square Show

[14 and 15.09.2015]

A very successful show in the 68th Festival of Avignon (2014), *O Kyklismos tou Tetragonou/The Circle of the Square* had been produced a year before by the Onassis Cultural Centre of Athens in homage to the Greek writer Dimitris Dimitriadis. It is a show about the circularity of human existence itself and is a surprisingly complex performance produced by a young Dimitris Karantzias, who was 26 years old at the time. Eleven characters who all share the desire to be loved enact a sequence of partially-repeated scenes, in order to create a spiral of events which test the limits of the audience over the course of the 3 hours of the show. A metaphor for the desperate



De Papel Show, Compañía Silencio Blanco.

© Tatiana Macedo

human search for unconditional love, *The Circle of the Square* offers a rare opportunity for us to experience contemporary Greek theatrical production.

Partnerships, Sponsorships, and Funding

In addition to the partnerships already mentioned for each activity, it is also worth mentioning with regards to sponsorships and funding, that we were able to obtain support through embassies and governments in international geographic regions considered in the PGPF, above all through direct payments for travel operator services. The Mexican embassy in Portugal supported the participation of Daniel Guzmán in the last *Next Future* journal (he was the author of the respective cover), and the Chilean embassy ensured the travel of the Chilean puppet theatre company Silencio Blanco. Next Future also benefited from contributions from national public and private bodies, notably including the sponsoring of 100 nights' accommodation from Hotel Marriott, as well as the revenue resulting, for the most part, from the ticket sales for the shows and the exhibition *Modernities: Brazilian Photography (1940-1964)*.

UNPLACE, NETWORKED ART: PLACES-BETWEEN-PLACES

"UNPLACE – A MUSEUM WITHOUT A PLACE" was specifically designed as a research project and culminated in the implementation of an exhibition available exclusively online and dedicated to the way in which virtual contexts have reconfigured contemporary art and museum practice. This project was the result of a collaboration between the Gulbenkian Next Future Programme, the Instituto Superior Técnico (IST), and the Nova University of Lisbon (UNL), under the coordination of António Pinto Ribeiro (CGF), Helena Barranha (IST) and Susana Martins (UNL). It also involved the collaboration of three institutions, which contributed to the contemporary approach to networked virtual museum contexts: the Calouste Gulbenkian Foundation, the Architecture Department of IST and the Art History Institute of the UNL.



Presentation session of the Unplace exhibition.

© Tatiana Macedo

The project was awarded partial funding from the Foundation for Science and Technology for the two-year period agreed for its realisation and conclusion (2014 and 2015) and culminated, on 19 June 2015, with the pres-

entation of 2 ebooks resulting from this work (one with a translation of texts essential to understanding exhibition practice in virtual contexts; the other with a transcription of the speeches provided in the project conference, which was carried out at the Gulbenkian headquarters at the end of 2014), and with the inauguration of the online exhibition entitled *Unplace, networked art: places-between-places*.

Curated by António Pinto Ribeiro and Rita Xavier Monteiro, this exhibition brought together works of Internet Art and web-specific projects by more than 20 artists or collectives of artists – from the most internationally recognised, such as Ai Weiwei, Olafur Eliasson or Alfredo Jaar, to the newly-formed S.A.R.L.; – who developed their work from countries as different as they are complementary (Australia, Belgium, Brazil, Canada, Chile, China, Cuba, Denmark, Egypt, Finland, France, Germany, Italy, the Netherlands, Peru, Portugal, Spain, Sweden, the United Kingdom, and the United States). The respective digital catalogue was available online until 19 November, during which time it could be downloaded for free, on the project website (WWW.UNPLACE.ORG).





Gulbenkian Empowering New Generations Programme

The mission of the Gulbenkian Empowering New Generations Programme is to contribute towards enhancing the skills and aptitudes of children and young people through the expansion and qualitative improving of their qualifications. The main objectives are: to promote a wider extension of training given to more vulnerable groups living in unfavourable situations; to support efforts made to strengthen the quality of the education and training provided in order to guarantee the effective relevance of the qualifications obtained, with the aim not only of meeting individual needs, but above all of contributing to sustainable development and the building of a more prosperous society with a better quality of life; and to stimulate the emergence and development of talents, promoting environments that favour the recognition of merit.



GerminArte Project – Inner Garden
Immersive Training Week,
Gulbenkian Garden.
© CGF / Márcia Lessa

€657,609

OWN INITIATIVES

€1,888,917

SUBSIDIES AND GRANTS

THE GULBENKIAN EMPOWERING NEW GENERATIONS PROGRAMME (GENGP) has developed its activity based on four essential strategic areas: New Knowledge, New Skills; Innovation in Teaching and Learning; Young People for Science; and Reflection on Educational and Scientific Themes.

The priority areas for the GENGP are the development in early childhood and the qualitative improvement of education and training provided to children and young people. It is also concerned with encouraging high standards of learning, improving the qualifications of teachers, ensuring the availability of suitable educational resources and developing an environment that is favourable to learning. Another priority for this programme is the relationship of young people with science, fostering training in exact and experimental science and boosting the profile of science among young people.

One other concern that applies here and across this programme, is listening to the views of young people on issues that affect them and in which they should have an active voice. Instead of working for young people, we must work with them and place them at the forefront of the empowerment

process. Another overarching aim of the GENGP is to promote a culture of life-long learning as a model for building the individual empowerment process. Finally, in order to support the rationale for empowerment choices, more deliberation on youth education, training, and empowerment is planned on an international scale.

The various grant-giving competitions conducted by this programme have included beneficiary institutions from a wide range of areas in Portugal and proactive projects have involved schools and higher education institutions from across the country.

With regards to internationalisation, the GENGP formally participates in IIEG – the International Education Funders Group – which includes more than 70 foundations that develop educational projects.

The GENGP has also collaborated with other organic units of the Calouste Gulbenkian Foundation in order to develop its activities: Central Services, Scholarships Department, Armenian Communities Department, Calouste Gulbenkian Museum, Art Library, Modern Art Centre, and the Gulbenkian Education for Science and Culture, Portuguese Language and Culture and Partnerships for Development programmes.

Activities

International Education Conference 2015: Education and Development – School and Society

Dedicated to themes of education, development, school, and society, this conference included talks by Eric Hanushek, from Stanford University. This was followed by a round-table with the writer Mário de Carvalho, the scientist Maria de Sousa and the visual artist Ângela Ferreira. Sociologist Maria Manuel Vieira, professor Delfina Rodrigues and professor Joaquim Azevedo discussed the topic School and Society, which was followed by a discussion of Education and Development by professors Mariana Gaio Alves, Maria do Carmo Seabra and Miguel de St. Aubyn.

Conference Where Does So Much Evil Come From? The Sources of Intolerance and the Learning of Tolerance

Organised in partnership with the Armenian Communities Department, this conference was commissioned

by José Pacheco Pereira, and benefited from the presence of Joan Rivitz, David Justino, cinematographer João Lopes and musicologist Rui Nery. Marc Nichanian, Diogo Pires Aurélio and Anselmo Borges responded to the question “Where does our intolerance come from?” and José Pacheco Pereira ended the conference with a speech about the current refugee crisis and the issue of identity in Europe.

International Conference Let There Be Light: Dialogues about Light

As part of the commemorations of the International Year of Light, national and international scientists, educators, writers, artists, doctors, architects and other professionals linked to science, culture, and arts came together, under the proposal of the Portuguese Physics Society. Professor Jorge Calado was one of the speakers. It was commissioned by Professor Teresa Peña and Professor Carlos Fiolhais.

Bio-bibliography Exhibition José V. de Pina Martins

This exhibition, curated by Vanda Anastácio and designed by Mariano Piçarra, took place in the temporary exhibition gallery of the Calouste Gulbenkian Museum and included more than 1,000 examples from Professor José V. de Pina Martins' private library, today in the possession of the Novo Banco History Centre. The exhibition sought to recreate an "imaginary geography" designed by Pina Martins, which involved arranging the books according to their geographical orientation – humanists of the south and humanists of northern Europe. Countless bindings were highlighted, as well as various prints which represented some choice humanists. Guest performances also took place during the exhibition, which were produced by Teatro Maizum, with dramatic art and direction by Silvina Perreira, and performance by Júlio Martin.

Spring Meeting of the IIEG (International Education Funders Group): Raising the Quality of Teaching

Founded in 2011, the IIEG consists of a network of over 60 foundations in North America, Europe and Asia. It aims to facilitate global development of education.

Over three days, 156 specialists from this group analysed and discussed various questions about the quality of teaching in the most diverse locations of the world, including: investment in teacher training; the need to provide incentives for better performances from teachers, in terms of raising student knowledge; the importance



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Conference Where Does So Much Evil Come From? The Sources of Intolerance and the Learning of Tolerance.

© CGF / Márcia Lessa



of quality teaching for pre-school development and the use of artistic practices in this educational area; the application of new technologies for improving teaching quality; and the assessment of teaching quality.

In particular, this highlighted the importance of the foundations taking action to produce methodologies and tools which are needed to improve teaching globally.

International Conference: Jorge Ferreira de Vasconcelos – A Renaissance Man

An international conference took place in the Calouste Gulbenkian Foundation, as part of the commemorations of the 5th Centenary of Jorge Ferreira de Vasconcelos, which included the participation of specialists in his work and renowned personalities in the fields of 16th century Portuguese and European literature, culture, politics, and society. It aimed to raise awareness and increase knowledge of the comedy writer's life and notable works, as well as increasing the visibility of Portuguese classical theatre, which should not only be presented to the public through performances on stage, but also be present in schools and universities.

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International Conference on Education and Development – School and Society, Eric Hanushek.
© CGF / Márcia Lessa

This project by Silvina Pereira was organised in collaboration with Teatro Maizum and had the support of the National Library of Portugal, the Lisbon City Council and the Faculty of Arts of Lisbon University.

Innovative Higher Learning Projects

In a public session, the GENGP presented a selected group of innovative higher learning projects financed by the CGF in the last few years.

Professor Fernando Seabra Santos gave the opening speech, and the diverse projects of various universities were then presented:

LLM (*Master of Laws*) "Law in a European and Global Context" 2009-2010 - Global Catholic School of Law of the Catholic University of Portugal;

The Art and Science of Glass - An Interdisciplinary Education Project - VICARTE, Faculty of Science and Technology at Nova University of Lisbon;

Experiment@Portugal - Engineering Faculty of the University of Porto/Faculty of Science and Technology of the University of Coimbra;

Interactive Teaching Methods for Engineering - Instituto Superior Técnico of the University of Lisbon;

Creating a Simulation Centre for Scientific Laboratory Skills (CSCL) - School of Health Sciences at Minho University;

Education through Science - Promotion of Scientific Research in Pre-Graduate Medical Education - Faculty of Medicine at the University of Lisbon.

Workshop Open Classroom: Good Practices in the Classroom and in School

In partnership with the Portuguese Mathematical Society, the programme organised this workshop for presenting and sharing good teaching practices in the classroom and in schools, at secondary education level. Close to 100 teachers from schools across the country participated in the workshop.

The workshop covered the topics "Good practices in the classroom" and "Good practices for organisation and management" and introduced the "Aula Aberta" (Open Classroom) project, which aims to demonstrate the best teaching practices in Portuguese and Mathematics, through a free-access online portal.

A new phase of the project began in 2015, with the introduction of a second group of schools whose respective pupils showed notable progress between exams in their 9th and 12th year of schooling.

The Aula Aberta website currently contains material from public and private schools in Braga, Barcelos, Porto, Moita, Lisbon, and Funchal.

website: WWW.AULA-ABERTA.PT

New Mathematics Talent: Summer School and Annual Meeting of Scholarship Holders

The Mathematics Summer School took place from 6-10 July. Renowned Portuguese and international mathematicians participated and the theme was Dynamical Systems. It was aimed at university students who attend courses with a strong mathematics component and university teachers. There were around 70 participants. In an effort to encourage the presence of foreign students, the Foundation supported the participation of 10 students and invited various foreign professors to teach the course: Omri Sarig, from the Weizmann Institute of Science (Israel), Stefano Marmi, from the Scuola Normale Superiore di Pisa (Italy) and Vitaly Bergelson, from Ohio State University (Columbus, USA).

The 16th National Meeting of Sponsorship Holders took place on 11 July, bringing together beneficiaries of the Calouste Gulbenkian Foundation scholarships programme. The beneficiaries were university students attending courses with a strong mathematics component who are rewarded with a sponsorship each year.

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IEFG Spring Meeting.
© Márcia Lessa

→
Summer School for
Mathematics.
© Alda Coimbra



Major Projects

Promoting Changes in Learning: Gulbenkian School Learning Communities XXI

The aim of this project is to tailor learning to the professional skills required in today's job market through an innovative curriculum and a more prominent new technologies component. In 2014, the Foundation initiated a pilot project through this programme that was intended to promote changes in learning in the first six years of primary education and selected clusters of schools from Vendas Novas, Ponte de Sor, and Vidigueira. Seven classes were involved in the project, which also involved the schools' governing bodies, parents, and the local community, particularly in the municipalities where the schools were located. The project also benefited from a partnership between Samsung and the Foundation, which led to a donation of computer equipment and training and monitoring for teachers.

In 2015, important partnerships with local and regional institutions were established, including with the Eugénio de Almeida Foundation and the Estremoz Centre for Living Science. Activities planned for this school year which aim to strengthen the curriculum are still being carried out, in collaboration with the Education Department of the Eugénio de Almeida Foundation.

Study visits and scientific activities were carried out in schools, in collaboration with the Estremoz Centre for Living Science, in an effort to develop experimental teaching for science and encourage scientific curiosity.

7 CLASSES

150 PUPILS

11 TEACHERS

Introductory classes on computational thought are held weekly, which are ensured by the research scholarship holders, in collaboration with the teachers and assistant teachers of the classes.

Innovative Educational Projects for Higher Learning Institutions

This competition aims to support the innovative initiatives of Portuguese higher learning institutions which aim to improve teaching.

Through this, the following projects were supported:
Science for All: An Interactive Teaching Project with an Inclusive Strategy STEREO+ (Faculty of Science and Technology at the Nova University of Lisbon);

Relational Laboratory for Nurses: a Pedagogical, Dialogic and Critical Project (School of Nursing of the Portuguese Red Cross in Oliveira de Azeméis);

INTEGRA I&E: *Promoting Research Integration in Teaching at the Social and Human Sciences School* (ISCTE - Lisbon University Institute);

L3 - *Lisboa Laboratório Comum de Aprendizagem - Lisbon Community-based Learning Laboratory* (IADE-U - Institute of Visual Arts Design and Marketing);

U-Academy/Academia Universal (Faculty of Science and Technology at Coimbra University);

ReM@t: *Recovering Long-Distance Mathematics* (Faculty of Coimbra University);

Introduction to Complex Systems Theory through Football (School of Science and Technology at the University of Évora).

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Promoting Changes in Learning - Gulbenkian XXI School Communities Project. Visit to the Eugénio de Almeida Library and Archive. Ponte de Sor, Vendas Novas and Vidigueira School Clusters.



GerminArte – Artistic Transformation for Social and Human Development from Infancy

This project aims to implement the GENGP measures in educational activities for integral development in infancy (from 0 to 3 years of age) and is due to run between 2015 and 2018. The project will focus on training activities for educators, carers, parents and other community members who practise educational activities for children.

The first year of the project allowed for reflection and research linked to two structural activities:

- › *Jardim Interior (Inner Garden): Immersive Training Week* (from 6-12 July 2015): this was aimed at educators, musicians, and artists interested in artistic creation for infants and began with a conference provided by Professor Colwyn Trevarthen. It also included a rehearsal and presented an artistic performance which families with babies could watch in the Foundation's garden, connecting families with the students, arts, and nature;
- › *5TH International Meeting of Art for Childhood and Social and Human Development* (14 November 2015): this included a work programme that was open to the public and a working session with the participation of various peers. In addition to enabling the collection of important data for planning other *GerminArte* activities, meeting with these peers was important for establishing future partnerships. The Portuguese Association of Nursery School Teachers became a natural partner in these activities.

20 PROJECTS SUBMITTED

7 PROJECTS SUPPORTED

7 SCHOOL CLUSTERS

**5,700 STUDENTS
AND 250 TEACHERS**

relating to early childhood education and care.

E.M.A. – Estímulo à Melhoria das Aprendizagens (Stimulus for Improved Learning)

The aim of this project is to encourage the visibility, development and promotion of innovative, high quality initiatives that stimulate academic achievement. Promoted by School Clusters and individual Public Schools, these initiatives encourage students to participate in highly structured activities, organised in partnership with public institutions and bodies and/or private institutions outside of the school community. In 2015, the following projects were approved: 1) Alvalade School Cluster, Lisbon - *Years 9 and 10 – Preparing for Success in Secondary School*; 2) Águeda Sul School Cluster - *Experimental Science Courses for Secondary School Students, Year 9 and Year 4*; 3) Carlos Gargaté School Cluster, Charneca da Caparica - *I-LEWA (Innovate - Lab to Stimulate Learning via Web)*; 4) Redondo School Cluster - *From Redondo to the World (Born to Take Action with the New Technologies)*; 5) Peniche School Cluster - *The Ocean is our Partner!*; 6) Manuel Cargaleiro Secondary School, Amora - *Tagus: A River of Knowledge*; 7) Cerco School Cluster, Porto - *"The Little Einsteins" Science Club*.

The first year of this project has reaffirmed the view that much work needs to be done to train competent professionals who can act as catalysts in creating best practices in various contexts



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E.M.A. Project – Águeda Sul School Cluster – *Experimental Sciences Course*

Study on the Management and Funding of Primary and Secondary Schools

The Calouste Gulbenkian Foundation is funding a study to examine the management and funding of primary and secondary public schools and to encourage a rethink of public policies that might be adopted in this respect.

The study is geared towards improving the efficiency and effectiveness of schools, the quality of teaching and the mobilisation of key partners in the educational process: teachers, parents, municipalities and educational communities.

The study is being carried out by a team of specialists led by Professor J. Gomes Canotilho.

TEA – Tablets for Teaching and Learning; The Gulbenkian Classroom

This project aims to encourage the use of new technologies in classrooms and non-teaching activities to stimulate academic achievement. It is being implemented in two classes – Year 7 and Year 10 – during the 2014-2015 and 2015-2016 academic years. The ultimate goal is to improve the quantity and quality of learning for participating students by designing an educational intervention in which teachers are trained on how to use innovative and alternative teaching methodologies supported by mobile technologies, including tablets.

Partners in the project include the Directorate-General for Education and the Directorate-General for School Establishments at the Ministry of Education and Science, and *European Schoolnet*. Protocols have been signed with Microsoft, J. P. Sá Couto, Promethean, Fundação PT, Santillana, Leya, Porto Editora and Plátano Editora (TEAGULBENKIAN.WEBBLY.COM).

European Partnerships

The GENGP is a partner with the following European initiatives in education:

Too Young to Fail

Approved under the Erasmus+ Programme, this project aims to tackle school drop-out rates, with a particular focus on students between the ages of 10 and 15.

The main focus is on comparing the various strategies and/or programmes used in a number of European countries, particularly Portugal, Spain, the United Kingdom and the Netherlands. The project's primary aim is to equip school principals and teachers with useful tools and examples of best practices.

Two specific needs have been identified: advice and awareness raising on this issue at national and international level; and supplying tools and pedagogical guidance to help schools in their day-to-day level practice.

This project is being carried out by 9 institutions in five countries (Italy, Holland, Spain, Portugal and the United Kingdom) and is expected to reach its conclusion in two years (it was launched in September 2014).

Highlights of 2015 include a presentation and discussion of best practices collected by various participating institutions; a presentation of multimedia products and cartoons being developed; a Plan for Evaluating and Monitoring the project; the creation of the project's website (WWW.2YOUNG2FAIL.COM); awareness raising for the project and project's indicators.

The Foundation receives €15,200 from the European Commission's Erasmus+ Programme for this project.



21st Century European Classrooms – Atouguia da Baleia Group of Schools.



21st Century European Classrooms: Meeting the Challenge of the Digital Era with Innovation and Creativity

Approved under the Erasmus+ Programme, this project is being developed in partnership with seven organisations in six European countries: Portugal, Poland, Italy, Spain, Bulgaria and the United Kingdom.

The idea behind this initiative is to strengthen digital communication bridges in the context of education and learning by seeking out best practices, useful strategies

and support tools for students and teachers, either in the classroom or in the school, the school being understood as a space open to important experiences for learning and teaching. The project is targeted at European students and teachers in a wide array of contexts who have different ways of relating with Information and Communication Technologies (ICTs). It seeks to build and promote the exchange of best practices, stimulate the development of skills and the production of pedagogical materials, and encourage discussions among teachers at the European level, enabling knowledge about ICTs and their usage in learning and teaching to be subsequently applied in various schools.

With *21st Century Classrooms* as its focus, the project has a strong research component in several areas, particularly education as a whole, comprising an analysis of curricular issues in pedagogy, training and changes to working methods, production of materials, experimentation and the presentation of results by students who have participated with teachers in some of the international meetings. It will also deal with issues related to equipment availability and the use of different interconnected technological tools that function simultaneously. This project includes a robust monitoring and evaluation component that will be coordinated in Portugal by the Atouguia da Baleia School Cluster after the group has finalised implementation.

This two-year project was launched in September 2014; its results and conclusions will be presented in July 2016. The European Commission's Erasmus+ Programme is providing €46,200 for this project.

EAThink 2015. Global Learning for Change in EYD 2015 and Beyond European Youth Engagement from School Gardens to Sustainable Food Systems

Supported by the European Union and approved under EuropAid, this project began in January 2015 and is being implemented by 13 partners from 12 European countries – Italy, Portugal, Spain, France, Romania, Malta, Poland, Austria, Cyprus, Hungary, Croatia and Slovenia – and 2 African countries – Senegal and Burkina Faso. In Portugal, it is being implemented by the Calouste Gulbenkian Foundation.

This is an educational initiative intended to be developed in a school setting and involves teacher trainings, student exchanges and students' participation in events abroad.



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EAThink 2015 – Artur Gonçalves School Cluster, Torres Novas. Photography competition.
© **Beatriz Manha and Márcia Ferreira**

Its primary objective is to provide European youth and students with a critical understanding of today's global challenges and update of international priorities in terms of sustainable development goals, enabling them to face their responsibilities as citizens of a globalised society.

The project involves 15 Portuguese schools. The photography competition "Images to Feed the Future", which was held in May and June 2015, involved the participation of 19 teams – 38 students and 12 teachers from 9 School Clusters – who photographed different aspects of food sustainability, ranging from the importance of water in food production to ecosystems and the promotion of a Mediterranean diet.

In October 2015, the winners of the competition were given the opportunity to visit Expo Milan 2015 – "Feeding the Planet, Energy for Life" and see their photographs displayed in the project's stand. The teachers involved in the initiative participated in an International Teachers Workshop where they had the chance to exchange experiences with teachers from the 13 other participating countries.

Learning units were also developed to allow teachers to present content from the programme in their classes and ensure a link to the themes of global citizenship. 15 teacher trainings were held, involving the participation of 57 teachers and 13 School Clusters in Portugal.

Finally, a website was created for EAThink2015 – Local Food, Global Thinking, as well as an app with games (downloadable to a computer or mobile phone) for Year 1 students based on the themes of the initiative.

Publications

The Complete Works of Eduardo Lourenço

Since 2010, a team at the University of Évora, coordinated by professors João Tiago Pedroso de Lima and Carlos Mendes de Sousa, has been working on publishing the *Complete Works of Eduardo Lourenço*, volumes I and II of which have already been launched as part of the Portuguese Culture Series.

In 2015, work was completed on volume III, *Tempo e Poesia* (Time and Poetry), which is to be published in 2016.

Given that a large portion of Eduardo Lourenço's rich and varied work is unpublished, this is an important initiative whose aim is to organise and compile the texts.

The Complete Works of Maria Helena da Rocha Pereira

The book *Estudos sobre a Grécia Antiga. Dissertações* (Studies on Ancient Greece. Essays) is the first of the Complete Works that are being published of this philologist, professor and researcher, in partnership with University of Coimbra Press. A world renowned expert on classical studies, Maria Helena da Rocha Pereira's voluminous and towering work is being published in 10 volumes.

The Complete Works of Fernão de Oliveira

Initiated in 2015, this project involves the publication of the Complete Works of Fernão de Oliveira (1507-1582).

Fernão de Oliveira, author of the first *Gramática de Língua Portuguesa* (Grammar of the Portuguese Language) in 1536, also left Portugal's cultural heritage with an important series of works in other areas, including history and the art of navigation. They are now recognised as being of enormous scientific, technical and historical value, particularly his works dealing with nautical sciences. This project is being implemented by a team led by Professor José Eduardo Franco.

The Journalistic Writings of Agustina Bessa-Luís

Launched in 2014 and completed in 2015, this project brought together a vast collection of Agustina Bessa-Luís's writings that had previously been difficult for specialists and the general public to access. *Escritos Jornalísticos de Agustina Bessa-Luís* (The Journalistic Writings of Agustina Bessa-Luís), a compilation of writings published in various Portuguese publications over the years, will be published in 2016.

The Complete Works of Pedro Nunes

Since 2001, the Foundation has been providing funds to support the organisation and publication of an important collection of this writer's work. It is being coordinated by a team from the Lisbon Academy of Sciences, led by Professor Henrique Leitão. Preparation is underway on Volumes VII and VIII.

Grants, Subsidies, and Prizes

Dialogues

Commissioned by Teresa Gil, this project aims to encourage reflection on the important issues of our contemporary age through key works from the history of Western thought that have been published by the Foundation, ranging from Classical Antiquity to the 20th century. In partnership with several research centres at the Universities of Coimbra and Lisbon and the Catholic University of Portugal, two courses (*In Search of Knowledge. The Leap to Infinity* and *Long Days Contain 100 Years*) were offered and three conferences held (*Dialogues: Eurípidés' Medeia – The Clash between Passion and Reason; The Philosophers of Cambridge: Moore, Russell and Wittgenstein in the Calouste Gulbenkian Foundation's Collection of Classical Texts; Light as Metaphor – The Book of Ecclesiastes and Humanism*) in 2015.

Speakers included Professors Delfim Leão, Carlos Fiolhais, Olga Pombo, José Tolentino de Mendonça and Eduardo Lourenço. Audiences included university students, professors, researchers and the general public.

Instruction Manual on Digital Literacy

Launched in 2015, this three-year project envisions the creation of an Instruction Manual on Digital Literacy for secondary school teachers and students, focusing on three areas: Reading, the Media and Citizenship. It will be developed by the School Library Network and its respective librarian-teachers. In 2015, schools were selected, surveys conducted and content discussed and produced. A website was also designed (which will be subsequently launched) and evaluation tools developed.

The project team is comprised of coordinator Teresa Calçada and two collaborators, who work with a specialist on digital environments and specialists in various areas to create content for the manual. The project will also involve partnerships with universities and researchers

who have experience in the thematic areas. This project is being implemented in collaboration with Educom – the Portuguese Association of Educational Telematics (APTE).

Recovery, Treatment, and Organisation of Documentary Archives

Through this competition, 16 subsidies were awarded to projects in the following institutions:

Guimarães City Council: "Collections of Parchment" in the Alfredo Pimenta Municipal Archives: preserving and making them accessible;

Marques da Silva Foundation: "Inventorying, digitalising and providing online access to the documentary archive of architect Alcino Soutinho";

Parish Church of Santo André (Graça): "Project to restore, preserve and organise the documentary archive of the Church of Our Lady of Grace of Lisbon";

Cooperativa António Sérgio para a Economia Social (CASES): "Preserving and Making Available the Personal Archive of António Sérgio";

Faculty of Arts of the University of Lisbon: "Conservation of the Fernanda Botelho Documentary Archive";

Municipality of Condeixa-a-Nova – Casa-Museu Fernando Namora: "Digitalisation and conservation of manuscripts, typewritten texts and annotated typographical proofs from the Fernando Namora collection";

Lugar do Desenho – The Júlio Resende Foundation: "Documentary archive of Master Júlio Resende";

Royal Fraternity of Rainha Santa Mafalda: "Historic archive of the Monastery of Arouca – Recuperation and cataloguing";

Portuguese Olympic Committee: "Restoring, preserving and providing free online access to the photographic archives of the Portuguese Olympic Committee";

Portuguese Association of Private Historical Archives: "Restoration, preservation and organisation of the Casa de Lafões/Marialva Archives";

Navy Central Library: "Valorisation the Archives of the Navy Central Library – Historical Archive: The Navy Officials – Their Importance to History through the *Livros Mestres*";

Nova University of Lisbon – Faculty of Social and Human Sciences: "The Samuel Schwarz Library: Preservation, Valorisation and Research";

Sociedade Broteriana – Associação: "The Personal and Familiar Archives of Viscount of Vila Maior – Preserving History, Recounting the Past";

Amílcar Cabral Centre of Intervention for Development: "From Colonies to Independent States: Sources for Understanding Processes";

University of Lisbon – MUHNAC: "Outlining the World: Scientific Drawings from the Portuguese Empire in the MUHNAC Archives, University of Lisbon (18th-19th centuries)";

Association for Innovation and Development at FCT (nova.ida.fct): "The Letters of Hugo Baptista Ribeiro".

Special Education

In 2015, 261 institutions submitted grant applications. Out of a total of 225 validated candidates, 20 were selected based on merit. The

approved projects involve activities that provide training for parents, teachers, technical staff and other educational agents.

Projects that had been approved in

2014 were implemented and due for completion in 2015. They were regularly monitored and received evaluations through document reviews and, in some cases, technical visits, producing positive impacts on various levels.

Extra-Curricular Cultural and Scientific Activities

The aim of these grants is to support extracurricular scientific, artistic, educational and training initiatives promoted by and for youth. 38 projects were funded, encompassing areas ranging from university theatre, choral and instrumental music activities, the organisation of olympiads in various scientific areas, activities to promote science and the organisation of scientific meetings and courses.

The selected projects are initiatives by institutions from Northern to Southern Portugal, encompassing activities of a local, regional, national and international scope.

29 PROJECTS

120 TRAININGS

2,491 TEACHERS AND OPERATIONAL STAFF TRAINED

40 INITIATIVES

2,000 DIRECT PARTICIPANTS

40,000 INDIRECT PARTICIPANTS

Cantar Mais – Música para Todos (Sing More – Music for All)

This is an initiative by the Portuguese Association for Music Education (APEM), in partnership with the Ministry of Education and Science and several other organisations. The aim of the project is to create a digital platform that provides teachers, educators and other education agents with the necessary resources to teach music through songs and musicals of various styles, themes, periods and origins. It involves the creation of a database of original songs or with original arrangements or orchestrations, providing access to a vast array of information on songs and a wide range of tools to be used and explored: training videos on vocal technique, practical examples of lessons and best practices, scientific articles and a forum for teachers.

2015 saw the creation of more content; the creation and improvement of a new digital platform WWW.CANTARMAIS.PT; and the recording, editing and mixing of songs with children's voices.

Young Creators Award in the Visual Arts

This award, whose sole theme is the Heritage of the Calouste Gulbenkian Foundation in Lisbon and contains two categories (Completed Works and Ideas/Projects), aims to open up the Foundation's spaces (buildings, gardens, collections, etc.) to the public by inviting young arts students to capture interesting aspects of these spaces and presenting it to a wider audience, thereby creating a more informal relationship between the public and the Foundation's spaces.

This year, the prize was given to Sara Chang Yan in the category Completed Works. The prize for the Ideas/Projects category was not awarded. Honourable Mentions were also extended to Francisco Romão (in the Completed Works category) and Dileydi Florez Barrera and Gil Delindro (in the Ideas/Projects category).

cantarmais.pt

70,000

PAGE VIEWS
(IN 2 MONTHS)

Academic Mobility Programme for Teachers

Six grants were given to 4 Portuguese institutions of higher learning to award the "Gulbenkian Professorship" research scholarships to internationally recognised academics hired after the 2015 edition of the grant application process.

These grants aim to promote the internationalisation of Portuguese institutions of higher learning and rejuvenate and improve the quality of their teaching staff, creating the conditions for achieving goals in an innovative way and strengthening their academic capacity.

New Mathematics Talents (Tutors)

Every year, these grants reward university students with exceptional academic records and encourages the development of their mathematical knowledge and skills, supporting their work alongside recognised specialists, who act as tutors.

This year, the 20 students selected will be mentored by 20 tutors from various universities in Lisbon, Porto, Coimbra and Braga.

Research Incentive

Aimed at stimulating creativity and excellence in scientific research among young researchers, these grants are awarded each year to research proposals with high creative potential in the following basic disciplines: Mathematics, Physics, Chemistry, Earth Sciences and Space Science. Awards go towards implementing these proposals in research centres across Portugal.

Grants were awarded to 8 Research Centres at the Universities of Coimbra, Aveiro, Porto and Lisbon through a competition funded by the Gulbenkian Scholarships Department. There was also a presentation of the award-winning research projects for 2014 and of the honours awarded as part of this project.

Casa das Ciências: A Gulbenkian Website for Teachers

This website contains materials from a wide array of scientific areas – Introduction to the Sciences, Biology, Physics, Geology, Mathematics and Chemistry – and serves as a training resource for primary and secondary school science teachers.

It is also a space where teachers can share their experiences and publicise their work after it has been assessed and approved by the project's scientific leads.

www.casadasciencias.org

+ 11 MILLION VISITS

Digital Resources

+ 3 MILLION VISITS

WikiCiências

+ 6 MILLION VISITS

Image Bank

+ 1.5 MILLION VISITS

The website has surpassed the initial expectations at the time of its launch in 2009, with the creation of three additional components: “WikiCiências”, the image bank “imagem.casadasciencias.org” and *Revista de Ciência Elementar* (Elementary Science Magazine), which has published 9 issues.

Funding for the project from the Calouste Gulbenkian Foundation ended in 2015, as anticipated.

London International Youth Science Forum

A subsidy was awarded to support the participation in this event of young Portuguese students who achieved the best results in national and international Olympiads in various fields (mathematics, chemistry, and astronomy). LIYSF is an international scientific and cultural programme for young scientists between the ages of 17-21. Every year, during a two-week period, around 400 students from more than 60 countries in 5 continents gather together to exchange ideas and experiences, meeting the forum's objective of disseminating scientific knowledge among new generations and applying it for the betterment of humanity. In 2015, students from Mirandela, Vila Nova de Gaia, Leiria and Lisbon participated in the LIYSF.

Support for Archaeological Projects

Awarded every two years, these grants are given to projects with clearly identified objectives that have the potential to make important advances in archaeological knowledge. In 2014, 2 grants and 4 subsidies were awarded; funds for one of the grants were only disbursed in 2015.

Calouste Gulbenkian History Prizes

In 2015, these prizes (handed out by the Portuguese Academy of History), were awarded to João Gouveia Monteiro for his work *Guerra e Poder na Europa Medieval. Das Cruzadas à Guerra dos Cem Anos* (War and Power in Medieval Europe. From the Crusades to the 100-Years War) (category: “European History”); Jorge Flores for his work *Nas Margens do Hindustão. O Estado da Índia e a expansão mogol* (On the Margins of Hindustan. The Indian State and Mogul Expansion) (category: “History of Portugal's Presence in the World”); and Jaime Gouveia for his work *A Quarta Porta do Inferno* (The Fourth Door of Hell) (category: “Modern and Contemporary History of Portugal”).

Other Grants Awarded

PARSUK – Portuguese Association of Researchers and Students in the United Kingdom for the organisation of LUSO 2015 – 9th Meeting of Portuguese Researchers and Students in the United Kingdom”;

Exploratório – Centro Ciência Viva de Coimbra for the projects “Science in your Hands” and “History, Science and Adventure at the Mondego Castles”;

ISCTE – Lisbon University Institute for the publication of *40 Anos de Políticas de Educação em Portugal* (40 Years of Educational Policy in Portugal);

Portuguese Mathematical Society for the organisation of the National Mathematics Olympiads and participation of the Portuguese team at various International Math Olympiads;

Fundação das Casas de Fronteira e Alorna for the organisation of a debate “Os Dois Olhares de Jano – Revisitar o Humanismo Português pela mão de José V. de Pina Martins” (The Two Eyes of Janus – Revisiting Portuguese Humanism through José V. de Pina Martins);

History Centre at the University of Lisbon for publication of volume VI of the work *Memórias Paroquiais* (Parish Histories);

Faculty of Science and Technology at the University of Coimbra for the project “Delfos – A Math School for Young People”;

Faculty of Social and Human Sciences at the Nova University of Lisbon for the PhD Programme in Artistic Studies (final year of support provided by GENGP and CAM);

ASPPA – Association of Portuguese Post Graduate Students in Germany for the coordination of the website “2015 – Portugal is Hot”, annual members meeting.

Centre for Linguistics at the University of Lisbon for the development of a keyword index for *Gramática do Português* (Portuguese Grammar);

Institute of Education at the University of Lisbon for the project CESTES 2 – Students' Costs in Portuguese Higher Education, 2015/2016”;

X Jornadas do Mar (Sea Conferences), organised by Escola Naval – sponsorship of Academic Prizes;

Institute of Geography and Territorial Planning at the University of Lisbon for the publication of a book in homage to Professor Suzanne Daveau;

National Centre for Culture to share in the costs of organising José da Felicidade Alves' work *Peregrinação pelas Igrejas de Lisboa* (Roaming Among Lisbon's Churches).

Partnerships and Collaborations

Many activities developed under the GENGP's remit are done in collaboration with external partners.

Worth noting for their dimension are the partnerships established in three projects currently being developed with funding from the European Commission (two of them under the Erasmus+ Programme and 1 under EUROPAID: *EATthink 2015; 21st Century European Classrooms* and *Too Young to Fail*).

Other partnerships are with the Ministry of Education, APEM – the Portuguese Musical Education Association, Youth Science Forum in London, the University of Évora, Samsung Portugal, Porto Editora, Leya Editores, the Portuguese Mathematical Society, the Faculty of Sciences of the University of Porto, Microsoft, J.P.I.K., the PT Foundation, Texas Instruments, Santillana Editores, Plátano Editora, 3d Vinci, Promethean, the Eça de Queirós Group of Schools in Lisbon, the Lisbon Academy of Sciences, University of Coimbra Press, The Portuguese Academy of History, IEFEG – the International Education Funders Group, Filhos de Lumière, CIPES – the Center for Research in Higher Education Policies, A3ES – Agency for Evaluation and Accreditation of Higher Education, European Schoolnet, Future Classroom Lab and Cinemateca.

The three aforementioned European projects represent the most important external funding, which has already been approved by the European Commission. The total value of this funding to the Foundation amounts to €315,700.

In 2015, several projects were funded through grant application processes and co-funded by third-party organisations:

› For “Innovative Higher Learning Projects”, funding from external partners amounted to slightly less than 50% of the total amount of the projects;

› For “EMA – Stimulus for Improved Learning” projects, funding from partners and beneficiaries amounted to 33.4%;

› For “Special Education” projects, contributions from partners and beneficiaries comprised 40%.

Samsung Portugal continued its support for the “Changes in Learning” project, outfitting 7 classrooms with IT equipment valued at more than €120,000. IT equipment was also installed in a third classroom in the Ponte de Sor School Cluster, the cost of which should be added to the value of the protocol signed with the Foundation. For this project, in-kind support was provided by Porto Editora, Santillana Editores, Plátano Editora and Leya Editores.

As for the “TEA – Tablets for Teaching and Learning” project, in-kind support was provided by Microsoft, Texas Instruments, J.P.I.K., the PT Foundation, Porto Editora, Leya Editores, Santillana Editores, Plátano Editora, Promethean, and 3 d Vinci.

Evaluation System

The monitoring and evaluation of GENGP initiatives are essential phases in the management process of all projects. Their implementation varies in complexity depending on the nature of the projects. The indicators used are compatible with the objectives of each project and vary according to the range of goals and different focal points defined.

For instance, with educational projects whose aims are to improve learning, ensure innovation in teaching and transform learning processes, several sources of information are used, including tests targeted at students, interviews with principals and teachers, and various indicators for analysing the series of quantitative and qualitative elements that ensure the validity and reliability of the results. These evaluation tools, with their varying content, are used by the teams in charge of implementing each project and are an essential, pre-defined requirement for their approval. In summary, the monitoring and evaluation of approved projects generally involves overseeing the material and financial execution of the activities and carrying out an Ex-Post assessment.



HIGHER EDUCATION IN PORTUGAL – A NEW PERSPECTIVE

OVER THE PAST 20 YEARS, higher education in most countries has undergone significant changes, including: an expansion of the network of higher education institutions and access; pressure for greater funding; a diversification of the student population; the validation of scientific research on the economy; and the significant growth and variety of responsibilities expected of teaching staff.

In the context of this expansion and change, the CGF launched a study in 2014 to profile the public and private institutions of higher education that exist in Portugal including both private and public universities and polytechnics. The aim was to identify indicators for assessing the nature of the higher educational offer in the country, with a view to adopting an integrated approach at the national, regional and local levels and identifying the institutional models that best meet the needs detected.

To carry out this study, a diverse team of university professors was formed, led by Júlio Pedrosa, Pedro Teixeira and Maria João Guardado Moreira.

In addition to a detailed study of relevant documentation and bibliographical references, as well as models used by other countries, the project team held 15 hearings in various regions of the country with representatives from a diverse array of interested parties in the academic, business, municipal, cultural and social sectors, among others. More than 200 people participated in the hearings.

The final results of the study are due to be presented in 2016 and will be included in the Publishing Plan.

NOS CAMINHOS DA INFÂNCIA (ON THE PATHS OF CHILDHOOD) – FILM SERIES

THIS SERIES WAS CURATED BY THE CULTURAL ASSOCIATION Os Filhos de Lumière, a specialist in introducing children and young people to cinema's many dimensions, from its more technical aspects to interpretation and critical analysis, with the aim of developing their aesthetic sensibilities and habits of reflection. The series was comprised of 6 film screenings, which included commentaries and two discussions on themes relating to education and cinema. Rarely screened films by Kiarostami, Vigo, Pedro Costa and Bill Douglas, of various genres and formats (documentary and feature, feature length and shorts, black and white and colour) were presented.

Over two weekends, hundreds of people attended the screenings and participated in post-screening discussions, critical analyses of films and a debate on the films' educational themes. Taking part in these discussions were the film critics and historians Alain Bergala and Bernard Eisenchitz, child psychiatrist Maria Luísa Borges de Castro and the director of the Portuguese Film Archive, Cinemateca Portuguesa, José Manuel Costa.

The series was viewed as a useful contribution to a necessary debate on the role of arts in education.



Discussion.

On the Paths of
Childhood Film Series.

© Os Filhos de Lumière

PUBLISHING PLAN

NEARLY 50 YEARS AFTER IT WAS ESTABLISHED, the Calouste Gulbenkian Foundation's Publishing Plan continues to be guided by its founding principle: to provide the Portuguese-speaking public with serious, reliable publications of indispensable texts from a vast array of fields, at a reasonable price.

The Publishing Plan, by its nature and vocation, seeks to fill gaps in the publishing market by catering to its underserved niches. It offers sound translations of original, untranslated texts or texts that have been poorly translated into Portuguese, providing these editions and many others at accessible prices to as wide an audience as possible.

The Collections University Textbooks

This series was originally aimed at students who could not find books that were suitable or accessibly priced, as well as teachers who struggled to find a publisher for their work. The collection quickly became committed to publishing *the best translations of the best works*, which became its motto.

Classical Texts

This series offers translations of the great classics of world culture (from Euripides to Einstein) that are used in the university curriculum. Its aim is to provide access to texts that are classic references of knowledge, thereby filling significant gaps in the market in terms of texts available in Portuguese. The series publishes important titles that have been translated for the first time into Portuguese from their original language.

Portuguese Culture

This series encompasses various texts within the realm of Portuguese culture (studies on personalities or eras of Portuguese culture, important literary texts lacking a sufficiently thorough edition, contemporary philosophical works and critiques, etc.). The collection provides students, researchers and the general public with titles that are considered difficult to access.

Other Collections

In addition to its main collections, the Publishing Plan includes a number of shorter series, which enable it to expand its reach and versatility. Notable publications include the *Guia de Portugal* (Guide to Portugal), a detailed guide to the country containing articles by various Portuguese intellectuals, and the collections *Textos de Educação* (Educational Texts) and *Extra-Série* (Extra Series).

Promotion of the Publishing Plan

In tandem with its usual publishing activities, an initiative is under way to boost the online sales system for books published by the Plan. This process will ensure that the Calouste Gulbenkian Foundation's online shop is more user-friendly, offering new payment options, student discounts for online buyers, a complete catalogue of titles and more extensive bibliographical information. All of these actions will contribute towards making the use of the virtual shop more simple and widespread.

In 2014, the Publishing Plan began publishing its titles in electronic format (e-book) with the launch of the 8-volume *Guia de Portugal*, which saw its completion in 2015. Last year also saw the publication in e-book format of *Ajax* and a not-for-sale copy of *Antigone*, tragedies by Sophocles, containing an introduction, translation into Portuguese from Greek and notes by Maria Helena da Rocha Pereira. These works from the Classical Texts series are the first to be published in this format, while other titles are currently being developed.

Titles published in e-book format are a useful tool in the academic market. They have lower production costs and can be loaned or sold at cheaper prices.

In 2015, 15 new works and 29 re-editions were published across the different collections.

1962–2015

1,155 TITLES PUBLISHED

1,854 PUBLICATIONS

5,852,300 COPIES

In 2015

15 NEW PUBLICATIONS

29 RE-ISSUES

30,379 COPIES PRINTED

30,937 COPIES SOLD



Cidadania Ativa – EEA Grants Programme

The Cidadania Ativa – EEA Grants Programme aims to strengthen Portugal's civil society organisations and their contribution towards social equality, democracy and sustainable development. It is financed by the Financial Mechanism of the European Economic Area/EEA Grants, i.e., by public resources from the three donor countries – Norway, Iceland and Liechtenstein. As such, the Foundation manages 8.7 million euros of public resources, which are directed towards projects run by Portuguese non-governmental organisations until 2016. Since 2014, the Foundation has been supplementing these resources with its own funds (almost 750,000 euros), supporting projects that have applied for the grants and are in keeping with the programme's philosophy and objectives.



Young people with disabilities participate in the National NGO Fair in Estoril in October 2015. Image used with permission from Greenfest

Projects approved in 2013 and 2014 continued to be implemented during 2015; 36 of them reached completion. The vast majority were "small projects" (amounts of up to €25,000 for a 12-month period). Only 1/6 of the projects funded by the programme have been completed, with the remaining projects expected to reach conclusion in the first semester of 2016. With respect to oversight of the projects supported, certified expenditures totalled approximately 3.25 million euros in 2015, while approximately 2.687 million euros in payments were made.

In 2015, funding was secured for six new projects. This support was directed towards a new area of action that was created in 2014 - "Support for youth employability and inclusion." In a year in which youth unemployment represented one of the biggest challenges facing Portugal, this added support means that the programme will fund a total of 27 projects in this area worth approximately 2.5 million euros.

The programme also encourages bilateral cooperation between Portuguese civil society and the civil society of the donor countries. In 2015, 9 new initi-

atives in bilateral cooperation between NGOs were approved, totalling approximately €40,000 in value. These small projects aim to encourage the sharing of experiences and knowledge, and promote networking.

In October, Portugal's first ever National NGO Fair (see page 188), which is a flagship project of the programme, was held in partnership with Greenfest within the scope of bilateral cooperation. In preparation for this event, the programme manager travelled to Budapest in June to participate in that country's NGO Fair and gather information.

Two study visits were also made within the scope of bilateral cooperation to Iceland and Norway to learn more about women's rights (Iceland) and youth participation in democratic processes and the defence of human rights (Norway). Participants included 14 representatives from Portuguese civil society. Finally, the programme manager visited Riga, Latvia, in March to participate in a forum on participatory democracy hosted by the Presidency of the European Union.

Activities

Programme activities focus on the awarding of funds for projects (typically 90% of the eligible investment), which are exclusively selected via a grant application process for the four action areas: A) participation of NGOs in the development and implementation of public policy; B) promotion of democratic values, including the defence of human rights; C) strengthening the effectiveness of NGOs; and D) supporting youth employability and inclusion.

Activities carried out throughout the year focus on monitoring the implementation of projects and securing and overseeing new funds for Area D and bilateral cooperation.

Given the similarities between the Cidadania Ativa Programme's objectives and content and those of the Gulbenkian Human Development Programme, the two departments have developed and continue to develop a close working relationship with respect to activities. The programme has also been working in collaboration with the Gulbenkian Partnerships for Development Programme, primarily in sharing knowledge and experiences regarding evaluation processes and methodologies. Aside from its involvement in the NGO Fair through the Cidadania Ativa Programme, the Foundation's participation in the 2015 edition of Greenfest included activities

developed by the Gulbenkian Human Development and Innovation in Health Programmes.

Grants

With respect to the 113 projects supported by the programme, certified expenditures totalled approximately 3.498 million euros in 2015, while approximately 5.029 million euros in payments were made.

Of these 113 projects, the last six were approved in 2015: two were selected in February from the candidate waiting list from the 2014 round of applications, while the remaining four were selected in April from a list of the highest rated candidates that had not been selected previously (overbooking). The Foundation has invested approximately €256,000 of its own funds in these projects, having chosen to allocate them towards initiatives in the area of "Supporting youth employability and inclusion".

With regards to the 6 projects that have been supported by Foundation funds since 2014, a total of approximately €173,000 were disbursed in 2015. The first of these projects were successfully concluded in September.

Grants

AREA A €478,000 AREA B €1,909,000 AREA C €1,386,000 AREA D €1,255,000



5.029 MILLION €

as of 31 December 2015

A call for proposals was also issued for additional activities in projects already funded by the programme, in which funds were allocated in each of the three rounds of the selection process. Of the 34 proposals that were received (requesting €299,000 in support), a total of €87,000 from available funds were allocated to 16 additional projects.

In 2015, 9 new bilateral cooperation initiatives were approved, involving approximately €40,000 in funding support, of which more than €19,000 were disbursed.

The last six projects funded by the programme were approved in 2015. The final list of approved projects is as follows:

FINAL LIST OF APPROVED PROJECTS	NO. OF PROJECTS	INVESTMENT SUPPORTED	SUPPORT PROVIDED	NGOS INVOLVED	OTHER PARTNERS	DIRECT BENEFICIARIES
Area A Development and implementation of public policies	12	0.95 M €	0.86 M €	18	12	9,100
Area B Promotion of democratic values	43	2.96 M €	2.62 M €	59	36	16,400
Area C Effectiveness of NGO action	31	2.04 M €	1.84 M €	51	16	11,200
Area D Support for youth employability and inclusion	27	2.76 M €	2.46 M €	46	34	7,400
TOTAL FOR THE PROGRAMME	113	8.71 M €	7.78 M €	156	98	44,100

Of the programme's estimated 44,100 direct beneficiaries, roughly 21,300 came from the 41 completed projects.

Another point worth noting is the wide geographic reach of the grants awarded. Roughly 46% of the support awarded to the 113 approved projects involved national projects (which, in principle, benefit individuals in any part of the country). The remaining 54% involved projects pertaining to a specific region; or locality; or to several specific areas in the country (with the latter identified in the following chart as "inter-regional").



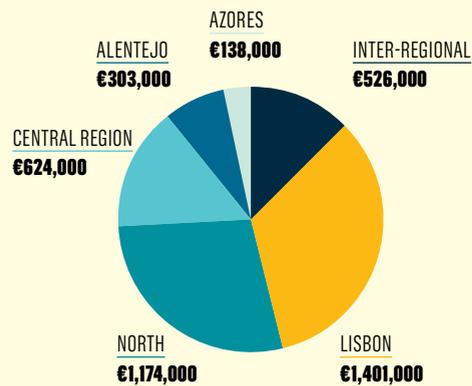
NATIONAL PROJECTS

Support Approved
€3,609,895

Direct Beneficiaries
25,951

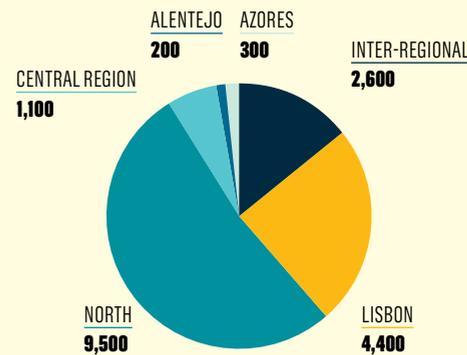
REGIONAL PROJECTS

Support Approved



TOTAL: **€4,165,227**

Direct Beneficiaries



TOTAL: **18,222**



↑
Projet'Arte, promoted by the Soutelo Social Centre, focuses on at-risk children and youths between the ages of 6 and 30.

Other Initiatives

On 25 February, an event entitled "NGOs, mobilisers of civil society and promoters of social innovation" was held in Auditorium 2,

where presentations were given on two projects: a Survey on the NGO Sector in Portugal, produced by the Catholic University of Portugal, and "Social Innovation in Cidadania Ativa Programme Projects", a study produced by the Social Entrepreneurship Institute.

The event was attended and followed online by approximately 500 people.

Print and digital editions of the *Survey of the NGOs in Portugal* (1,000 copies in Portuguese and English) and *Social Innovation in Cidadania Ativa Programme Projects* (500 copies in English) were produced.

A brochure describing the Cidadania Ativa Programme (4,750 copies in Portuguese and English) was also produced and presented to visitors at the NGO Fair.

↑
ECOAR – Employability and Skills through Art, by PELE Social and Cultural Association.

Capacity building for NGOs, one of the key concerns of the programme, continued to be developed mainly through the awarding of grants to 31 projects within the scope of Area C. Most of the beneficiaries of these grants were NGO directors, staff and volunteers.

A number of other programme activities aimed at capacity building were implemented in 2015. In April and May, six training sessions on capacity building were conducted by Rede Inducar in Lisbon and Porto for NGOs currently receiving project support from the programme. The themes were organised according to area of intervention; that is, each training session dealt with the main concerns and challenges of a particular area. Each session lasted for 6 hours over the course of a day, with a total of 104 individuals from participating NGOs receiving training.

Partnerships

This programme is the result of a four-year contractual partnership (2013–2016) with the Financial Mechanism of the European Economic Area/EEA Grants, in which the Foundation manages public funds from three EFTA countries to support projects implemented by Portuguese civil society organisations. This partnership places the Foundation in regular contact with the organisations responsible for managing these funds at European level and with organisations in other grant-receiving countries that manage NGO funds in the context of EEA Grants, enabling the sharing of knowledge and experience and mutual participation in events aiming at strengthening civil society and the themes related to this.

92 of the projects supported by the Programme are being developed through partnerships. All projects that receive more than €25,000 from the Programme must be implemented by partnerships comprised of up to 4 entities, formally established for that purpose. The purpose of this regulation is to encourage more cooperation and contact between civil society organisations.

In 2015, as previously mentioned, a partnership was signed between Greenfest and the Cascais City Council (the venue host) to hold an NGO Fair in Cascais.



Opening of the
1st National NGO Fair,
08.10.2015.

a follow-up survey (which received 84 responses), respondents noted the event's competent organisation, the opportunity to network and learn, the presence of "people from different cultures" and the "diversity of NGOs present".

The event featured a broad geographical spectrum of NGOs from every region of Portugal and a wide array of issues, with NGOs from various sectors of civil society, including social services, support for development, human rights, health, environment, territorial development, arts and culture, education and research.

The Fair was first announced in February at an event inaugurating another key project of the programme – the Survey on the NGO Sector in Portugal, conducted by the Catholic University of Portugal in 2014 – which generated considerable interest. These two projects, in which the programme invested approximately €120,000 in 2014 and 2015, made an important contribution to strengthening the NGO sector in Portugal.

Evaluation System

Programme implementation is subject to monitoring and evaluation rules that aim to ensure a results-oriented management. A specific information system monitors the programme's implementation and its compliance with the indicators that were agreed upon with the various project promoters, as well as its respective physical and financial execution.

Some of the programme indicators are presented in the chart on the right. It shows the accumulated results since the programme's launch in comparison with the measures established. In the table, the values agreed upon by the Foundation and donor countries with respect to achievement indicators (left column) are compared with the results agreed upon for the 113 approved projects (middle column) and the results achieved in the projects that were completed as of 31 December 2015 (right column).

The programme's final evaluation process, envisioned in the original plan in 2012, began to get underway in 2015 with the preparation of the terms of reference for the direct awarding of a contract. Following approval by the Board of Trustees, a procurement process was initiated at the end of the year. The evaluation will be carried out in 2016 after an independent organisation is selected.

ACHIEVEMENT INDICATORS RESULTS ACHIEVED AS OF 31.12.2015

	PROGRAMME OBJECTIVE	TARGETS FOR ALL PROJECTS	RESULTS FOR COMPLETED PROJECTS 31.12.2015
AREA A (5 of 12 projects completed as of 31.12.2015)			
No. of cooperative activities or dialogues with local, regional or national authorities initiated or developed	7	108	150
No. of laws, policies and practices changed or improved as a result of the NGO's influence	4	24	2
No. of services provided by the NGO in partnership with public entities	7	58	63
No. of beneficiaries of local services (social assistance and basic services) provided through partnerships between the NGO and municipalities	150	7,410	13,106
AREA B (18 of 43 projects completed as of 31.12.2015)			
No. of NGOs that monitor Human Rights and Citizenship	7	74	22
No. of NGOs that attract first-time volunteers	5	72	20
No. of NGOs that address issues relating to at-risk children and youth	12	39	8
No. of NGOs that organise campaigns to raise awareness about the rights of minorities, anti-discrimination and at-risk groups	6	65	39
AREA C (18 of 31 projects completed as of 31.12.2015)			
No. of NGOs able to find new sources of funding / income	10	47	12
No. of people working in NGOs – directors, staff, volunteers – who received training	500	7,479	1,445
No. of NGOs that diversified their services and/or activities	8	53	17
No. of organisations that have demonstrated an ability to implement good governance procedures	12	50	14
AREA D (none of 27 funded projects had been completed as of 31.12.2015)			
No. of NGOs that address employability problems	7	46	0
No. of vulnerable youth involved in skills building for employability	200	5,578	0
No. of entrepreneurs benefited	50	2,467	0
No. of beneficiaries of social inclusion, educational and cultural activities	250	4,817	0

NATIONAL NGO FAIR

SUPPORTED BY FUNDING FROM EEA GRANTS, Portugal's first ever National NGO Fair was held in Estoril from 8 to 11 October. Under the theme of Active Citizenship, the fair integrated the 8th edition of Greenfest, an annual event dedicated to promoting best practices in sustainability.

128 NGOs from Portugal, Norway, Iceland, Poland, Romania, Hungary, Latvia and Croatia participated in the event, which attracted an estimated 25,000 visitors. Among the main points highlighted by NGOs in

INITIATIVES



Gulbenkian Cities Initiative

The Gulbenkian Cities Initiative aims to foster public debate on the role of cities in the global economy, placing them into a wider context of functional urban regions, encompassing multiple cities and the various activities and job market dynamics that bind them together.

The initiative's objectives are to encourage the creation of spaces for reflection, involving the most important stakeholders, so as to shape the future evolution of Portuguese cities and to select two urban macro-regions with the greatest concentration of business, higher learning and research assets that could help Portugal return to growth and become more integrated into globalisation in a way that ensures intelligent, sustainable and inclusive growth.



Aerial view of Calouste Gulbenkian Foundation.

© Helder Gonçalves

€49,978

OWN INITIATIVES

2015 SAW THE DEVELOPMENT OF THE PROJECT *LISBON GLOBAL VISION*, whose aim is to support the creation of a strategic initiative that can develop a collaborative foresight process, involving the mobilisation of institutional and economic stakeholders.

During the year, various meetings were held with institutions and stakeholders from various sectors and clusters in Lisbon with the aim of developing and implementing strategic projects in the Lisbon Metropolitan Area – multi-disciplinary projects with multiple stakeholders guided by one or more of the three main objectives: (I) strengthen and multiply the clusters that require qualified human resources and innovation; (II) exploit geo-economic assets within the city/metropolitan area of Lisbon; (III) promote the safety and sustainability of populations.

In the second semester of 2015, partnerships were developed with the President of the Lisbon Regional Coordination and Development Commission (CCDR-LVT) and the Francisco Manuel dos Santos Foundation in view of the launch of *Lisbon 2050*, a project that focuses on the challenges, vision, scenarios and broad directions for the region in the next few decades.

Subsequent to its collaboration with the Rectory of the University of Coimbra in the first semester of 2015, a preliminary study on the Central Region was initiated. Structured in a similar way to the completed studies of the Northwest and Lisbon Metropolitan Areas, this study focuses on universities' ecosystems of innovation and the established and emerging economic activities of that region.

Activities

As part of the *Lisbon Global Vision* project, the Foundation participated in a meeting with the Mayor of Lisbon and representatives of several institutions (universities, polytechnical institutes, the CCDR-LVT, municipalities and business associations) to discuss the implementation of the project and its subsequent phases.

Meetings were also held with the following institutions and companies: Luso-American Development Foundation, GALP Energia, CERENA from Instituto Superior Técnico, the Norwegian Embassy, the Lisbon Port Authority, the Institute of Molecular Medicine, Biocant, CELL2B and IBM.

An initial discussion paper was drafted on LIFT (Lisbon Initiative for the Future), a strategic initiative centred around cooperative partnerships between educational and research institutions and businesses, which aims to encourage innovation and stimulate the development of the Lisbon Metropolitan Area and Portugal by bringing together different stakeholders to tackle challenges and establish strategic projects. The aim is to promote partnerships that are consistent with the prospective analysis and strategic vision of the macro-region and, in particular, the city of Lisbon, within the framework of a shared, dynamic Programme of Action.

The first working meetings of the *Lisbon 2050* project were held between the Gulbenkian Cities Initiative team, the President of CCDR-LVT and the Francisco Manuel dos Santos Foundation, with plans for the project to be launched in the first trimester of 2016.

With regards to the study on the Central Region, a draft version of the prospective analysis was prepared and is to be shared and discussed with the University of Coimbra.

In terms of regionalisation, the first two projects adopt the "functional urban area" of the Lisbon Metropolitan Area as their territory of analysis. Given that this area includes an outer "crown" of adjacent territories, in addition to the central territories, it will be important to strengthen cooperation and integration through strategic alliances and partnerships. Meanwhile, the Central Region project encompasses the entire NUT II region (Centre).

Through the development of a territorial marketing strategy promoting prosperous and innovative regions, metropolises and cities where multinational companies and universities operate, all of these projects support the internationalisation of the targeted territories.

Major Partnerships

The *Lisbon Global Vision* project is co-developed with the Lisbon City Council's Municipal Directorate of Economy and Innovation, in collaboration with the University of Lisbon, the Nova University of Lisbon, ISCTE-IUL, the Catholic University of Portugal and the University of Évora, as well as the Polytechnical Institutes of Metropolitan Lisbon, especially the Polytechnical Institutes of Lisbon and Santarém.

The inter-institutional and inter-regional cooperation that will emerge as a result of this project will be a key step towards identifying the strategic value of these partnerships through the development of long-term strategies and by strengthening existing regional governance mechanisms to ensure the continuation of partnerships between regional actors.

Lisbon 2050, developed in partnership with the CCDR-LVT and the Francisco Manuel dos Santos Foundation,

aims to be seen as a strategic vision for the Lisbon region that will stimulate projects and partnerships by adopting a methodology based on the participation of various institutions, including local municipalities, universities, research institutes and confederacies.

As part of the development of the Central Region project, a partnership was established with the Rectory of the University of Coimbra and it is possible that CCDR - Centro will form part of this collaboration in the future.

A METROPOLIS FOR THE ATLANTIC

THIS PROJECT aims to promote greater reflection and stimulate efforts to boost the global competitiveness and profile of the "functional urban area" of Lisbon within the scope of globalisation and the knowledge economy, through the mobilisation of a wide array of stakeholders.

The publication of the book *A Metropolis for the Atlantic* provides a reflection on an innovative approach to inter-institutional and inter-regional cooperation, and what contributions institutions can make to an informed debate on both inter-disciplinary collaboration and the territorialisation of public policies and innovation ecosystems in cities and macro-regions.

It also aims to support the development of a strategic initiative centred around collaborative foresight processes, one that encourages projects that are more innovative and globally competitive in nature by identifying and investing in more knowledge, technology-intensive and export-oriented strategic sectors.

This initiative was developed in partnership with the Lisbon City Council's Municipal Directorate of Economy and Innovation in collaboration with the University of Lisbon, the Nova University of Lisbon, ISCTE-IUL, the Catholic University of Portugal and the University of Évora, as well as the Polytechnical Institutes of the Metropolitan area of Lisbon.



Cover of *A Metropolis for the Atlantic*.



Gulbenkian Oceans Initiative

The Gulbenkian Oceans Initiative aims to support the use of marine and coastal ecosystem services as added value to the socio-economic system, focusing on maritime economy and the recognition of the value of natural capital.

Its main objective is to promote greater awareness of the role played by marine ecosystem services in societal well-being and economic prosperity by providing information that can help assess the contribution of these services and change the public's perception of their value to our economic systems and production processes.

Activities focus on three areas – scientific knowledge, public understanding and policy action – in line with the objective of increasing public and political understanding of the role of marine ecosystems as strategic assets for sustainable economic development and human well-being.

€49,978

OWN INITIATIVES

€216,200

SUBSIDIES AND GRANTS



Cliff overlooking Nazaré beach.

© Nik Gaffney, FOAM

THE PROJECT BLUE NATURAL CAPITAL – AND A SUSTAINABLE BUSINESS STRATEGY WAS INITIATED IN 2015 with the aim of encouraging Portuguese companies in the area of Maritime Economy to recognise blue natural capital and, in doing so, increase its value in the business sector and in the management and use of maritime resources.

Work continued on the project *The Economic Valuation and Governance of Marine and Coastal Ecosystem Services*, which focuses on the Peniche-Nazaré area. Its aim is to produce an outstanding example of the economic valuation of marine ecosystems.

The project *Evaluation of the Potential for the Development of a Fisheries Co-management Process in the Peniche-Nazaré Region*, sponsored by the CGF in collaboration with WWF MEDPO and funded by PROMAR, came to a conclusion.

The Gulbenkian Oceans Initiative (GOI) joined the Honorary Committee for WWF's project *Fish Forward*, which aims to encourage consumers to make more informed and ecologically responsible choices.

In collaboration with the UK Branch, the Oceans Initiative also continued its partnership with the OECD through the project *The Future of the Ocean Economy: Exploring the prospects for emerging ocean*

industries to 2030, participating as a member of the Steering Group.

The research project *RIAVALUE – Assessing the Value of Services Provided by the Formosa Estuary Ecosystem*, of which GOI is a partner, received approval for funding from the Foundation for Science and Technology (FCT).

In November, a training session on "Developing Strategy and Interventions for ENGOS" was conducted for NGOs that comprise the Platform of Portuguese NGOs on Fishing (PONG-Pesca). Through the platform, these organisations work on broader aspects of maritime issues.

The Oceans Initiative had a strong institutional presence at the Blue Business Forum, a business fair organised as part of *Blue Week*. It hosted various presentations by organisations and projects at the Gulbenkian Oceans Hub.

Through the GOI, the Foundation became a signatory to the Carbon Disclosure Project (CDP), an international initiative involving dozens of institutions that aims to preserve natural resources and reduce companies' impacts on the environment in terms of climate change, water and forests.

Activities

The Economic Valuation and Governance of Marine and Coastal Ecosystem Services

Work continued on the research project *The Economic Enhancement and Governance of Marine and Coastal Ecosystem Services*, under the scientific coordination of the Nova School of Business and Economics and the Centre for Environmental and Marine Studies at the University of Aveiro.

Focusing on the Peniche-Nazaré area, the initiative aims to produce an outstanding example of the economic valuation of marine ecosystem services.

In September 2015, the scientific team presented the 2nd progress report, whose annotated table of contents contains the chapters that will be included in the final report due in June 2016. Highlights of the report include research on local actors' perceptions about the services provided by marine and coastal ecosystems in the region, their potential for marine renewable energy and the impact of Nazaré's massive waves on local tourism.

The Future of the Ocean Economy: Exploring the prospects for emerging ocean industries to 2030

With respect to activities aimed at changing public perception and raising awareness about the strategic importance of the sea and its ecosystems, a particularly noteworthy initiative is the Oceans Initiative and UK Branch's participation in the OECD project *The Future of the Ocean Economy: Exploring the prospects for emerging ocean industries to 2030*. As part of the project, the Oceans



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Wind farm.
© DR

Initiative, the Directorate-General for Maritime Policy and the Foundation for Science and Technology organised a workshop in Lisbon under the theme "The Future of Maritime Spatial Planning and Ocean Monitoring: What Potential for Economic Tools and Satellite Technology". Organised as part of Blue Week in June 2015, this workshop brought together 40 experts, researchers and decision-makers from 10 OECD countries and various international organisations to discuss the role of maritime spatial planning in maritime management and its activities and uses.

Blue Business Forum

The Oceans Initiative had a strong presence at the Blue Business Forum, a business fair organised as part of Blue Week. It hosted various presentations by organisations and projects at the Gulbenkian Oceans Hub.

Developing Strategy and Interventions for ENGOS

Within the framework of training and capacity building of ENGOS in the maritime sector, a workshop was held in November on "Developing Strategy and Interventions for ENGOS". It was held for members of the Platform of Portuguese NGOs on Fisheries (PONG-Pesca), who work together on maritime issues but lack the necessary skills and capacities to develop their own strategies of intervention. The Oceans Initiative partnered again with the New Economics Foundation (NEF) due to the latter's understanding of trainees' needs (it gave workshops in 2013 and 2014) and its vast experience in providing capacity building for environmental NGOs. During the training, participants gained not only knowledge; they also began preparing a strategic intervention plan for PONG-Pesca. Subsequent to the workshop, 2 NGOs were offered an opportunity to receive specialised technical



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Meeting of Marine
collABoration, Nazaré,
September 2015.
© Nik Gaffney, FOAM

Partnerships

support from NEF trainers to develop their marine conservation strategy.

The GOI team participated in several conferences and workshops, highlights of which included:

- › Co-organising a workshop on "Marine Ecosystem Services" with the Institute for Nature and Forest Conservation and the Directorate-General for Maritime Policy, Calouste Gulbenkian Foundation (Portugal), 12 January;
- › Participating in an international workshop on "Opportunities and Barriers to Recognising Natural Capital" (Belgium), 27-28 January;
- › Participating and joining the presidential entourage at the Cooperation Programme between Portugal and Norway - Marine Science and Technology (Norway), 4 May;
- › Participating and organising a stand at the European Maritime Day (Greece), 28-29 May;
- › Organising the Gulbenkian Oceans Hub at the Blue Business Forum (Portugal), 4-6 June;
- › Attending the "World Ocean Summit - The Economist." (Portugal), 3-5 June;
- › Co-organising the event "The Economic Benefits of Sustainable Fishing" with the UK Branch, Calouste Gulbenkian Foundation (Portugal), 25 September;
- › Participating in the 8th Ecosystem Service Partnership Conference (South Africa), 9-13 November.
- › Participating in and joining a panel discussion at the World Forum on Natural Capital (Scotland), 23-24 November.

The project *Evaluation of the Potential for the Development of a Fisheries Co-management Process in the Peniche-Nazaré Region*, sponsored by the CGF in collaboration with WWF MEDPO and funded by PROMAR (90%), was concluded in July 2015 with the presentation of a final report.

The Oceans Initiative joined the Honorary Committee for WWF's project *Fish Forward*, which aims to encourage consumers to make more informed and ecologically responsible choices by considering the ecological and social consequences of their fish consumption.

In collaboration with the UK Branch, the Oceans Initiative also continued its partnership with the OECD through the project *The Future of the Ocean Economy: Exploring the prospects for emerging ocean industries to 2030*, participating as a member of the Steering Group.

The GOI is a member of a consortium that applied for funding for the research project RIAVALUE - Assessing the Value of Services Provided by the Formosa Estuary Ecosystem. Submitted by CCMAR - University of Algarve, the application was approved for funding by the Foundation for Science and Technology (FCT). The project is expected to begin in the first semester of 2016.



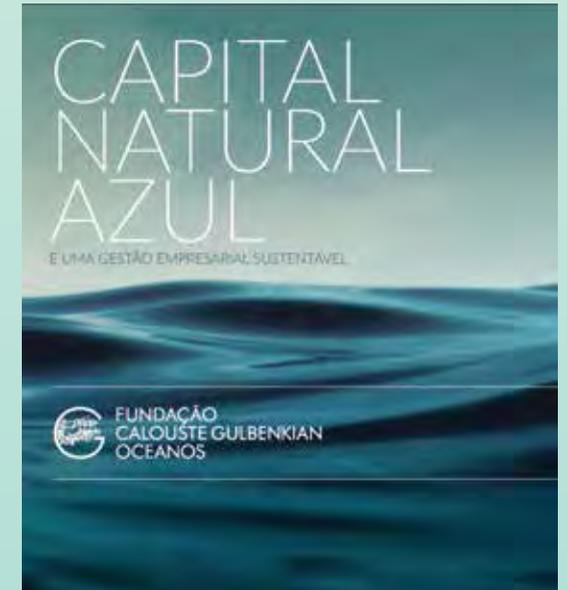
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Meeting of Marine
collABoration, Lisbon,
2015.
© Nik Gaffney, FOAM

BLUE NATURAL CAPITAL – AND A SUSTAINABLE BUSINESS STRATEGY

MARCH 2015 SAW THE LAUNCH OF THE PROJECT *BLUE NATURAL CAPITAL – AND A SUSTAINABLE BUSINESS STRATEGY*, under the technical coordination of the Gulbenkian Oceans Initiative team.

The main objective of the project is to promote and facilitate the adoption and recognition of blue natural capital by companies operating in the Maritime Economy. This project aims to add value to Portugal's business sector in a sustainable and innovative way, ensuring improved management and utilisation of marine resources. To achieve these aims, a four-phase action strategy has been developed to: (i) raise awareness in the Portuguese business sector of the importance of recognising and incorporating the value of natural capital into their management and planning strategies; (ii) help companies understand what sustainable management means in practice and identify concrete risks and opportunities; (iii) help companies define and adopt a sustainable management strategy based on an economic valuation of marine resources; (iv) conclude the project in June 2017 and disseminate study cases of Portuguese companies that are expecting to adopt a sustainable management strategy on blue natural capital.

The first phase of the project took place between March and December 2015 and focused on developing activities to raise awareness of the importance of recognising and incorporating the value of natural capital into a business management strategy. Based on 201 valid responses to an evaluation and awareness-raising survey, the *Blue Natural Capital – and a sustainable business strategy* report was published. It presented the competitive advantages of sustainably managing blue natural capital and an action strategy based on the economic valuation of marine resources. At the end of the year, a website was launched to tie this phase over to subsequent phases and to speed up the adoption process for the sustainable management of blue natural capital.



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Cover of the report *Blue Natural Capital – and a sustainable business strategy*.

DELEGATIONS



Esplanade in the interior patio
of the Delegation in France.
© Teresa Nunes da Ponte

Delegation in France

The mission of the Delegation in France is to contribute to the debate on issues relating to the contemporary social, cultural and philanthropic landscape of France and Europe, and to promote the Portuguese language. Its objectives are: to participate and contribute to transnational dialogue, with a particular emphasis on four key areas – Europe and the World; Philanthropy, Foundations and Social Innovation; Environment and Sustainability; Intercultural Dialogue –; to offer a first-class international arts programme, namely through the organisation of exhibitions; to promote the Portuguese language in France and Europe, ensuring Library collections are relevant and comprehensive and to provide a series of lectures and discussions on Lusophone literature and human sciences, creating partnerships and networks with entities concerned with the promotion, research, and teaching of the Portuguese language in France and across the world.



Poster of the exhibition *Au Sud d'Aujourd'Hui* in the Paris Metro.
© Sabine König

€1,367,913

OWN INITIATIVES

€50,000

**SCHOLARSHIPS,
GRANTS AND PRIZES**

IN 2015 AND 2016, THE DELEGATION CELEBRATED ITS 50TH ANNIVERSARY IN FRANCE, an important milestone that was reflected in an exceptional programme of activities. With this programme, the Delegation sought to build links with a wider and more diverse array of Portuguese, French and international institutions, university research centres, associations and major European foundations. 2015 also saw a significant increase in the number of visitors (nearly 10,000 more in comparison to 2014).

The exhibitions *Pliure. Prologue, la part du feu* and *Modernités. Photographies brésiliennes 1940-1964*, surpassed the previous record for visitors to an exhibition, both in absolute numbers and in the average number of daily visitors.

Meanwhile, preparations were underway for two major exhibitions held beyond the Delegation's walls in 2016: the exhibition *Amadeo de Souza-Cardoso* at Grand Palais and *Les Universalistes. 50 ans d'architecture portugaise* at Cité de l'Architecture et du Patrimoine.

While the library saw a diversification of its activities, the year was marked by a change in its leadership.



Event commemorating the 50th anniversary of the Delegation in France. Anne Hidalgo, Hermano Sanches Ruivo and Artur Santos Silva.
© Rémy-Pierre Ribière



Activities

During the year, the Delegation's activities focused primarily on three areas: the presentation of a programme of exhibitions; the organisation of lecture series and events on issues relating to the common good, the contemporary world, the Lusophone world and the Portuguese language; and the running and dynamisation of the Delegation Library.

Exhibitions

In 2015, three exhibitions were held: *Pliure. Prologue, la part du feu*, which

16,105 VISITORS

62 GUIDED TOURS

examined the relationship between books and art; *Modernités. Photographie brésilienne 1940-1964*, an overview of the work of four Brazilian modernist photographers; and *Au Sud d'Aujourd'hui. Art contemporain portugais [sans le Portugal]*, a small exhibition on Portugal's young contemporary art scene. These exhibitions were organised in partnership with other departments within the Foundation (Art Library and Gulbenkian Next Future Programme) and with other international institutions (École des Beaux-Arts de Paris and Instituto Moreira Salles). As mentioned earlier,



View of the exhibition *Pliure*.
© Rémy-Pierre Ribière

the shows saw a boost in the number of visitors, a younger and mostly French public.

Pliure. Prologue, la part du feu

29.01-12.04.2015

The exhibition *Pliure. Prologue, la part du feu*, which examined the relationship between books and art, took place on two separate occasions: the first was at the Delegation from January to April, and the second at l'École des Beaux-Arts de Paris (*Pliure, Épilogue. La bibliothèque, l'univers*), between April and June.

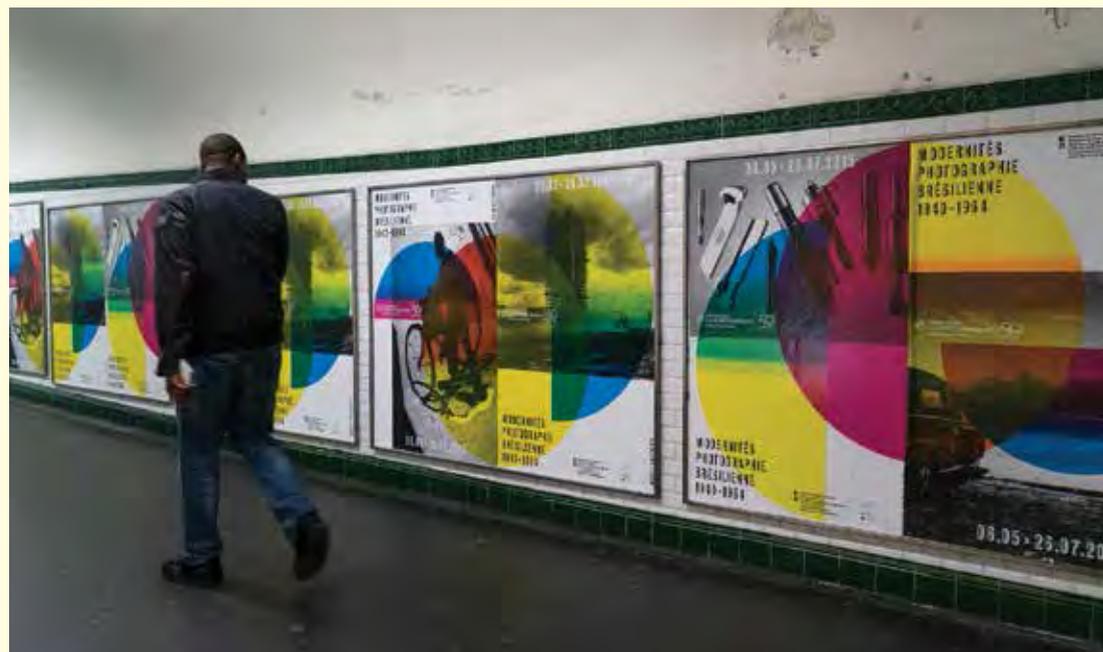
The exhibition created a dialogue between works from various eras and mediums, from painting to installation and sculpture to film, questioning the nature of what a book is and what a library does, and allowing viewers to see how the nature of books and the function of a library can originate art. The exhibition was curated by Paulo Pires do Vale and was held in collaboration with the Gulbenkian Art Library and the École des Beaux-Arts de Paris. This activity was noted for the impact it made on Paris's artistic and intellectual circles and for the warm reception it received from the French public.

Modernités. Photographie brésilienne 1940-1964

06.05-26.07.2015

Produced by Instituto Moreira Salles, this photography exhibition examined the work of four Brazilian modernist photographers who marked an important moment in Brazil's social and political history in the 20th century: Marcel Gautherot, José Medeiros, Thomaz Farkas and





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Posters of the exhibition *Modernities in the Paris Metro*.
© Sabine König

Hans Gunter Flieg. In 2015, the exhibition was presented at the Foundation's headquarters in Lisbon within the scope of the Gulbenkian Next Future Programme (February to April 2015).

Lectures and Colloquiums

Tout se Transforme

The lecture series *Tout se Transforme* (Everything Changes) continued in 2015 and included talks by Henrique Leitão, Gérard Berry, Bernardette Bensau-de-Vincent, Baudouin Jourdan, Dominique Gonzalez-Foerster, Hélène Cixous, Sylvie Catellin, Stéphane van Damme, Nancy Fraser, Étienne Balibar, Manuel Castells, Jacques Testart, Henri Atlan, Robert Dujarric, François Gipoloux and Catherine Vidal.

Les Rencontres de la Lusophonie

The lecture series *Les Rencontres de la Lusophonie* (Encounters with Lusophonia) also continued its programming. Activities in 2015 included encounters with numerous researchers and experts on topics related to the Portuguese language, book launches for Portuguese works published in France and seminars and colloquiums organised in partnership with university research centres (they included *Ruy Guerra et la pensée*

65
Sessions

157
Speakers

2,901
Participants

Au Sud d'Aujourd'Hui. Art contemporain portugais [sans le Portugal]

16.09-13.12.2015
The landscape of Portuguese contemporary creative practice has progressively and decisively found its place in the international context, with significant contributions by key names in the fields of literature, cinema and architecture. Curated by Miguel von Hafe Perez, this exhibition sought not to map out the national reality but to show "a slice of contemporary life that, by circumstance, is being moulded by Portuguese artists". As such, the Portuguese artists represented in the exhibition have, in the curator's words, "one foot in the country" (metaphorically, that is, for those who live abroad) and "a head that looks at the world". The exhibition included works by Ana Santos, André Cepeda, Arlindo Silva, Carla Filipe, Carlos Bunga, Daniel Barroca, João Maria Gusmão and Pedro Paiva, Mauro Cerqueira, Sónia Almeida and Von Calhau!



↑
Lecture by Manuel Castells.

critique des images, organised by l'Université Paris-Sorbonne (Paris 3) and l'Université Paris 4, *Femmes oubliées dans les arts et les lettres au Portugal*, organised by CRIMIC, l'Université Paris-Sorbonne, *Nação Crioula de José Eduardo Agualusa: une fiction de la lusophonie*, part of a series of interdisciplinary studies on Lusophone Africa, and *L'affaire du roman policier portugais* with Francisco José Viegas in attendance.

Other Events

Aside from the regular programme of lectures and colloquiums, an additional series of special events were organised in commemoration of the Delegation's 50th anniversary: the colloquium *The Margins*, organised in partnership with the Delegation Library and research centres focusing on Lusophone studies; a meeting with two winners of the Camões Prize, Eduardo Lourenço and Mia Couto, organised by José Carlos de Vasconcelos; the colloquium *The Arts of the Portuguese Language*, a two-day event with artists from various disciplines who use the Portuguese language in their works, co-organised with the Gulbenkian Portuguese Language and Culture Programme; and a discussion with various French and European foundations on philanthropy in the 21st century, organised in partnership with Fondation de France and Centre Français de Fonds et Fondations. As part of the Foundation's protocol with the Institut Jacques Delors, an event entitled *L'innovation, moteur de la compétitivité européenne* was held, with the participation of European Commissioner Carlos Moedas and Miguel Poiares Maduro.

Publications

Another event in celebration of the Delegation's 50th anniversary was a commemoration held on 15 September. The occasion included the launch of *Quando Portugal Falava Francês* (When Portugal Spoke French), a historical overview of the Delegation's 50 years, by historian Rui Ramos.

In partnership with the Gallimard Editions, the Foundation provided support for the publication of *Eduardo Lourenço. Une vie écrite*, a compilation of essays by Professor Eduardo Lourenço.

Scholarships and Prizes

Once again, the Delegation in France partnered with Cap Magellan to award the *Prix Gulbenkian-Cap Magellan Meilleur Lycéen* to the year's most accomplished secondary school student. The prize was awarded at the annual gala at the Paris City Council, which celebrates the anniversary of the founding of the Portuguese Republic and is one of the largest events organised by Paris's Portuguese-French community.

As part of the anniversary celebrations and in partnership with l'École des Beaux-Arts de Paris, the Delegation established the *Gulbenkian Curator* award, a €30,000 grant that enables a curator to spend a year at the academy. The grant was awarded to Sarina Basta, who organised a major exhibition and coordinated a Summer School at the l'École, as well as a lecture series at the Delegation. She also visited Lisbon to participate in a programme organised by the Modern Art Centre for international curators, who have the chance to visit Portuguese art studios.

In partnership with the literary magazine *Books*, the Delegation awarded the *Prix Books Gulbenkian*, honouring the best Portuguese-to-French translation published in France in 2013-2014, to Dominique Nédellec for his translation of António Lobo Antunes's most recent novel *Quels Sont Ces Chevaux Qui Jettent Leur Ombre sur la Mer?*

Partnerships

In 2015, the Delegation partnered with Réunion des Musées Nationaux - Grand Palais for the exhibition *Amadeo de Souza-Cardoso* and with Cité de l'Architecture et du Patrimoine for the exhibition *Les Universalistes. Architecture contemporaine portugaise 1965-2015*. Contracts were signed with both institutions to co-produce the exhibitions.

The Delegation maintained its partnership with Fondation Maison Sciences de l'Homme (FMSH), one that has become increasingly close over time. Staff from both institutions participate in each others' activities, while lectures are organised at the Foundation in partnership with the the FMSH's programme directors.

Another highlight of 2015 was the Delegation's collaboration with l'École des Beaux-Arts de Paris in establishing the "Gulbenkian Curator" Prize and producing the second half of the exhibition *Pliure, Épilogue. La bibliothèque, l'univers*. The exhibition *Modernités. Photographie brésilienne 1940-1964* was organised in partnership with Instituto Moreira Salles of Rio de Janeiro.

The Delegation enjoys regular and close collaborations with Fondation de France and Centre Français de Fonds et Fondations. The three organisations co-organised the event *La philanthropie du XXI siècle* (Philanthropy in the 21st century), held on 12 November.

The Delegation also worked in collaboration with the following institutions last year: Éditions Gallimard (publication of a collection of essays by Eduardo Lourenço, *Une vie écrite*), the magazine *Books* (Gulbenkian Books Prize for best Portuguese-to-French translation), Palais de Tokyo (organisation of a performance with the artists von Calhau!, as part of the exhibition *Au Sud d'Aujourd'Hui*), Institut Jacques Delors - Our Europe (lecture on "Innovation, the driving force behind European Competitiveness") and A people is missing (symposium "Beyond the Magiciens Effect").

The Delegation continued to enjoy a close collaboration with the Camões Institute and Maison du Portugal, hosting numerous events in partnership with the two institutions. Worth mentioning is the appointment of a cultural attaché for the Portuguese Embassy, which will facilitate closer collaboration with Portuguese authorities in France.



AMADEO DE SOUZA-CARDOSO, 1887-1918

IN PARTNERSHIP WITH RÉUNION DES MUSÉES NATIONAUX - GRAND PALAIS, the Delegation in France organised the largest exhibition on Amadeo de Souza-Cardoso's work ever held outside Portugal. Curated by Helena de Freitas, it was held in the Galeries Nationales du Grand Palais in Paris from 20 April to 18 July 2016. The exhibition provides a valuable opportunity to expose French audiences to the work of an artist who remains relatively unknown internationally.

Arguably Portugal's most important modernist artist, Amadeo de Souza-Cardoso split his time between Paris (1906-1914) and Manhufe, Northern Portugal and maintained a constant dialogue with the avant-garde and with the artists of his era (like his close friends Modigliani, Brancusi and Sonia and Robert Delaunay, among others).



↑
View of the exhibition *Amadeo de Souza-Cardoso, 1887-1918*, Grand Palais, Paris.
© Nuno Cera

In a very short space of time, Souza-Cardoso blazed through the revolutionary artistic movements of his era, creating his own vocabulary and the unmistakable imprint of a great artist. A victim of Spanish influenza at the young age of 30, his death in 1918 put an abrupt end to his artistic career and to the visibility of his works. However, what he has left us with is the legacy of an intense, experimental and singular body of work in the context of the 20th century avant-garde.

LES UNIVERSALISTES. 50 ANS D'ARCHITECTURE PORTUGAISE (1965-2015)

THE EXHIBITION *LES UNIVERSALISTES. 50 ANS D'ARCHITECTURE PORTUGAISE* is co-produced with Cité de l'Architecture et du Patrimoine and curated by architect Nuno Grande.

Held from 13 April to 29 August 2016, this exhibition focuses on some of Portugal's most important architects and buildings in the past 50 years, highlighting the "universalist vocation of the new generation of Portuguese architects, one that is always in dialogue with the world". The architects include Fernando Távora, Álvaro Siza Vieira, Eduardo Souto de Moura, Pancho Guedes, the brothers Aires Mateus, Gonçalo Byrne, Ruy Athouguia and Nuno Teotónio Pereira.

REVITALISATION OF THE LIBRARY

CURRENTLY HOME TO NEARLY 95,000 VOLUMES, including books, journals and periodicals focusing on various areas of the humanities, it is the most important Portuguese-language library in Europe outside of Portugal and is visited by students, researchers and lovers of the Portuguese language. 2015 was marked by the departure of its manager Maria Arlette Darbord. The Library also runs a busy

programme of lectures, colloquiums and debates about Portuguese-language literature (*Les Rencontres de la Lusophonie*), focusing on history, thought, artistic creation and the diverse forms of cultural expression produced in the Portuguese-speaking world. One of the most important aspects of its activity is its collaboration with university research centres and researchers in France, Portugal, Brazil and Portuguese-speaking African countries. Each month, it hosts free conversation classes where people can practice speaking Portuguese. It also receives many visits from primary school children. The Library actively continues to expand its collection and is now part of France's largest network of university library databases.



↑
The Universalists on a trip.
© Arquivo pessoal do arquiteto Alexandre Alves Costa

4,028
Readers

7,805
In-library consultations and loans

36,898
Online Catalogue Consultations



United Kingdom Branch

The purpose of the UK Branch is to bring about long-term improvements in social well-being, particularly for the most vulnerable, by creating connections across boundaries (national borders, communities, disciplines and sectors) which deliver social, cultural and environmental value.



House without Window, a street photography project on the homeless in Brazil by Café Art, one of the organisations participating in With One Voice, a project in partnership between UK and Brazil.
© Diogo Virulli.

€2,034,585

GRANTS

IN 2015 THE UK BRANCH CONTINUED TO DELIVER three principal programme strands: helping vulnerable and underserved groups to find a voice through participatory performing arts; helping to improve the communication of the value of the ocean; and supporting people during transitions in later life, particularly retirement.

These three areas are supported by cross-cutting work aimed at creating the conditions for beneficial change.

Resources were also dedicated to securing the legacy of previous programmes to maximise the ongoing impact of our interventions.

Activities

Transitions in Later Life

In 2015, the UK Branch sought to increase knowledge about transitions in later life and secure more appropriate responses to the issues they create for older people. Based on our in-depth scoping, we focused on early preparation for later life transitions. Working in partnership with the Centre for Ageing Better, we are testing potential benefits of early, therapeutic interventions aimed at building resilience, promoting wellbeing, and addressing the risk of loneliness.

In 2015, we selected seven organisations to help prototype new models of support for people in pre-retirement and to build the evidence base as to what works.



Participatory performing arts

In 2015 we selected 14 consortia to pilot innovative models through our *Sharing the Stage* initiative. This aims to increase the participation of vulnerable or underserved groups as performers in the arts. The projects completed their research and development phase, and we co-developed the strand's theory of change and evaluation framework. Partnered by the Esmée Fairbairn Foundation, we are supporting ten projects to scale up their models to full production in 2016.

Valuing the Ocean

The UK Branch *Valuing the Ocean* strand complements the work of the Gulbenkian Oceans Initiative. We are working intensively with UK-based NGOs with the skills and ambition to increase the environmental sector's impact, particularly through improved communication of the value of our ocean and deepening understanding of the role of the ocean in human wellbeing.



The *Marine ColLABoration* group taking part in a lab session in Lisbon, September 2015.
© FOAM



Notes from a *Sharing the Stage* learning community session, held at the UK Branch facilities.

© Calouste Gulbenkian Foundation (UK Branch).



Creating the Conditions for Change

The focus of this cross-cutting strand is to create environments that support social change, particularly through innovation, greater collaboration and sector leadership. We are working in 'change labs' or innovation teams across our strands of work, which are processes that use experimental methods to address social and public challenges.

Campaign to End Loneliness

Our strategic partner, the *Campaign to End Loneliness*, begins its sixth year with an extensive network of individuals and organisations actively supporting its aim of tackling the significant health impacts of loneliness in older age. It has influenced around 80 per cent of local authorities to take action through practical guidance based on rigorous evidence and backed by a substantial media response. Endorsed by Public Health England, a governmental organisation that aims to improve health and wellbeing in the UK, the Campaign is working with government, local government and a range of national and local stakeholders, and is strengthening European connections. After a full strategic review in 2015, it has a robust fundraising plan for future sustainability and enhanced impact.

With One Voice

The *With One Voice* initiative, led by Streetwise Opera whom we are partnering, is drawing on inspirational practice in Brazil – a country where creativity is well understood as an agent for social change – and leading to improved outcomes for homeless people including through policy change. Cultural exchanges are planned between the UK and Brazil and Tokyo, which are laying the basis of the first global movement that champions the effects on wellbeing of homeless people's engagement in the arts.

Loneliness Social Impact Bond

We supported Social Finance in their development of a Social Impact Bond to support healthy ageing through connecting older people to their communities in order to reduce loneliness and social isolation.

Social Innovation Exchange

We maintain a strong relationship with the Social Innovation Exchange (SIX), contributing to the establishment of an international funders' network and helping to communicate the value and impact of SIX through a commissioned account of its successful global development.



With One Voice Brazilian exchange in April 2015.
© Asa Westerlund



Delegates taking part in a Japanese study tour on arts and older people, jointly organised by the UK Branch, the Baring Foundation and the British Council, had an opportunity to watch members of the Saitama Gold Theatre perform *Richard II*.

© Maiko Miyagawa



Participants in the Making Every Adult Matter Coalition's *Voices from the Frontline* project, which aims to bring the issue of multiple needs to the heart of the policy debate.

© Kate Lowe



Legacy

In 2015 efforts were made to secure the legacy of programmes that are closed or drawing to an end.

Adults with Multiple Needs

The Foundation and the Making Every Adult Matter coalition that we co-founded worked together to influence government departments and to explore the potential for a "national focus" on individuals with multiple needs (nationally agreed outcomes and a programme of locally delivered support).

Literature in Translation

We continue to support the Writers' Centre Norwich and Free Word to lead on a strategy to secure the achievements of those who practice the translation of literature. With our support, King's Cultural Institute is working with an advisory committee to support a creative multilingualism sector with high quality initiatives, linked nationally and internationally.



Nature Play: Nature Conservation, a project supported through the UK Branch's *Valuing Nature Programme*
© Royal Botanic Garden Edinburgh

Valuing Nature

We published a review to amplify recommendations from a five-year evaluation of our *Communities in Nature Programme*, which aimed to 'grow the social role' of botanic gardens.

Partnerships

The UK Branch acts as a convener and collaborator, fostering partnerships that might not otherwise happen, supporting and engaging in networks and hosting learning communities. Strong relationships with funding partners are essential to achieving impact across all our strands. The projects supported during 2015 have drawn in £2,100,767 from other sources in direct investment.

During the year, the UK Branch participated in a number of funder coalitions. This includes working with NES- TA, Esmée Fairbairn Foundation, Arts Council England and Bank of America Merrill Lynch to support the Arts Impact Fund, which enables arts organisations to build their capacity for social impact and income generation. We partnered with the Big Lottery Fund and Collaborate to publish a series of reports in which we propose smarter collaboration between funders so that they can provide mutual support and assist social change initiatives to reach their full impact. We are co-funding a single use plastics project in London with the Oak Foundation and are jointly supporting projects aimed at implementing the Reformed Common Fisheries Policy across Europe with Oak and the Pig Shed Trust.

In terms of international partnerships, work was carried out with the British Council and Arts Council England to develop an international network focused on strengthening the work of those who engage homeless people through the arts. We also worked with the British Council on a Japanese study tour for UK arts professionals, researchers and other funders interested in innovative initiatives in response to our ageing societies. Finally, we partnered with OECD on a project examining the future of the ocean economy to 2030. We have also supported a global platform for developing protocols for natural capital with the Institute of Chartered Accountants in England and Wales.

Assessment

Evaluation, reporting, learning and a focus on outcomes are embedded in each stage of our programme cycle from early research and scoping, programme delivery to legacy and dissemination. Bespoke evaluation frameworks for our new strands co-designed with our partners will enable us to assess impact, capture learning and to feed this into future planning.

For example, during 2015 we co-developed an evaluation framework with partners in our *Sharing the Stage* cohort of projects together with a supporting toolkit using participatory approaches for evaluation. We commissioned a number of evaluation and learning reports. These included an evaluation of the *Communities in Nature* Programme, which confirmed the benefits and social role of botanic gardens in local communities, and a report summarising learning from our successful *Literature in Translation* Programme.

£1,614,750
Total value of grants

55
Grants

25 ARTS	10 EDUCATION	20 SOCIAL CHANGE
-------------------	------------------------	-------------------------------

13
Publications

141
Events and meetings

THE AGENCY: AN INITIATIVE OF YOUNG CREATORS OF CHANGE

MARCUS FAUSTINI – a leading figure of Brazilian theatre – conceived this initiative that uses creativity and theatrical processes to offer the possibility to young people most in need of means, originally from the favelas of Brazil, to transform their ideas into projects and social enterprises.

In 2011, the Battersea Arts Centre, Contact Theatre and the People's Palace Project joined forces to test this new methodology, which aims to offer a new way to deal with unemployment and lack of opportunities in the UK. As a precursor to their *Sharing the Stage* – aimed at extending the aspirations of people through their participation in the arts – the UK delegation gave them funding in 2013 to launch a pilot programme for two years in London and Manchester; in 2015, they proceeded to the official launch of *The Agency*.

The project aims to empower young people to see themselves as agents of change within their communities. In London, more than a thousand young people have been involved with *The Agency* since its inception.

The proof that this initiative has been successful is the fact that the Big Lottery Fund has continued to fund it in order to explore new ideas for expansion and that the model was replicated and used throughout the UK.



Gordon Osmond Vernon (centre) has based his game *Life Is What U Make It* on his experience growing up in a housing estate in London.
© Rob Logan, Battersea Arts Centre





BUDGET IMPLEMENTATION AND ACTIVITIES

In summary, the data relating to the Foundation's budget and activities plan execution in 2015, reveal the following:

› Implementation of activities and financial execution were slightly higher than forecasted, as proven by the budget deficit. However, this represented a balanced achievement of the objectives that were set.

› The Foundation's level of activity remained stable. However, there was a reduction in distribution activities (grants, scholarships and prizes) and an increase in direct activities.

› Personnel costs were higher than forecasted in the budget, due mainly to the anticipation of retirement pensions and other compensations relating to staff departures; expenditures also increased in comparison with 2014. At the end of 2015, the Foundation had 439 permanent employees and 66 employees working on fixed-term contracts, in addition to its 9 trustees. The 41 employees at the Instituto Gulbenkian de Ciência (IGC) should also be added to this number. Compared to the previous year, there was a net increase of 2 employees at the Head Office and at Delegations, and a net decrease of 2 employees at the IGC.

› Operating costs were lower in comparison with the previous year and below what was forecasted in the budget.

› Spending on direct activities was higher than in 2014 and higher than what was forecasted in the budget.

› Spending on grants, scholarships and prizes decreased in comparison with 2014 and was lower than what was forecasted in the budget.

› Expenditures on the investment portfolio were, on the whole, slightly loss-making.

› Investment was lower than what was forecasted in the budget but represented an increase compared to the previous year.

› Costs incurred on pensioners showed a gradual decrease compared to the previous year. Not all of the amounts allocated in the budget were spent, resulting in a positive balance. As of 31 December 2015, there were 985 pensioners.

› Income from activities was lower than what was forecasted in the budget and slightly lower than in 2014.

› Cost structure showed a number of changes, compared to 2014 and budget forecasts, as follows: staff costs 34.3%; operating costs 10.3%; costs for direct activities 17.7%; grants, scholarships and prizes 15.4%; costs for managing the investment portfolio 2.3%; pension costs 17%; investment 3%.



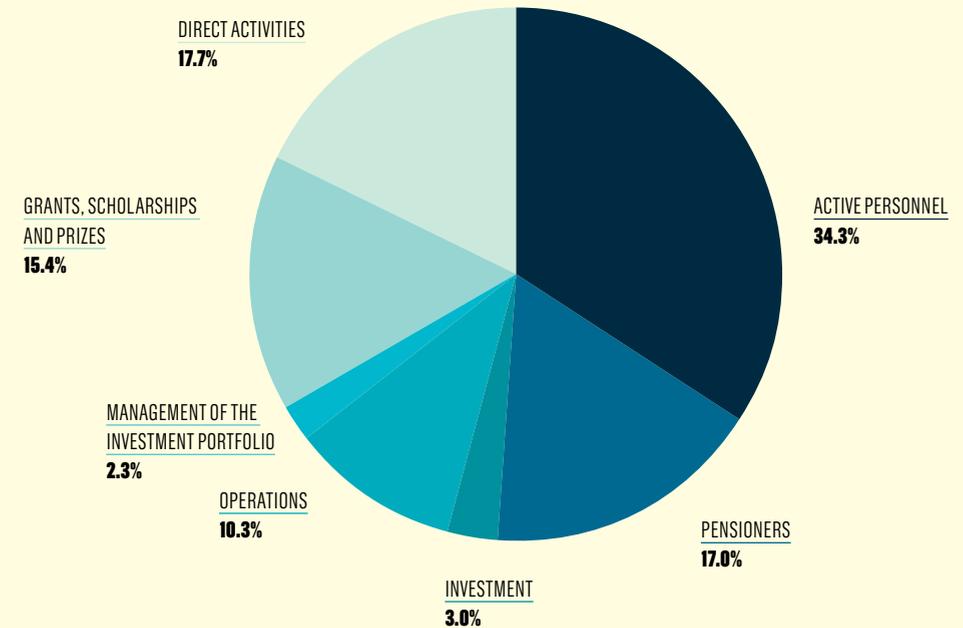
Analysis of the Foundation's income and expenditure did not take into account the Instituto Gulbenkian de Ciência, which has the autonomy to render its accounts within its own bodies. This will change as of 2016. However, the calculations pertaining to the Foundation's statutory purposes and the division of costs between Portugal and abroad are an exception; they include the IGC so as to avoid distorting the analysis of the overall impact of the Foundation's activity.

Costs and Income

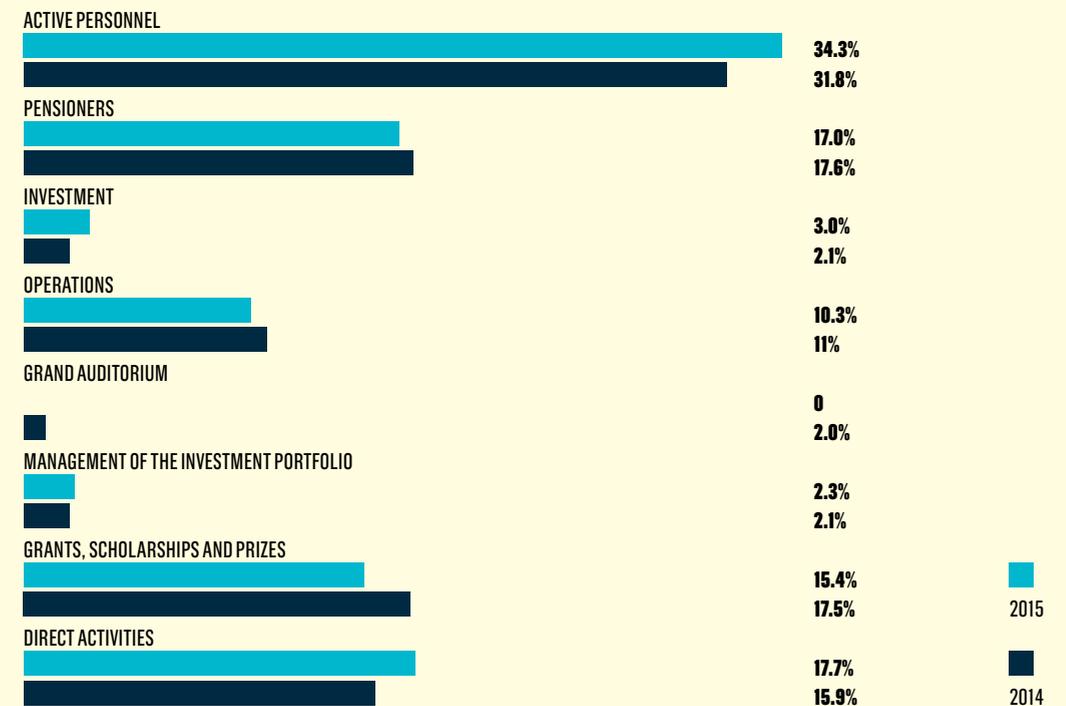
	Euros		CHANGE	
	2015	2014	ABSOLUTE VALUE	%
	1	2	3=1-2	4=3/2
COSTS				
Active Personnel	33 946 696	31 240 482	2 706 214	8.7
Operating Costs	10 193 768	10 763 911	-570 143	-5.3
Activities	32 633 231	32 930 231	-297 000	-0.9
Direct Activities	17 457 888	15 764 763	1 693 125	10.7
Grants, Scholarships and Prizes	15 175 343	17 165 468	-1 990 125	-11.6
Management of the Investment Portfolio	2 282 840	2 076 897	205 943	9.9
Custody	478 525	488 016	-9 491	-1.9
Consulting	1 804 315	1 588 881	215 434	13.6
Pensioners	16 818 958	17 264 426	-445 468	-2.6
	95 875 493	94 275 947	1 599 546	1.7
INCOME (-)				
Activities	5 724 316	5 763 932	-39 616	-0.7
Use of the Investment Portfolio	457 897	488 172	-30 275	-6.2
	6 182 213	6 252 104	-69 891	-1.1
INVESTMENT	2 994 475	2 010 733	983 742	48.9
GRAND AUDITORIUM	0	1 931 012	-1 931 012	-100.0
EXCHANGE RISKS AND UNEXPECTED EVENTS	506 806	0	506 806	-
TOTAL GROSS COST EXCL. IGC	99 376 774	98 217 692	1 159 082	1.2
INCOME EXCL. IGC (-)	6 182 213	6 252 104	-69 891	-1.1
TOTAL NET COST EXCL. IGC	93 194 561	91 965 588	1 228 973	1.3
Instituto Gulbenkian de Ciência	7 520 000	7 100 000	420 000	5.9
TOTAL NET COST	100 714 561	99 065 588	1 648 973	1.7

Total Gross Cost

2015



Change 2014/2015



Statutory Purposes

Distribution by statutory purposes remained stable, showing slight changes when compared to the previous year. Art - 36.8% (minus 1.5 percentage points), Charity - 11.9% (minus 0.7 p.p.), Science - 25.9% (plus 2.4 p.p.) and Education - 25.4% (minus 0.2 p.p.).

Division of Costs between Portugal and Abroad

The geographical distribution of the Foundation's activities was 67% in Portugal and 33% abroad.

Projects Funded by Third Parties

Two important initiatives continue to receive funding from external sources: CISA - Health Research Centre of Angola, which is partially funded by Camões - Institute for Cooperation and Language and by Angolan organisations; and the Cidadania Ativa Programme, funded by the Financial Mechanism of the European Economic Area (EEA Grants).

Other projects that receive external funding include: *Isolearn*, *Playgroups for Inclusion*, *Intesys*, *Too Young to Fail*, *EAThink 2015* and *21st Century European Classroom* - All of them received funding from the European Union.

The amounts raised for these projects from outside the Foundation totalled roughly 1.6 million euros, to which were added the financial contributions made by the Foundation itself, amounting to a total investment of 2.3 million euros in 2015.

Active Personnel

Active Personnel changes during the year, including at the Instituto Gulbenkian de Ciência, did not affect the total net number of employees.

	31.12.2015	31.12.2014	CHANGE No.
PERMANENT STAFF	439	444	-5
General Employees	376	382	-6
Artistic Employees	63	62	1
FIXED-TERM CONTRACTS	66	59	7
General Employees	59	52	7
Artistic Employees	7	7	0
TOTAL*	505	503	2
Trustees	9	9	0
IGC	41	43	-2
TOTAL GENERAL*	555	555	0

This figure does not take into account the reforms initiated on 1 January 2016, which will only affect the reduction in staff in 2016.

Pensioners

As far as pensioners are concerned, there was a net reduction of 4 people. The category that saw the greatest change was early retirements.

	31.12.2015	31.12.2014	CHANGE No.
Pre-retirements	46	53	-7
Early retirements	275	270	5
Old Age / Disability Pensions	452	453	-1
Survivors' Pensions	212	213	-1
TOTAL	985	989	-4

* In 2015, 8 new staff were added to projects supported by external funding (6 in the Gulbenkian Human Development Programme and 2 in the Gulbenkian Empowering New Generations Programme).

Foundation's Activities in 2015

The Foundation's activities take place in many different areas. The importance and variety of these activities and their impact in terms of beneficiaries, the number of events, and the financial support involved are clearly set out in the following tables, which do not include the Gulbenkian Institute of Science:

GRANTS, SCHOLARSHIPS AND PRIZES	DIRECT COST	
	NO.	€
Grants	627	10 695 772
Scholarships	1 151	4 079 488
Prizes	5	328 000
Associated Costs	-	179 063
INITIATIVES	EVENTS	DIRECT COST
	NO.	€
Exhibitions (Inaugurated during the year)	30	2 651 846
Concerts (No. of Sessions)	175	10 853 508
Cinema (No. of Sessions)	69	143 557
Other Performances (No. of Sessions)	35	243 426
Publications	123	1 510 396
Conferences and Seminars	202	812 138
Educational activities	3 021	1 557 334
Training Workshops	8	110 399
Acquisition of Works of Art	16	167 992
Projects	18	2 430 465
Other Initiatives	-	2 993 633
PERMANENT ACTIVITIES	VISITORS / USERS	DIRECT COST
	NO.	€
Calouste Gulbenkian Museum	217 062	2 837 558
Modern Art Centre	107 475	2 188 644
Art Library	3 230	2 342 583
Delegation in France Library	4 028	634 337

Beneficiaries and Events

The impact of the activities developed by the Foundation over the last two years can be measured through the physical indicators shown below:

BENEFICIARIES	2015	2014	CHANGE
	NO.	NO.	%
Beneficiaries of Grants	627	634	-1
Scholarship Holders	1 151	1 129	2
Visitors to Museums	324 537	377 007	-14
Visitors to Temporary Exhibitions ¹	178 752	239 438	-25
Attendance at Concerts	137 501	131 671	4
Attendance at Film Screenings	9 744	12 354	-21
Attendance at Other Performances	15 317	17 951	-15
Attendance at Lectures and Seminars	30 213	27 623	9
Participants in Educational Activities	65 850	67 865	-3
Readers / Users of Libraries	7 258	9 053	-20
EVENTS	2015	2014	CHANGE
	NO.	NO.	NO.
Temporary Exhibitions (Inaugurated during the Year)	30	31	-1
Concerts (No. of Sessions)	175	189	-14
Cinema (No. of Sessions)	69	73	-4
Other Performances (No. of Sessions)	35	50	-15
Publications - Editions ²	123	129	-6
Copies	85 211	99 729	-14 518
Conferences and Seminars	202	216	-14
Educational Activities	3 021	3 236	-215
Training Courses	8	5	3
Projects	18	5	13
Prizes	5	3	2
Acquisition of Works of Art	16	31	-15

¹ Values adjusted, since overlapping attendances at simultaneous exhibitions in the Modern Art Centre were excluded.

² Includes e-books: 2 in 2015 and 8 in 2014.

An analysis of the evolution of these indicators makes it possible to conclude that, in general, the impact of the activities developed by the Foundation in 2015 recorded minor changes in comparison with the previous year.

Generally speaking, the Foundation's model of activities remained very stable in terms of both distribution activities and direct activities.

› The total number of grants and scholarships awarded changed slightly: a 2% increase in scholarship holders and a 1% decrease in grant recipients.

› The number of visitors to museums decreased significantly, owing to a 20% reduction in visitors to the Calouste Gulbenkian Museum; the Modern Art Centre, however, saw a 4% increase in visitors. It should be noted that the number of museum admissions cited in this report refers to the number of people who visited the permanent collections and/or the temporary exhibitions.

› In terms of exhibitions, and for roughly the same number of events, the number of visitors fell by 25%. Essentially, this decrease is due to the fact that the main exhibitions held at the Calouste Gulbenkian Museum did not have the same impact with the public as they did in 2014.

› Concert attendance increased despite the fact that there were fewer sessions.

› As for cinema and other shows, programming dictated that there would be fewer events. As a result, attendance

fell compared to the previous year, when numbers grew considerably.

› With lectures and discussions, public attendance increased by 9% despite a fewer number of events.

› Educational activities decreased, particularly in terms of the number of events programmed, with the number of participants remaining steady.

› The Art Library showed a decrease in the numbers of readers and titles consulted. The Library of the Delegation of France saw an increase in readers and a drop in book requests.

› As for publishing, roughly the same number of titles were produced. However, the total number of copies was significantly lower due to a drop in the average number of copies printed.

› There was an increase in prize-giving activity, with the awarding of five prizes - two more than usual.

› The number of acquired works of art was about half that of the previous year, due to the fact that 2/3 of the funds budgeted for acquisitions were reallocated to other activities.

Cost of Activities

The following tables show the expenditure allocated to the various activities over the last two years:

GRANTS, SCHOLARSHIPS AND PRIZES	2015	2014	CHANGE
	€	€	%
Grants	10 695 772	12 135 279	-12
Scholarships	4 079 488	4 215 976	-3
Prizes	328 000	337 500	-3
Associated Costs	179 063	909 175	-80
INITIATIVES	2015	2014	CHANGE
	€	€	%
Exhibitions	2 651 846	2 537 720	4
Concerts	10 853 508	11 392 056	-5
Cinema	143 557	152 373	-6
Other Performances	243 426	526 921	-54
Publications	1 510 396	1 665 336	-9
Conferences and Seminars	812 138	723 837	12
Educational Activities	1 557 334	1 401 539	11
Training Courses	110 399	93 686	18
Acquisition of Works of Art	167 992	503 696	-67
Projects	2 430 465	657 946	269
Other Initiatives	2 993 633	1 622 042	85
PERMANENT ACTIVITIES	2015	2014	CHANGE
	€	€	%
Calouste Gulbenkian Museum	2 837 558	2 831 026	0
Modern Art Centre	2 188 644	2 061 442	6
Art Library	2 342 583	2 242 409	4
Delegation in France Library	634 337	556 789	14

→
Staircase at the
Delegation in France.
© Rémy-Pierre Ribière



Consolidated Financial Statements

2015 Financial Year

Introductory note

The consolidated financial statements of the year ending 31 December 2015 reflect the application of the IFRS 11 (Joint Arrangements) standard to Partex Oman Corporation (POC), held by the subsidiary Partex Holding BV. In the accounts presented at the end of 2014, Partex Gas Corporation (PGC), holder of shares in GASCO, was presented in accordance with IFRS 11. However, the auditors chose not to apply the standard to the remaining assets in the Middle East. This changed at the close of 2015; in relation to POC, these assets are now adopting the criteria under IFRS 11.

With the adoption of this standard, the opening and closing consolidated balance sheet for 2014 is presented in two columns that now take into account the new accounting requirements for interests in joint ventures.

In 2015, the Calouste Gulbenkian Foundation's total consolidated assets amounted to €2,853.4 million, representing a decrease of 7.0% compared to the previous year.

The Foundation's assets are comprised of two essential components:

- › Financial assets, totalling 2,118.6 million euros (of which 2,116.7 million euros refers to the investment portfolio). This represents a decrease of 30.3 million euros (-1.4%) compared to the total on 31 December 2014.

- › Oil assets of 478.3 million euros, held through Partex Holding B.V., comprising Partex capital, reported under "Investment in subsidiaries". This represents a drop of 137.7 million euros compared to 2014 (616.0 million euros), due mainly to asset devaluation as a result of depressed oil prices, since the fair value became lower than the accounting costs in various assets.

The net equity represented by the capital fund amounted to 2,446.5 million euros (corresponding to 85.7% of the value of the consolidated assets) and reflects a decrease of 151.0 million euros (-5.8%) compared to a year ago.

The decrease in the capital fund in 2015 is explained by:

- › A net loss of 202.1 million euros that was transferred to the Capital Fund (in 2014, this transfer amounted to 99.2 million euros);

- › An increase of 51.1 million euros in reserves, due primarily to the cumulated effect of a positive change in the fair value of non-current financial assets (5.2 million euros – gross assets portfolio); an appreciation in Partex's fair value in the first semester of 2015 totalling 68.7 million euros; foreign exchange losses (14.2 million euros)¹; and negative actuarial deviations (-€9.6 million euros).

The negative result transferred to the capital fund (202.1 million euros in the consolidated statements) reflects operational activity in the 2015 year and is dissolved, in exchange, into other income and operating costs.

The total return was 141.5 million euros, down 175.3 million euros from 2014 (316.8 million euros). The decrease is a result of a drop in returns from oil activities and returns from the financial investment portfolio:

- › Returns from oil activities fell by 32.8 million euros compared to 2014, due mainly to a fall in revenues of 163.3 million euros, which was only partially compensated by a 130.5 million euros drop in cost of sales.

- › Returns from the investment portfolio, totalling 24.4 million euros, were significantly lower than what was reported in 2014 (171.2 million euros).²

Other income (15.7 million euros) fell by 12.7 million euros compared to the previous year³.

With regards to operating costs, a number of items are worth highlighting:

- › Funds provided for the Foundation's distribution and direct activities totalled 67.1 million euros in 2015, down 2 million euros from what was reported in 2014.

26 APRIL 2016

¹ The negative deviation resulted from the restatement of the value of Partex's own capital on 1 January 2014. Since then, Partex's value includes unrealised exchange rate gains, which have now been annulled in the context of the restatement.

² In 2015, the portfolio of financial assets showed a return of 1.2%, compared with 8.7% in 2014. These results are the weighted average of the results of the securities portfolio (5.6% in 2015 and 13.7% in 2014) and the gross assets portfolio (private equity funds and real estate funds, 5.9% in 2015 and 4.7% in 2014), adjusted by foreign exchange losses of -4.9% in 2015 and -4.5% in 2014. These financial return estimates correspond to internal rates of return from the corresponding portfolios and are not obtained based on the accounting returns included in the financial statements.

³ The 2014 amount reflected the extraordinary income received in March 2014 with the recovery of tax paid on the sale of the Avenue d'Iéna building.

**Consolidated statement of comprehensive income
for the years ended 31 December 2015 and 2014.**

	2015 EUROS '000	2014 EUROS '000
Oil and gas sales	296 668	452 912
Cost of sales	(86 962)	(107 856)
Tax on oil activities	(116 468)	(226 057)
Other oil and gas income	24 032	31 043
Return from oil activities	117 270	150 042
Results of current financial assets and liabilities	15 213	170 658
Results of non-current financial assets	1 143	(797)
Results of subsidiary companies	8 015	1 343
Other financial results	(101)	(4 458)
Financial return	24 270	166 746
Other income	15 654	28 371
Distribution and direct activities	(67 059)	(69 082)
Other administrative and operational costs	(42 190)	(39 526)
Employee benefits	(9 292)	(11 909)
Impairment	(194 096)	(62 033)
Amortisations and depreciations	(83 226)	(62 230)
Income tax	36 590	(1 175)
Transfer to the Capital Fund	(202 079)	99 204
Other comprehensive income for the year		
Items that will not be reclassified to results		
Actuarial Deviations	(9 581)	(28 243)
Items that may be reclassified to results		
Exchange differences resulting from consolidation	(14 193)	21 957
Gifts	926	121
Non-current financial assets	5 196	15 030
Other changes in fair value	68 702	41 943
	51 050	50 808
Total comprehensive income for the year	(151 029)	150 012

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

**Consolidated Balance Sheet for the years ended
31 December 2015 and 2014**

	2015 EUROS '000	2014 EUROS '000 RESTATED	01.01.2014 EUROS '000 RESTATED
ASSET			
Non-current assets			
Intangible assets	69 836	76 215	91 659
Interests in joint ventures	348 144	450 491	367 165
Tangible fixed assets	42 038	44 389	45 857
Non-current financial assets	180 766	185 342	196 172
Investments in subsidiary companies	66 215	58 200	54 425
Debtors and other non-current assets	38 712	32 259	25 056
Deferred tax liabilities	12 299	-	-
	758 010	846 896	780 334
Current assets			
Current financial assets	1 894 747	1 949 982	1 803 293
Other treasury applications	47 313	26 919	30 679
Inventories	23 374	21 455	19 323
Debtors and other current assets	61 255	56 547	145 177
Cash and cash equivalents	68 696	140 578	137 617
	2 095 385	2 195 481	2 136 089
Total assets	2 853 395	3 042 377	2 916 423
CAPITAL FUND			
Capital received from the Founder	11 747	11 747	11 747
Reserves	2 636 823	2 486 568	2 435 761
Transfer to the Capital Fund	(202 079)	99 204	-
Total Capital Fund	2 446 491	2 597 520	2 447 508
LIABILITIES			
Non-Current liabilities			
Provisions	340 031	317 798	282 556
Deferred tax liabilities	-	22 261	18 472
Creditors and other non-current liabilities	385	357	622
	340 416	340 416	301 650
Current liabilities			
Current financial liabilities	871	30 862	208
Grants and scholarships	7 631	8 062	8 441
Creditors and other current liabilities	57 986	65 517	158 616
	66 488	104 441	167 265
TOTAL LIABILITIES	406 904	444 857	468 915
TOTAL CAPITAL FUND AND LIABILITIES	2 853 395	3 042 377	2 916 423

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

**Statement of consolidated cash flows
for the years ended 31 December 2015
and 2014**

	2015 EUROS '000	2014 EUROS '000
Operating Activities		
Oil and gas income received	314 617	92 637
Proceeds/Investments in current financial assets	42 370	32 648
Distribution and direct activities	(65 397)	(67 783)
Payments to suppliers	(103 951)	-
Pensions paid	(26 980)	(17 393)
Income taxes	(118 164)	208
Other receipts/(payments) in relation to operating activities	(18 023)	(19 521)
Cash flows generated by operating activities	24 472	20 796
Investment Activities		
Non-current financial assets	(1 076)	5 729
Dividends	20 662	23 204
Acquisitions of fixed assets	(96 857)	(68 698)
Sale of fixed assets	(3 901)	23
Other receipts/(payments)	78 566	(628)
Cash flows generated by investment activities	(2 606)	(40 370)
Financing activities		
Receipt/(Payment) of dividends	(72 527)	-
Cash flows generated by financing activities	(72 527)	-
Net changes in cash and equivalents	(50 661)	(19 574)
Effects of exchange differences	(827)	18 850
Cash and cash equivalents at the beginning of the year	167 497	168 221
Cash and cash equivalents at the end of the year	116 009	167 497
Cash and cash equivalents includes:		
Cash	42	40
Deposits	68 654	140 538
Other treasury applications	47 313	26 919
	116 009	167 497

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

**Statement of changes in the consolidated Capital
Fund for the years ended 31 December 2015
and 2014**

	TOTAL CAPITAL FUND EUROS '000	CAPITAL RECEIVED FROM THE FOUNDER EUROS '000	EXCHANGE DIFFERENCES EUROS '000	FAIR VALUE RESERVE EUROS '000	ACTUARIAL GAINS AND RESERVES EUROS '000	OTHER RESERVES EUROS '000
Balance at 31 December 2013	2 749 456	11 747	(27 881)	489 664	(54 472)	2 330 398
Restatement	(301 948)	-	-	(301 948)	-	-
Balance at 01 January 2014	2 447 508	11 747	(27 881)	187 716	(54 472)	2 330 398
Transfer to the Capital Fund	99 204	-	-	-	-	99 204
Exchange difference	21 957	-	21 957	-	-	-
Change in fair value	15 030	-	-	15 030	-	-
Other changes in fair value	41 943	-	-	-	-	41 943
Actuarial deviations	(28 243)	-	-	-	(28 243)	-
Gifts	121	-	-	-	-	121
Total comprehensive income for the year	150 012	-	21 957	15 030	(28 243)	141 268
Balance at 31 December 2014	2 597 520	11 747	(5 924)	202 746	(82 715)	2 471 666
Transfer to the Capital Fund	(202 079)	-	-	-	-	(202 079)
Exchange difference	(14 193)	-	(14 193)	-	-	-
Change in fair value	5 196	-	-	5 196	-	-
Other changes in fair value	68 702	-	-	-	-	68 702
Actuarial deviations	(9 581)	-	-	-	(9 581)	-
Gifts	926	-	-	-	-	926
Total comprehensive income for the year	(151 029)	-	(14 193)	5 196	(9 581)	(132 451)
Balance at 31 December 2015	2 446 491	11 747	(20 117)	207 942	(92 296)	2 339 215

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

Separate statement of comprehensive income for the years ended 31 December 2015 and 2014

	2015 EUROS '000	2014 EUROS '000
Results of current financial assets and liabilities	15 213	170 658
Results of non-current financial assets	1 143	(797)
Results at subsidiary companies	(64 071)	24 547
Advances	-	11 836
Other financial results	701	(1 963)
Financial return	(47 014)	204 281
Other income	15 655	28 371
Distribution and direct activities	(67 059)	(69 082)
Other administrative and operational costs	(27 786)	(22 989)
Employee benefits	(9 114)	(11 795)
Impairment	(1 942)	(4 823)
Amortisations and depreciations	(4 819)	(4 775)
Transfer to the Capital Fund	(142 079)	119 188
Other comprehensive income for the year		
Items that will not be reclassified to results		
Actuarial Deviations	(9 581)	(26 270)
Items that may be reclassified to results		
Gifts	926	121
Other changes in fair value	(5 491)	41 943
Non-current financial assets	5 196	15 030
	(8 950)	30 824
Total comprehensive income for the year	(151 029)	150 012

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

Separate balance sheet for the years ended 31 December 2015 and 2014

	2015 EUROS '000	2014 EUROS '000 RESTATED	01.01.2014 EUROS '000 RESTATED
ASSET			
Non-current assets			
Tangible fixed assets	41 530	43 832	45 297
Non-current financial assets	175 487	170 027	168 626
Investments in subsidiary companies	544 285	673 831	224 390
Advances	-	-	406 272
	761 302	887 690	844 585
Current assets			
Current financial assets	1 894 747	1 949 982	1 803 293
Other treasury applications	47 313	26 919	30 679
Inventories	3 939	3 589	3 038
Debtors and other assets	10 166	28 723	15 742
Cash and cash equivalents	1 066	1 933	4 231
	1 957 231	2 011 146	1 856 983
Total assets	2 718 533	2 898 836	2 701 568
CAPITAL FUND			
Capital received from the Founder	11 747	11 747	11 747
Reserves	2 576 823	2 466 585	2 435 761
Transfer to the Capital Fund	(142 079)	119 188	-
Total Capital Fund	2 446 491	2 597 520	2 447 508
LIABILITIES			
Non-Current liabilities			
Provisions	250 765	248 889	228 088
Creditors and other liabilities	161	224	457
	250 926	249 113	228 545
Current liabilities			
Current financial liabilities	871	30 862	208
Grants and scholarships	7 631	8 062	8 441
Creditors and other liabilities	12 614	13 279	16 866
	21 116	52 203	25 515
Total liabilities	272 042	301 316	254 060
Total capital fund and liabilities	2 718 533	2 898 836	2 701 568

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

**Statement of separate cash flows
for the years ended 31 December 2015 and 2014**

	2015 EUROS '000	2014 EUROS '000
Operating Activities		
Oil and gas income received	-	-
Proceeds/Investments in current financial assets	87 370	55 619
Distribution and direct activities	(65 397)	(67 783)
Payments to suppliers		
Pensions paid	(16 407)	(16 813)
Other receipts/(payments) in relation to operating activities	(14 105)	1 421
Cash flows generated by operating activities	(8 539)	(27 556)
Investment Activities		
Non-current financial assets	(1 076)	19 962
Gains from the sale of fixed assets	15	10
Dividends	40 181	-
Acquisitions of fixed assets	(3 901)	(5 128)
Other receipts/(payments)	(7 153)	6 654
Cash flows generated by investment activities	28 066	21 498
Net changes in cash and equivalents	19 527	(6 058)
Cash and cash equivalents at the beginning of the year	28 852	34 910
Cash and cash equivalents at the end of the year	48 379	28 852
Cash and cash equivalents includes:		
Cash	28	24
Deposits	1 038	1 909
Other treasury applications	47 313	26 919
	48 379	28 852

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

**Statement of changes in the separate Capital Fund for
the years ended 31 December 2015 and 2014**

	TOTAL CAPITAL FUND EUROS '000	CAPITAL RECEIVED FROM THE FOUNDER EUROS '000	FAIR VALUE RESERVE EUROS '000	ACTUARIAL GAINS RESERVE EUROS '000	OTHER RESERVES EUROS '000
Balance at 31 December 2013	2 749 456	11 747	486 204	(54 480)	2 305 985
Restatement	(301 948)	-	(301 948)	-	-
Balance at 01 January 2014	2 447 508	11 747	184 256	(54 480)	2 305 985
Transfer to the Capital Fund	119 188	-	-	-	119 188
Change in fair value	15 030	-	15 030	-	-
Other changes in fair value	41 943	-	41 943	-	-
Gifts	121	-	-	-	121
Actuarial deviations	(26 270)	-	-	(26 270)	-
Total comprehensive income for the year	150 012	-	56 973	(26 270)	119 309
Balance at 31 December 2014	2 597 520	11 747	241 229	(80 750)	2 425 294
Transfer to the Capital Fund	(142 079)	-	-	-	(142 079)
Change in fair value	5 196	-	5 196	-	-
Other changes in fair value	(5 491)	-	(5 491)	-	-
Gifts	926	-	-	-	926
Actuarial deviations	(9 581)	-	-	(9 581)	-
Total comprehensive income for the year	(151 029)	-	(295)	(9 581)	(141 153)
Balance at 31 December 2015	2 446 491	11 747	240 934	(90 331)	2 284 141

THE CHARTERED ACCOUNTANT MARIA IRENE JORGE

Notes to the Consolidated and Separate Financial Statements

31 December 2015 and 2014

1. Activities

The Calouste Gulbenkian Foundation (the "Foundation") is a non-profit organisation with its head office in Lisbon, Portugal. The Foundation was created by the will of its founder Mr Calouste Sarkis Gulbenkian, and was granted public utility status under Decree Law No. 40690, of 18 July 1956. The Foundation carries out its mission by awarding grants and scholarships and conducting other activities with the following statutory purposes: Art, Charity, Science and Education.

The activities of its subsidiary Companies (the "Group") are related to its oil and gas investments in the Middle East, North Africa, Brazil, Kazakhstan, Angola and Portugal.

2. Accounting policies

2.1. Basis for preparation

The financial statements presented here were approved by the Foundation's Board of Trustees on 26 April 2016. They reflect the consolidated and separate results of the operations of the Foundation and its subsidiary companies for the years ended 31 December 2015 and 2014.

Pursuant to Regulation (CE) No. 1606/2002, of 19 July 2002, of the European Parliament and Council, consolidated and separate financial statements are prepared in accordance with International Financial Reporting Standards (IFRS), which were approved by the European Union (EU) as from the 2015 financial year.

The accounting policies used by the Foundation in the preparation of its consolidated and separate financial statements ending 31 December 2015 are consistent with those used for the consolidated and separate financial statements ending 31 December 2014.

The IFRS include the accounting standards issued by the International Accounting Standards Board (IASB) and the interpretations issued by the International Financial Reporting Interpretation Committee (IFRIC), and by their respective predecessors.

As indicated in note 34, when preparing the consolidated and separate financial statements ended 31 December 2015, the Foundation adopted the accounting standards issued by the IASB and the interpretations issued by the IFRIC, the application of which has been mandatory since 1 January 2014. The accounting policies used by the Foundation in the preparation of its consolidated and separate financial statements, described in this note, were adopted in accordance with these standards and interpretations. The adoption of these new standards and interpretations in 2015 had no material effect on the Foundation's accounts.

Accounting standards that have recently been issued but have not yet come into force and which the Foundation has yet to apply in preparing its financial statements can be analysed in note 33.

The consolidated and separate financial statements are expressed in Euros, rounded up or down to the nearest thousand. They have been prepared in accordance with the historical cost principle, except for assets and liabilities recorded at fair value, namely derivative financial instruments and current and non-current financial assets and liabilities.

The financial statements have been prepared in accordance with the historical cost principle, modified by the application of fair value on derivative financial instruments, financial assets and liabilities at fair value through profit or loss (FVTPL), and available-for-sale financial assets, except those for which fair value is not available.

The preparation of consolidated and separate financial statements in accordance with IFRS standards requires the Foundation to make judgements and estimates, and use assumptions that affect the application of accounting policies and the reported amounts of income, expenses, assets and liabilities. Changes to these assumptions or differences between assumptions and reality may have impacts on current estimates and judgements. Matters involving greater judgement or complexity, or cases where the assumptions and estimates used are considered to be significant in the preparation of the financial statements, are indicated in note 2.23.

During the 2015 financial year, the Calouste Gulbenkian Foundation decided to implement the amendments to IAS 27 - Separate Financial Statements, which were endorsed by the European Union on 18 December 2015. With these amendments, IAS 27 allows investments in subsidiaries and associates to be recognised in separate financial statements via the equity method, as described in IAS 28 - Investments in Associates and Joint Ventures.

Furthermore, as a result of the impacts of the amendments on the management of a number of investments, the Foundation has come to recognise these investments in accordance with what is allowable within the scope of IAS 28.

The adoption of the accounting policy and the aforementioned amendments had the following impacts:

	RESERVES	TRANSFER TO THE CAPITAL FUND
01 January 2014	2 737 709	-
Restatement	(301 948)	-
01 January 2014	2 435 761	-
31 December 2014	2 704 428	117 845
Restatement	(237 843)	1 343
31 December 2014	2 466 585	119 188
31 December 2015	2 900 151	(22 628)
Restatement	(318 708)	(124 071)
31 December 2015	2 581 443	(146 699)

With the exception of the aforementioned change affecting the 2013 accounts, the accounting policies used in preparing these financial statements are consistent with those used in the previous financial year.

2.2. Principles of consolidation

Reference dates

The consolidated financial statements reflect the assets, liabilities and results of the Foundation and its subsidiaries, as defined in note 17, for the years ended 31 December 2015 and 2014.

The accounting policies were applied in a consistent manner by all of the Foundation's companies for the periods covered by these consolidated financial statements.

Companies over which the Foundation exercises control

Investments in companies over which the Foundation exercises control are consolidated through the full consolidation method, from the date when the Foundation acquires control over their financial and operational activities until the date when this control ends.

Control is presumed to be present when the Foundation is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee, independently of the percentage equity holding it has.

Until 31 December 2009, when the accumulated losses attributable to non-controlling interests exceeded their interest in that entity's equity, the excess was attributable to the Foundation, with the losses being recorded in the statement of comprehensive income as they were incurred. The profits subsequently earned were recognized as income for the Foundation until such time as the losses attributed to non-controlling interests previously absorbed by the Foundation were recovered. Since 1 January 2010, accumulated losses have been attributed to the non-controlling interests in the proportions held, which may involve recognition of negative non-controlling interests.

After 1 January 2010, in a step acquisition operation that resulted in the acquisition of control, the revaluation of any previously acquired investment is recognised in the statement of comprehensive income when calculating the "goodwill". At the time of a partial sale, resulting in the loss of control over a subsidiary, any remaining investment is revalued at market value on the date of the sale, and the gain or loss resulting from this revaluation is recorded in the statement of comprehensive income, as well as the gain or loss resulting from the sale.

Companies over which the Foundation exercises joint control with other partners

The Foundation classifies an agreement as a joint arrangement when the sharing of control is contractually established. Control is presumed to be present when the Foundation is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee, independently of the percentage equity holding it has. Joint control exists when there is unanimous consent among the parties in decision making concerning relevant activities, i.e., those that significantly affect the economic benefits resulting from the agreement.

After determining the existence of joint control, joint arrangements are classified as a joint operation or joint venture.

A joint operation is an operation in which the controlling parties as a whole, referred to as the joint operators, have rights over the assets and obligations for the liabilities related to this agreement, whereby the underlying assets and liabilities (and the respective costs and income) are recognised and measured in accordance with the applicable IFRS.

In turn, a joint venture is an operation whereby the controlling parties as a whole, known as joint venturers, have rights to the net assets, such that these investments are consolidated using the equity method.

The consolidated financial statements include the part attributable to the Foundation from the total reserves and recognized profits and losses of the entities in which the Foundation exercises joint control with other partners, which is calculated using the equity method. When the apportioned attributable losses exceed the book value, this is reduced to zero and recognition of further losses is discontinued, except to the extent that the Foundation has incurred a legal or constructive obligation to assume these losses on behalf of that entity.

Entities over which the Foundation exerts significant influence

Financial investments in associate entities are included in the consolidated financial statements using the equity method, from the date on which the Foundation acquires significant influence until the date the control ends. Associate companies are entities over which the Foundation has significant influence but whose financial and operational policies are beyond the control of the Foundation.

The Foundation's significant influence is normally demonstrated in one or more of the following ways:

- › Representation on the Board of Directors or an equivalent executive body;
- › Participation in policy making processes, including participation in decisions over dividends and other distributions;
- › The existence of material transactions between the Foundation and the controlled entity;
- › Sharing of management personnel; and
- › The supplying of essential technical information.

Translation of financial statements into foreign currency

The financial statements of the Foundation's subsidiaries are prepared in their functional currency, defined as the currency of the economy in which they operate or the currency in which the subsidiaries obtain their profits or finance their activities. The consolidated financial statements are prepared in Euros, which is the Foundation's functional currency.

The financial statements of the Group's companies who have a different functional currency from the Euro are converted into Euros according to the following criteria:

- › Assets and liabilities are converted at the exchange rate that was in force at the balance sheet date;
- › Income and expenses are converted by applying the exchange rates that are closest to the actual rates on the date of the transactions;
- › Exchange differences calculated between the value of the conversion into Euros of shareholder equity at the beginning of the year and its value when converted at the exchange rate in force on the date of the balance sheet to which the consolidated accounts refer are recorded as reserves. Similarly, for the financial results of subsidiaries and associate companies, the exchange differences resulting from the conversion into Euros of the year end results, between rates used in the profit and loss account and the rates that were in force on the balance sheet date, are recorded as reserves. On the date on which the company is sold, these differences are recognised in the statement of comprehensive income as an integral part of the profit or loss resulting from the sale;
- › Exchange differences resulting from a monetary item that is part of a net investment in a foreign operation are recognised as income in the separate financial statements and in the consolidated accounts, which include the foreign operation and the entity involved. They are initially recognised as another form of consolidated income and reclassified from the Capital Fund to profits or losses when the net investment is disposed of.

Accounting of financial shareholdings in subsidiaries and associates on a separate basis

On a separate basis, investments in subsidiaries or associates that are not classified as held for sale or included in a disposal group that has been classified as held for sale, are recognised via the consolidation method or the equity method, depending on whether or not they are subsidiaries or associates, respectively. These investments are periodically subjected to impairment tests.

Balances and transactions eliminated on consolidation

Balances and transactions between the companies controlled by the Foundation, including any unrealised profits or losses resulting from intra-group operations, are eliminated in preparing the consolidated financial statements, except in those cases when the unrealised losses show the existence of impairment that must be recognised in the consolidated accounts.

Unrealised profits resulting from transactions with associated bodies are eliminated in proportion to the Foundation's share in these. Unrealised losses are also eliminated, but only in those cases when they do not show the existence of impairment.

2.3. Foreign currency transactions

Foreign currency transactions are converted into the functional currency using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are converted into Euros at the foreign exchange rates in force on the balance sheet date. The exchange differences arising from this conversion are recognised in the statement of comprehensive income.

Non-monetary assets and liabilities that are recorded at historical cost in a foreign currency are converted using the exchange rate at the date of the transaction. Non-monetary assets and liabilities that are stated at fair value are converted into Euros at the exchange rate in force at the date when the fair value was determined. The resulting exchange differences are recognised in the statement of comprehensive income, except for those differences relating to shares classified as current financial assets, which are recorded as reserves.

2.4. Intangible Assets

The Foundation's intangible assets are recorded at acquisition cost, net of the respective accumulated amortisations and impairment losses.

The acquisition costs of oil and gas exploration rights are amortised at constant rates during the remainder of the concession period, which varies between 17 and 33 years.

Costs directly related to the purchase of computer applications by the company, which can be expected to generate future economic benefits in subsequent years, are recognised and recorded as intangible assets. All other charges related to IT services are recognised as costs when incurred.

The Foundation carries out impairment tests whenever events show that the book value of an asset may exceed its recoverable value. If this difference is found to exist, it is recognised in the statement of comprehensive income. Recoverable value is defined as the higher of the asset's net sale value and its value in use, the latter calculated based on the current value of estimated future cash flows that are expected to be obtained from continued use of the asset and disposal of the asset at the end of its useful life.

2.5. Capitalisation of oil production costs

(i) Exploration costs

Costs incurred prior to the exploration phase are recognised in the statement of comprehensive income at the time when they are incurred. Acquisition costs of properties or concessions, successful exploratory wells, development costs, including interest on related borrowings, equipment and support installations for oil activity are capitalised in tangible or intangible fixed assets, depending on their nature. Internally generated costs are recognised as operating costs for the year. The costs incurred with exploratory wells with unconfirmed results are recognised as losses. The Foundation carries out impairment tests whenever events show that the book value of an asset may exceed its recoverable value. The difference between the book value and the recoverable value, if this is found to exist, is recognised in the statement of comprehensive income.

(ii) Assets for Oil and Gas production

The costs incurred in the drilling of development wells when production facilities are being built are capitalised together with the financing costs incurred during the construction phase, as well as the current value of the future costs for the removal of assets.

The amortisation of assets is determined by the ratio of production for the year against probable reserves (unit of production method).

2.6. Tangible Fixed Assets

Tangible fixed assets are recorded at acquisition cost, net of the respective accumulated depreciations and impairment losses. Government subsidies that are to be used for financing the remodelling of infrastructure and equipment are recorded in the statement of comprehensive income, in accordance with the amortisation rates for the corresponding equipment. Gifts and legacies are initially recorded at fair value.

Subsequent costs are recognised only when it is probable that future economic benefits will accrue to the Foundation, so that repair and maintenance expenses are recognised as costs in accordance with the principles of accrual accounting.

Land is not amortised. Depreciation of buildings and motor vehicles is calculated using the straight-line method. For the remaining tangible fixed assets, the cost incurred is recognised in the year of acquisition. Depreciation is calculated over the following periods, which correspond to estimated useful life:

	NUMBER OF YEARS
Buildings	50
Transport equipment	3 to 6
Oil equipment	5 to 10
Other equipment	1 to 5

Works undertaken on buildings are amortised over the remaining periods of their useful life.

Where there are signs that an asset may be impaired, IAS 36 requires that its recoverable value be estimated; an impairment loss must be recognised wherever the net value of an asset exceeds its recoverable value. Impairment losses are recognised in the statement of comprehensive income.

Recoverable value is defined as the positive difference between the asset's net sale value and its value in use, the latter calculated based on the current value of estimated future cash flows that are expected to be obtained from continued use of the asset and disposal of the asset at the end of its useful life.

2.7. Art collections

The Foundation's art collection was donated by Mr Calouste Sarkis Gulbenkian and is shown in the Financial Statements as a symbolic amount.

Works of art that were subsequently acquired up until the 2005 financial year were fully amortised in the year of their acquisition. Since 2006, works of art acquired by the Foundation have been recorded at their acquisition value, while works donated by third parties are recorded at their market value, and are periodically submitted to impairment tests, in accordance with IAS 36.

2.8. Leasing

The classification of leasing operations as finance leases or operating leases, established by IAS 17 – Leases, and applied by the Foundation, depends on the substance of the transaction rather than the legal form of the contract. A lease is classified as a finance lease if it substantially transfers all the risks and rewards incidental to ownership of an asset to the lessee. All other leases are classified as operating leases.

Operating lease

Payments made by the Foundation under the terms of operating lease contracts are recorded as costs in the corresponding periods.

Finance leases – as lessee

Finance lease contracts are recorded at inception as assets and liabilities, at the acquisition cost of the asset leased, which is equal to the present value of outstanding lease instalments. Such instalments comprise (i) the financial charge, which is recognised in the statement of comprehensive income and (ii) the amortisation of principal, which is deducted from liabilities. Financial charges are recognised as costs over the lease period, in order to provide a constant rate of interest on the remaining balance of the liability in each period.

2.9. Other current and non-current financial assets

The Foundation classifies its other financial assets on acquisition, taking account of their underlying purpose, into the following categories:

Current financial assets

This category includes: (i) financial assets held for trading, which are those acquired principally to be sold in the short term or are held as an integral part of an asset portfolio (normally in the form of securities), in relation to which there is evidence of recent activities leading to the realisation of short-term profits, and (ii) financial assets that are designated on initial recognition as being at fair value, with value changes being put through the statement of comprehensive income.

On initial recognition, the Foundation designates certain financial assets as being current when:

- › Such financial assets are managed, valued and analysed internally, based on their fair value;
- › Derivative operations are contractually agreed with the aim of covering these assets economically, thus guaranteeing consistency in the valuation of assets and derivatives (avoiding the possibility of an accounting mismatch); or
- › Such financial assets contain embedded derivatives.

Non-current financial assets

Non-current financial assets are non-derivative financial assets that (i) the Foundation intends to hold for an indefinite period of time, (ii) are designated as non-current on initial recognition, or (iii) do not fit into any of the aforementioned categories.

Initial recognition, measurement and derecognition

Acquisitions and disposals of: (i) current financial assets, and (ii) non-current financial assets are recognised on the date of negotiation (*trade date*), that is, on the date on which the Foundation agrees to purchase or dispose of the asset.

Financial assets are initially recognised at fair value plus transaction costs, except in the event of current investments, when these transaction costs are directly recognised in the statement of comprehensive income.

Financial assets are derecognised when (i) the Foundation's contractual rights to receive their cash flows have expired, (ii) the Foundation has substantially transferred all risks and rewards of ownership, or (iii) the Foundation has transferred control over the assets, while retaining some, but not substantially all, of the risks and rewards of ownership.

Subsequent measurement

After their initial recognition, current financial assets are valued at fair value, with their changes being recognised in the statement of comprehensive income.

Non-current financial assets are also recorded at fair value. However, profits and losses arising from changes in their fair value are recognised in a fair value reserve, until the financial assets are derecognised or impaired, at which time the cumulative potential profits or losses previously recognised in the fair value reserve are transferred to the statement of comprehensive income. Foreign exchange differences arising from these investments are also recognised in the reserves in the case of shares and other equity securities, and in the statement of comprehensive income in the case of debt instruments. Interest, calculated at the effective interest rate, and dividends are recognised in the statement of comprehensive income.

The fair values of listed financial assets are based on current bid prices. For unlisted securities, the Foundation estimates fair value by using valuation techniques, such as the use of the prices of similar recent transactions undertaken under market conditions, discounted cash flow analysis and valuation assumptions based on market information.

Financial assets whose fair value cannot be reliably measured are recorded at their acquisition cost.

Reclassifications between categories

In October 2008, the IASB issued its revision of the standard IAS 39 – Reclassification of Financial Instruments ("Amendments to IAS 39 Financial Instruments: Recognition and Measurement and IFRS 7: Financial Instruments: Disclosures").

This change made it possible for an entity to transfer current financial assets to the portfolios of non-current financial assets, advances and accounts receivable or to financial assets held to maturity, provided that these financial assets complied with the characteristics for each category. Transfers of non-current financial assets to the categories of advances and accounts receivable and assets to be held to maturity are also permitted in specific situations.

It is forbidden to make transfers from and to other current financial assets and liabilities designated as such at the moment of their initial recognition at fair value with variations recognised in the statement of comprehensive income.

During 2015, the Foundation did not reclassify any of its financial assets.

Impairment

The Foundation regularly assesses whether there is objective evidence that a financial asset, or group of financial assets, shows signs of impairment. When evidence of impairment is encountered, the respective recoverable amount of the asset is determined and any impairment losses are recognised in the statement of comprehensive income.

A financial asset, or a group of financial assets, is considered to be impaired whenever there is objective evidence of impairment arising from one or more events that occurred after their initial recognition, such as:

- › For shares and other equity instruments, a significant or prolonged decline in its market value below acquisition cost; and
- › For debt securities, when that event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

When there is evidence that an impairment loss has been incurred on non-current financial assets, the cumulative potential loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the statement of comprehensive income) is transferred from the fair value reserve to the statement of comprehensive income. If, in a subsequent period, the fair value of the debt instruments classified as non-current financial assets increases and such an increase can be objectively associated with an event that occurred after the recognition of the impairment loss in the statement of comprehensive income, such impairment loss is reversed in the income statement. The recovery of impairment losses recognised in capital instruments classified as non-current financial assets is recognised as a gain in the fair value reserve (without it being reversed through the income statement).

2.10. Current financial liabilities

An instrument is classified as a current financial liability when there is a contractual obligation for its settlement to be effected through the delivery of cash or another financial asset, regardless of its legal form.

These financial liabilities are registered (i) initially at fair value, less the transaction costs incurred and (ii) subsequently at amortised cost, using the effective rate method.

On initial recognition, the Foundation designates certain current financial liabilities as being at fair value through profit or loss when:

- › Derivative operations are contractually agreed with the aim of covering these liabilities economically, thus guaranteeing consistency in the valuation of liabilities and derivatives (avoiding the possibility of an accounting mismatch); or
- › Such financial liabilities contain embedded derivatives.

The fair value of listed liabilities is that of their listed value. In the case of unlisted liabilities, the Foundation estimates their fair value by using valuation methodologies that take into account assumptions based on market information, including the actual risk of the issuer.

2.11. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.12. Derivative financial instruments

Derivative financial instruments are recognised on the date they are negotiated (trade date), at their fair value. Subsequently, the fair value of derivative financial instruments is revalued on a regular basis and the resulting profits or losses on revaluation are recognised directly in the statement of comprehensive income for the period.

The fair value of derivative financial instruments is obtained from market prices, if available, or is determined by third parties using valuation techniques including discounted cash flow models and option valuation models, as appropriate.

2.13. Assets transferred under repurchase agreements and security loans

Securities bought with a resale agreement (reverse repos) at a fixed price or for a price that is equal to the purchase price plus the interest that is inherent in the operating period are not recognised in the balance sheet, with the purchase value being recorded as other treasury applications. The difference between the purchase value and the resale value is treated as interest and is deferred during the validity period of the agreement, using the effective rate method.

Securities transferred through loan agreements are not derecognised in the balance sheet, but are classified and accounted for in accordance with the accounting policy outlined in note 2.9. Securities received through loan agreements are not recognised in the balance sheet.

2.14. Debtors

The carrying amounts of debtors are recorded at amortised cost and examined annually with the aim of determining if there are any signs of impairment. Should this be the case, the asset's recoverable value is calculated. Impairment losses are recognised in the statement of comprehensive income whenever the asset's carrying value exceeds its recoverable amount.

An asset's impairment loss recognised in previous years must be readjusted if, and only if, a change has been made to the estimates used to determine the recoverable amount of the asset since the last impairment loss was recognised.

2.15. Cash and Cash Equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise balances with less than three months' maturity from the date of acquisition, including cash and deposits with banks.

2.16. Recognition of costs and income

Costs and income are recognised in the year to which they relate, irrespectively of when they are paid or collected, in accordance with the principles of accrual accounting.

Interest, dividends and other income generated from the Foundation's resources are recognised as income, when it is probable that the economic benefits associated with the transaction will accrue to the Foundation and when such income can be reliably determined. Interest is recognised on an accrual basis unless there are any doubts about its collection. Other income is recognised on an accrual basis in accordance with the substance of the respective agreement.

2.17. Recognition of income from oil and gas activities

Income generated from oil and gas sales is only recognised when the risks and rewards of ownership have been transferred to the purchaser and the respective costs associated with the transaction have been determined with complete certainty.

2.18. Inventory

Inventories are valued at the lower value between their acquisition cost and their net realisable value. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. The net realisable value corresponds to the estimated selling price in the ordinary course of business, less the respective costs necessary to make the sale.

The cost of crude is determined using the FIFO ("First In/First Out") method. The Foundation's inventories essentially consist of crude found in pipelines or reservoirs, or stored by transport companies, in which the ownership rights have not been totally transferred to the client.

The average weighted cost method is used to determine the sales of other inventories.

2.19. Taxes

The Calouste Gulbenkian Foundation is exempt from Corporation Income Taxes by a decision of the Minister of Finance dated 18 July 1989.

Taxes on profits comprise the current taxes and deferred taxes of the subsidiary companies. Taxes on earnings are recognised in the statement of comprehensive income, except where they are related to items that are recognised directly in equity, in which case they are also stated against equity. Taxes recognised in equity resulting from the revaluation of available-for-sale investments and cash flow hedging derivatives are subsequently recognised in the statement of comprehensive income at the time when the gains or losses which gave rise to them are also recognised in the statement of comprehensive income.

Current taxes are those which are expected to be paid based on the taxable income determined in accordance with the fiscal rules in force and using the rate of tax approved or substantially approved in each jurisdiction.

Deferred tax is calculated, in accordance with the liabilities method on the basis of the balance sheet, on temporary differences between the book value of assets and liabilities and their fiscal basis, using the tax rates approved or substantially approved on the balance sheet date in each jurisdiction and that are expected to be applied when the temporary differences are reversed.

Deferred tax liabilities are recognised for all temporary taxable differences with the exception of goodwill that is not deductible for fiscal purposes, the differences resulting from initial recognition of assets and liabilities which do not affect either the accounting profit or the fiscal profit, and differences relating to investments in subsidiaries insofar as they will probably not be reversed in the future. Deferred tax assets are recognised only to the extent that there is an expectation of taxable profits in the future capable of absorbing deductible temporary differences.

The Foundation offsets deferred tax assets and liabilities at the level of each subsidiary, whenever i) the income tax of each subsidiary to be paid to the Tax Authorities is determined on a net basis, i.e. by offsetting deferred assets and liabilities, and ii) taxes are levied by the same Tax Authority on the same taxable entity. This offsetting is therefore undertaken at the level of each subsidiary, with the credit balance of the consolidated balance sheet reflecting the sum of the values of the subsidiaries presenting deferred tax assets and the debit balance of the consolidated balance sheet reflecting the sum of the values of the subsidiaries presenting deferred tax liabilities.

2.20. Pension plans

The Foundation has several pension plans, including defined benefit and defined contribution pension plans.

Under the defined benefit pension plan, the Foundation undertook to pay its employees pensions on retirement, pre-retirement or disability, as set out in the "Staff Pension Plan" (1979) and in the "Foundation Pension Plan" (1997). Additionally, a complementary defined contribution pension plan ("Plano Complementar de Pensões de Contribuição Definida", 2005) was implemented, whose funding policy is to make contributions to the "Fundo de Pensões Aberto BPI Valorização", the "Fundo de Pensões Aberto BPI Segurança" and the "Fundo de Pensões Aberto BPI Garantia", having initially made an extraordinary contribution to the "Fundo de Pensões Aberto BPI Ações". The employees of the Foundation's United Kingdom branch have their own Pension Plan.

The pensions relating to the 1979 and 1997 plans are complementary to those paid by the Social Security Services and are based on the employee's length of service. A provision has been created to cover this liability based on an estimate of the capital required to pay the benefits to existing pensioners and future benefits to current employees.

The Foundation's liabilities with retirement pensions are calculated on an annual basis, at the balance sheet date, by external and independent actuaries.

The calculation is made using the projected unit credit method and following actuarial and financial assumptions, in accordance with the requirements of IAS 19.

Current and past service costs and interest costs, together with the provision calculated, are charged to the statement of comprehensive income.

The Foundation's liability in respect of defined benefit pension plans is calculated by estimating the amount of future benefits that each employee has the right to receive in return for service in the current period and prior periods. The benefit is discounted in order to determine its present value. The discount rate is the yield, at the balance sheet date, on high-quality corporate bonds that have maturity dates similar to the end dates of the plan's obligations.

Actuarial profits and losses are calculated on an annual basis and result from (i) differences between the actuarial and financial assumptions used and the values actually recorded (experience gains and losses), and from (ii) changes made to actuarial assumptions. These are recognised against reserves in the year in which they occur.

Annually, the Foundation recognises as a cost, in the statement of comprehensive income, the net amount, which includes (i) current service costs, (ii) interest costs and (iii) the effect of early retirement.

2.21. Recognition of dividends

The income from equity instruments (dividends) is recognised when the right to receive such payment is established.

2.22. Provisions

Provisions are recognised when: (i) the Foundation has a present legal or constructive liability, (ii) it is probable that payment will be required and (iii) a reliable estimate can be made of the amount of the liability.

In cases where the discount effect is materially relevant, provisions are made corresponding to the actual value of expected future payments, discounted at a rate that takes into account the risks associated with the liability.

Provisions are reviewed at the end of each reporting year and adjusted to reflect the best estimate, being reversed through the income statement in the proportion of those payments that are not likely to take place.

Provisions are derecognised through their use for the liabilities for which they were initially set up or in cases where such liabilities have ceased to be observed.

2.23. Main estimates and judgements used in preparing the Financial Statements

The IFRS set out a range of accounting procedures and require the Board of Trustees to make judgements and estimates in deciding which is the most appropriate accounting process. The most significant of the accounting estimates and judgements used by the Foundation in applying its accounting principles are analysed in this section to improve understanding of how their application affects the Foundation's reported results and related disclosures. A broader description of the main accounting policies used by the Foundation is presented in the aforementioned points in note 2 of the separate and consolidated financial statements.

In many cases, there are several alternatives to the accounting procedure chosen by the Board of Trustees, and the Foundation's reported results would be changed if a different procedure were chosen. The Board of Trustees believes that the choices made are appropriate and that the financial statements fairly present the Foundation's financial position and results in all materially relevant respects.

Impairment of non-current financial assets

The Foundation determines that its non-current financial assets are impaired when there has been a significant or prolonged decline in the fair value below their cost or when there is expected to be an impact on the future cash flows of its assets. This determination of what is significant or prolonged requires judgement, where the Foundation collects and analyses all the data that are relevant for the formulation of such a decision, namely information relating to the normal volatility of the prices of financial instruments. In making this judgement, the Foundation assesses, among other factors, the normal volatility of the prices of financial assets. In keeping with the Foundation's policies, a 20% reduction in the fair value of a capital instrument is considered to be a significant devaluation and the period of 1 year is assumed as a prolonged decline of the fair value below acquisition cost.

The Foundation determines the fair value through a valuation made by independent experts or through market-to-market prices. The valuation reflects the present net value of future estimated cash flows using pricing models and market information.

Alternative methodologies and the use of different assumptions and estimates could result in a higher level of impairment losses being recognised, with a consequent impact on the Foundation's statement of comprehensive income.

Fair value of financial instruments

Fair values are based on listed market prices when available or are determined either by the use of the prices of similar recent transactions undertaken under market conditions, or by the use of pricing models, based on the net present value of discounted future cash flows, which take into account market conditions, the time effect, the yield curve and volatility factors. These pricing models may require assumptions or judgements in estimating the fair values.

Consequently, the use of a different model or different assumptions or judgements in applying a particular model may produce financial results that differ from those reported.

Pension plans

Determining liabilities for retirement pensions requires the use of assumptions and estimates, including the use of actuarial projections, estimated return on investments and other factors that can have an impact on the costs and liabilities of the pension plan.

Changes to these assumptions may have a significant impact on the values determined.

Tax on earnings

The Foundation's subsidiaries are subject to the payment of taxes on profits in various jurisdictions. Determining the global amount of tax on earnings requires certain interpretations and estimates. There are various transactions and calculations for which determination of the final amount of tax payable is uncertain during the normal business cycle.

Other interpretations and estimates could result in a different level of tax on earnings, current and deferred, recognised in the period.

Crude oil reserves

Estimations of crude oil reserves are an integral part of the decision-making process relating to the assets of the activity of crude oil research and development. The volume of proven reserves of crude oil is used to calculate the depreciation of the assets involved in the activity of oil exploration and production in accordance with the unit of production method, as well as to assess impairment on investments in the assets associated with this activity.

The estimate of proven reserves is subject to future reviews, based on new information as may be made available; for example, information relating to development, drilling or production, exchange rates, prices, contract termination dates or development plans. The impact of changes in the estimated proven reserves on amortisations and provisions for abandonment costs is treated in a prospective manner, with the remaining net value of assets being amortised and the provision for abandonment costs being reinforced, respectively, depending on the forecasts for future production.

Environmental liabilities

The Foundation makes judgements and estimates when calculating provisions for environmental liabilities, which are based on current information available on the expected costs and plans of intervention. These costs may vary due to legislative and regulatory changes, or changes to conditions in a particular locale.

Changes to these assumptions may have a significant impact on the values determined.

3. Return from oil activities

Return from oil activities is as follows:

	CONSOLIDATED	
	2015	2014
	EUROS '000	EUROS '000
Oil and gas sales	296 668	452 912
Cost of sales	(86 962)	(107 856)
Tax on oil activities	(116 468)	(226 057)
Other oil and gas income	24 032	31 043
	117 270	150 042

4. Financial return

The portfolio of investments should meet the following requirements: (i) the purchasing power of the assets held in the portfolio, after deduction of the contributions made towards the financing of the Foundation's activity, must remain stable (and ideally grow) in the medium term; in other words, the real value of the portfolio must be preserved after taking into consideration the erosion caused by the inflation of the Foundation's costs; (ii) the portfolio's contributions towards the financing of the Foundation's activity must maintain their real value, i.e. they must grow enough to at least keep pace with the inflation of the Foundation's costs. In order to meet these requirements, the Foundation has set a target of 4.5% for the total real rate of return of its total investment portfolio (an income from the portfolio that is above the Portuguese 5-year moving average for inflation).

Financial return for 2015 and 2014 in the Consolidated accounts is as follows:

	2015			2014		
	INCOME EUROS '000	EXPENDITURES EUROS '000	TOTAL EUROS '000	INCOME EUROS '000	EXPENDITURES EUROS '000	TOTAL EUROS '000
Current Financial Assets and Liabilities						
Bonds and other fixed-income securities						
From public issuers	47 830	(40 003)	7 827	67 321	(35 768)	31 553
From other issuers	70 593	(51 595)	18 998	41 174	(8 227)	32 947
Shares						
Other variable-yield securities	498 964	(400 970)	97 994	426 139	(257 349)	168 790
Investment funds						
Liquidity	-	(12)	(12)	2	-	2
Shares	70 304	(53 425)	16 879	79 185	(35 055)	44 130
Bonds	11 516	(18 692)	(7 176)	9 178	(1 735)	7 443
Others	10 636	(13 126)	(2 490)	6 233	(2 792)	3 441
Derivatives						
Forwards	552 325	(669 441)	(117 116)	206 225	(329 767)	(123 542)
Futures	36 068	(35 760)	308	31 058	(25 165)	5 893
Options	-	-	-	-	-	-
Warrants	1	-	1	1	-	1
	1 298 237	(1 283 024)	15 213	866 516	(695 858)	170 658
Non-current financial assets	1 152	(9)	1 143	187	(984)	(797)
Results at subsidiary companies	8 015	-	8 015	1 343	-	1 343
Advances						
Oil and gas investments	-	-	-	-	-	-
Other companies	-	-	-	-	-	-
Other Treasury Applications	11 750	(9 823)	1 927	8 540	(6 736)	1 804
Taxes and Commissions	-	(2 564)	(2 564)	-	(2 618)	(2 618)
Exchange differences	2 647	(2 111)	536	461	(4 105)	(3 644)
	14 397	(14 498)	(101)	9 001	(13 459)	(4 458)
	1 321 801	(1 297 531)	24 270	877 047	(710 301)	166 746

Financial return for 2015 and 2014 in the Foundation account is recorded as follows:

	2015			2014		
	INCOME EUROS '000	EXPENDITURES EUROS '000	TOTAL EUROS '000	INCOME EUROS '000	EXPENDITURES EUROS '000	TOTAL EUROS '000
Current Financial Assets and Liabilities						
Bonds and other fixed-income securities						
From public issuers	47 830	(40 003)	7 827	67 321	(35 768)	31 553
From other issuers	70 593	(51 595)	18 998	41 174	(8 227)	32 947
Shares						
Other variable-yield securities	498 964	(400 970)	97 994	426 139	(257 349)	168 790
Investment funds						
Liquidity	-	(12)	(12)	2	-	2
Shares	70 304	(53 425)	16 879	79 185	(35 055)	44 130
Bonds	11 516	(18 692)	(7 176)	9 178	(1 735)	7 443
Others	10 636	(13 126)	(2 490)	6 233	(2 792)	3 441
Derivatives						
Forwards	552 325	(669 441)	(117 116)	206 225	(329 767)	(123 542)
Futures	36 068	(35 760)	308	31 058	(25 165)	5 893
Options	-	-	-	-	-	-
Warrants	1	-	1	1	-	1
	1 298 237	(1 283 024)	15 213	866 516	(695 858)	170 658
Non-current financial assets	1 152	(9)	1 143	187	(984)	(797)
Results at subsidiary companies	(64 071)	-	(64 071)	24 547	-	24 547
Advances	-	-	-	11 836	-	11 836
Other treasury applications	11 220	(9 307)	1 913	7 649	(6 653)	996
Taxes and Commissions	-	(2 564)	(2 564)	-	(2 618)	(2 618)
Exchange differences	2 134	(782)	1 352	95	(436)	(341)
	13 354	(12 653)	701	7 744	(9 707)	(1 963)
	1 248 672	(1 295 686)	(47 014)	910 830	(706 549)	204 281

On 31 December 2014, **Advances** included an amount of €11,836,000, pertaining to the interest incurred on loans to Partex Oil and Gas (Holdings) Corporation, as mentioned in Note 15.

5. Other Income

Other Income is recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Publication sales	661	792	661	792
Ticket sales	2 076	2 134	2 076	2 134
Contributions from other entities	8 907	8 124	8 907	8 124
Others	4 010	17 321	4 010	17 321
	15 654	28 371	15 654	28 371

Contributions from Third Parties refers to contributions made to scientific research projects, social and educational projects and projects in the area of artistic activities.

Others includes an amount of €11,162,000 in reference to a reimbursement by French Tax Authorities, in March 2014, of the tax paid by the Foundation during the sale of the Avenue d'Iena building.

6. Distribution and Direct Activities

Expenditure on the Foundation's statutory purposes is as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Charity	7 693	8 468	7 693	8 468
Art	25 582	27 451	25 582	27 451
Education	16 429	17 168	16 429	17 168
Science	17 355	15 995	17 355	15 995
	67 059	69 082	67 059	69 082

Distribution and Direct Activities, in the Consolidated and Foundation accounts, includes €2,093,000 (2014: €1,678,000) and €20,104,000 (2014: €21,813,000) for amortisation and depreciation costs, as mentioned in note 11, and personnel expenses, as mentioned in note 7, respectively.

7. Other Administrative and Operational Costs

Other Administrative and Operational Costs are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Personnel costs	26 732	23 493	16 490	12 591
Specialised work	6 766	6 225	6 105	5 332
Conservation and repairs	422	313	422	313
Other supplies and services	4 664	5 105	4 014	3 971
Other operational costs	3 605	4 390	754	782
	42 190	39 526	27 786	22 989

Personnel Expenses by activity are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Direct activities and distribution	20 104	21 813	20 104	21 813
Indirect activities	26 732	23 493	16 490	12 591
	46 836	45 306	36 594	34 404

Personnel Costs includes an amount of €20,104,000 (2014: €21,813,000) for direct activities, as mentioned in Note 6.

Personnel Costs are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Remuneration for the Board of Trustees	1 451	1 481	1 109	1 168
Remuneration for collaborators	33 143	33 326	25 479	25 218
Remuneration charges	7 451	7 456	6 084	6 014
Other personnel costs	4 791	3 043	3 922	2 004
	46 836	45 306	36 594	34 404

The number of employees is as follows:

	CONSOLIDATED		FOUNDATION	
	2015	2014	2015	2014
Board of Trustees	9	9	9	9
Personnel				
Permanent Staff	486	519	435	467
Contracted Staff	133	120	93	79
	628	648	537	555

Other Personnel Costs includes €74,000 (2014: €49,000), for contributions to the pension plan for the Foundation's collaborators.

Specialised Work is as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Audit	387	392	166	174
Consulting	1144	1047	704	372
Specialised IT services	1022	822	1022	822
Maintenance and conservation of equipment	983	968	983	968
Custody of investments and investment portfolio advice	2 289	2 074	2 289	2 074
Other specialised work	941	922	941	922
	6 766	6 225	6 105	5 332

Other Supplies and Services are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Representation, travel and accommodation expenses	769	991	407	337
Rent, electricity, cleaning services and building security	2 519	2 769	2 231	2 289
Other supplies and services	1 376	1 345	1 376	1 345
	4 664	5 105	4 014	3 971

8. Employee Benefits

Employee Benefits are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Pensions	8 765	11 004	8 587	10 890
Other benefits	527	905	527	905
	9 292	11 909	9 114	11 795

9. Impairment

Impairment for the year was as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Impairment on Intangible assets	(269)	(10 954)	-	-
Impairment on Tangible fixed assets	(99 413)	(11 717)	-	-
Impairment on joint investments	(90 590)	(23 648)	-	-
Impairment on non-current financial assets	(3 824)	(15 714)	(1 942)	(4 823)
	(194 096)	(62 033)	(1 942)	(4 823)

Impairment amounting to €194,096,000 (2014: €62,033,000) stems from the current status of oil concessions in Brazil and Algeria and in Oman, Kazakhstan and Abu Dhabi. Impairment on Non-Current Financial Assets, amounting to €3,824,000 (2014: €15,714,000), stems primarily from investments in investment funds.

10. Amortisations and depreciations

Amortisations and Depreciations are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Intangible Assets				
Concession rights	4 660	4 108	-	-
Software	350	225	290	195
	5 010	4 333	290	195
Interests in Joint Ventures	73 436	53 065	-	-
Tangible Fixed Assets				
Real Estate	3 916	3 915	3 916	3 915
Equipment	2 848	2 460	2 597	2 208
Other assets	109	135	109	135
	6 873	6 510	6 622	6 258
Amortizations and depreciations affecting				
Distribution and Direct Activities	(2 093)	(1 678)	(2 093)	(1 678)
	83 226	62 230	4 819	4 775

Amortisations and Depreciations include an amount of €2,093,000 (2014: €1,678,000) which is allocated to Distribution and Direct Activities, as mentioned in note 6.

11. Intangible Assets

Intangible Assets are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Expenditures				
Concession rights	114 721	105 252	-	-
Oil exploration	53 820	55 560	-	-
Software	4 412	4 208	3 490	3 214
Other intangible assets	338	338	338	338
	173 291	165 358	3 828	3 552
Accumulated amortizations and impairment losses	(103 455)	(89 144)	(3 828)	(3 552)
	(103 455)	(89 144)	(3 828)	(3 552)
	69 836	76 215	-	-

Exploration Rights refers to the costs incurred for oil and gas exploration and production rights in Brazil and Angola, which are amortised during the remaining period of the licence.

Oil and Gas Exploration refers to investments made in oil and gas concessions in Brazil, Angola and Portugal.

Concession Rights refers to the values agreed upon in the establishment of gas production agreements in Abu Dhabi.

Additions of *Software* at the Foundation increased to €290,000 (2014: €153,000) and were fully amortised during the year, as mentioned in note 2.4.

Movements in **Intangible assets** in 2015 and 2014 are recorded in the Consolidated accounts as follows:

	OIL EXPLORATION EUROS '000	CONCESSION RIGHTS EUROS '000	SOFTWARE	OTHER ASSETS EUROS '000	TOTAL EUROS '000
Acquisition cost:					
Balance on 31 December 2013	51 095	93 536	3 932	338	148 902
Additions	2 022	-	276	-	2 298
Disposals	-	-	-	-	-
Exchange differences	2 443	11 715	-	-	14 158
Balance on 31 December 2014	55 560	105 252	4 208	338	165 358
Additions	1 657	-	209	-	1 866
Disposals	-	-	-	-	-
Exchange differences	(3 397)	9 469	(5)	-	6 067
Balance on 31 December 2015	53 820	114 721	4 412	338	173 291
Amortizations and impairment losses					
Balance on 31 December 2013	51 525	14 870	3 950	338	70 683
Amortizations for the year	-	4 108	306	-	4 414
Disposals	-	-	-	-	-
Impairment for the year	5 403	15 716	-	-	21 119
Exchange differences	(31 338)	24 314	(48)	-	(7 072)
Balance on 31 December 2014	25 590	59 008	4 208	338	89 144
Amortizations for the year	-	4 660	212	-	4 872
Disposals	-	-	-	-	-
Impairment for the year	(66)	7 944	-	-	7 878
Exchange differences	(4 416)	5 986	(8)	-	1 561
Balance on 31 December 2015	21 107	77 597	4 412	338	103 455
Net Balance on 31 December 2014	29 970	46 244	-	-	76 215
Net Balance on 31 December 2015	32 713	37 123	-	-	69 836

12. Interests in Joint Ventures

IFRS 11 became compulsory on 1 January 2014. The Foundation presents amounts related to joint ventures in which there is no joint control, as defined in IFRS 11 as Interests in Joint Ventures.

Movements in interests in joint ventures in 2015 and 2014 are recorded in the Consolidated accounts as follows:

	MUKHAIZNA EUROS '000	PDO (BLOCK 6) EUROS '000	DUNGA FIELD EUROS '000	GASCO EUROS '000	PBL EUROS '000	TOTAL EUROS '000
Acquisition cost:						
Balance on 31 December 2013	50 370	509 536	129 385	35 296	9 984	734 570
Additions	7 934	49 350	47 891	1 381	1 263	107 819
Disposals / Sales	-	(1 273)	-	(157)	-	(1 430)
Exchange differences	7 546	73 485	21 804	4 921	(59)	107 697
Balance on 31 December 2014	65 850	631 098	199 080	41 441	11 188	948 656
Additions	6 701	71 722	21 622	1 683	3 118	104 846
Disposals / Sales	-	(705)	-	(599)	-	(1 304)
Exchange differences	7 682	73 726	23 245	4 797	(2 655)	106 795
Balance on 31 December 2015	80 233	775 841	243 947	47 322	11 651	1 158 993
Amortizations and impairment losses						
Balance on 31 December 2013	27 720	299 459	35 891	3 817	517	367 405
Amortizations for the year	892	40 482	9 754	1 428	547	53 103
Disposals / Sales	-	(230)	-	-	-	(230)
Impairment for the year	13 554	-	8 114	-	-	21 668
Exchange differences	5 040	44 245	6 452	645	(163)	56 219
Balance on 31 December 2014	47 206	383 956	60 211	5 890	901	498 165
Amortizations for the year	1 952	52 010	16 700	2 093	750	73 505
Disposals / Sales	-	(872)	-	-	-	(872)
Impairment for the year	12 214	89 911	77 169	-	80	179 374
Exchange differences	5 644	46 279	8 302	709	(257)	60 677
Balance on 31 December 2015	67 016	571 284	162 382	8 692	1 474	810 849
Net balance on 31 December 2014	18 644	247 142	138 868	35 551	10 286	450 491
Net balance on 31 December 2015	13 217	204 557	81 564	38 630	10 176	348 144

The Foundation has a 20% stake in the Dunga Oil Field in partnership with Maersk (operator) and the Oman Oil Company Ltd., amounting to €81,564,000 (2014: €138,868,000). During the 2015 financial year, an impairment loss of € 77 169 (2014: €8,114,000) was recorded. The recoverable value from this loss was calculated based on the value in use, in accordance with the discounted cash flow method. The calculation was based on the following assumptions: (i) discount rate of 11.5% (2014: 10.7%); (ii) crude oil benchmark: *Brent*; (iii) number of years until the end of the concession: 9 (2014: 10 years).

The Foundation also has an investment in the Mukhaizna Oil Field, where it owns a 1% stake in the partnership with other entities. The operator of the project is Occidental Petroleum Co. During the 2015 financial year, the foundation recorded an impairment loss of €12,214,000 (2014: €13,554,000). The recoverable value from this loss was calculated based on the value in use, in accordance with the discounted cash flow method. The calculation was based on the following assumptions: (i) discount rate of 9.5% (2014: 8.85%); (ii) crude oil benchmark: *Brent* (2014: *Brent*); (iii) number of years until the end of the concession: 20 (2014: 21 years).

The Foundation owns a 2% stake in PDO. During the 2015 financial year, the foundation recorded an impairment loss of €89,911,000.

The Group recognised a future obligation with the abandonment of wells and environmental problems at the end of the concessions, amounting to €38,884,000 (2014: €26,056,000). This obligation is recorded in the accounts at its fair value, as a cost for the related assets (oil and gas production) and recorded as a provision, as mentioned in note 25.

13. Tangible Fixed Assets

Tangible Fixed Assets are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Expenditures				
Real Estate	56 382	55 891	55 658	55 137
Equipment	38 996	45 033	37 430	43 467
Works of Art	15 217	14 643	15 217	14 643
Other assets	1 624	1 532	1 624	1 532
In progress	535	-	535	-
	112 755	117 100	110 464	114 779
Accumulated depreciations and impairment losses	(70 717)	(72 711)	(68 934)	(70 947)
	(70 717)	(72 711)	(68 934)	(70 947)
	42 038	44 389	41 530	43 832

Movements in **Tangible fixed assets** in 2015 and 2014 are recorded in the Consolidated accounts as follows:

	REAL ESTATE EUROS '000	EQUIPMENT EUROS '000	WORKS OF ART EUROS '000	OTHER ASSETS EUROS '000	IN PROGRESS EUROS '000	TOTAL EUROS '000
Acquisition cost:						
Balance on 31 December 2013	37 239	43 144	14 060	1 397	16 850	112 691
Additions	17	2 543	-	-	-	2 560
Disposals / Sales	-	(699)	583	135	1 765	1 784
Transfers	18 615	-	-	-	(18 615)	-
Exchange differences	20	45	-	-	-	65
Balance on 31 December 2014	55 891	45 033	14 643	1 532	-	117 100
Additions	524	2 833	574	92	535	4 558
Disposals / Sales	(50)	(8 833)	-	-	-	(8 883)
Exchange differences	17	(37)	-	-	-	(20)
Balance on 31 December 2015	56 382	38 996	15 217	1 624	535	112 755
Depreciations						
Balance on 31 December 2013	21 820	42 103	1 514	1 397	-	66 834
Depreciations for the year	4 002	2 348	-	135	-	6 485
Disposals / Sales	-	(598)	-	-	-	(598)
Exchange differences	(34)	24	-	-	-	(10)
Balance on 31 December 2014	25 788	43 877	1 514	1 532	-	72 711
Depreciations for the year	4 002	2 777	-	92	-	6 871
Disposals / Sales	(52)	(8 810)	-	-	-	(8 862)
Exchange differences	14	(17)	-	-	-	(3)
Balance on 31 December 2015	29 752	37 827	1 514	1 624	-	70 717
Net balance on 31 December 2014	30 103	1 157	13 129	-	-	44 389
Net balance on 31 December 2015	26 630	1 170	13 703	-	535	42 038

Movements in **Tangible fixed assets** in 2015 and 2014, in the Foundation, are recorded as follows:

	REAL ESTATE EUROS '000	EQUIPMENT EUROS '000	WORKS OF ART EUROS '000	OTHER ASSETS EUROS '000	IN PROGRESS EUROS '000	TOTAL EUROS '000
Acquisition cost:						
Balance on 31 December 2013	36 522	41 658	14 060	1 397	16 850	110 487
Additions	-	2 320	583	135	1 765	4 803
Disposals / Sales	-	(511)	-	-	-	(511)
Transfers	18 615	-	-	-	(18 615)	-
Balance on 31 December 2014	55 137	43 467	14 643	1 532	-	114 779
Additions	521	2 613	574	92	535	4 335
Disposals / Sales	-	(8 650)	-	-	-	(8 650)
Balance on 31 December 2015	55 658	37 430	15 217	1 624	535	110 464
Depreciations						
Balance on 31 December 2013	21 264	41 015	1 514	1 397	-	65 190
Depreciations for the year	3 915	2 208	-	135	-	6 258
Disposals / Sales	-	(501)	-	-	-	(501)
Balance on 31 December 2014	25 179	42 722	1 514	1 532	-	70 947
Depreciations for the year	3 916	2 613	-	92	-	6 621
Disposals / Sales	-	(8 634)	-	-	-	(8 634)
Balance on 31 December 2015	29 095	36 701	1 514	1 624	-	68 934
Net balance on 31 December 2014	29 958	745	13 129	-	-	43 832
Net balance on 31 December 2015	26 563	729	13 703	-	535	41 530

Works of Art includes donations made during the year to the Modern Art Centre, amounting to: €926,000 (2014: €121,000).

Tangible fixed assets in progress refers to an investment made of €535,000 for renovations to the Central Control Station.

Until 2015, the Foundation financed part of the acquisition of transport equipment through finance lease contracts. As of 31 December 2015, the gross value of the tangible fixed assets financed by finance lease contracts was €1,280,000 (2014: €1,588,000), while accumulated amortisation came to €1,161,000 (2014: €1,293,000) and the respective rents payable, €240,000 (2014: €450,000), as follows:

	2015			2014		
	TOTAL EUROS '000	LESS THAN ONE YEAR EUROS '000	BETWEEN ONE AND FIVE YEARS EUROS '000	TOTAL EUROS '000	LESS THAN ONE YEAR EUROS '000	BETWEEN ONE AND FIVE YEARS EUROS '000
Capital outstanding	231	70	161	431	208	223
Interest outstanding	9	5	4	19	10	9
Rents payable	240	75	165	450	218	232

14. Non-current Financial Assets and Advances

Non-current Financial Assets and Advances are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Shares				
Oil and gas investments	4 517	6 578	-	-
Other investments	-	-	-	-
Investment funds	176 249	172 467	175 487	170 027
	180 766	179 045	175 487	170 027
Non-current advances				
Other companies	-	4 197	-	-
	-	4 197	-	-
Current advances				
Other companies	-	2 099	-	-
	180 766	185 341	175 487	170 027

Shares in Investments in Oil and Gas Companies are recorded at fair value, as described in note 2.9. Valuations are carried out by independent bodies and reflect the present net value of estimated future cash flows, based on market assumptions.

Advances in Oil and Gas Interests are made in order to finance long-term assets, which are reimbursed at the end of the agreements for these advances and not remunerated during this period. These advances are recorded at their present discounted value, as mentioned in note 2.9.

The difference between the acquisition value and the fair value of financial assets is recorded in the Fair Value Reserve of the Capital Fund, as mentioned in note 24.

Non-current financial assets as of 31 December 2015 and 2014 in the Consolidated accounts are recorded as follows:

	2015			
	EXPENDITURES EUROS '000	FAIR VALUE RESERVE EUROS '000	IMPAIRMENT LOSSES EUROS '000	BALANCE EUROS '000
Shares				
Oil and gas investments: OLNG	4 517	-	-	4 517
	4 517	-	-	4 517
Investment funds				
Real estate	25 957	2 965	(5 770)	23 152
Risk capital	140 845	22 312	(10 060)	153 097
	166 802	25 277	(15 830)	176 249
Balance on 31 December 2015	171 319	25 277	(15 830)	180 766

	2014			
	EXPENDITURES EUROS '000	FAIR VALUE RESERVE EUROS '000	IMPAIRMENT LOSSES EUROS '000	BALANCE EUROS '000
Shares				
Oil and gas investments: OLNG	6 578	-	-	6 578
	6 578	-	-	6 578
Investment funds				
Real estate	25 957	2 634	(5 163)	23 428
Risk capital	140 494	17 447	(8 914)	149 027
	166 451	25 277	(14 077)	172 455
Balance on 31 December 2015	173 029	20 081	(14 077)	179 033

Calculation of the fair value of oil and gas investments was based on the following assumptions:

	2015	2014
OLNG	9 years	10 years
Discount rate used:		
OLNG	9.50%	8.85%
Crude Oil Benchmark:		
OLNG	JCC*	JCC*

*JCC = Japan Crude Cocktail

The sensitivity analysis used in calculating fair value and prepared by the Foundation so as to factor in potential variations in the price of a barrel of Brent crude (low and high price scenarios) and interest rates (200bp), is as follows:

2015			
	MAXIMUM EUROS '000	CURRENT EUROS '000	MINIMUM EUROS '000
OLNG	132 360	106 182	79 912

2014			
	MAXIMUM EUROS '000	CURRENT EUROS '000	MINIMUM EUROS '000
OLNG	185 322	151 388	117 453

Advances as of 31 December 2015 and 2014 in the Consolidated accounts are recorded as follows:

CONSOLIDATED		
	2015 EUROS '000	2014 EUROS '000
Advances		
Oil and gas investments	-	6 296
	-	6 296

Advances by period of maturity are as follows:

CONSOLIDATED		
	2015 EUROS '000	2014 EUROS '000
3 months to 1 year	-	2 099
1 year to 5 years	-	4 197
	-	6 296

The assumptions used in calculating the present value deducted from the advances for oil and gas investments are as follows:

2015	2014	MATURITY
2.50%	2.50%	1-5 years

Non-current Financial Assets as of 31 December 2015 and 2014 are recorded in Foundation as follows:

2015				
	EXPENDITURES EUROS '000	FAIR VALUE RESERVE EUROS '000	IMPAIRMENT LOSSES EUROS '000	BALANCE EUROS '000
Investment funds				
Real estate	25 957	2 965	(5 770)	23 152
Risk capital	140 083	22 312	(10 060)	152 335
Balance on 31 December 2015	166 040	25 277	(15 830)	175 487

2014				
	EXPENDITURES EUROS '000	FAIR VALUE RESERVE EUROS '000	IMPAIRMENT LOSSES EUROS '000	BALANCE EUROS '000
Investment funds				
Real estate	25 957	2 634	(5 163)	23 428
Risk capital	138 053	17 447	(8 914)	146 586
Balance on 31 December 2014	164 010	20 081	(14 077)	170 014

Movements in Impairment Losses in Non-current Financial Assets are recorded in Foundation as follows:

FOUNDATION		
	2015 EUROS '000	2014 EUROS '000
Balance on 1 January	14 077	12 206
Allocations	1 942	4 823
Write-offs	(189)	(2 952)
Balance on 31 December	15 830	14 077

Listed and unlisted securities are disaggregated in the Consolidated accounts as follows:

	2015		
	LISTED EUROS '000	UNLISTED EUROS '000	TOTAL EUROS '000
Shares			
Oil and gas investments	-	4 517	4 517
Other companies	-	-	-
Investment funds	23 152	153 097	176 249
	23 152	157 614	180 766
	2014		
	LISTED EUROS '000	UNLISTED EUROS '000	TOTAL EUROS '000
Shares			
Oil and gas investments	-	6 578	6 578
Other companies	-	-	-
Investment funds	23 428	149 315	172 743
	23 428	155 893	179 321

As of 31 December 2015 and 2014, **Non-current financial assets** are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Up to 3 months	-	-	-	-
3 months to 1 year	-	-	-	-
1 year to 5 years	15 968	18 731	15 206	16 290
More than 5 years	157 254	146 827	157 254	146 827
Indeterminate period	2 506	6 899	2 506	6 899
	521	11	521	11
	176 249	172 468	175 487	170 027

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Level 1	27 669	30 006	23 152	23 428
Level 2	762	2 441	-	-
Level 3	152 335	152 882	152 335	146 586
	180 766	185 329	175 487	170 014

Movements of financial assets in 2015 and 2014, valued using methods with parameters that are not observable in the market, are analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Balance on 1 January	152 882	152 645	146 586	146 349
Acquisitions	2 230	1 903	2 230	1 903
Change in fair value	3 516	12 112	3 516	12 112
Disposals	(6 293)	(13 778)	3	(13 778)
Balance on 31 December	152 335	152 882	152 335	146 586

15. Deferred Tax Assets and Liabilities

As stated in note 2.19, the Calouste Gulbenkian Foundation is exempt from corporate taxes. Consequently, the taxes that are presented relate to the subsidiary companies.

The Foundation's subsidiary companies with head offices in Portugal are subject to the payment of Corporate Taxes (IRC) and the corresponding municipal surcharge.

The calculation of current taxes for the year ending 31 December 2015 was based on a nominal rate of Corporate Tax (IRC) and a municipal surcharge of 24.5%, under the terms of Law No. 2/2014, of 16 January, and Law No. 2/2007 of 15 January (which approved the Local Finance Law). Under the terms of Law No. 2/2014, of 16 January, a State Surcharge, which is levied on taxable profits over €1.5 million, is added to this amount at a rate of: 3% on the portion of taxable income between €1.5 million and €7.5 million; 5% on the portion of taxable income between €7.5 million and €35 million; and 7% on the portion of taxable income that exceeds €35 million.

The calculation of current taxes for the year ending 31 December 2013 was based on a nominal corporate tax rate (IRC) and a municipal surcharge of 26.5%, under the terms of Law No. 107-B/2003, of 31 December, and Law No. 2/2007, of 15 January (which approved the Local Finance Law), to which was added a state surcharge of 5% levied on taxable profits over €7.5 million, under the terms of Law No. 66-B/2012, of 31 December (The State Budget Law for 2013).

The charges incurred for taxes on profits, in reference to 2015 in the Consolidated account, are as follows:

	CONSOLIDATED	
	2015 EUROS '000	2014 EUROS '000
Deferred tax	36 590	(1 175)
	36 590	(1 175)

Deferred tax assets and liabilities recognised in the balance sheet on 31 December 2015 and 2014 are recorded as follows:

	ASSETS 2015 EUROS '000	LIABILITIES 2015 EUROS '000	NET 2015 EUROS '000
Tax losses brought forward	18 193	-	18 193
Provisions not accepted for tax purposes	1 227	-	1 227
Tangible and intangible fixed assets	-	(7 121)	(7 121)
	19 420	(7 121)	12 299
Compensation from deferred tax assets and liabilities	(19 420)	19 420	-
	-	12 299	12 299
	ASSETS 2014 EUROS '000	LIABILITIES 2014 EUROS '000	NET 2014 EUROS '000
Tax losses brought forward	2 267	-	2 267
Provisions not accepted for tax purposes	1 300	-	1 300
Tangible and intangible fixed assets	-	(25 828)	(25 828)
	3 567	(25 828)	(22 261)
Compensation from deferred tax assets and liabilities	(3 567)	3 567	-
	-	(22 261)	(22 261)

Tax losses brought forward, for which the Group recognises Deferred Taxes, do not have a limitation period.

Movements in deferred taxes in the balance sheet were offset as follows:

	CONSOLIDATED	
	2015 EUROS '000	2014 EUROS '000
Initial balance	(22 261)	(20 982)
Recognised in the results	36 591	(1 175)
Exchange differences	(2 031)	(104)
Final balance	12 299	(22 261)

The Group does not recognise deferred tax assets in relation to tax losses brought forward that are incurred by certain subsidiaries, as these losses cannot expect to be recovered in the near future. As of 31 December, tax credits brought forward for which deferred tax liabilities were not recognised amounted to €12,299,000 (2014: €22,261,000).

16. Investments in subsidiaries

Investments in Subsidiaries is recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Partex Holding B.V.	-	-	478 038	615 601
Economic and General Secretariat Limited	-	-	32	30
Office Park Expo	66 215	58 200	66 215	58 200
	66 215	58 200	544 285	673 831

In 2014, the Foundation created Partex Holding B.V., to which was transferred its holding in the Partex Oil and Gas (Holdings) Corporation in September 2014.

The value of these investments was reassessed with reference to 31 December 2014 and 2013, increasing the fair value reserve to €207,942,000 (2014: €202,746,000), as mentioned in note 24.

The difference between the acquisition value and the fair value is recorded in the fair value reserve of the Capital Fund, as mentioned in note 24.

On 31 December 2015, the Subsidiaries included in the Foundation's full consolidation method of accounting were as follows:

SUBSIDIARIES	CAPITAL	ASSETS EUROS '000	LIABILITIES EUROS '000	EQUITY EUROS '000	INCOME EUROS '000	NET RESULTS EUROS '000	%	ECONOMIC ACTIVITY
Directly held:								
Partex Holding B.V.	121 410	1 037 780	17 752	1 020 028	1 906	1 750	100	c)
Economic and General Secretariat Limited (*)	4 000	-	-	-	-	-	100	b)
Indirectly held: (via Partex Holding B.V.)								
Participations and Explorations Corporation	2 800	452 391	435 482	16 908	-	(238)	100	a)
Partex (Oman) Corporation	2 500	775 287	115 935	659 352	273 979	(61 098)	100	a)
Partex Gas Corporation	2 000 000	62 331	39 028	23 303	38 352	(19 480)	100	a)
Partex (Kazakhstan) Corporation	5 000	133 147	211 066	(77 920)	53 814	(88 881)	100	a)
PMO Services, S.A.	500 000	2 803	316	2 487	1 578	44	100	b)
Partex Brasil Ltda.	66 196 506	15 130	69 009	(53 878)	4 022	(34 233)	100	a)
Partex (Brazil) Corporation	50 000	111 305	112 960	(1 655)	-	(1 686)	100	c)
Partex (Algeria) Corporation	50 000	15	11 978	(11 963)	-	(1 378)	100	a)
Partex (Angola) Corporation	50 000	46 710	62 662	(15 952)	-	(1 955)	100	a)
Partex Services Brasil Petrolíferos Ltda.	1 715 738	1 478	106	1 372	1 751	517	100	b)
Partex Oil and Gas (Holdings) Corporation (via Partex Oil and Gas (Holdings) Corporation)	50 000	58 850	10 959	47 890	-	(475 810)	100	c)
Partex (Iberia), S.A.	32 170 546	24 384	468	23 916	-	(57)	100	a)
Partex Services Corporation (via Partex Services Corporation)	2 300 000	6 571	3 162	3 409	11 154	(164)	100	b)
Partex Services Portugal – Serviços para a Indústria Petrolífera, S.A	69 500	2 359	1 452	908	7 241	146	100	b)

a) Companies with investments in oil concessions or contractual operations.

b) Provider of services to companies in the group.

c) Holding company.

(*) This subsidiary is currently inactive.

On 31 December 2014, the Subsidiaries included in the Foundation's full consolidation method of accounting were as follows:

SUBSIDIARIES	HEADQUARTERS	CAPITAL	CURRENCY	ASSETS EUROS '000	LIABILITIES EUROS '000	EQUITY EUROS '000	INCOME EUROS '000	NET RESULTS EUROS '000	%	ECONOMIC ACTIVITY
Directly held:										
Partex Holding B.V.	Netherlands	100 000	EUR	1 211 391	862	1 210 529	-	(257)	100	c)
Economic and General Secretariat Limited (*)	England	4 000	GBP	-	-	-	-	-	100	b)
Indirectly held:										
(via Partex Holding B.V.)										
Partex Oil and Gas (Holdings) Corporation (via Partex Oil and Gas (Holdings) Corporation)	Cayman Islands	50 000	USD	473 813	42 487	431 326	-	(10 604)	100	c)
Participations and Explorations Corporation	Panama	2 800	USD	371 143	343 018	28 125	32 609	(13 257)	100	a)
Partex (Oman) Corporation	Panama	2 500	USD	888 402	115 760	772 642	479 915	68 187	100	a)
Partex Gas Corporation	Panama	2 000 000	USD	75 229	39 444	35 785	72 336	1 521	100	a)
Partex (Kazakhstan) Corporation	Cayman Islands	5 000	USD	157 575	169 787	(12 212)	40 865	(5 689)	100	a)
Partex Services Corporation	Panama	2 300 000	USD	5 684	2 741	2 943	12 536	132	100	b)
PMO Services, S.A.	Liechtenstein	500 000	CHF	2 150	124	2 026	1 393	-	100	b)
Partex Brasil Ltda.	Brazil	1 000 000	BRL	6 843	41 869	(35 026)	2 369	(7 200)	100	a)
Partex (Brazil) Corporation	Cayman Islands	50 000	USD	107 083	107 058	25	-	(647)	100	c)
Partex (Algeria) Corporation	Cayman Islands	50 000	USD	99	8 817	(8 718)	-	(6 326)	100	a)
Partex (Angola) Corporation	Cayman Islands	50 000	USD	39 254	50 782	(11 528)	-	(993)	100	a)
Partex Services Brasil Petrolíferos Ltda.	Brazil	3 500 000	BRL	496	71	425	531	62	100	b)
Partex (Iberia), S.A. (via Partex Services Corporation)	Portugal	3 450 000	EUR	26 924	189	26 735	-	(81)	100	a)
Partex Services Portugal – Serviços para a Indústria Petrolífera, S.A	Portugal	50 000	EUR	2 432	1 580	852	9 502	169	100	b)

a) Companies with investments in oil concessions or contractual operations.

b) Provider of services to companies in the group.

c) Holding company.

(*) This subsidiary is currently inactive.

17. Debtors and Other Non-current Assets

Debtors and Other Non-Current Assets are recorded as follows:

	CONSOLIDATED	
	2015 EUROS '000	2014 EUROS '000
Investments in pension funds	30 353	26 303
Other assets	6 321	4 027
Various debtors	2 039	1 929
	38 712	32 259

Amounts recorded under Debtors and Other Current Assets refer primarily to the proportional consolidation of PDO, GASCO and Dunga Field in Partex's accounts.

18. Current Financial Assets and Liabilities

Current Financial Assets and Liabilities are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Current financial assets				
Bonds and other fixed-income securities				
Publicly issued	212 848	297 122	212 848	297 122
Other issuers	362 578	268 723	362 578	268 723
Shares				
Other variable-income securities	893 359	1 009 397	893 359	1 009 397
Investment funds				
Liquidity	17 292	2 000	17 292	2 000
Shares	211 723	198 248	211 723	198 248
Bonds	168 434	168 110	168 434	168 110
Others	90	97	90	97
Derivatives				
Financial instruments with positive fair value				
Forwards	27 671	3 240	27 671	3 240
Futures	752	3 045	752	3 045
	1 894 747	1 949 982	1 894 747	1 949 982
Current financial liabilities				
Derivatives				
Financial instruments with negative fair value				
Forwards	(566)	(30 530)	(566)	(30 530)
Spots	(1)	-	(1)	-
Futures	(304)	(332)	(304)	(332)
	(871)	(30 862)	(871)	(30 862)
	1 893 876	1 919 120	1 893 876	1 919 120

As of 31 December 2015 and 2014, **Current Financial Assets and Liabilities** are differentiated as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Up to 3 months	27 566	(24 498)	27 566	(24 498)
3 months to 1 year	5 348	362	5 348	362
1 year to 5 years	327 032	269 766	327 032	269 766
More than 5 years	243 008	295 631	243 008	295 631
Indeterminate period	1 290 922	1 377 859	1 290 922	1 377 859
	1 893 876	1 919 120	1 893 876	1 919 120

As of 31 December of 2015 and 2014, **Current Financial Assets and Liabilities** related to listed and unlisted securities, are differentiated as follows:

	2015		
	LISTED EUROS '000	UNLISTED EUROS '000	TOTAL EUROS '000
Bonds and other fixed-income securities			
Publicly issued	212 848	-	212 848
Other issuers	362 533	45	362 578
Shares			
Other variable-income securities	893 332	27	893 359
Investment funds			
Liquidity	17 292	-	17 292
Shares	211 723	-	211 723
Bonds	168 434	-	168 434
Others	-	91	91
Derivatives			
Forwards	27 105	-	27 105
Spots	(2)	-	(2)
Futures	448	-	448
	1 893 713	163	1 893 876
	2014		
	LISTED EUROS '000	UNLISTED EUROS '000	TOTAL EUROS '000
Bonds and other fixed-income securities			
Publicly issued	297 122	-	297 122
Other issuers	268 564	159	268 723
Shares			
Other variable-income securities	1 009 267	130	1 009 397
Investment funds			
Liquidity	2 000	-	2 000
Shares	198 248	-	198 248
Bonds	168 110	-	168 110
Others	-	97	97
Derivatives			
Forwards	(27 290)	-	(27 290)
Futures	2 713	-	2 713
	1 918 734	386	1 919 120

Current financial assets and liabilities are valued in accordance with the following scale:
Quoted Market Prices (Level 1) - included in this category are the quotations available in official markets and those disclosed by entities that normally provide transaction prices for these assets/liabilities traded in liquid markets.

Valuation methods with parameters/prices observable in the market (Level 2) - this uses internal valuation methods, namely discounted cash flow models and option pricing models, which involve the use of estimates and require judgements that vary according to the complexity of the products being valued.

Valuation methods with parameters that are not observable in the market (Level 3) - included in this category are valuations made using internal valuation models or quotations provided by third parties using parameters that are not observable in the market.

As of 31 December 2015 and 2014, **Current Financial Assets and Liabilities** are recorded by levels of valuation, as follows:

	2015			
	LEVEL 1 EUROS '000	LEVEL 2 EUROS '000	LEVEL 3 EUROS '000	TOTAL EUROS '000
Bonds and other fixed-income securities	575 381	45	-	575 426
Shares	893 332	-	27	893 359
Investment funds	397 449	-	91	397 540
Derivatives	27 551	-	-	27 551
	1 893 713	45	118	1 893 876
	2014			
	LEVEL 1 EUROS '000	LEVEL 2 EUROS '000	LEVEL 3 EUROS '000	TOTAL EUROS '000
Bonds and other fixed-income securities	565 686	110	49	565 845
Shares	1 009 266	29	102	1 009 397
Investment funds	368 359	-	96	368 455
Derivatives	(24 577)	-	-	(24 577)
	1 918 734	139	247	1 919 120

Movements in financial assets, valued using methods with parameters that are not observable in the market, are analysed for the 2015 and 2014 financial years as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Balance on 1 January	247	679	247	679
Acquisitions	10	1	10	1
Sales	(84)	(473)	(84)	(473)
Transfers	-	-	-	-
Change in fair value	(55)	40	(55)	40
Balance on 31 December	118	247	118	247

Derivative financial assets and liabilities on 31 December 2015 and 2014 are analysed as follows:

	2015		
	NOTIONAL EUROS '000	FAIR VALUE	
		ASSET EUROS '000	LIABILITY EUROS '000
Foreign exchange contracts			
Forward purchase	1 300 683	27 671	(566)
Forward sale	(1 300 683)		
Spot purchase	806	-	
Spot sale	(806)		
	-	27 671	(567)
Contracts in shares / indices			
Futures	854	752	(304)
	854	752	(304)
	854	28 423	(871)

	2014		
	NOTIONAL EUROS '000	FAIR VALUE	
		ASSET EUROS '000	LIABILITY EUROS '000
Foreign exchange contracts			
Forward purchase	1 359 737	3 240	(30 530)
Forward sale	(1 359 737)		
Spot purchase	750	-	-
Spot sale	(750)		
	-	3 240	(30 530)
Contracts in shares / indices			
Futures	1 006	3 045	(332)
	1 006	3 045	(332)
	1 006	6 285	(30 862)

On 31 December 2015 and 2014, Derivative Financial Assets and Liabilities are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
	Up to 3 months	27 552	(24 577)	27 552
	27 552	(24 577)	27 552	(24 577)

19. Other Treasury Applications

Other Treasury Applications, amounting to €47,313,000 (2014: €26,919,000), refer to treasury applications with a period of maturity of 3 months or less, which are recorded at their amortised cost.

20. Inventories

Inventories are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Crude oil	140	189	-	-
Other materials	19 295	17 677	-	-
Publications	3 939	3 589	3 939	3 589
	23 374	21 455	3 939	3 589

Publications, amounting to €3,939,000 (2014: €3,589,000), refer to the Foundation's own publications.

21. Debtors and Other Current Assets

Debtors are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Subsidiaries	-	-	30	23 342
Debtors (oil investments)	43 596	46 810	-	-
Corridor for pension plan	-	-	-	-
Expenses for deferred costs	850	631	850	631
State	7 550	3 500	3 550	2 260
Various debtors	9 259	5 606	5 736	2 490
	61 255	56 547	10 166	28 723

Subsidiaries are recorded as follows:

	FOUNDATION	
	2015 EUROS '000	2014 EUROS '000
Dividends	-	23 204
Other receivables	30	138
	30	23 342

On 31 December 2014, Various Debtors included €117,000 for an investment in the "Fundo de Pensões Aberto BPI Ações" as part of the Complementary Defined Contribution Pension Plan (PCPCD).

22. Cash and Cash Equivalents

Cash and Cash Equivalents are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Cash	42	40	28	24
Deposits	68 654	140 538	1 038	1 909
	68 696	140 578	1 066	1 933

23. Capital Received from the Founder

Capital Received from the Founder, totalling €11,746,690, refers to the amount received from the Founder, Mr Calouste Sarkis Gulbenkian.

24. Reserves

In 2015 and 2014, movements occurring under **Reserves** in the Consolidated accounts were as follows:

	FAIR VALUE RESERVE EUROS '000	OTHER RESERVES EUROS '000	ACTUARIAL GAINS RESERVE EUROS '000	EXCHANGE DIFFERENCES EUROS '000	TOTAL EUROS '000
Balance on 31 December 2013	489 664	2 330 398	(54 472)	(27 881)	2 737 709
Restatement	(301 948)	-	-	-	(301 948)
Balance on 01 January 2014	187 716	2 330 398	(54 472)	(27 881)	2 435 761
Change in fair value	15 030	-	-	-	15 030
Other changes in fair value	-	41 943	-	-	41 943
Exchange differences	-	-	-	21 957	21 957
Actuarial deviations	-	-	(28 243)	-	(28 243)
Gifts	-	121	-	-	121
Reserves	-	99 204	-	-	99 204
Balance on 31 December 2014	202 746	2 471 666	(82 715)	(5 924)	2 585 773
Change in fair value	5 196	-	-	-	5 196
Other changes in fair value	-	68 702	-	-	68 702
Exchange differences	-	-	-	(14 193)	(14 193)
Actuarial deviations	-	-	(9 581)	-	(9 581)
Gifts	-	926	-	-	926
Reserves	-	(202 079)	-	-	(202 079)
Balance on 31 December 2015	207 942	2 339 215	(92 296)	(20 117)	2 434 744

In 2015 and 2014, movements occurring under **Reserves** in the Foundation accounts were as follows:

	FAIR VALUE RESERVES		ACTUARIAL GAINS RESERVE EUROS '000	OTHER RESERVES EUROS '000	TOTAL EUROS '000
	SUBSIDIARIES EUROS '000	NON-CURRENT FINANCIAL ASSETS EUROS '000			
Balance on 31 December 2013	481 153	5 051	(54 480)	2 305 985	2 737 709
Restatement	(301 948)	-	-	-	(301 948)
Balance on 01 January 2014	179 205	5 051	(54 480)	2 305 985	2 435 761
Change in fair value	-	15 030	-	-	15 030
Other changes in fair value	41 943	-	-	-	41 943
Gifts	-	-	-	121	121
Actuarial deviations	-	-	(26 270)	-	(26 270)
Reserves	-	-	-	119 188	119 188
Balance on 31 December 2014	221 148	20 081	(80 750)	2 425 294	2 585 773
Change in fair value	-	5 196	-	-	5 196
Other changes in fair value	(5 491)	-	-	-	(5 491)
Gifts	-	-	-	926	926
Actuarial deviations	-	-	(9 581)	-	(9 581)
Reserves	-	-	-	(142 079)	(142 079)
Balance on 31 December 2015	215 657	25 277	(90 331)	2 284 141	2 434 744

The fair value reserve in 2015 and 2014 in the Consolidated and Foundation accounts is recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Subsidiaries	-	-	215 657	221 148
Non-current financial assets	207 942	202 746	25 277	20 081
	207 942	202 746	240 934	241 229

Change in the fair value reserve in 2015 and 2014 in the Consolidated and Foundation accounts is recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Balance on 1 January	202 746	489 664	241 229	486 204
Change in fair value	199 292	(224 885)	1 647	(240 152)
Impairment for the year	(194 096)	(62 033)	(1 942)	(4 823)
Balance on 31 December	207 942	202 746	240 934	241 229

Change in the fair value reserve in 2015 and 2014 in the Consolidated and Foundation accounts is recorded as follows: **Fair Value Reserve** includes the cumulative change in fair value on the balance sheet date for Non-current financial assets and investments in subsidiaries.

Exchange Differences in the Consolidated account includes an amount related to the variation in national currency of the equity of consolidated companies, denominated in foreign currencies as a result of the respective exchange rate variation.

Other Reserves, amounting to €926,000 on 31 December 2015 (2014: €121,000), refer to donations of works of art to the Foundation.

The exchange rates used in the preparation of the Financial Statements are as follows:

CURRENCY	RATES IN 2015		RATES IN 2014	
	FINAL EXCHANGE RATE	AVERAGE EXCHANGE RATE	FINAL EXCHANGE RATE	AVERAGE EXCHANGE RATE
Dollar – USD	1.089	1.105	1.214	1.321
Pound Sterling – GBP	0.734	0.724	0.779	0.803
Swiss Franc – CHF	1.084	1.065	1.202	1.227
Brazilian Real – BRL	4.312	3.743	3.221	3.109

25. Provisions

Provisions are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Provision for pension plans	248 678	247 024	244 229	242 468
Provision for other employee benefits	21 597	17 934	6 536	6 421
Provision for pensions – Oman	30 548	26 494	-	-
Provision for removal and restoration	38 884	26 056	-	-
Other Provisions	324	290	-	-
	340 031	317 798	250 765	248 889

Provision for pension plans

The Foundation has undertaken to pay its employees pensions for old age, disability and early retirement, as set out in the "Regulations of the Staff Pension Plan" (1979) and in the "Pensions Plan" (1997).

These pensions are intended to supplement pensions awarded by Social Security and are calculated according to the length of service of each employee. A provision has been created to cover this liability based on an estimate of the capital required to pay the benefits to existing pensioners and future benefits to current employees.

The number of staff covered under these pension plans are as follows:

	CONSOLIDATED		FOUNDATION	
	2015	2014	2015	2014
Assets	388	412	384	406
Early retirements	51	53	51	53
Retirements	913	904	906	898
	1 352	1 369	1 341	1 357

On 31 December 2015 and 2014, liabilities for past services related to these pension plans were as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Liabilities on 1 January	247 024	224 616	242 468	222 121
Cost of current services	2 716	2 249	2 650	2 225
Interest costs	6 048	8 755	5 937	8 665
Benefits paid	(16 618)	(17 008)	(16 407)	(16 813)
Actuarial losses/(gains)	9 510	28 243	9 581	26 270
Exchange differences	(2)	169	-	-
Liabilities on 31 December	248 678	247 024	244 229	242 468

Expenditures in the Consolidated and Foundation accounts are analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Cost of current services	2 716	2 249	2 650	2 225
Interest costs	6 048	8 755	5 937	8 665
Costs for the year	8 764	11 004	8 587	10 890

Actuarial deviations in the balance sheet are analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Actuarial losses recognised in Other Comprehensive Income at the beginning of the year	82 715	54 472	80 750	54 480
Actuarial (gains) and losses for the year				
Change in assumptions	(547)	27 444	(535)	25 669
Experience (gains) and losses	1 107	1 405	1 150	1 361
Others	4 329	(606)	4 346	(760)
Actuarial losses recognised in Other Comprehensive Income	4 889	28 243	4 961	26 270
	87 604	82 715	85 711	80 750

In accordance with the accounting policy described in note 2.20, the liabilities for retirement pensions in the Consolidated and the Foundation accounts on 31 December 2015 and 2014, calculated using the projected unit credit method, are as follows:

	2015 EUROS '000	2014 EUROS '000	2013 EUROS '000	2012 EUROS '000	2011 EUROS '000
Liabilities for projected benefits					
Consolidated	248 678	247 024	224 616	205 451	202 171
Foundation	244 229	242 468	222 121	203 088	200 142

Following a review of market indicators, especially forecasts for inflation and longer term interest rates for the Euro Zone, and the age profile of employees, the actuarial assumptions used in calculating the pension liabilities at 31 December 2015 were revised.

The following is a comparative analysis of the actuarial assumptions:

	2015	2014
Nominal growth rate for salaries	2.00%	2.00%
Nominal growth rate for pensions	0.50%	0.50%
Discount rate	2.50%	2.50%
Mortality Rates		
Male	TV 73/77-2	TV 73/77-2
Female	TV 88/90-3	TV 88/90-3
Disability Rate	EKV 80	EKV 80
Actuarial valuation		Projected unit credit

In 2015, the Consolidated and the Foundation accounts for retirement pension plans recorded €13,912,000 (2014: €11,909,000) and €13,734,000 (2014: €11,795,000), respectively.

The Provision for the Pension Plan grew to €248,678,000 in the Consolidated account (2014: €247,024,000) and €244,229,000 in the Foundation account (2014: €242,468,000).

The following table shows a sensitivity analysis for changes in the discount rate, the growth rate for salaries, the growth rate for pensions and the future mortality rate.

	CONSOLIDATED		FOUNDATION	
	+50 BP	-50 BP	+50 BP	-50 BP
Discount rate	(12 871)	14 155	(12 662)	13 928
Growth rate for pensions	12 090	(11 107)	11 882	(10 914)
Growth rate for salaries	8 043	(8 018)	8 021	(7 997)
Mortality rate (+/- 1 year)	(8 673)	8 734	(8 488)	8 547
	CONSOLIDATED		FOUNDATION	
	+50 BP	-50 BP	+50 BP	-50 BP
Discount rate	(13 379)	14 741	(13 159)	14 502
Growth rate for pensions	12 483	(11 453)	12 267	(11 253)
Growth rate for salaries	8 203	(8 142)	8 176	(8 116)
Mortality rate (+/- 1 year)	8 884	(8 866)	8 695	(8 679)

The defined contributions plan exposes the Foundation to actuarial gains and losses, such as longevity and interest rates. On 31 December 2015, the average timespan for liabilities was 11 years in the Consolidated and Foundation accounts (2014: 11 years).

Provision for other employee benefits

Provision for other employee benefits relates to the Social Security commitments and health benefits provided for pensioners during the period of pre or early retirement, as well as indemnities for end of service benefits payable to employees on termination of their contracts abroad.

Movements in this provision are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Balance on 1 January	19 282	18 957	6 421	5 967
Strengthening of provisions	3 786	3 016	527	905
Effect of discount	430	432	-	-
Use of provisions	(1 768)	(2 915)	(412)	(451)
Exchange differences	(133)	(208)	-	-
Balance on 31 December	21 597	19 282	6 536	6 421

The provision for indemnities for end of service benefits payable to employees on termination of their contracts abroad was calculated based on the following assumptions: 2% growth in salaries (2014: 2%); average length of contract - 5 years (2014: 5 years); and a discount rate based on 5-year German bonds.

The assumptions used in calculating liabilities for health benefits are the same as those used for the pension plan and forecast a 4.5% growth in medical costs (2014: 4.5%).

Provision for removal and restoration

Movements in provisions for removal and restoration are recorded as follows:

	CONSOLIDATED	
	2015 EUROS '000	2014 EUROS '000
Balance on 1 January	26 056	20 425
Provisions made	8 457	2 590
Provisions reversed	1 639	(334)
Effect of discount	(204)	439
Exchange differences	2 936	2 936
Balance on 31 December	38 884	26 056

The Foundation recognised a future obligation with the removal and restoration of production areas amounting to €38,884,000 (2014: €26,056,000) in Oman, Kazakhstan, Abu Dhabi and Brazil. This provision is valued in the accounts at fair value, as a cost of the related assets and recorded as a provision, as mentioned in notes 13 and 14.

Other Provisions

Movements in other provisions are recorded as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Balance on 1 January	290	357	-	-
Provisions reversed	-	(106)	-	-
Exchange differences	34	39	-	-
Balance on 31 December	324	290	-	-

Other provisions, totalling €324,000 (2014: €290,000), refer to amounts to be paid to operators for concessions that have ended or are due to end.

26. Grants and Scholarships

Grants and Scholarships totalling €7,631,000 (2014: €8,062,000) refer to grants and scholarships that have already been authorised by the Administration but yet to be paid, for reasons not attributable to the Foundation.

27. Creditors and Other Current Liabilities

Creditors and Other Current Liabilities are as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Creditors (oil investments)	40 512	46 901	-	-
Suppliers of finance leases	70	208	70	208
Various creditors				
Suppliers	3 091	2 582	3 091	2 582
State	4 298	4 450	959	1 284
Costs payable	7 497	8 589	6 050	6 458
Deferred income	889	789	889	789
Other creditors	1 629	1 998	1 555	1 958
	57 986	65 517	12 614	13 279

28. Significant Facts Occurring in 2015 and Subsequent Events

In 2015, there were no significant and/or material events that affected the Foundation's financial statements.

In the first quarter of 2016, the foundation disposed of its Office Park Expo and Sete Colinas properties for €65,882,000 and €8,353,000, respectively.

29. Related Party Transactions

As of 31 December 2015 and 2014, the value of the Foundation's related party transactions, conducted on a separate basis and offset in the consolidation, is analysed as follows:

	2015				
	ASSETS EUROS '000	LIABILITIES EUROS '000	GUARANTEES EUROS '000	EXPENDITURES EUROS '000	INCOME EUROS '000
Partex Holding B.V.	30	-	2 550	-	60 000
	30	-	2 550	-	60 000
	2014				
	ASSETS EUROS '000	LIABILITIES EUROS '000	GUARANTEES EUROS '000	EXPENDITURES EUROS '000	INCOME EUROS '000
Partex Oil and Gas (Holdings) Corporation	23 204	-	1 833	-	11 836
Partex Holding B.V.	98	-	-	-	-
	23 302	-	1 833	-	11 836

All transactions with related parties are undertaken at normal market prices, in keeping with the principle of fair value.

30. Fair Value of Financial Assets and Liabilities

As of 31 December 2015 and 2014, there were no significant differences between the book value and the fair value of financial assets and liabilities measured at amortised cost.

Cash and cash equivalents and treasury applications

Considering that these are normally short-term assets, the amount stated on the balance sheet is a reasonable estimate of their fair value.

Debtors, grants and scholarships, creditors and other liabilities

Considering that these are normally short-term assets and liabilities, the amounts stated for the various items on the balance sheet are considered to be a reasonable estimate of their fair value at the balance sheet date.

Advances, creditors and other non-current liabilities

Considering that these assets and liabilities are recorded at their current value, the amounts stated for the various items on the balance sheet are considered to be a reasonable estimate of their fair value at the balance sheet date.

31. Commitments

As of 31 December 2015 and 2014, **Commitments** in the Consolidated and Foundation accounts are analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2015 EUROS '000	2014 EUROS '000	2015 EUROS '000	2014 EUROS '000
Bank guarantees	2 550	1 889	2 550	1 889
Revocable commitments	6 805	9 035	6 805	9 035
	9 355	10 924	9 355	10 924

Bank Guarantees include an amount of €2,550,000 (2014: €1,889,000) relating to performance guarantees issued by various banks in respect of commitments undertaken through concessions in Algeria.

Revocable commitments refer to subscriptions to be made in closed investment funds.

32. Activity Risk Management

The Foundation has investments in the Oil and Gas business and in financial instruments. As such, it is exposed to various risks, most notably operational risk, market risk, foreign exchange risk and liquidity risk.

Operational Risk

The Group actively participates in oil and gas exploration and production, and therefore runs the risk of its activity being unsuccessful.

Market Risk

Market risk represents the possible loss resulting from an adverse change in the prices of crude oil and natural gas, interest rates, exchange rates and share prices.

The Foundation's oil and gas investments are mainly concentrated in the Middle East, Central Asia and Brazil. The production of crude oil and natural gas is sold through contracts that are signed on an annual basis, making it possible to reduce exposure to short-term fluctuations.

The Foundation supervises the management of the risk associated with its financial Assets and Liabilities.

Foreign Exchange Risk

Foreign exchange risk occurs when an entity undertakes transactions in a currency that is different from its functional currency. The Foundation's functional currency is the Euro, while most of its subsidiaries have the US Dollar as their functional currency.

The financial assets and liabilities, by currency, in the Consolidated accounts on 31 December 2015 and 2014 are analysed as follows:

	2015				
	BALANCE EUROS '000	EURO EUROS '000	US DOLLAR EUROS '000	POUND STERLING EUROS '000	OTHER CURRENCIES EUROS '000
ASSETS					
Non-current financial assets	214 167	175 487	38 680	-	-
Advances	548 802	66 215	482 555	32	-
Current financial assets	1 939 996	596 359	1 009 127	63 125	271 385
Other treasury applications	47 313	3 393	41 279	297	2 344
Debtors and other assets	14 315	9 316	4 999	-	-
Cash and Cash Equivalents	68 696	13 541	55 156	-	-
	2 833 290	864 311	1 631 796	63 454	273 729
LIABILITIES					
Creditors and other non-current liabilities	40 254	161	40 093	-	-
Current financial liabilities	1 096	-	317	4	775
Creditors and other current liabilities	11 873	6 564	5 309	-	-
	53 223	6 725	45 719	4	775
	2014				
	BALANCE EUROS '000	EURO EUROS '000	US DOLLAR EUROS '000	POUND STERLING EUROS '000	OTHER CURRENCIES EUROS '000
ASSETS					
Non-current financial assets	202 286	170 027	32 259	-	-
Advances	64 808	63 386	1 392	30	-
Current financial assets	2 002 089	609 003	977 534	75 050	340 502
Other treasury applications	26 919	207	26 804	(116)	24
Debtors and other assets	32 683	27 953	4 730	-	-
Cash and Cash Equivalents	140 578	58 363	82 214	-	-
	2 469 363	928 939	1 124 934	74 964	340 526
LIABILITIES					
Creditors and other non-current liabilities	46 975	224	46 751	-	-
Current financial liabilities	30 996	-	28 654	1 340	1 002
Creditors and other current liabilities	36 527	6 195	30 332	-	-
	114 499	6 419	105 738	1 340	1 002

The financial assets and liabilities, by currency, in the Foundation accounts on 31 December 2015 and 2014 are analysed as follows:

2015					
	BALANCE EUROS '000	EURO EUROS '000	US DOLLAR EUROS '000	POUND STERLING EUROS '000	OTHER CURRENCIES EUROS '000
ASSETS					
Tangible fixed assets	21 160	21 160	-	-	-
Non-current financial assets	175 487	175 487	-	-	-
Investments in subsidiaries	544 285	66 215	478 038	32	-
Current financial assets	1 893 876	596 359	963 007	63 125	271 385
Other treasury applications	47 313	3 393	41 279	297	2 344
Debtors and other assets	9 316	9 316	-	-	-
Cash and Cash Equivalents	1 066	1 066	-	-	-
	2 671 343	851 836	1 482 324	63 454	273 729
LIABILITIES					
Creditors and other non-current liabilities	161	161	-	-	-
Current financial liabilities	871	-	92	4	775
Creditors and other current liabilities	6 564	6 564	-	-	-
	7 596	6 725	92	4	775
2014					
	BALANCE EUROS '000	EURO EUROS '000	US DOLLAR EUROS '000	POUND STERLING EUROS '000	OTHER CURRENCIES EUROS '000
ASSETS					
Non-current financial assets	170 027	170 027	-	-	-
Investments in subsidiaries	673 831	58 200	615 601	30	-
Current financial assets	1 949 982	609 003	925 427	75 050	340 502
Other treasury applications	26 919	207	26 804	(116)	24
Debtors and other assets	27 953	27 953	-	-	-
Cash and Cash Equivalents	1 933	1 933	-	-	-
	2 850 645	867 323	1 567 832	74 964	340 526
LIABILITIES					
Creditors and other non-current liabilities	224	224	-	-	-
Current financial liabilities	30 862	-	28 520	1 340	1 002
Creditors and other current liabilities	6 195	6 195	-	-	-
	37 281	6 419	28 520	1 340	1 002

Liquidity risk

Liquidity risk refers to the risk that the Foundation may be unable to secure the necessary funding for its activities. The Foundation considers its liquidity risk to be low.

As of 31 December 2015 and 2014, financial assets and liabilities are differentiated in Consolidated accounts as follows:

2015						
	BALANCE EUROS '000	UP TO 3 MONTHS EUROS '000	3 MONTHS TO 1 YEAR EUROS '000	1 TO 5 YEARS EUROS '000	MORE THAN 5 YEARS EUROS '000	INDETERMINATE EUROS '000
ASSETS						
Non-current financial assets	280 383	-	15 206	262 149	2 506	522
Advances	482 587	-	-	-	4 517	478 070
Current financial assets	1 939 995	73 686	5 348	327 032	243 008	1 290 921
Other treasury applications	47 313	47 313	-	-	-	-
Debtors and other assets	14 315	14 315	-	-	-	-
Cash and Cash Equivalents	68 696	68 696	-	-	-	-
	2 833 290	204 010	20 554	589 181	250 031	1 769 513
LIABILITIES						
Creditors and other non-current liabilities	40 254	40 093	-	161	-	-
Current financial liabilities	1 096	871	-	-	-	225
Creditors and other current liabilities	11 873	11 873	-	-	-	-
	53 223	52 837	-	161	-	225
2014						
	BALANCE EUROS '000	UP TO 3 MONTHS EUROS '000	3 MONTHS TO 1 YEAR EUROS '000	1 TO 5 YEARS EUROS '000	MORE THAN 5 YEARS EUROS '000	INDETERMINATE EUROS '000
ASSETS						
Non-current financial assets	260 486	-	16 290	227 197	16 481	518
Advances	6 578	-	-	-	6 578	-
Current financial assets	2 002 119	54 303	4 559	269 769	295 631	1 377 856
Other treasury applications	26 919	26 919	-	-	-	-
Debtors and other assets	32 683	32 683	-	-	-	-
Cash and Cash Equivalents	140 578	140 578	-	-	-	-
	2 469 363	254 483	20 849	496 966	318 690	1 378 374
LIABILITIES						
Creditors and other non-current liabilities	46 975	46 751	-	224	-	-
Current financial liabilities	30 996	30 862	-	-	-	134
Creditors and other current liabilities	36 527	36 527	-	-	-	-
	114 499	114 141	-	224	-	134

It also clarifies that in addition to "Joint Ventures", "Joint Operations" are also beyond the scope of IFRS 3 and that this exclusion refers only to accounting for the formation of a joint arrangement in the financial statements of the joint arrangement itself.

IFRS 13 – FAIR VALUE MEASUREMENT

Paragraph 52 is updated so that the portfolio exception also applies to all contracts within the scope of IAS 39 or IFRS 9, irrespective of whether they meet the definitions of financial assets and liabilities as defined under the terms of IAS 32.

In line with EU Regulation No. 1361/2014, of 18 December, the amendments are applied prospectively to annual periods beginning on or after 1 July 2014.

The Foundation chose not to apply early adoption of the following standards and/or interpretations endorsed by the European Union:

IAS 19 R – EMPLOYEE BENEFITS (AMENDED): EMPLOYEE CONTRIBUTIONS

This amendment applies to contributions by employees or third parties to defined benefit plans. It simplifies accounting for contributions that are calculated independently of an employee's years of service, such as contributions based on a fixed percentage of an employee's salary, an amount fixed over the course of their entire period of service or an amount determined by the employee's age. These contributions can be recognised as a reduction in the service cost in the period in which the service is provided.

In line with EU Regulation No. 2015/29, of 17 December 2014, the amendments are applied to annual periods beginning on or after 1 February 2015. Early application can take place as long as it is duly disclosed. Application is retrospective.

Annual Improvements to IFRSs 2010-2012 Cycle

In the Annual Improvements to IFRSs 2010-2012 Cycle, the IASB introduced six amendments to five standards in the following manner:

IFRS 2 – SHARE-BASED PAYMENT

Amends the definitions by clarifying the meaning of "vesting condition" and clarifying the concerns that have been raised with respect to "service condition", "market condition" and "performance condition".

IFRS 3 – BUSINESS COMBINATIONS

Introduces amendments to the recognition of fair value changes for contingent payments in business combinations, classified as a financial asset or financial liability. These must now be calculated at fair value in the income statement, irrespective of whether they fall within the scope of IAS 39 (or IFRS 9).

IFRS 8 – OPERATING SEGMENTS

Requires an entity to make additional disclosures (description and economic indicators) to determine the aggregation of operating segments.

Disclosure of the reconciliation of the total of the reportable segments' assets to the entity's assets is only required if it is reported to the manager responsible, under the same terms of disclosure required for segments' liabilities.

IAS 16 – TANGIBLE FIXED ASSETS AND IAS 38 – INTANGIBLE ASSETS

In the case of a revaluation, the standard now allows an entity to choose between adjusting the gross value of an asset based on observable market data or proportionally allocating the variation to the change in the book value. In both cases, the elimination of accumulated amortisations must be offset by the gross value of the asset. These changes should only be applied to revaluations made in the annual period in which the change was applied for the first time and in the period immediately preceding it. While not obligatory, revaluation can be applied to all prior periods. If not applied, however, the criteria used for these periods should be disclosed.

IAS 24 – RELATED PARTY DISCLOSURES

Clarifies that a management entity – an entity that provides management services – is a related party that is subject to disclosure requirements. Furthermore, an entity that uses the services of a management entity is obligated to disclose the expenses incurred for those services.

In line with EU Regulation No. 2015/28, of 17 December 2014, the Annual Improvements to IFRSs 2010-2012 Cycle applies to annual periods beginning on or after 1 February 2015. Early application can take place as long as it is duly disclosed. Application is normally prospective.

IFRS 11 – ACCOUNTING FOR ACQUISITIONS OF INTERESTS IN JOINT OPERATIONS

The amendments require that an entity acquiring an interest in a joint operation in which the activity of the joint operation constitutes a business, apply the relevant principles on business combination accounting in IFRS 3 – Business Combinations and other IFRS that do not conflict with IFRS 11. The entity should also disclose the relevant information specified in these standards for business combinations.

The amendments also apply when a business is contributed to a joint operation on its formation.

If an additional interest is acquired in the joint operation in which the activity of the joint operation constitutes a business, the stake that was previously held should not be remeasured if the operator maintains joint control.

In line with EU Regulation No. 2173/2015, of 24 November, the amendments are applicable as from the commencement date of the first annual period beginning on or after the first day of the following month in which the regulation entered into force; that is, 1 January 2016. Early application can take place as long as it is duly disclosed. Application is prospective.

IAS 16 AND IAS 38 – CLARIFICATION OF ACCEPTABLE METHODS OF DEPRECIATION AND AMORTISATION

The amendments clarify a principle of the standards, which is that since revenue reflects a pattern of economic benefits that are generated through the exploitation of a business (of which an asset is a part), it cannot reflect the consumption of the economic benefits embodied in the asset. As such, the proportion of revenue generated in relation to the total revenue forecasted cannot be used to depreciate fixed assets; it can only be used, under very limited circumstances, to amortise intangible assets.

In line with EU Regulation No. 2231/2015, of 2 December, the amendments are applicable as from the commencement date of the first annual period beginning on or after the first day of the following month in which the regulation entered into force; that is, 1 January 2016. Early application can take place as long as it is duly disclosed. Application is prospective.

IAS 1 – CLARIFICATION ON DISCLOSURE OF FINANCIAL STATEMENTS

Changes to IFRS standards were as follows:

- **Materiality**

The decision over how to aggregate information in financial statements and in the notes is a matter that requires judgements, taking all of the facts and circumstances into account. Understandability of Financial Statements: (i) an entity shall not reduce the understandability of its financial statements by obscuring material information with immaterial information or by aggregating material items of different natures or functions; (ii) disclosure of immaterial information is permitted, unless material information is obscured; and (iii) disaggregating information is likely to add, rather than reduce, transparency. Guidelines on materiality are applicable even when the IFRS requires specific disclosure or describes the minimum requirements for disclosure. In addition to specific disclosures, one should assess whether additional disclosures ought to be included to make the financial statements more understandable.

- **Information to be Presented in Financial Statements**

Requirements for the presentation of items in each line of the statement of financial position and the profit and loss account can be met by disaggregating the items included in each line item. When subtotals are presented, they: (i) should only be made up of items recognised and measured in accordance with IFRS; (ii) should be presented and labelled in a manner that makes the components of the subtotal understandable; (iii) should be consistent from period to period; and (iv) should not be displayed with more prominence than the subtotals and totals specified by the IFRS. Additional subtotals in the statement of profit or loss and other comprehensive income should be reconciled to the subtotals and totals required, with each excluded line identified. In the statement of comprehensive income, items related to associate companies and joint ventures should be presented in such a way that items that may or may not be subsequently reclassified in the statements can be identified.

- **Order of Notes**

Entities are given the flexibility to order the notes as they see fit. However, they should consider the understandability and comparability of the financial statements when they determine the order of the notes. Examples of how to order notes: (i) highlight activities that are more relevant for understanding the entity's financial position and profit or loss (e.g. groupings of specific operational activities); (ii) aggregate information on items measured in the same way; (iii) follow the form used for Statements of Comprehensive Income; and (iv) follow the form used for Statement of Financial Position.

- **Disclosures**

IAS 1 no longer refers to a "summary" of accounting policies, having removed guidelines and examples that were potentially unhelpful in defining a significant accounting policy (although it kept the description: policies that the users of its financial statements would expect to be disclosed, taking into account the entity involved and the nature of its operations). Important judgements, apart from those involving estimations, that management has made in the process of applying the entity's accounting policies should be jointly disclosed with the respective significant accounting policies or other notes.

Disclosure requirements from IAS 8, paragraphs 28-30, do not apply (these are standards that have not yet been adopted or are just beginning to be adopted).

In line with EU Regulation No. 2406/2015, of 18 December, the amendments are applicable to annual periods beginning on or after 1 January 2016. Early application is permitted. In relation to these amendments, entities are not obligated to disclose information as required by paragraphs 28-30 of IAS 8.

The Foundation does not expect this change to have any impact on the Foundation's financial statements.

Annual Improvements to the 2012-2014 Cycle

In the Annual Improvements to the 2012-2014 Cycle, the IASB introduced five amendments to four standards, as follows:

IFRS 5 – NON-CURRENT ASSETS HELD FOR TRADING AND DISCONTINUED OPERATIONS

This amendment clarifies that the reclassification of non-current asset from held for distribution to equity owners to held for trading (or vice versa) does not qualify as a change to the plan. It should be treated as a continuation of the original plan for the asset and does not, therefore, go against the requirements of IFRS 5.

Application should be prospective.

IFRS 7 – FINANCIAL INSTRUMENTS: DISCLOSURES

This amendment eliminates some of the disclosure requirements for interim financial statements.

In addition, it clarifies that when an entity transfers a financial asset, it can retain the right to provide a service related to that financial asset through a specified pre-determined amount, such as a maintenance contract, and that under these circumstances, the continuing involvement resulting from that contract should be evaluated for the purposes of determining which disclosures it should make.

The amendments do not need to be applied to any period beginning prior to the annual period in which the changes are applied for the first time. This exemption can also be applied to entities that are adopting the IFRS for the first time.

Application should be retrospective.

IAS 19 – EMPLOYEE BENEFITS

This amendment clarifies that the discount rate should be determined by taking into account high-quality corporate bonds that exist in a regional market sharing the same currency (e.g. Eurozone), rather than markets in which the bonds were issued. If there is no active market for high-quality corporate bonds in a regional market sharing the same currency, government-issued bonds can be used.

This amendment is applicable as from the commencement of the first period of comparison presented in the first financial statements in which the amendment is applied by the entity. Any initial adjustment resulting from the amendment's application should be recognised in the retained earnings at the beginning of this period.

In line with EU Regulation No. 2343/2015, of 18 December, the amendments are applicable to annual periods beginning on or after 1 January 2016.

The Foundation does not expect this change to have any impact on the Foundation's financial statements.

The following standards have yet to be endorsed by the EU:

IFRS 9 – FINANCIAL INSTRUMENTS (ISSUED ON 24 JULY 2014)

Completed on 24 July 2014, this standard deals with the following themes:

• **Classification and Measurement of Financial Assets**

› All financial assets are measured at fair value on initial recognition, adjusted to transaction costs in case the instruments are not classified at fair value through profit or loss (FVTPL). However, customers' accounts in which a significant financing component does not exist are initially measured by their transaction cost, as defined under IFRS – 15 Revenue from Contracts with Customers.

› Debt instruments are subsequently measured based on their contractual cash flows and the business model within which the instruments are held. If a debt instrument has contractual cash flows that are solely payments of capital and interest on the capital outstanding and is held within a business model whose objective is to hold the financial asset to collect the contractual cash flows, the instrument must be measured at amortised cost. If a debt instrument has contractual cash flows that are solely payments of capital and interest on the capital outstanding and is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, the instrument must be measured at fair value through other comprehensive income (FVOCI) and subsequently reclassified for profit and loss.

› All other debt instruments must be subsequently measured at FVTPL. In addition, an option exists to designate, at initial recognition, a financial asset as measured at FVTPL if doing so eliminates or significantly reduces a significant accounting mismatch in profit and loss.

› Equity instruments are generally measured by FVTPL. However, if an instrument is not held for trading, an entity can make an irrevocable decision to present the changes in fair value through other comprehensive income (without having to be subsequently reclassified for profit and loss).

• **Classification and Measurement of Financial Liabilities**

› For financial liabilities designated at FVTPL, using the fair value option, the amount of change in fair value attributable to changes in credit risk of the liability must be presented in other comprehensive income. The remaining change in fair value must be presented in profit and loss unless the presentation of changes in the liability's fair value related to credit risk in other comprehensive income would create or enlarge an accounting mismatch in profit or loss.

› All remaining requirements for classifying and measuring financial liabilities from IAS 39 have been transferred over to IFRS 9, including rules for separating embedded derivatives and the criteria for using the fair value option.

• **Impairment**

› Requirements for impairment are based on the expected credit loss model, which replaces the incurred loss model from IAS 39.

› The expected credit loss model is applied to: (i) debt instruments measured at amortised cost or at FVTOCI; (ii) the majority of loan commitments; (iii) financial guarantee contracts; (iv) contract assets within the scope of IFRS 15; and (v) lease receivables within the scope of IAS 17 – Leasing.

› Generally, entities are obligated to recognise 12-month or full lifetime expected credit losses, depending on whether the credit risk of that financial instrument has increased significantly since initial recognition (or when the commitment or guarantee was signed). For customers' accounts receivable in which a significant financing component does not exist, and depending on what accounting policy an entity chooses for other customer credit and lease receivables, a simplified approach can be applied that always recognises full lifetime expected credit losses.

› Any measurement of expected credit losses should reflect a probability-weighted amount, incorporate the effect of the time value of money and be based on reasonable and supportable information made available without cost or excessive effort.

• **Hedge Accounting**

› Hedge effectiveness testing should be prospective and can be qualitative, depending on the complexity of the hedge.

› A risk component in a financial or non-financial instrument can be designated as a hedged item if the risk component is separately identifiable and reliably measurable.

› The time value of an option, the forward point of a forward contract and any foreign currency basis spread can be excluded from a designated hedging instrument and classified as hedging costs.

› Groups of items can be designated as hedged items, including designations by layers and several net positions.

The standard applies to annual periods beginning on or after 1 January 2018. Early implementation is allowed as long as it is duly disclosed. Application of the standard varies according to its requirements, being partially retrospective and partially prospective.

IFRS 10 AND IAS 28 – SALE OR CONTRIBUTION OF ASSETS BETWEEN AN INVESTOR AND ITS ASSOCIATE OR JOINT VENTURE (AMENDMENTS ISSUED ON 11 SEPTEMBER 2014)

These amendments seek to resolve conflicts between IFRS 10 and IAS 28 with respect to the loss of control of a subsidiary sold or transferred to an associate or a joint venture.

The amendments to IAS 28 introduce different criteria for recognising the effects of the sale or contribution of assets between an investor (including its consolidated subsidiaries) and its associate or joint venture, depending on whether the transactions involve assets that constitute a business, as defined in IFRS 3 – Business Combinations. When transactions constitute a business combination under the required terms, the gain or loss should be recognised in full in the investor's profit and loss statement. However, if the transferred asset does not constitute a business, the gain or loss should continue to be recognised only to the extent that it concerns the remaining (unrelated) investors.

The amendments apply to annual periods beginning on or after 1 January 2016. Early implementation is allowed as long as it is duly disclosed. Application is prospective.

IFRS 10, IFRS 12 AND IAS 28 – INVESTMENT ENTITIES: APPLYING THE CONSOLIDATION EXCEPTION (AMENDMENTS ISSUED ON 18 DECEMBER 2014)

Amendments to IFRS 10 clarify that an investment entity does not need to prepare consolidated financial statements if, and only if, its parent is also an investment entity that prepares financial statements in which its subsidiaries are measured at fair value.

It also clarifies that only the subsidiary of an investment entity that is not itself an investment entity that supplies services in support of the investment entity is consolidated – all other subsidiaries are measured at fair value.

The amendments to IAS 28 clarify that a non-investment entity that applies the equity method when accounting for associates or joint ventures that are investment entities can continue to measure these entities at fair value.

The amendments apply to annual periods beginning on or after 1 January 2016. Early implementation is allowed as long as it is duly disclosed. Application is retrospective.

IFRS 14 – REGULATORY DEFERRAL ACCOUNTS (ISSUED ON 30 JANUARY 2014)

This standard allows an entity whose activities are subject to regulated rates and is adopting the IFRS for the first time to continue to apply most of its accounting policies using its previous accounting standards with respect to regulatory deferral accounts. The standard cannot be applied to: (i) entities that have already prepared their financial statements in line with IFRS; (ii) entities whose current accounting standards do not allow regulatory assets and liabilities to be recognised; and (iii) entities whose current accounting standards allow regulatory assets and liabilities to be recognised but had yet to adopt the policy in their accounts prior to adopting IFRS. Regulatory deferral accounts must be presented on a separate line in the statement of financial position and movements in these accounts must be presented on separate lines in the statement of profit or loss and other comprehensive income. The nature and the risks associated with the entity's regulated rates and the effects of the regulation on its financial statements must be disclosed.

The interpretation applies to annual periods beginning on or after 1 January 2016. Early implementation is allowed as long as it is duly disclosed. Application is retrospective.

IFRS 15 – REVENUE FROM CONTRACTS WITH CUSTOMERS (ISSUED ON 28 MAY 2014)

This standard applies to all revenue from contracts with customers and replaces the following standards and interpretations: IAS 11 – Construction Contracts, IAS 18 – Revenue, IFRIC 13 – Customer Loyalty Programmes, IFRIC 15 – Agreements for the Construction of Real Estate, IFRIC 18 – Transfers of Assets from Customers and SIC 31 – Revenue – Barter Transactions Involving Advertising Services.

It also provides a model for recognising and measuring the sales of several non-financial assets, including disposals of goods, equipment and intangible assets.

The principles of this standard should be applied in five steps: (i) identify the contract with the customer; (ii) identify the performance obligations in the contract; (iii) determine the transaction price; (iv) allocate the transaction price to the performance obligations of the contract; and (v) recognise revenues when the entity fulfils a performance obligation.

This standard also specifies how one accounts for incremental expenditures in the securing of the contract and the expenditures that are directly related to fulfilment of the contract.

The interpretation applies to annual periods beginning on or after 1 January 2017. Early implementation is allowed as long as it is duly disclosed. Application is retrospective.

Already endorsed by the EU:

There are no endorsed standards that only come into effect after 2016 and whose early application is not permitted.

Statutory Audit (separate)

› Introduction

1. We have examined the financial statements of the Calouste Gulbenkian Foundation ("Foundation"), which comprise the Consolidated Balance Sheet at 31 December 2015 (showing total assets of 2,718,533 thousand euros and a total capital fund of 2,446,491 thousand euros, including a transfer to the capital fund of minus 142,079 thousand euros), the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Changes in the Capital Fund, and the Consolidated Statement of Cash Flows for the year ended, and the corresponding Notes.

› Responsibilities

2. The Board of Trustees is responsible for the preparation of the financial statements which accurately and appropriately present the financial position of the Foundation, the transfer to the capital fund, the comprehensive income, the changes in its capital fund and the cash flows, as well as the adoption of adequate accounting policies and criteria and the maintenance of an appropriate system of internal control.

3. Our responsibility is to express a professional and independent opinion, based on our examination of the said financial statements.

› Scope

4. Our examination was performed in accordance with the Technical Rules and Recommendations for the Review/Auditing of Accounts of the Portuguese Institute of Chartered Accountants ("Ordem dos Revisores Oficiais de Contas"), which require that we plan and perform the examination to obtain a reasonable degree of assurance as to whether the financial statements are free of materially relevant misstatements. Accordingly, our examination included:

- › verification, based on sampling, of information underlying the figures and disclosures contained in the financial statements, and an assessment of the estimates, based on the judgements and criteria defined by the Board of Trustees, used in their preparation;
- › verification of the appropriateness of the accounting policies adopted and their disclosure, taking into account the circumstances;
- › verification of the applicability of the continuity principle; and
- › assessment of the appropriateness of the overall presentation of the financial statements.

5. Our examination also included the verification that the financial information contained in the report of the board is consistent with the consolidated financial statements.

6. We believe that our audit provides a reasonable basis for the expression of our opinion.

› Opinion

7. In our opinion, the financial statements referred to above present, in all materially relevant aspects, a true and appropriate picture of the financial position of the Calouste Gulbenkian Foundation at 31 December 2015, the transfer to the capital fund, the comprehensive income, the changes in the capital fund and the cash flows for the year then ended, in accordance with the International Financial Reporting Standards, as adopted for use in the European Union.

› Reporting on other legal requirements

8. It is also our opinion that the financial information contained in the annual report of the board is consistent with the financial statements of the year.

LISBON, 29 APRIL 2016

Ernst & Young Audit & Associados – SROC, S.A.
Sociedade de Revisores Oficiais de Contas (n.º 178)
Represented by:
António Filipe Dias da Fonseca Brás (Official Auditor No. 1661)

Statutory Audit (consolidated)

› Introduction

1. We have examined the financial statements of the Calouste Gulbenkian Foundation ("Foundation"), which comprise the Consolidated Balance Sheet at 31 December 2015 (showing total assets of 2,853,395 thousand euros and a total capital fund of 2,446,491 thousand euros, including a transfer to the capital fund of minus 202,079 thousand euros), the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Changes in the Capital Fund, and the Consolidated Statement of Cash Flows for the year ended, and the corresponding Notes.

› Responsibilities

2. The Board of Trustees is responsible for the preparation of the consolidated financial statements which accurately and appropriately present the financial position of the group of companies included in the consolidation, the transfer to the consolidated capital fund, the consolidated comprehensive income, the changes in its consolidated capital fund and the consolidated cash flows, as well as the adoption of adequate accounting policies and criteria and the maintenance of an appropriate system of internal control.

3. Our responsibility is to express a professional and independent opinion, based on our examination of the said financial statements.

› Scope

4. Our examination was performed in accordance with the Technical Rules and Recommendations for the Review/Auditing of Accounts of the Portuguese Institute of Chartered Accountants ("Ordem dos Revisores Oficiais de Contas"), which require that we plan and perform the examination to obtain a reasonable degree of assurance as to whether the financial statements are free of materially relevant misstatements. Accordingly, our examination included:

- › verification that the financial statements of the companies included in the consolidated accounts were properly audited and, for the significant cases of companies that were not audited, verification, based on sampling, of information underlying the figures and disclosures contained in the financial statements, and an assessment of the estimates, based on the judgements and criteria defined by the Board of Trustees, used in their preparation;
- › verification of the consolidation process;
- › verification of the appropriateness of the accounting

policies adopted, their uniform application, and their disclosure, taking into account the circumstances;

- › verification of the applicability of the continuity principle; and
- › assessment of the appropriateness of the overall presentation of the consolidated financial statements.

5. Our examination also included the verification that the financial information contained in the consolidated report of the board is consistent with the consolidated financial statements.

6. We believe that our audit provides a reasonable basis for the expression of our opinion.

› Opinion

7. In our opinion, the consolidated financial statements referred to above present, in all materially relevant aspects, a true and appropriate picture of the consolidated financial position of the Foundation at 31 December 2015, the transfer to the capital fund, the comprehensive consolidated income, the changes in the consolidated capital fund and the consolidated cash flows for the year then ended, in accordance with the International Financial Reporting Standards, as adopted for use in the European Union.

› Reporting on other legal requirements

8. It is also our opinion that the financial information contained in the consolidated annual report of the board is consistent with the financial statements of the year.

LISBON, 29 APRIL 2016

Ernst & Young Audit & Associados – SROC, S.A.
Sociedade de Revisores Oficiais de Contas (n.º 178)
Represented by:
António Filipe Dias da Fonseca Brás (Official Auditor No. 1661)

Report of the Internal Audit Committee of the Calouste Gulbenkian Foundation

1. Introduction

1.1. In accordance with articles 25 and 26 of the Statutes of the Calouste Gulbenkian Foundation, the Internal Audit Committee hereby presents its Report and Opinion on the accounts for the year ended 2015.

1.2. The Foundation's consolidated financial statements have been certified by the official auditor.

2. Accounting policies

2.1 The *International Financial Reporting Standards* (IFRS) currently in force and adopted by the European Union were applied to the accounts of 2015. The accounting policies are consistent with those used in the preparation of the consolidated and separate financial statements relating to 31 December 2014.

2.2. However, the consolidated financial statements of 2015 reflect the application of the IFRS11 (Joint Arrangements) standard, which also relate to Partex Oman Corporation (POC), unlike in the previous year.

2.3. The opening and closing consolidated balance sheet for 2014 takes into account the application of IFRS 11 and its accounting requirements.

3. Analysis of the Consolidated Balance Sheet

3.1. The Foundation's net equity amounted to 2,446.5 million euros, a decrease of 151.0 million euros compared to the end of 2014 (-5.8%). A loss of 202.1 million euros was transferred to the Capital Fund (it was 99.2 million euros in 2014).

3.2. As of 31 December 2015, the Balance Sheet showed assets totalling 2,853.4 million euros, representing a decrease of 6.2% compared to 2014. Current assets amounted to 2,095.4 million euros (down 4.6%), while non-current assets totalled 758.0 million euros (down 10.5%).

3.3. Liabilities fell 8.5% (38 million euros) to 406.9 million euros. This was due to a 36.3% reduction in current liabilities.

4. Analysis of the Consolidated Financial Statements

4.1. The total return decreased by 55.3% to 141.5 million euros. Changes in both the financial return and the return on oil activities contributed to this decline, with each of them falling by 85.4% and 21.8%, respectively.

4.2. Spending on distribution and direct activities amounted to 67.1 million euros, a drop of 2.9% compared to 2014, while administrative and operating costs grew by 6.7%, an increase largely explained by the rise in staffing costs.

4.3. Employee benefits (pensions and other benefits) totalled 9.3 million euros (down 22% compared to 2014).

4.4. Impairment in 2015 amounted to 194.1 million euros (in 2014, it came to approximately 62 million euros) as a result of an impairment on tangible fixed assets and interests in joint ventures.

5. Conclusions

5.1. The members of the Internal Audit Committee were provided with all the information necessary to undertake their analysis. On this basis, the Internal Audit Committee issues the following opinion under article 26 of the Statutes:

Opinion

Whereas the accounting policies and criteria adopted were suitable and were uniformly applied at the Foundation and at the subsidiary companies included in the consolidated accounts;

Whereas the changes introduced in terms of accounting policy have been described and are consistent with those used in the preparation of the financial statements for the previous year, with the respective values having been restated for the purposes of applying the new requirements of IFRS 11 standard - Joint Arrangements

Whereas the financial statements present a true and appropriate picture of all materially relevant aspects of the Foundation's economic and financial evolution;

Whereas the Board of Trustees have acted in accordance with the Foundation's Statutes;

The members of the Internal Audit Committee resolved:

- › To emphasise the performance of the Board of Trustees in the 2015 financial year;
- › To express their appreciation to all Foundation staff for their commitment and competence in performing their duties;
- › To ratify the accounts relating to the management of the Calouste Gulbenkian Foundation in 2015.

LISBON, 30 MAY 2015

Maria Manuela dos Santos Proença
Director-General for the Budget (Rapporteur)

José Nuno Cid Proença
Director-General for Social Security

José Alberto Loureiro dos Santos
Lisbon Academy of Sciences

Natália Correia Guedes
National Academy of Fine Arts

Manuel Maçaroco Candeias
Bank of Portugal



PARTNERSHIPS

Conference Room
at the Delegation in France
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IN 2015, THE SPONSORSHIP COMPONENT of the Calouste Gulbenkian Foundation's activities was reinforced through the establishment of new partnerships in arts, culture, education and philanthropy.

The Foundation expresses its gratitude to the organisations that have contributed towards the countless initiatives undertaken in 2015 and whose involvement is explained in more detail throughout this report.

Private Entities

Anselmo 1910	Hotel Marriot
Banco Carregosa	Pingo Doce / Jerónimo Martins
BPI	PricewaterhouseCoopers
BMW	Samsung
Compal	Santa Casa da Misericórdia
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Atouguia da Baleia School Cluster	Institute of Molecular and Celular Biology
Lisbon City Council	Camões Institute for Cooperation and Language, I.P.
Ciência Viva – National Agency for Scientific and Technological Culture	Institute of Employment and Professional Training
Directorate-General for Education	Institute of Molecular Medicine
Faculty of Medical Sciences Lisbon	Instituto Superior Técnico
Faculty of Veterinary Medicine	Institute of Chemical and Biological Technology (ITQB)
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Garcia de Orta Hospital, E.P.E.	Minho University
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APRIL 2016

* Ended his term on 10 October 2015.

** Non-executive trustees

* Began his term on 16 November 2015.



Façade of the Delegation in France.

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Internal Audit Committee

Maria Manuela dos Santos Proença
Director-General for the Budget (Rapporteur)

José Nuno Cid Proença
Director-General for Social Security

José Alberto Loureiro dos Santos
Lisbon Academy of Sciences

Natália Correia Guedes
National Academy of Fine Arts

Manuel Maçaroco Candeias
Bank of Portugal

APRIL 2016

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Nuno Prego, Director

Budget, Planning and Control Department

Cristina Pires, Director

Human Resources Department

Ana Rijo da Silva, Director
Pedro Paulo Perdigão, Assistant Director

IT Department

João Pedro Gomes da Silva, Director****

* Terminated her duties in December 2015.

** Terminated her duties in September 2015, when she was replaced by Penelope Curtis.

*** Terminated his duties in July 2015.

**** Terminated his duties in November 2015.

**Headquarters
Administration, Services,
Reception, Auditoria, Ticket
Office, Shop/Bookshop, Con-
ference Area, Main Gallery**
Av. de Berna, 45-A, 1067-001
Lisbon
TEL. 21 782 3000 (main)
FAX: 21 782 3021 (main)
GULBENKIAN.PT
INFO@GULBENKIAN.PT

Shop/Bookshop (Main Build-
ing Entrance Hall)
OPENING HOURS
Monday to Saturday: 9.30 am
to 5.45 pm
Concert days: 1 hour before the
start and until the first interval
Closed on Sundays

**Calouste Gulbenkian
Museum**
Founder's Collection
Av. de Berna, 45-A
1067-001 Lisbon
Modern Collection
Rua Dr. Nicolau Bettencourt
1050-078 Lisbon
TEL. 21 782 3000 (main)
GULBENKIAN.PT/MUSEU
MUSEU@GULBENKIAN.PT

**Temporary
Exhibition Galleries
Shop/Bookshop
Cafeteria**

OPENING HOURS
Wednesday to Monday: 10 am
to 6 pm
Tuesdays and 01/01.01,
01.05/05, 25/25.12 and Easter
Sunday: closed

Art Library
TEL. 21 782 3458
GULBENKIAN.PT/BIBLIOTECA-ARTE
ARTLIB@GULBENKIAN.PT

OPENING HOURS
Monday to Friday: 9.30 am to 7
pm Between 15 July
and 15 September: 9.30 am
to 5.30 pm
Closed on Saturdays, Sundays
and Public Holidays

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Rua da Quinta Grande, 6
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Library
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5 pm
Closed on Saturdays, Sundays
and Public Holidays

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Nuno Cera, 2016

Exhibition *Amadeo de Souza-Cardoso, 1887-1918*,
Grand Palais, Paris

CALOUSTE GULBENKIAN
FOUNDATION
Annual Report 2015

Coordination

Rui Gonçalves, Clara Vilar

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PIET MONDRIAN, *Compositional Study*
1935
Oil on canvas
100 x 100 cm
Museum of Modern Art, New York



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FOUNDATION

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