

20



CALOUSTE GULBENKIAN
FOUNDATION

60
YEARS

015

2015 **highlights**

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Message from the President

With the abbreviated version of the Annual Report, which we began publishing in 2013, the Calouste Gulbenkian Foundation intends to communicate more effectively the projects and initiatives that we develop or support each year. Accountability towards society has always been a core value of our intervention. Focused communication is becoming ever more necessary to help demonstrate the impact of our activities on society, ensuring a greater proximity to our beneficiaries, who we want to feel more engaged with the proposals and projects that we promote.

One of the guiding principles behind all that the Foundation does is the reduction of inequality and the contribution towards a more sustainable society. A highlight of last year's activities was the great interest of the public, especially the younger public, who filled our auditoria and surrounding areas to attend the conferences of Thomas Piketty and Joseph Stiglitz on inequality. One of our roles is to provide the opportunity to attend the lessons of the great contemporary thinkers who are influencing the global agenda, bringing our society closer to the diagnostics and proposals under discussion.

One trend of the Foundation is the greater articulation of our cultural activities with the projects that we support in other areas, therefore confirming their social impact.

The Foundation has decided to join the *Vision Europe* project, a network of foundations and think tanks focused on analysing the big issues the European Union is facing. In 2015, *Vision Europe* developed detailed work on the subject of the threats to the welfare-state. These studies and debates allowed for the development of recommendations of innovative policies for long-term sustainability of national public protection systems.

I hope that the projects and initiatives we decided to highlight in this report raise a broader interest in the activities of the Foundation, and I would like to renew the standing invitation to visit us and to follow our activities.

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

The Calouste Gulbenkian Foundation is a privately owned, Portuguese institution that serves the general public. Its statutory aims are targeted at the arts, charity, science and education. Bequeathed by the last will and testament of Calouste Sarkis Gulbenkian, a British citizen of Armenian descent, its statutes were approved by the Portuguese State on 18 July 1956.

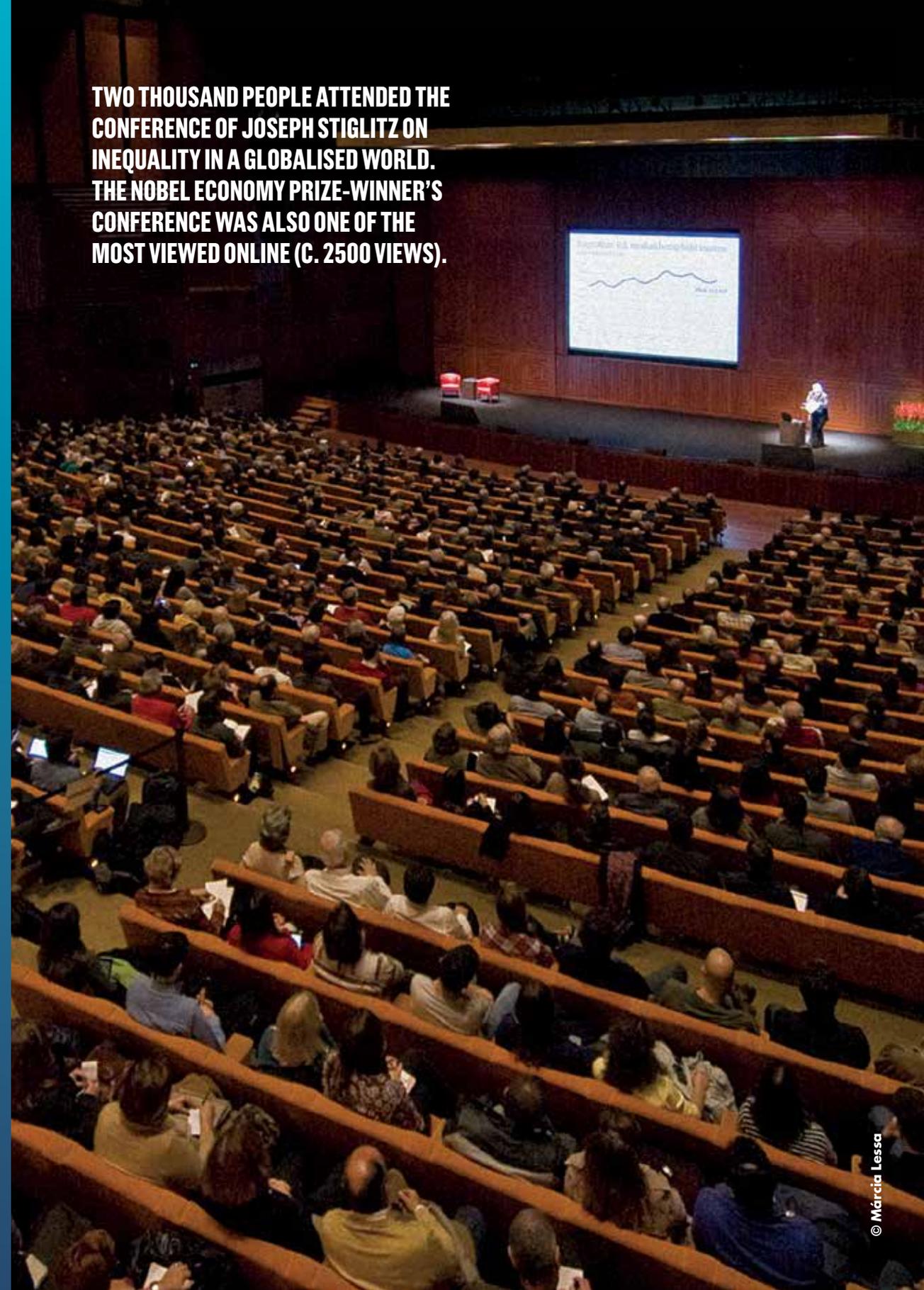
The Calouste Gulbenkian Foundation is one of the most important foundations in Europe, carrying out a vast range of activities in Portugal and abroad by organising projects independently or in partnership with other bodies and by awarding subsidies and grants.

At its headquarters in Lisbon, the Foundation has a Museum with two Collections – the Founder's Collection and the Modern Collection – together with an Art Library, a resident Orchestra and Choir, who work throughout the year within the framework of an international music season.

The Foundation serves as a space of cultural and educational enrichment in which people of all ages can benefit from planned activities or simply enjoy the garden, which is visited by hundreds of people every day. The Foundation also has a scientific institute in Oeiras, and two delegations abroad, one in Paris and another in London, cities where Calouste Gulbenkian lived.

The Foundation

TWO THOUSAND PEOPLE ATTENDED THE CONFERENCE OF JOSEPH STIGLITZ ON INEQUALITY IN A GLOBALISED WORLD. THE NOBEL ECONOMY PRIZE-WINNER'S CONFERENCE WAS ALSO ONE OF THE MOST VIEWED ONLINE (C. 2500 VIEWS).





OPEN-AIR AMPHITHEATRE, THE REGULAR VENUE FOR THE AUGUST JAZZ FESTIVAL FOR OVER 30 YEARS.

© Márcia Lessa

The Calouste Gulbenkian Foundation provides the public with an extensive programme of cultural and educational activities for children and adults. Over the years, the Foundation has established itself as a place of debate and reflection, thus contributing to the production and dissemination of knowledge in the different areas in which it operates and to create a society that is more enlightened about the major issues of the day. At this level, it promotes international conferences, seminars and courses, developing a thorough editorial activity and maintaining relevant scientific research work, especially through the Gulbenkian Institute of Science in Oeiras, recognised as a scientific institution of excellence.

The Art Library is considered by specialists and experts to be the most complete and important in its field in the country. It is a specialised research library aimed specifically at members of the public who carry out artistic, critical, educational or academic activities, especially those chiefly interested in the areas of architecture and visual arts.

The Gulbenkian Orchestra and Choir play a key role in the annual Gulbenkian Music season alongside renowned figures in international classical music who appear on stage in the Grand Auditorium. A summer jazz festival, film screenings and other events all form part of the Foundation's regular programme.

The Foundation regularly organises temporary exhibitions, in dialogue with the permanent collections (the Founder's Collection and the Modern Collection) of its museum, the Calouste Gulbenkian Museum, or integrated into other initiatives.

The art collection of the founder, Calouste Sarkis Gulbenkian, exhibits a set of about a thousand pieces in its galleries, arranged according to the categories of Egyptian Art, Greco-Roman Art, Mesopotamian and Eastern Islamic Art, Armenian Art, Far Eastern Art and, under the heading of Western Art, one can access some of the finest works of Sculpture, Painting, Decorative Arts and the Art of the Book.

The Modern Collection, the largest and most complete collection of twentieth century Portuguese art, is housed in the Modern Art Centre José de Azeredo Perdigão, which also features an important selection of British and Armenian Art. In addition to the exhibitions it organises, it fulfils its primary mission of dissemination of art through the loan of works for temporary national and international exhibitions.

Activities

Inequality addressed by Thomas Piketty and Joseph Stiglitz

Office of the President

In 2015, two conferences on the subject of inequality were held, one with Thomas Piketty (27 April) and one with Joseph Stiglitz (01 December), which sold out the Grand Auditorium of the Foundation and all other spaces of the Congress Area. The increase of inequality, despite being felt by many countries at different times and amplitudes, is a phenomenon which has been observed in the last decades throughout the developed world. The discussion about the possible effects of this development is therefore in the spotlight, and the Foundation decided to invite two leading scholars who have dedicated themselves to the study of this issue to share their vision with our audiences. Both conferences can be viewed on our channel [HTTPS://LIVESTREAM.COM/FCGLIVE](https://livestream.com/FCGLIVE).

4 THOUSAND
spectators

other spaces of the Congress Area. The increase of inequality, despite being felt by many countries at different times and amplitudes, is a phenomenon which has been observed in the last decades throughout the developed world. The discussion about the possible effects of this development is therefore in the spotlight, and the Foundation decided to invite two leading scholars who have dedicated themselves to the study of this issue to share their vision with our audiences. Both conferences can be viewed on our channel [HTTPS://LIVESTREAM.COM/FCGLIVE](https://livestream.com/FCGLIVE).

Blue Natural Capital Project – and sustainable business management

Gulbenkian Oceans Initiative

This project aims to add value to the business sector in a sustainable and innovative way, ensuring improved management and utilisation of marine resources.

The first phase was dedicated to the development of awareness activities on the importance of recognising the economic value of blue natural capital. In this context, the publication of the study *Blue Natural Capital - and a sustainable business strategy* presented the competitive advantages of sustainable management of blue natural capital and an action strategy based on the economic valuation of marine resources.

In support of this study, we developed the survey “Blue Natural Capital 2015,” sent to stakeholders of the Economy of the Sea and which obtained a response from 201 companies from eight sectors of economic activity. In addition to being an evaluation tool, this survey was also a source for the development of awareness of the importance of this issue: it points out that 54% of the companies were acquainted with the concept of “natural capital”

before starting to answer the questionnaire; 80% considered the protection/maintenance of blue natural capital to be “very urgent” or “urgent”. Finally, an online platform was launched in order to establish a link between this and the next stages and to accelerate the adoption of sustainable management of blue natural capital.



Conference by
Thomas Piketty, *Capital*
in the 21st Century,
27 April 2015
© Márcia Lessa

Making the Collector and his Collection known

Calouste Gulbenkian Museum

In 2015, the attention of the Museum focused on the figure of the Collector and on deepening the knowledge on the works of art assembled by him, especially some less studied groups of the Collection, through a series of publications and temporary exhibitions.

Among the publications produced during the year was the catalogue of *Gothic Ivories*, the result of the study by researcher Sarah Guérin. Another sector that deserved attention in 2015 was Mesopotamian Art, on the agenda due to the destruction that was targeted at ancestral monuments in present-day Iraq, through the publishing of the minutes of the seminar devoted to Mesopotamian Art organised by the Museum in 2013 and the point of departure for the future scientific catalogue of the Collection.

The dialogue between works from the collections of the Museum and the Modern Art Centre – the *Meeting Point* initiative – had its second edition, with still life as the theme, calling together works by Henri Fantin-Latour and Manuel Botelho.

The now customary initiative *Work in Focus* had a new display in 2015, dedicated to Cervantes' *Don Quixote*, marking the anniversary of the first edition of the book.

Finally, a reference to the exhibition *Calouste S. Gulbenkian and English Taste*, which appeared as a complement to the exhibition *Wentworth-Fitzwilliam: An English Collection*. Featuring mostly works from the storerooms, it proposed a reflection on the genesis of the Collection and the privileged relations that Calouste Gulbenkian had with the United Kingdom.



Calouste S. Gulbenkian and English Taste,
Calouste Gulbenkian
Museum, 27 November
2015 to 28 March 2016
© Carlos Azevedo

Revitalisation of the Western Armenian language

Armenian Communities Department

The Armenian Communities Department (SCA) 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. The systematic self-evaluation of the schools is the first step in determining pedagogical needs. Similar task forces were also set up in Turkey and France. The long term objective of these task forces is to enhance the teaching of Western Armenian.

In September, the SCA funded and co-organised a major international conference in Paris with INALCO (Institut National des Langues et Civilisations Orientales), entitled *Innovation in Education: Challenges of Teaching Western Armenian in the 21st Century*. It brought together for the first time experts and progressive educators from around the world to plan and implement necessary changes in Armenian language teaching within the Diaspora.

Gulbenkian Orchestral Training Course

Music Department



Reaffirming the belief that modern technology can play a key role in the acquisition of language, a meeting of experts was organised in Yerevan, Armenia, in partnership with the Tumo Centre for Creative Technologies, to initiate programmes that reduce the gap between Western Armenian and information technology.



Concert rehearsal
the Gulbenkian
Orchestral Training
Course,
with conductor Joana
Carneiro, July 2015.
© Márcia Lessa

In 2015, the Gulbenkian Orchestral Training Course (OTC) experienced the most intense year since its inception. Under the artistic direction of Joana Carneiro, about 90 young musicians prepared key works of the symphonic repertoire under the guidance of expert tutors and conductors with great experience in this domain, culminating in a tour between 24 and 28 of July, at several locations around the country. In this context, the young composer Nuno da Rocha, whom the Music Department commissioned for a new musical composition, held a short workshop to experiment on some of his writing options with the members of the orchestra. The newly composed piece, *Restart*, was premiered on the 8th and 9th October 2015, and included the participants of the Training Course, who also played the remaining programme side by side with the Gulbenkian orchestra – *The Rite of Spring* by Igor Stravinsky and the *Rhapsody on a Theme of Paganini* by Sergei Rachmaninov with the pianist Conrad Tao as a soloist.



Dá Voz à Letra

Gulbenkian Portuguese Language and Culture Programme

In September, some of the participants of OTC 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.

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.



Final phase of the first
edition of the *Dá Voz à
Letra* competition,
07 February 2015
© Márcia Lessa

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 purpose of the competition was to reactivate the pleasure of reading among adolescents, combining the playful, social and competitive components and to extol the practice of reading aloud, encouraging competitors to demonstrate enthusiasm, creativity, originality and knowledge.



359

APPLICANTS

20 SEMI-FINALISTS

10 FINALISTS

To apply, applicants submitted short videos of no more than 3 minutes reading a text of their choice.

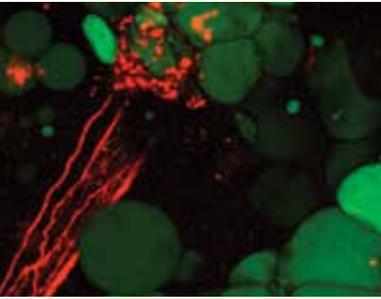
The first selection phase was the choice of 20 semi-finalists from among the applications received; in the second stage 10 finalists were chosen to participate in the final show, and from these the 3 best voice aloud readers were selected.

The show, which took place on the steps of the Conference Hall of the Foundation's Headquarters on 7 February, was staged by Carlos Pimenta, with choice of texts by Helena Vasconcelos (to whom the original idea for the contest belongs) and orality by Teresa Lima.

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

Anti-obesity neurons

Gulbenkian Institute of Science



↑
Neurons (red)
and fat (green).

© Roksana Pirzalska,
IGC

The prevalence of obesity has already reached epidemic levels in westernised societies. However, there are no safe pharmacological therapies for this condition. Now, the young Obesity Laboratory

of the Gulbenkian Institute of Science (IGC), led by Ana Domingos, has discovered a new type of neuron that may serve as a therapeutic target for medication against obesity.

The body weight is controlled by the hormone leptin, which is secreted by adipose tissue in quantities proportional to the size thereof. This hormone tells the brain about the levels of fat in the body, acting as a signal that keeps the weight within a very small margin of variation. Low leptin levels increase hunger and lower basal metabolic rate and, conversely, high levels suppress hunger and “burn” fat. However, the biological entity that “burns” fat was unknown, taking leptin’s message back to the adipose tissue when it operates in the brain. The IGC team found the part that closes this neuroendocrine cycle: neurons in the adipose tissue that are stimulated to eliminate fat. This discovery was published in the renowned journal *Cell*, and broadly referenced in the media and in other scientific journals such as *Nature and Science*.



10 × 10 Project

Descobrir [Discover] – Gulbenkian Education for Culture and Science Programme

This project seeks to make teaching materials motivating for students, to develop new approaches to teaching/learning, teaching by learning and learning by teaching. Artists from educational teams of the Foundation and secondary school teachers got together to try out more dynamic forms of structuring teaching activities in close collaboration with students.

The project has produced a set of strategies – “micro pedagogies” – that have proved to be effective in promoting a closer teacher/student relationship and fostering meaningful learning in students. Autonomy, motivation, the ability to work in teams, openness to new approaches and experiences, critical thinking and self-confidence are the contributions most valued by teachers and stu-

↑
Artistic Residency
of the 10 × 10 Project.
© Márcia Lessa

dents, according to the external evaluation reports that included data collected through surveys and interviews applied to all participants.

In 2015, 10 × 10 entered its 4th edition, having been implemented in Lisbon, Guimarães and Porto, thanks to Oficina and the São João National Theatre, both project partners.

10 × 10 provides teachers with accredited training by 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 Universidade Nova de Lisboa.

Participants

22 TEACHERS

15 ARTISTS AND FACILITATORS

16 STUDENT CLASSES

5 SCHOOLS

406 STUDENTS

Public

1523 PEOPLE

FINAL PRESENTATION OF THE SEMINAR
"É ENTÃO ISTO PARA CRIANÇAS?"
CREATED BY ANDRÉ DA LOBA, WITH
BERNARDO FACHADA, MANUELA
AZEVEDO AND HELDER GONÇALVES.



Pliure. Prologue, la part du feu

Delegation in France

The year 2015 was marked by the exhibitions *Pliure. Prologue, la part du feu* and *Modernités. Photographies brésiliennes 1940-1964*, which beat the record of visitor numbers to previous exhibitions, both in absolute numbers and in average number of daily visitors. There was an increase of about 10 thousand visitors compared to 2014.

5410
Visitors

We would like to highlight the exhibition *Pliure. Prologue, la part du feu*, about the relationship of books to art, which was shown in two venues: in the Branch Office, between January and April, and at the École des Beaux-Arts de Paris (*Pliure, épilogue. La bibliothèque, l'univers*), between April and June. 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 stands out for its impact on the artistic and intellectual circuits of the city, but also for the warm reception it had from the French public.



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View of the exhibition
Pliure. Prologue, la part du feu.
© Alexandre Nicoli

Unplace, networked art: places-between-places

Gulbenkian Next Future Programme

This research project, started in 2014, culminated on 19 June 2015 with the presentation of two eBooks that have resulted from it – one with the translation of key texts for understanding the exhibition practice in virtual contexts; the other with the transcription of the papers presented at the project conference held at the Foundation in late 2014 – and with the opening 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. Group” – 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 exhibition was online until 19 November, the date when the digital catalogue was made available for free download at the project website (WWW.UNPLACE.ORG).

This project was a collaboration of the Gulbenkian Next Future Programme with the Architecture Section of the Instituto Superior Técnico and the Art History Institute of the Universidade Nova de Lisboa, having received partial funding from the Fundação para a Ciência e a Tecnologia.



Un Autre Livre Rouge,
by Lourdes Castro.
© Paulo Costa

Lourdes Castro. Todos os Livros

Art Library

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, entitled *Lourdes Castro. Todos os livros*. It was not only the simplest books that were exhibited, in which Lourdes Castro relates the texts of her favourite poets with her drawings and where the word is illuminated by the image, but also her object-books, made in rodhoid and plexiglas. These were joined by other works by the artist in which the book and the word are present. It was the first exhibition devoted exclusively to this type of work by a Portuguese artist and it was open to the public from 9 July to 26 October.

Among the books exhibited, *Un Autre Livre Rouge*, made in Paris in 1973, with Manuel Zimbro, was presented to the public for the first time. The exhibition was accompanied by the publication of the *Catalogue Raisonné* composed of her artist's books and by the facsimile edition of *Un Autre Livre Rouge*.



Tension and Freedom

Modern Art Centre José de Azeredo Perdigão

The exhibition *Tension and Freedom*, curated by Isabel Carlos, resulted from the meeting of three collections of contemporary art from the Iberian Peninsula: the Museum of Contemporary Art of Barcelona (MACBA), the "la Caixa" Foundation and the Modern Art Centre. The curatorship characterised as tension and freedom the social and political fact common to the two Iberian countries, both of which experienced war in the twentieth century - the Spanish Civil War and the Portuguese Colonial War - and prolonged dictatorial regimes - 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.

The exhibition, which was open from 19 June to 26 October, was the result of a partnership with Foundation "la Caixa" and MACBA. This project continues in 2016 with two exhibitions curated by Julião Sarmento, to be presented in Barcelona and Madrid.



View of the exhibition
Tension and Freedom.
© Paulo Costa

29 900
Visitors

The priorities of the intervention of the Calouste Gulbenkian Foundation are inscribed in an international framework for change and relate to global issues such as human development, health, social and educational innovation, the environment, migrations and intercultural dialogue.

The Gulbenkian Programmes and Initiatives reflect on issues of contemporary society and seek innovative answers to the problems of today's world. These programmes have a limited time frame and encompass a wide range of activities (pilot projects, conference cycles, training courses, publications, exhibitions, etc.) based on the same themes that stem from initiatives that the Foundation undertakes on its own or in partnership with other institutions.

The Foundation awards prizes and grants, allocates scholarships for study and training in Portugal and abroad and supports programmes and projects of a scientific, educational and artistic nature. In addition to its activities in Portugal and abroad, in promoting the Portuguese language and culture, the Foundation also develops a programme to support the Armenian Diaspora, as well as the spread of its language and culture.

Scholarships, Grants and Prizes

Denis Mukwege

Calouste Gulbenkian Prize

The Calouste Gulbenkian Prize, worth € 250,000, is awarded to an individual or an institution, from Portugal or abroad, who has distinguished himself or herself through their role in defending the core values of humanity, in particular respect for difference 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 and reconstructing 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 Open-Air 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.



↑
The president of the jury, Jorge Sampaio, with Denis Mukwege and Artur Santos Silva.
© Márcia Lessa



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Cathedral and Diocesan Museum of Santarém
© DR

Diocesan Museum of Santarém

Vasco Vilalva Prize

The Vasco Vilalva Prize, created in 2005 and awarded annually, is aimed at distinguishing excellent projects in the field of conservation, restoration, enhancement or dissemination of Portuguese cultural heritage, whether built or intangible.

Vasco Maria Eugénio de Almeida, Count of Vilalva, was a personality of strong Christian and humanistic convictions, dedicated to philanthropy and patronage, sensitive to educational and social concerns and to the enhancement of cultural heritage. Vasco Vilalva was also the former owner of the Santa Gertrudes Park, where the Headquarters and the Museum of the Calouste Gulbenkian Foundation are located.

The Diocesan Museum of Santarém was the winner of the 2014 Vasco Vilalva Prize for the restoration and enhancement of cultural heritage, amounting to € 50,000. 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 recovery project of Cinema Ideal, in Lisbon, also had an honourable mention.



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

The Agency: a movement of young changemakers

United Kingdom Branch

Founded in Rio de Janeiro in 2011 by theatre practitioner Marcus Faustini, *The Agency* uses creativity and theatre processes to offer young people, from disadvantaged backgrounds, the opportunity to transform their ideas into projects and social enterprises.

In 2011, Battersea Arts Centre, Contact Theatre and People's Palace Project came together to test this new methodology developed for young people from the favelas of Brazil in order to provide a new model for dealing with youth unemployment and lack of opportunity in the UK. As a precursor to its *Sharing the Stage* initiative, which aims to widen people's aspirations through participation in the arts, the Foundation's UK Branch awarded them a £175,000 grant in 2013 to run a two-year pilot programme in London and Manchester. This led to an official launch of *The Agency* in 2015.

The project's impact lies in empowering young people to consider themselves as agents of change in their own communities. In London, more than a thousand young people have been involved with *The Agency* since its inception.

The Agency's success has been recognised by increased funding from the Big Lottery Fund for replicating the model across the UK and exploring ways of further expanding it.

Integrated Care to Oncological Patients at the Maputo Central Hospital

Gulbenkian Partnerships for Development Programme

The project *Integrated Care to Oncological Patients at the Maputo Central Hospital* (HCM) started in 2014 and is ongoing until mid-2017; it aims to contribute to the improvement of integrated care to the Mozambican cancer patient.

Seven departments of the HCM are involved and have a technical partnership with Portuguese public hospitals and health research institutions such as the Centro Hospitalar de São João, Hospital Garcia de Orta, Hospital Pedro Hispano, Instituto de Patologia e Imunologia Molecular and Instituto de Saúde Pública of the University of Porto. This partnership aims at intervening 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.

After a traineeship programme for 32 Mozambican health professionals in Portugal and 8 training sessions in Maputo facilitated by Portuguese professionals, the impact is already visible in the growing humanisation of services provided to patients, in the increase in number of speciality appointments and in the inpatient and outpatient capacity of the Maputo Central Hospital, the largest public hospital in Mozambique and the national referral centre for cancer.



Training of Mozambican technicians at the Hospital de S. João in Porto.

This project is the result of a partnership between the Calouste Gulbenkian Foundation and the Maputo Central Hospital and also has co-financing from Camões - Instituto da Cooperação e da Língua I.P., the Millennium BCP Foundation and the Banco-BIM.

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training process that arises from reflection on the observations, supplemented by training sessions resulting from the evidence that the records returned.

The project duration was 12 months and had as its target audience the teachers of all organic units of the University of Porto. In the project implementation phase with funding from the Foundation, about 40 teachers participated. The continuation of the project is secured by that institution.

In terms of impact, in addition to the dissemination of the project within the University, it is worthy of note that other universities and even high schools have started using the same methodology or a similar methodology, with similar effects, in some cases in partnership with the University itself.

The project was concluded with an international seminar for presentation of results and sharing of experiences, to be published in a book.

De Par em Par Project

Gulbenkian Empowering New Generations Programme

Under the competition *Innovative Programmes in the Field of Education*, the Foundation supported the project *De Par em Par* (Wide Open), developed by the Faculty of Engineering of the University of Porto.

This project aims to "open the classroom" to other teachers, professional peers, in order to promote the improvement of performance. Thus, an inter-institutional peer observation scheme was organised, leading to a

Studies on the professional pathways of former recipients of Gulbenkian Scholarships

Scholarships Department



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Workshop session
Gulbenkian Scholarship
Recipients – Professional
Pathways,
October 2015.
© Márcia Lessa

The Calouste Gulbenkian Foundation, since its inception, has given priority to the training and development of human resources through the provision of scholarships. Since 1955, even before the drafting of the statutes, which only occurred in 1956, the Foundation

has maintained a number of scholarship programmes, having granted over 85,000 scholarships over the years.

In order to become aware of the paths of the recipients of FCG scholarships in more depth, as well as their own perception of the impact that the scholarships have had, both in their training and in their academic and/or professional career, the Gulbenkian Scholarships Department has developed a number of *ex-post* evaluation studies over the past few years.

The results of the five studies conducted were presented at a public meeting held in October 2015. Some of the most significant results show: 1) high employment rates with values between 80 and 90%; 2) rates of return to the country of origin of around 75%, except for the music scholarships at the rate of 56%; 3) in the opinion of recipients, the Gulbenkian scholarships had a particularly significant impact on the possibility of studying in the desired area, in their academic progression and for their professional careers.

Sea of Opportunities

EEA Grants Active Citizenship Programme

Promoted by APORVELA – Associação Portuguesa de Treino de Vela (Portuguese Sailing Training Association), in partnership with the Casa Pia de Lisboa, this project has fostered the development of personal and social skills of a group of young people at risk of exclusion, giving them the knowledge and the added geostrategic value of the sea for Portugal and enabling them to find new personal and social meanings and for the performance of activities related to the sea. The Foundation supported this project from its own funds, amounting to € 44,790.

Successfully completed in September 2015, the project came to receive the Estoril Local Answers Award in 2015. Within its scope, 100 young people from the Casa Pia de Lisboa participated in sailing training activities on board various vessels, leading to obtaining the Competent Crew licence.



↑
Sea of Opportunities
Project, by the
Portuguese Sailing
Association.



CROSSING ART WITH EDUCATION IS ONE OF THE OBJECTIVES OF THE 10 x 10 PROJECT, HERE AT A PUBLIC LECTURE IN THE FOUNDATION'S AUDITORIUM NO. 2.

The Calouste Gulbenkian Foundation has sought to strengthen its engagement in certain areas that it considers to be of greatest importance by taking a more active role in mapping out and finding solutions to complex social problems, using its ability to mobilise efforts and accelerate change.

In so doing, the Foundation is attempting to try out innovative solutions while also serving as an aggregator of social networks that strengthen the role of civil society in the face of the major challenges of the twenty-first century, which ultimately involve social policy.

One should stress the very active and influential role that the Foundation has played, and still plays, in the key issues of our time: the quality of the education system; continuing education; the capacity for change; the consolidation and application of research; innovation and entrepreneurship; and enhancing the understanding and potential of emerging economies while improving the cultural conditions of these societies. The roles played by the State and the public sector also merit the attention of civil society. For this reason, the Foundation continues to use its influence to mobilise academia and to provide political decision-makers with the information that they need to adopt more sustainable strategies and more desirable processes.

Major Projects



THE PARTICIPATIVE CHOIR, COMPRISING 250 AMATEUR SINGERS, INTERPRETS HAENDEL'S *MESSIAH* ORATORY, TOGETHER WITH THE GULBENKIAN CHOIR AND ORCHESTRA



A Metropolis for the Atlantic

Gulbenkian Cities Initiative

This project that seeks to contribute to further advancing reflection and actions intended to provide the “functional urban region” of Lisbon with greater assertiveness and attractiveness in globalisation and knowledge economy was launched, mobilising a set of very diverse stakeholders.

The edition of the book *A Metropolis for the Atlantic* offered reflection on an innovative approach to inter-institutional as well as inter-regional cooperation issues and the development of capacities in institutions as a form of contributing to informed debate on mainstreaming and territorialisation of public policies or to the ecosystems of innovation of cities/macro-regions.

It is expected that it will also contribute to the development of a strategic initiative based on prospective processes of a collaborative nature, as well as projects of greater innovation and internationalisation potential, with the identification and investment in strategic sectors of higher intensity of knowledge/technology and of greater export orientation.

This initiative was developed in partnership with the Municipal Directorate of Economy and Innovation of the Lisbon City Council and in collaboration with the University of Lisbon, the Universidade Nova de Lisboa, the ISCTE, the Portuguese Catholic University and the University of Évora, in addition to the Polytechnic Institutes of the region.



Cover of the book
A Metropolis for the Atlantic.

Information technology – new support models to patients with autism

Gulbenkian Innovation in Health Programme

Designed and developed by the Centro de Desenvolvimento PIN – Progresso Infantil, this project has two main objectives: to produce useful informative content for families of patients with developmental disorders and to innovate models of the relationship of patients, families and professionals, with remote assistance, especially in crisis situations.

The project started in 2013, with the creation of an online platform, developed in partnership with Cisco – the Research Centre for Interactive Technologies of the Universidade Nova de Lisboa, NOS and HP, which helped to create a long-distance medical consultation system which allowed users from different parts of the country

and from abroad to contact qualified professionals in this type of pathology, significantly reducing the cost of interventions.

It also includes the creation of applications that allow: 1) access of parents, families and educators 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 and educational institutions.

The results of the assessment developed during the project proved the effectiveness of long-distance therapeutic intervention, conducted by the Centro de Desenvolvimento PIN, with an expected future impact through the replication in other countries.

2,839 online appointments (2,347 national and 492 international), involving a total of 128 patients, were held in the first two years of the project which represent an estimated cost saving of about 200 thousand and 500 thousand Euro, respectively.

2839 ONLINE CONSULTATIONS (2347 NATIONAL AND 492 INTERNATIONAL), INVOLVING A TOTAL OF 128 PATIENTS



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



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

Vision Europe

The *Vision Europe* project, initiated in 2015, is an initiative of three foundations – Calouste Gulbenkian, Bertelsmann and Compagnia di San Paolo – and four think tanks – Bruegel, Chatham House, Institut Jacques Delors and Sitra Finnish Innovation Fund – which through reflection and research, publication of papers and an annual conference seeks to promote European integration and to be a forum for debate and a source of recommendations to improve the creation of reasoned policies at a European level.

The *Vision Europe* project, initiated in 2015, is an initiative of three foundations – Calouste Gulbenkian, Bertelsmann and

In the year 2015, the theme “The Future of the Welfare State” was developed, which gave rise to the report “Redesigning European Welfare States – Ways Forward” and a set of recommendations, presented at the 1st annual conference of Vision Europe held on 17 and 18 November 2015 in Berlin.

In 2016, under the leadership of the Calouste Gulbenkian Foundation, *Vision Europe's* work will be dedicated to the refugee crisis.

Social Investment Lab: Junior Code Academy

Gulbenkian Human Development Programme

The Social Investment Laboratory (LIS) 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. In January 2015, the LIS presented the first Portuguese Title of Social Impact (TIS): the Junior Code Academy project.

A TIS presupposes the conclusion of a contract between social investors, public authorities and social economy entities. Capital is mobilised that is 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.



Junior Code Academy, first Portuguese Title of Social Impact.

In the case of the Junior Code Academy, a substantial part of the amount initially invested by the Calouste Gulbenkian Foundation will be reimbursed by the

Lisbon City Council if the set goals are achieved: to improve the cognitive skills and academic performance of 65 students from three primary schools of the Lisbon region through computer programming education (code), thus tackling the high rates of school failure and retention. Student performance will be measured through an evaluation method developed by the Universidade Nova de Lisboa.

This is an initiative promoted by the Foundation and by the Institute of Social Entrepreneurship (IES) – Social Business School, in partnership with Social Finance UK.



Useful Information

Headquarters Building

Administration, Services, Reception, Auditoriums, Ticket Office, Shop/Bookshop, Conference Area

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FAX: 21 782 3021
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INFO@GULBENKIAN.PT

Shop/Bookshop (Main Building 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 Building

Museum

TEL: 21 782 3000
WWW.MUSEU.GULBENKIAN.PT
MUSEU@GULBENKIAN.PT

Shop Cafeteria

OPENING HOURS
Wednesday to Monday:
10 am to 6 pm
Closed on Tuesdays and 01/01, 01/05, 25/12 and Easter Sunday

Art Library

TEL: 21 782 3458
WWW.BIBLARTE.GULBENKIAN.PT
ARTLIB@GULBENKIAN.PT
OPENING HOURS
Monday to Friday, from 9.30 am to 7 pm.
Between 15 July and 15 September from 9.30 am to 5.30 pm.
Closed on Saturdays, Sundays and Public Holidays

José de Azeredo Perdigão Modern Art Centre

Rua Dr. Nicolau Bettencourt
1050-078 Lisbon
TEL. 21 782 3000
WWW.CAM.GULBENKIAN.PT
CAM@GULBENKIAN.PT

Temporary Exhibitions

Gallery Shop/Bookshop Cafeteria

OPENING HOURS
Wednesday to Monday: 10 am to 6 pm
Closed on Tuesdays and 01/01, 01/05, 25/12 and Easter Sunday

Gulbenkian Institute of Science

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