

20

ACTIVITIES

20



CALOUSTE GULBENKIAN
FOUNDATION



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Message from the President —

This is the third budget implementing the Calouste Gulbenkian Foundation strategy for 2018-22, which highlights the area of sustainability, namely with the attribution for the first time of the Gulbenkian Prize for Humanity for climate change worth one million euros.

On the other hand, the planned launch of the project to enlarge the Gulbenkian garden in summer 2020, in line with the already approved project drawn up by the architect Kengo Kuma and landscape architect Vladimir Durovic, will undoubtedly be a milestone in the ongoing urban renewal of the Praça de Espanha – São Sebastião da Pedreira hub.

This publication has been prepared based on the activity plan for 2020 approved by the Board of Directors in December 2019, that is, prior to the pandemic currently facing the world and which will inevitably have a broad impact on the programming of Calouste Gulbenkian Foundation.

Indeed, following the declaration of the state of emergency in Portugal on 19 March, the Foundation's Board of Directors decided to maintain only the minimum services of the Calouste Gulbenkian Foundation with the consequent cancellation or suspension of all performances and exhibitions until the lifting of restrictions on gatherings of people, in accordance with the guidelines from the national authorities.

At the same time, the Board of Directors decided to strengthen the resilience of society in the Foundation's main areas of intervention by setting up an Emergency Fund with a global sum of 5.75 million euros. In all, this covers 20 initiatives in the different areas in which the Foundation usually works – Health, Science, Civil

Society, Education and Culture – and which seek first and foremost to help mitigate the negative effects of the crisis in the most vulnerable sectors of the population, notably, the sick, but also the elderly, refugees, ethnic minorities and all those at risk of poverty.

The Foundation was able to restructure its programme and implement these emergency actions on the ground in record time. Whilst providing support for the most marginalised communities, it has also been able to contribute to the national capacity for the production of essential medical equipment. Its most structuring actions have been maintained thanks to flexibility in the management of projects that were already underway, while launching new forward-looking projects, such as support for technological solutions to resolve health problems and scientific research.

In this field of science, the technological platforms and scientific competencies of the Instituto Gulbenkian de Ciência are being used to foster scientific knowledge about the virus and, together with other Institutions in the Lisbon area, we are promoting the development of the mass production and administering of tests, namely serological tests, given that diagnostics is currently the best available tool against the virus.

I would like to add that, in my opinion, 2020 will stand out for the spirit of mission, responsibility and teamwork demonstrated by all our staff in the creation

and operationalisation of the Emergency Fund. It will go down in the history of the Foundation as a sign of the institution's capacity to adapt constructively and with solidarity at an unprecedented time of crisis.

A final word to remember that none of this would have been possible if the digital transformation project had not already been so consolidated. And to note that it was the recognition of the Foundation's role in the international philanthropic networks and think tanks that allowed it also to have a voice internationally on the future of Europe and to accompany the philanthropic movement in its reflection on and preparation for the “new future post-Covid-19”.

On behalf of the Board of Directors, I would like to thank everybody for their invaluable effort and dedication, and I am confident that the way we face this crisis together will bring us inner satisfaction and teach us lessons for the future.

At this time of exceptional gravity, the Calouste Gulbenkian Foundation is living up to its mission by intensifying its work in the contribution to the fight against a pandemic that puts society as we have always known it at risk.

Isabel Mota

President of the Calouste Gulbenkian Foundation

Impact of Covid-19 in the Foundation's Activity Plan —

Following the declaration of the state of emergency due to COVID-19, the Calouste Gulbenkian Foundation's Board of Directors approved a set of initiatives in its various areas of expertise to mitigate the negative impacts of the pandemic.

In this new scenario, it was necessary to reconfigure many of the services provided by the Foundation¹, first and foremost those that involved direct interaction with the public. Thus, taking a creative approach, whenever possible digital alternatives were chosen that would permit virtual access to the Foundation's facilities, while other initiatives were redesigned and adjusted to the environment of confinement we have been facing.

Meanwhile, and despite the inherent challenges of the confinement situation, the Foundation has remained fully engaged in its work by remote means.

The creation and operationalisation of the COVID-19 Emergency Fund on 23 March 2000 is an example of the effectiveness of these remote responses. With a global amount of 5.75 million euros, the Fund sought to contribute to strengthening society's resilience in the Foundation's main areas of intervention. The support allocated to this Fund targeted the following five areas: health, science, civil society, education and culture.

¹ In addition, various projects and activities were subject to alterations, reprogramming, postponements or cancellations and, as such, were identified throughout the document with the following icon:



An internal task force was set up to manage the Fund, mobilising over one hundred of the Foundation's employees who were focused on implementing the following initiatives:

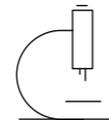


1

Health

- 1.1. **Linha de Apoio à Saúde Mental** (Mental Health Helpline) in partnership with SNS24 and the Association of Psychologists, whereby 64 psychologists could provide their services free of charge.
- 1.2. **Support for the production and purchase** of the first 100 ventilators produced in Portugal through the CEiiA, and their allocation to hospitals.
- 1.3. **Gulbenkian Soluções Digitais** (Gulbenkian Digital Solutions) Tender, in partnership with EDP, which supported **19 technological projects** to mitigate the effects of the pandemic.
- 1.4. "Unidos por Portugal" (United for Portugal) **Campaign**, in partnership with SIC and the Portuguese Football Federation, raising €600 000 in **donations** which reverted to IPSS.
- 1.5. Support for the **reduction of the risks and minimisation of harm caused by addictions**, through the SICAD, underpinning the intervention of over 40 NGOs in the field.
- 1.6. Acquisition of **personal protective equipment for the Armenian Communities**, by means of a cargo plane from China.
- 1.7. "The Voice Portugal – Unidos pela Voz", **Campaign** in partnership with RTP and CEiiA, that **enabled individuals to make donations**.

- 2.1. Administration of 20 000 **PCR/Diagnostic Tests**, through the IGC, to health professionals, in partnership with Hospitals and Social Security.
- 2.2. Administration of 200 000 **Serological Tests**, through IGC, ensuring the validation of immunity to COVID-19.
- 2.3. **Support to health institutions in the Portuguese Speaking African Countries** (PALOP) to aid in the fight against COVID-19, namely through the acquisition of individual protection equipment and the reinforcement of laboratory diagnosis, clinical and hospital management capacity. Some of the support were in partnership with Camões IP.



2

Science

- 3.1. **Gulbenkian Cuida** (Gulbenkian Cares) Tender, in partnership with the ISS, which allocates **€1.2M** to 69 **IPSS** working across the country with the elderly.
- 3.2. **Flexible management of the ongoing projects and scholarships**, resulting from applications, to assure their sustainability.
- 3.3. **Support for the Food Bank** to boost its intervention capacity in the communities hardest hit by the pandemic.
- 3.4. **Support**, in partnership with ACM, IP, for the mitigation of the pandemic for **17 700 immigrants, refugees and gypsies**.



3

Civil Society

- 4.1. **#EstudoEmCasa (Study at Home) Initiative**, in partnership with the Ministry of Education and the RTP, ensuring the acquisition of educational and informational content.
- 4.2. Launch of **new applications to the Bolsas Mais** (Gulbenkian Mais Scholarships), supporting the students most in need.
- 4.3. "Student Keep" Partnership, with Tech4Covid, and the support of Santander Consumer, with the aim of obtaining **computer equipment for students**.



4

Education



5

Culture

- 5.1. **Emergency aid tender for Artists and Culture**, assigning €1.5M to individuals and structures.
- 5.2. "Portugal entra em Cena" (Portugal makes an Entrance), in partnership with the Ministry of Culture, allowing the creation of a **new online platform**.



6

Global Coronavirus Initiative

- 6.1. **Donation** of 500 000€ to the **European Committee** towards the creation of a European Fund of 7.5 M€ with the intent of accelerating the development, **production and distribution of vaccines**, as well as the diagnose and treatment of Covid-19.

At the end of April, all initiatives that involved tenders (Soluções Digitais, Cuida and Emergency Aid) had been launched, approved and beneficiaries paid, thus safeguarding their liquidity within a very short time.

In addition to these initiatives, prizes were also allocated to the Armenian Community, for the 30 best instruments developed in Armenia by teachers who teach online, as well as the "Be Heard in Armenian" tender, which rewards 50 forms of expression on global issues in Armenian.

Finally, an online conference "Health, Economic and Political Responses to the Covid-19 Pandemic", took place on 6 April with live transmission on the Foundation's YouTube channel. The conference was divided into three discussion panels, in which a broad range of national and international experts of recognised merit in the fields of health, economics and politics participated. We highlight Akiko Iwasaki, Stewart Cole, Alexander Stubb, David Levine, Ricardo Reis, Daniel Innerarity, Kim Lane Scheppele, Paul Kahn and José Manuel Durão Barroso, among others.

At a time of emergency, the Calouste Gulbenkian Foundation has been on the front line and providing an urgent and immediate response in the different areas in alignment with its statutory vision.

The Foundation is a private philanthropic institution of reference, which is open to the world and contributes to a fairer society.

Gulbenkian 2020 —

The Calouste Gulbenkian Foundation was created in 1956 by the testamentary deposition of Calouste Sarkis Gulbenkian, an Armenian philanthropist who lived in Lisbon between 1942 and 1955.

It is a Portuguese Foundation, established in perpetuity, with the fundamental goal of improving people's quality of life through art, charity, science and education. It develops its activities from its head office in Lisbon and from delegations in Paris and London, as well as intervening through support granted from Portugal in the Portuguese Speaking African Countries (PALOP), East Timor, and in countries with Armenian Communities.

The Foundation is a private philanthropic institution of reference, which is open to the world and contributes to a fairer society that shows solidarity by preparing the citizens of the future, supporting the most vulnerable, and assuming a vision focused on the transversality of art and culture as the foundations for tolerance and mutual understanding.

Accordingly, the Foundation, with its full independence and the preservation of its heritage, pledges to define as its main priority the construction of a society that offers equal opportunities and is sustainable.

The Foundation's first 60 years allowed it to respond to challenges for which the State itself was neither prepared nor equipped (i.e. from vaccination plans to medical equipment). Fortunately, this is no longer the situation today and many of the problems and challenges of the past now come under the State's responsibility. The challenges of today are global and transversal, and this has led to the shared agendas and networking of international foundations, as well as multidisciplinary approaches focused on problem solving. It is precisely at these intersections that the Foundation wishes to position itself in its next phase.



— Calouste Sarkis Gulbenkian at age 80 in *Les enclos*. © DR

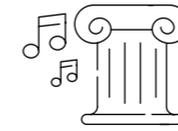


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The Foundation strives to keep up with these new times by anticipating key questions that determine the structures of knowledge and technology's impact in society and assure the sustainability of natural resources and social systems, and by strengthening its commitment to the most vulnerable as the main beneficiaries of its work.

The Foundation's activity is built on three lines: **Art and Culture**; **Innovation and Sustainable Development**; **Science and Knowledge** that express the Foundation's commitment to society. There are also cross-cutting initiatives, highlighting activities and target groups that the Foundation wishes to address in a special way, notably:

- *Gulbenkian Itinerante*, an initiative that strives to extend the Foundation's programming to all audiences with exhibitions and concerts throughout the country and abroad.
- *Gulbenkian Convida*, which opens the Foundation's programming to artists and curators from abroad, so that they can try out different and innovative interventions here.
- Young Gulbenkian, a project targeting the young.
- Educational Activities – *Descobrir*, promoting and undertaking educational activities and projects for all ages using the Foundation's material and immaterial heritage.
- International Networks, where the Foundation collaborates with, influences and participates in global actions.



Art and Culture

- Museum and Exhibitions
- Music
- Libraries
- Support for Artistic Creation
- Civic Role of the Arts
- Scholarships



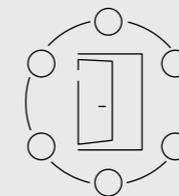
Innovation and Sustainable Development

- Social Cohesion
- Social Innovation and Impact Investment
- Climate Action
- Oceans
- Society and Democracy
- International Projects
- Scholarships



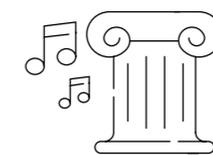
Science and Knowledge

- Scientific Research
- Health Challenges
- Education Challenges
- Future Forum
- Scholarships



Transversalities

- Gulbenkian Itinerante*
- Gulbenkian Convida...*
- Young Gulbenkian
- Educational Activities – *Descobrir*
- International Networks



Art and Culture



€28.6M



Museum and Exhibitions

In addition to the Founder's Collection and the Modern Collection, the Calouste Gulbenkian Museum presents a set of temporary exhibitions annually with different typologies.

The Gulbenkian Itinerante project allows the works of the two Collections to be exhibited in various cultural spaces across the country so that they can be enjoyed by all citizens. The Museum has undertaken an extensive programme of international loans, with concessions to institutions in Chicago, London, Marseille, Paris, Pompeii, São Paulo, Qatar and Rotterdam.

Support for national artistic creation comes in various forms – from the purchase of works of art, to exhibitions at Espaço Projeto, which is dedicated to the presentation of contemporary, national, and international artists, endorsing the production of new works.

The Gulbenkian Museum develops activities targeting various types of visitor from different age groups, with a focus on diversity, accessibility, inclusion, and the development of participatory and community projects with less represented audiences. (Reference is made to these interventions throughout the report and notably in the chapter Educational Activities – *Descobrir*.)



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EXHIBITIONS



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Presentation of the Modern Collection in Portugal

The Modern Collection will be closed to the public between August 2020 and the 1st quarter of 2022. During this period, some works will be on display in Museums and Cultural facilities throughout the country, on temporary loan, to ensure the constant sharing of this collection. To guarantee the ongoing presence of the Modern Collection at the Calouste Gulbenkian Museum, a selection of works will be exhibited in the space of the Founder's Collection.

Major Exhibitions



Infinite Sculptures. From Plaster to Digital

This project results from a combination of European historical heritage – collections from two schools of art (*École Nationale Supérieure des Beaux-Arts de Paris* and *Faculdade de Belas-Artes da Universidade de Lisboa*) and the Louvre Museum – exploring from the role of copy and moulding techniques to the current three-dimensional digital printing.



Pharaoh Superstars

Exhibition developed by the *Musée des Civilisations de l'Europe et de la Méditerranée*, in Marseille. Gulbenkian Museum will adapt this exhibition specifically to the Portuguese context and take the opportunity to contextualise its Egyptian collection with the approaching anniversary of Howard Carter's discovery of the tomb of Tutankhamun. This exhibition seeks to reveal the engaging and fascinating side of the figure of the Pharaoh over two thousand years.

The Conversations Cycle



The Golden Age of French Furniture. From the Workshop to the Palace

This exhibition goes beyond the luxury of French furniture to reveal the way in which its manufacture and distribution was progressively industrialised.

Arshile Gorky and Jorge Queiroz

This exhibition will be a conversation between Jorge Queiroz and the Armenian artist who inspired him as a child. Jorge Queiroz is invited to make a small selection of his paintings and to create new series of drawings inspired by the works of Gorky found in the Foundation's reserves.

René Lalique and the Glass Age. Art and Industry

Presentation of the Lalique Collection in an exhibition that focuses on the artist's glass production. The selection of about a hundred objects, from the Founder's Collection and other museums and private collections, brings together jewellery, glass, and design objects.

Espaço Projeto (Project Space)

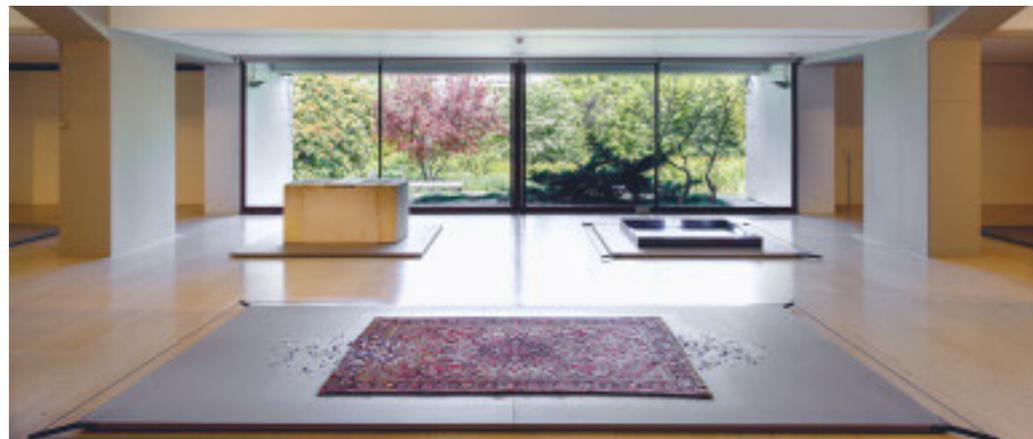
Manon de Boer

The project by artist Manon de Boer proposes a look at experimentation and the creative process. The four films she presents focus on informal learning in childhood and youth and the breathing space that creativity and imagination require.



Zineb Sedira

In her new project, co-produced with the *Jeu de Paume* in Paris, the IVAM in Valencia and the *Bildmuseet* in Umea, the artist Zineb Sedira reflects on the post-colonial utopias of the 1960s, focusing on the role of the Algerian state in African liberation movements. In 2021, the artist will represent France at the Venice Biennial.



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Music

The concerts of the Gulbenkian's two resident groups, the Orchestra and the Gulbenkian Choir, are at the heart of every Gulbenkian Music Season. Together with highly prestigious artists, these two groups ensure an eclectic programme and bring a musical offer of excellence.

Special mention must also be made of the activities aimed at raising awareness of the musical culture of the young, such as the *Música na Escola* project and workshops (see Young Gulbenkian chapter). Similarly, initiatives of a vocational nature also merit emphasis, such as the *Estágio Gulbenkian para Orquestra* (also in the Young Gulbenkian chapter) and artistic development workshops.

Concerts held outside the Foundation, within the framework of the Gulbenkian Itinerante project, are an important tool for the diversification of audiences.

Also noteworthy is the support for musical creation, embodied by the commissioning of new works by composers and their subsequent dissemination (sometimes in collaboration with international partner institutions).

The Gulbenkian Music Season was cancelled on March 10 due to the COVID-19 pandemic. Based on the information currently available, the season is expected to resume after the summer, with changes to the initially planned schedule, which will also impact the 2020/21 season. During this period, the Foundation has found new ways to make its musical offer available to the world, by making various events held previously available in online formats.



150
CONCERTS



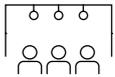
— Gulbenkian Choir and Orchestra. © CGF / Márcia Lessa

Gulbenkian Music Season

Orchestra and Choir

Presentation of the Gulbenkian Orchestra in the Gulbenkian Music Season over 2020, in a total of twenty-six programmes, in fifty-four sessions, with the participation of various conductors and guest soloists, including its principal conductor, Lorenzo Viotti.

Presentation of the Gulbenkian Choir in the Gulbenkian Music Season over 2020, in a total of thirteen programmes (three of them “a capella”), in twenty-three sessions, with the participation of various conductors and guest soloists, including their principal conductor, Michel Corboz.

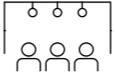
Gulbenkian Orchestra		Gulbenkian Choir	
	26 PROGRAMMES		13 PROGRAMMES
	54 SESSIONS		23 SESSIONS

Invited Artists

Presentation in the Gulbenkian Music Season over 2020 of the Great Interpreters cycles (ten events), Piano (ten recitals and a marathon with the entire Beethoven Sonatas in one weekend), Maria João Pires (five recitals), Met Opera (ten broadcasts), Festival of String Quartets (six recitals), Jazz in August (fourteen concerts), and also the opera *Sleeping Thousand* (ENOA), the dance company ROSAS (two performances) and *Orquestra da Casa da Música*.

Sunday Concerts

Series of 5 programmes (10 sessions) with performances by the Gulbenkian Orchestra. This project aims to attract new audiences with the presentation of better-known works from the classical repertoire and more eclectic programmes. The Sunday Concerts are presented in collaboration with the Instituto Gulbenkian de Ciência and the Gulbenkian Sustainable Development Programme, which select a theme to evoke in each concert associated with the repertoire to be presented.

	5 PROGRAMMES	10 SESSIONS
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Gulbenkian Orchestra Soloists

10 recitals, entry free of charge, by chamber instrumentalists most of whom are from the Gulbenkian Orchestra.

	10 RECITALS
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Beethoven 2020 – 250 years

Marking the 250th anniversary of the birth of Ludwig van Beethoven in 2020, Gulbenkian Música has programmed a series of concerts that contribute to a more fine-tuned and deeper look at the composer's work. The programme is based around the symphonies, string quartets and sonatas for piano. Over the year, the Gulbenkian Orchestra will perform his 9 symphonies, joined by the Gulbenkian Choir to perform the last of these. In January, 6 highly prestigious string quartets will lead the performance of the full string quartets in a single weekend, organised in collaboration with the String Quartets Biennial of the Paris Philharmonic Orchestra. Finally, the full 32 sonatas for piano will be presented by eight Portuguese pianists included in the thematic block “Pianomania”, already in the 2020/21 Gulbenkian Music Season.

	9 SYMPHONIES		6 STRING QUARTETS		32 SONATAS FOR PIANO
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Maria João Pires

Following an absence of many years, the musician undoubtedly considered one of the most important artists in the history of Portuguese music returned to the Grand Auditorium, where she also recorded with the Gulbenkian Orchestra in the 2019/20 Season. This year, she will close the recital triptych that began in the last four months of 2019.



Libraries

As platforms for the meeting of key players in domains ranging from Art History, Visual Arts and Architecture, Literature and Portuguese-speaking Literary Studies, to Biology, Immunology and Genetics, the three Libraries of the Calouste Gulbenkian aim to strengthen its role in supporting artistic and cultural creation, scientific research and knowledge in general.

Throughout 2020, increased efforts will be taken to make information available digitally.

Art Library and Archives

The Art Library and Archives (BAA) shares and develops its archives with a view to stimulating and promoting the discovery, study, understanding, interpretation and critical reflection on Portuguese Visual Arts, Architecture and Design, as well as on the historical, cultural and artistic legacies of the Foundation and its Founder, notably their Art collections. It is an independent, plural, and inclusive support platform to nurture talents, ideas, and projects, many of them intersecting Art, Science and Education, in Portugal and abroad.

One of the BAA's most striking projects involves participation in the ROSSIO consortium, a platform for the dissemination of unique, quality, and open access digital content, which will contribute to the excellence and internationalisation of research and teaching.

This Project seeks to set up and develop a benchmark Portuguese research infrastructure for Social Sciences, Arts and Humanities, with co-funding by the European Union (ERDF) and the Portuguese State. The consortium is coordinated by NOVA-FCSH, and together with Calouste Gulbenkian Foundation, includes *Câmara Municipal*



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de Lisboa (Lisbon Town Council), *Cinemateca Portuguesa-Museu do Cinema*, *Direção-Geral dos Livros, Arquivos e Bibliotecas*, *Direção-Geral do Património Cultural* and *Teatro Nacional D. Maria II*.

In 2020, the BAA will continue with the activities planned in this context: the organisation and description of collections, the transfer to digital format, and the publication of these contents in the online catalogue of the Art Library and in the Gulbenkian Digital Archive.



Library of the Delegation in France

The Library of the Delegation in France has a specialised collection in Portuguese in the areas of literature and literary studies, social and human sciences, art, and architecture. The Gulbenkian Library is an important meeting point for researchers interested in topics related to Portugal, showcasing what is produced in the publishing market in Portugal (and in other Portuguese-speaking countries) as well as a privileged location to welcome communities of Portuguese descent. In 2020, the Library will relocate its facilities to the Maison du Portugal in the scope of a partnership with the *Cité Internationale Universitaire de Paris*.

Library of the Instituto Gulbenkian de Ciência

The Library of the Instituto Gulbenkian de Ciência has a vast bibliographic collection that covers various areas of scientific knowledge: Biology, Biochemistry, Genetics, Pharmacology, Microbiology, Physiology, Immunology, Virology, Cellular Biology, Neuroscience, and Developmental Biology. Used by researchers, scientists, students and staff of the Institute, the Library not only seeks to provide access to useful, diverse and up-to-date information, but also to acquire, process and distribute relevant scientific information to researchers and students working at the Institute, or produced by them. The Library also has a vast collection of publications dating back about 30 years in the field of health sciences - this, in addition to subscribing to a significant number of international scientific publications in electronic format.



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Support for Artistic Creation

In terms of culture and art, the Foundation seeks to leverage its activities and projects as ways of stimulating artistic creation and artists in general.

In today's increasingly global context, the Foundation places great emphasis on the support and dissemination of Portuguese culture worldwide.

The Acquisition of Works of Art

The Calouste Gulbenkian Museum has invested in works of art not only as an important means of supporting national artists, but also to represent the history of Portugal over the 20th century. Focus will be placed in 2020 on filling some of the gaps in the modern art collection, which include historical periods (in particular, the early and mid-20th century) and identity groups: women, Portuguese artists working abroad, immigrant artists, among others.



Support for the Visual Arts

In 2020, the programmes supporting Portuguese artists in France will begin through the delegation in France. The aim of these funds, to be obtained by tender, is to promote the Portuguese visual arts in institutional and commercial networks abroad, and support projects in museums and other French artistic organisations of reference.

In the first six months, the Foundation will also be supporting the first monographic exhibition by the artist Diogo Pimentão, in France.

Within the context of visual arts, the Foundation also awards grants to support:

- The creation of artistic projects, with the inclusion of a public exhibition, by Portuguese artists in Portugal.
- Exhibitions abroad (individual or collective).
- Production of creative work at international artist residences (namely London, Cali and Beirut).
- International artists who wish to set up artist residences in Portugal (the Foundation supports artist residences in Cascais, Lisbon and Porto).
- Training of artists at the best schools in Europe.



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Support for Musical Creation

Aimed primarily at fostering the composition of contemporary music, the Foundation asks composers to create work that will later be presented in the scope of the Gulbenkian Music Season. The 2020 season foresees the works commissioned from two composers: Andreia Pinto Correia and Chick Corea.



Support for Creation – Cinema and the Performing Arts

The Foundation supports the emergence of new artists in the Performing Arts and Cinema through funds for the advanced training of artists, the production of first works and their dissemination abroad, affirming itself as the private Portuguese institution that is the most significant patron of this sector.

In the performing arts and cinema, the Foundation also awards grants to:

- Support the individual participation of Portuguese artists both in Portugal and international contexts of reference, namely festivals.
- Support training for artists in Europe's best schools.



International Circulation of Artists

In 2020, along with the tender for individual projects, the Foundation will sign cooperation protocols with a series of events and festivals, namely *Vaivém* (in Argentina), *Chantiers d'Europe* and *Saint Denis-sur-Seine* (France), to introduce Portuguese artists. Mention must also be made of the support given to the international Biennial of Contemporary Arts - BoCA, which brings renowned international artists to Portugal who will be co-creating with national artists in the performing arts, cinema, music and visual arts.

In 2020, the Delegation in France will be co-producing the project "Pedro Costa", dedicated to the Portuguese filmmaker, in partnership with the Pompidou Centre, the *Jeu de Paume* and the *Festival Cinéma du Réel*.



Civic Role of the Arts

The Foundation's work in the Arts brings added value at a time of rapid social and political change, where organisations can and should play a fundamental role in the approach to social issues, promoting inclusion, improving well-being and bringing communities together.

In addition to the projects listed below, the "Creative Civic Change (CCC)" initiative, described in the International Relations chapter is yet another example of the Foundation's work in this action cluster.

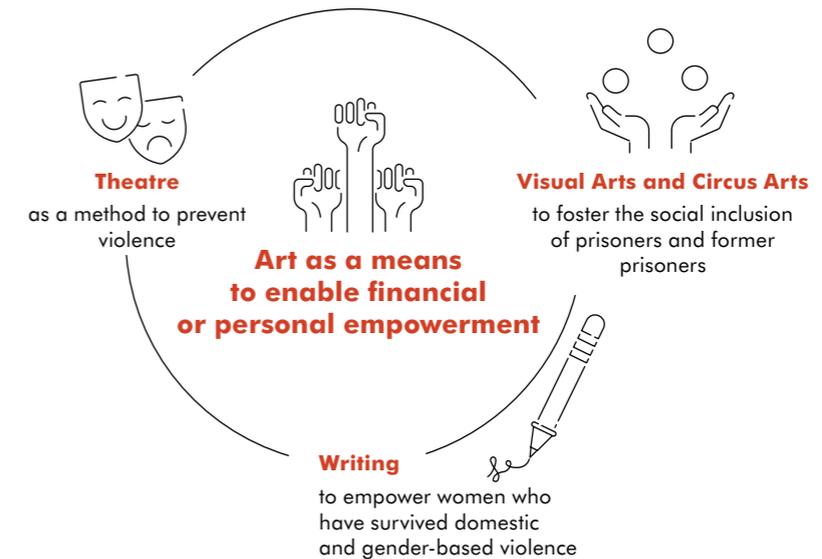
Inclusive Museum

Museums are spaces for cultural and identity representation, for the construction and validation of narratives and for great social responsibility, which target all communities and individuals. Through its collections and exhibitions, the Calouste Gulbenkian Museum is able to contribute to reflection on the issues of contemporary society, combating inequalities of access and opportunities, and promoting spaces of diversity, with the aim of serving as a terrain that fosters inclusion, accessibility and cultural democracy.

Artistic Practices for Social Inclusion

PARTIS – *Práticas Artísticas para a Inclusão Social* Artistic Practices for Social Inclusion is a support initiative for projects that strive to demonstrate the role the arts can play in the integration process and in the construction of fairer and more cohesive societies. PARTIS is currently in its third edition with 15 projects in progress.

In 2020, the Calouste Gulbenkian Foundation in partnership with the “La Caixa” Foundation launched the joint initiative PARTIS & Art for Change, with the same goal of funding artistic projects with a social impact, thus boosting the work the two institutions had been doing in this area. This initiative envisages the launch of a tender that will make a total of 1.5 million euros available to support new projects.



A range of projects use art as a means to enable financial or personal empowerment, or for social inclusion, and often using theatre as a method to prevent violence, writing to empower women who have survived domestic and gender-based violence, and visual arts and circus arts to foster the social inclusion of prisoners and former prisoners.

The Foundation also supports training for organisations that promote the valorisation of performers and artistic creators linked to contemporary dance, enabling them to increase their skills and become more independent.

Laboratório de Arte e Cidadania

The *Laboratório de Arte e Cidadania* provides support for initiatives that foster artistic creation and civic participation, and is aimed at 70 youths who have broken the law (complying with punitive-educational measures or are in prison), particularly those with low educational attainment or who have dropped out of school. This project, developed by PELE – *Associação Social e Cultural*, works on activating social and personal skills for inclusion and employability, striving to provide certification for young people who participate in artistic workshops (drama, music, visual arts) and seminars on different subjects, using an innovative methodological approach, developed in partnership with the Faculty of Psychology and Educational Sciences of the University of Porto.

“Social Practice Art” Meeting

The Delegation in France will be organising a major international event at the end of 2020, together with the Edmond de Rothschild Foundations, on questions linked with social practice art (participatory art, community art, etc.). The aim of this event is to provide a platform of understanding and debate for the different museums and philanthropic institutions working within this field in Europe.



Civic Role Arts Lab

Support will go pilot project “Civic Role Arts Lab” through the Foundation’s United Kingdom Delegation; The project aims to push the boundaries of civic (social) practice of arts organisations and has the following objectives: (i) stimulate curators to consider the civic role of the arts; (ii) encourage and support more organisations, providing them with grants and scholarships; (iii) promote a shared practice and innovative learning at a national and international level; (iv) disseminate evidence of the impact achieved in order to create more flexible funding; (v) foster partnerships that maximise impact; and (vi) influence national strategies and policies.



Fostering Citizenship through the Arts²

The Foundation uses art as an educational medium to teach about the citizenship, inclusion, and empowerment of vulnerable people, and it also funds training for Non-Governmental Organisations (NGO) working directly with art.

In the area of Education for Citizenship, support goes to projects that use the cinema and music to encourage students and the educational community to reflect on the importance of conscientious citizenship. There are also projects that foster the civic participation and social inclusion of young people by promoting urban art and enabling contacts between artists and young people, with the aim of improving the shared areas of the communities in which they live.

² This project and all others with this icon belong to the *Cidadãos Ativos* Programme.





Scholarships

Philanthropy gives us an understanding of the present moment by upholding multidisciplinary, it removes obstacles between disciplines and creates relationships between the different fields of knowledge: from exact sciences to humanities, and to the arts. The diversity of Gulbenkian Grants is managed in such a way that they are able to bolster this intersection, avoiding silos and creating a pathway between different areas of knowledge, thus leading to innovation.

A Gulbenkian Scholarship is more than just a scholarship: it also includes a set of transversal skills for the full development of human potential, by using methodologies that foster talent, creativity, well-being, and leadership within society. Individuals who unleash their full potential will bring about a positive social change as a whole.

In terms of the arts and culture, the Gulbenkian scholarships favour Visual Arts, the Performing Arts, Cinema and Music, promoting not only artistic creation by supporting its development but also stimulating academic training in its various domains.



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SCHOLARSHIPS



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Gulbenkian Scholarships in Visual Arts, the Performing Arts and Cinema

These scholarships are aimed at supporting artistic creation and development in the fields of Visual Arts, the Performing Arts and Cinema, fostering the development of academic specialisation projects or theoretical research, as well as adding value and providing refresher courses for professionals in these fields.



Gulbenkian *Talentos em Música* Scholarships

In order to promote academic qualifications and professional development of young musicians, scholarships are awarded for artistic training abroad to graduates working in the professional fields most needed in the current national context. Other scholarships are also awarded in close collaboration with the Antena 2 “Jovens Músicos” Prize.

ENOA Music Scholarships

These scholarships, in the field of opera, strive to support young artists (musicians and creators) as they take the first steps in their professional lives. The training workshops are open to opera singers, pianists, composers, conductors, authors and theatre directors, and are part of the European Network of Opera Academies - ENOA.



Innovation and Sustainable Development



€11M

The concept of Sustainable Development, as established in 1987 in the United Nations report “Our Common Future”, opens up a new development perspective that can respond to the needs of present generations without compromising the future generations’ capacity to respond to their needs. The Sustainable Development Goals were identified for the first time in 2012 at the United Nations conference on Sustainable Development. They set out 17 universal goals to address the urgent social, environmental and economic challenges with a global impact on the planet.

Assuming the compromise to reach these goals inevitably entails looking at how we live from a different perspective and rethinking our responses to social needs and environmental challenges, whilst keeping economic prosperity in mind. This change can only be accomplished through innovation, more sustainable business and investment models, and the development of new skills and leadership.

The Calouste Gulbenkian Foundation strives in this way to contribute towards building a more cohesive society, one that provides equal opportunities and actively fosters the well-being and quality of life of vulnerable populations, in harmony with environmental protection and economic sustainability.

Gulbenkian Prize for Humanity

In 2020, the Calouste Gulbenkian Foundation highlights its commitment to urgent climate action by creating the Gulbenkian Prize for Humanity, worth 1 million euros. This prize will be awarded annually and is dedicated over the next five editions to Climate Change. The Prize for Humanity serves to distinguish people or organisations whose contributions to mitigating and adapting to climate change stand out for their originality, innovation and impact. By awarding this Prize, the Foundation aspires to leverage and disseminate inspiring, innovative and replicable responses that contribute towards accelerating the decarbonisation of the economy, mitigating climate change, and creating more resilient societies with a greater capacity to regenerate.



Social Cohesion —

According to the data from the Income and Living Conditions Survey carried out in Portugal in 2019 by the National Institute of Statistics, 17.2% of those surveyed were at risk of poverty and social exclusion in 2018, with children up to 18 years and the elderly being the most affected.

The proximity of foundations to the problems and the institutions on the ground, together with their ability to take risks, enables them to play an important role in mitigating or resolving these problems by fostering innovative and more effective practices in the support given to the most vulnerable groups. The Calouste Gulbenkian Foundation has taken on these challenges, giving special focus to intervention among (i) children and youths at risk, (ii) the elderly and (iii) migrant communities.

In the support provided to these groups, the Foundation’s work agenda has focused on the development of their autonomy, the provision of quality care and training of caregivers, as well as prevention and support activities in cases of violence and abuse. These actions are always taken with their fundamental rights in mind as well as the qualification of the organisations that provide direct support.



**Children and Youths at Risk,
the Elderly, Migrant Communities**

Children and Youths at Risk



Projeto Semente: Pregnancy and Early Childhood

The aim of this project is to boost mental health during pregnancy and early childhood in the counties of Amadora and Sintra, a very densely populated and multicultural area with poor levels of education and low incomes that is served by Hospital *Professor Doutor Fernando da Fonseca*.

The aim of this project is to mitigate psychosocial risk factors, such as poverty and negative health indicators, and promote mental health, particularly among the most vulnerable populations.

Coordinated by a team of professionals from the Department of Psychiatry at the Hospital *Professor Doutor Fernando da Fonseca*, the project strives to anticipate intervention at the earliest possible moment, flag and monitor the cases through consultations at the local Health Centres. It is believed that this reduces inequalities and broadens the opportunities for access to social services and education, in addition to addressing health issues.

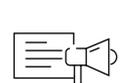


CARE

Specialised support network for children and young people who have been sexually assaulted, their families and friends. The network's main activities are psychological and legal support, as well as providing articulation between the different bodies involved in these processes.

This network has national coverage (including the archipelagos of the Azores and Madeira) and is coordinated by the *Associação Portuguesa de Apoio à Vítima* (Portuguese Victim Support Association), in partnership with the Judicial Police – which identifies and flags the cases – and the Institute of Legal Medicine and Forensic Science – responsible for carrying out forensic analyses.

Since the start of its operations, the network has provided support to 1 167 children and youths; it has also conducted over 700 awareness raising activities, involving over 16 000 beneficiaries, as well as 44 training courses, with a total of 440 trainees.



700

AWARENESS
RAISING ACTIVITIES

16 000

BENEFICIARIES



44

TRAINING
COURSES

440

TRAINEES



Wave by Wave

The Wave by Wave project focuses on developing children's and teenagers' mental health and well-being through surfing. The team, comprised of mental health professionals and surfing instructors, uses the beach as a therapeutic setting of consistency, continuity, predictability and intention, combining it with an activity that carries some risk – surfing – through contact with nature. The main aim of the project is to encourage the creation of positive ties that will help these youths in their physical and psychological recovery.

With the support of the Calouste Gulbenkian Foundation, the project will run for three years, and involve approximately 100 children - from residential homes in the municipalities of Cascais, Oeiras, Lisbon and Sintra. It seeks to assess both the impact on mental health and academic performance of these youngsters, and the development of their motor skills.

The project is being accompanied by the Faculty of Psychology and the *Ordem dos Psicólogos* (Psychologists Association), which will be validating surf therapy as a conventional therapeutic response.



— Wave by Wave project, in the Carcavelos beach. © André Leiria



CadIN Setúbal

This project supports clinical and social intervention as a response to the needs of underprivileged children with developmental disorders and difficulty integrating in the county of Setúbal.



Activ@-te!

This project aims to contribute to reducing the number of 15 to 19 year old youths living in the county of Maia who are inactive, not attending school, without work or not attending a professional training course, who have a poor level of education and are in a particularly vulnerable economic situation. The Activ@-te! project thus strives to foster individual empowerment and independence, by working closely with each individual and creating constructive leisure areas, among others.

The project, which has been promoted by *Santa Casa da Misericórdia da Maia*, will be implemented over five main phases: meeting and raising awareness (through diagnostic activities, and tailor-made one-on-one monitoring sessions to map out a life objective for each participant); involvement and prevention (creating areas and opportunities for constructive leisure time); empowerment (through training on citizenship and developing human potential, in-company placement programmes); and follow-up and integration (mentoring programmes and one-on-one tailor-made follow-up sessions to prepare for entry in the job market).

The project also has the support of the following partners for its development: JAFETOS – *Associação de Jovens Voluntários da Maia* (Maia Youth Volunteer Association); *Câmara Municipal da Maia* (Maia Town Council); *Junta de Freguesia de Pedrouços* (Pedrouços Borough Council); *Junta de Freguesia de Águas Santas* (Águas Santas Borough Council); *Centro de Emprego da Maia* (Maia Job Centre) and BIAL.

The Elderly



Ageing in the Community

Support for 16 projects, selected by tender, the aim of which is to contribute towards keeping older people within their own environment, their homes and communities, by promoting physical, cognitive, emotional and social activities, and therefore helping to reduce isolation and encouraging their participation in community life.

Priority was given to projects targeting the most isolated individuals, far from urban centres, living in the countryside or small communities, where there are significant difficulties in terms of mobility and a feeling of unequal opportunities.

The projects take place in different areas all over the country, including Câmara de Lobos (in Madeira), Marco de Canaveses, Amares, Boticas, Castelo Branco, Mértola and Portalegre, as well as Lisbon and the Porto metropolitan area.



Portugal Mais Velho (Older Portugal)

A Calouste Gulbenkian Foundation initiative in partnership with the Associação Portuguesa de Apoio à Vítima (Portuguese Victim Support Association), which brings together approximately 80 professionals from different fields interested in and concerned about the subject of ageing and the elderly. People's vulnerability at a more advanced stage of life makes them more likely to become the victims of abuse or violence by family members, caregivers, service providers, individuals or entities who disregard their rights.

A final report for this project will be presented in June 2020, with the main conclusions drawn from the work carried out, including recommendations for a shared intervention agenda for the prevention of violence and abuse against the elderly and for their support.



Cuidar de Quem Cuida

The project *Cuidar de Quem Cuida* (Caring for the Carers) has been designed to respond to the needs of municipalities in the Entre Douro and Vouga region, in supporting people with dementia or who have suffered a stroke. Humanised social and health responses have been developed that are sensitive to the needs of informal caregivers and centred on their quality of life and that of the dependent person.

Since April 2019, the project *Cuidar de Quem Cuida* has been funded by a Social Impact Bond which provides for the accompanying, training and empowerment of 240 caregivers in the northern region of Portugal.

The Gulbenkian Foundation and the *Grupo José de Mello Saúde* are both partners in the project as impact investors. *Portugal Inovação Social* is also a partner as promotor of the funding instrument, as are the *Administração Central do Sistema de Saúde* (Central Administration of the Health System), the public body that validated the intervention, and MAZE, expert in impact investments, responsible for the financial structuring of the project and for monitoring and reporting back to the other partners over the 3 years of the project's implementation.

Migrants

Work Up

Promoted by JRS – *Serviço Jesuíta aos Refugiados*, the Work Up project focuses on the empowerment and socio-professional training of 80 migrants and refugees. It encompasses training in personal and social development and active citizenship, including placements in a real work environment. The goal is for the beneficiaries to develop their own social and professional skills through training to foster self-knowledge, self-reflection, self-confidence, and self-esteem. It also aims to make employers aware of the need to include this social group in their workplace, with the support of its partners: *Aguinense – Associação Guineense de Solidariedade Social*; *Casa Nossa Senhora da Vitória*; *Uniself, SA.*, which will also promote short term placements.

Estudo da Literacia em Saúde e Coesão Social em Populações Migrantes

Literacy Study in Health and Social Cohesion in Migrant Populations

This is an academic, scientific and social project promoted by the *Escola Nacional de Saúde Pública* (ENSP – National School of Public Health), with the support of the CGF. The aim of the project is to develop literacy, promote health and social cohesion to aid the prevention of noncommunicable diseases within migrant groups, and to contribute towards reducing social disparities in health. The project will be in place in 2020 and 2021.

Paper on Strength through Diversity: Education for Inclusive Societies

The OECD supports an international comparative study with the aim of assessing the extent to which educational systems efficiently and effectively manage their students' diversity, enabling them to reach their full potential. This study understood diversity to mean the outcomes of each student, their mother tongue, ethnic group, place of birth, legal or socio-economic status, among other factors.

The study comprises three phases: an analytical phase to collect statistical data; a phase for visiting and interviewing in the field; and a phase to summarise the findings, identifying the main challenges and proposals for educational policies.

The study in Portugal comes under the responsibility of the Directorate-General for Education and will run between January 2020 and June 2021 with the financial support of the Foundation.



Social Innovation and Impact Investments

For a number of years now, the Calouste Gulbenkian Foundation has supported innovation as a fundamental tool in finding and consolidating more efficient and effective solutions to respond to the needs of our communities – social innovation. The independence, flexibility, and ability of foundations both to take risks and mobilise resources make them privileged bodies to promote such innovation.

In Portugal, it is the organisations in the tertiary sector that are largely responsible for implementing innovative social responses. However, they face serious challenges in terms of their effectiveness and sustainability, they often lack capital and have difficulty in diversifying their funding sources as well as attracting and retaining human capital prepared to tackle the challenges they confront.

The Calouste Gulbenkian Foundation has therefore placed growing emphasis on promoting a shared social innovation and impact investment agenda, as these are the cross-cutting vectors for its action strategy not only with regard to the inclusion of the most vulnerable groups in the population, but also environmental protection and promoting more sustainable production and consumer practices.

The strategy to stimulate social innovation focuses on the life cycle of a project, divided into three key moments: supporting the pilot phase and initial development of the initiatives; promoting their sustainability and scope; influencing by public policies.

In this respect, the Calouste Gulbenkian Foundation's priorities are to:

- Explore the role played by technology in resolving social and environmental problems.
- Test the role played by the arts in social inclusion processes.
- Promote new skills and leadership.
- Use new means of funding the social sector.



— Theater play "Estamos todos no mesmo barco", "Pavilhão Mozart - Ópera na Prisão" project. © Carlos Porfírio



Technologies for Impact

Support for initiatives that demonstrate the role played by technologies in facilitating and leveraging solutions for the social and environmental challenges both in Portugal and worldwide. It supports entrepreneurship and technology-based social innovation, as well as training activities that facilitate the digital transformation process of organisations in the tertiary sector.

In 2020, technological development marathons – hackathons – will be supported in different cities across Portugal to encourage the initial development of digital solutions with impact, within the scope of the Hack for Good initiative.

Support will also be given to acceleration programmes for impact start-ups with models that have already been implemented but which need assistance in their development processes.

Special attention will be given to the development of solutions in the scope of promoting health and well-being for children, young people and the elderly, and supporting the integration of migrant communities, sustainable consumer and production processes, as well as climate action.

Art and Community



Práticas Artísticas para a Inovação Social Artistic Practices for Social Inclusion

Created in 2013, PARTIS – Práticas Artísticas para a Inovação Social (Artistic Practices for Social Inclusion) is an initiative to support projects aimed at showcasing the role played by the arts in the integration and construction of more cohesive and fairer communities. These are projects that create areas where people can feel free, where they can learn continuously and there are no preconceptions, and which practice understanding and tolerance.

The following initiatives and projects will be supported in 2020:

- **PARTIS 3rd edition:** Supporting 15 projects chosen by tender. The promotion of technical monitoring involving learning and independent assessment modules will be continued.
- **Isto é PARTIS:** The common denominator of the programme for the 2020 edition is “today’s new centres of artistic creation”, which encompasses national and international reflection and the sharing of ideas, as well as the presentation of PARTIS projects.
- **PARTIS & Art for Change:** Strategic partnership with the La Caixa Foundation for the launch of the PARTIS & Art for Change initiative and the opening of a new tender to support projects co-funded by the two Foundations. This programme will total 1.5 million euros.
- **Rede PARTIS:** Boosting the network of PARTIS partners belonging to different cultural organisations, with a view to creating a shared agenda on Art and Community matters. The network includes the following institutions: *Teatro Nacional D. Maria II*, *EGEAC (Lisboa)*, *Casa da Música Foundation (Porto)*, *A Oficina – Centro de Artes e Mesteres Tradicionais (Guimarães)*, *Teatro Viriato (Viseu)*, *Teatro Municipal Baltazar Dias (Funchal)* and *Câmara Municipal de Loulé (Loulé Town Council)*.

Rasgar Silêncios. Breaking Silences

Rasgar Silêncios is a project supported by the Gulbenkian Foundation to empower survivors of domestic and gender-based violence, using the methodology of autobiographical writing (a tool to overcome traumatic situations). Using autobiographical writing workshops, the project aims to create a multimedia theatre performance based on the texts written by survivors of domestic and gender-based violence to promote greater awareness of this issue. The project foresees the design of a set of tools for victim support workers and other professionals at the forefront on how to use this methodology during the support sessions. Promoted by Coolabora, C.R.L., the project works in partnership with *Quarta Parede – Associação de Artes Performativas da Covilhã*, the Municipality of Covilhã, and the University of Beira Interior.



New Skills and Leadership

Support for projects focused on both attracting and retaining talent in the tertiary sector, and training executives in the fields of social impact and sustainability. The following initiatives in 2020 are worthy of note:

- **Gulbenkian Chair on Impact Economy:** Gulbenkian Chair at the Nova School of Business and Economics (Nova SBE), which is expected to launch a new master’s degree in Entrepreneurship and Impact, in 2020/21, as well as training programmes for executives – Paradigm Shift.
- **Placement programme:** With the aim of increasing the capacity to attract and retain talent in the tertiary sector, a partnership was established with the Nova SBE to facilitate a placement programme. As well as attracting and retaining talent, the programme will also strengthen the structure of social organisations and implement a culture guided by results-based contracts (Social Impact Bonds).
- **Green Skills:** A more conscientious and responsible work force is urgently required in Portugal, that has the knowledge, technical capacity, values and attitudes needed to develop and promote a sustainable and efficient society in the use of resources.

Priority will continue to go in 2020 to a line supporting sustainability training for executives, which was set up in 2019. The aim is to stimulate greater participation from representatives of SMEs and

start-ups in business sustainability training sessions, thus addressing the lack of funds for staff training at the disposal of these organisations. Currently, protocols are in place with four Faculties: the *Católica* Lisbon School of Business & Economics, the ISCTE Business School, Nova SBE and Porto Business School.

The Foundation provides support through study grants for the total amount of the student fees, for employees of SMEs and start-ups with the potential to influence and make decisions within their organisations. Up to five grants per edition are awarded for each course.



New Funding Instruments

The Calouste Gulbenkian Foundation has been working on the creation of an impact investment ecosystem in Portugal and has been testing and validating new funding instruments for the tertiary sector, as well as supporting the development of new business models that combine financial returns and social impact.

This agenda has been developed primarily by providing support to MAZE – a structure created by the Foundation with the aim of working with leaders in the public sector, entrepreneurs, and impact investors for the development of effective solutions capable of tackling social and environmental challenges.

Social Impact Bonds

A new funding model for innovative projects aimed at obtaining social results through the provision of public services. Social innovation projects are made viable using private investment and, should they reach the initially contracted results, the investors can be reimbursed in full.

This model protects the public sector as reimbursements are only made when the outcome is positive, which means private organisations shoulder the risk and the public sector is free to invest in different projects.

In Portugal, this funding mechanism is being promoted and tested in the public sector through European Union funds available for this purpose. To date, the Calouste Gulbenkian Foundation has invested in 4 Social Impact Bonds in the areas of employability, the prevention of institutionalisation of children and young people, and the support given to informal caregivers. The results of the first three Social Impact Bonds in which the Foundation invested will be presented in 2020.

Investment in the Mustard Seed MAZE Fund

Participation in the capital risk fund and impact investment which initially amounted to 30 million euros, with the Calouste Gulbenkian Foundation as one of its reference investors (4 million euros). The fund will invest in impact start-ups in Portugal and Europe that use technology and sustainable business models to resolve social and environmental issues. This is the first social entrepreneurship fund approved in Portugal by the Securities Market Commission (CMVM). The European Investment Fund, AGEAS, BMW Asset Management, and *Banco Atlântico Europa*, among other pioneering bodies in impact investment at a European level have also invested in this fund.



Climate Action

Humanity is facing an unprecedented climate crisis with devastating effects on practically every essential factor for sustainable development, including public health, employment, access to fresh water, safety of the food supply, and even safe shelter.

There is consensus among the scientific community on the urgency of limiting the increase in temperatures to below 1.5°C by the end of the century if we are to avoid catastrophic and irreversible impacts for humanity. This means reducing carbon dioxide emissions by 45% by 2030, and it implies a profound change in the current economic model which remains heavily dependent on energy and materials.

The Calouste Gulbenkian Foundation is strongly committed to taking urgent action against climate change, intervening in projects that promote a low carbon society that is more resilient and better prepared for the global changes of the future. Its priority lines focus on:

- Recognising and fostering global climate solutions that stand out for their originality, innovation and impact.
- Supporting the transition to more sustainable production and consumer models, such as the circular economy or bioeconomy, encouraging the use of technology in the resolution of environmental problems.
- Deepening the knowledge, skills, values and attitudes required to live, develop and support a sustainable and efficient society in the use of resources.
- Raising public awareness through effective communication so as to promote more environmentally friendly practices among individuals, groups and organisations.



“Planeta A” Documentaries

The Calouste Gulbenkian Foundation joined forces with the RTP television studio to produce the documentary series “Planeta A” with the aim of underlining its position on sustainable development.

“Planeta A” will focus on urgent and emerging sustainability issues over nine 50-minute episodes, always from the perspective of Portugal’s current situation, reinforced by the global context.

By informing and making viewers aware of key issues, from Climate to the Oceans, including Production and Consumption, Democracy and Education, the series will also show the global context of the various fronts in which Calouste Gulbenkian Foundation has taken action in this matter.

Directed by Jorge Pelicano, “Planeta A” should be broadcast on television at the start of 2021.



On Call

Civil society’s growing interest in Sustainable Development issues is evident, as is its wish to participate in and create projects that support environmentally responsible, economically viable and socially fair measures and structures.

The On Call initiative came in response to this involvement with the aim of identifying, evaluating and selecting civil society’s projects and activities with one of the following typologies: advocacy (with a view to influencing decision-making processes); pilot projects (testing a solution and adapting it before increasing the scale of the project); raising awareness (changing the perception of certain target audiences on a specific subject); scale-up (fostering the geographic multiplication of a pilot project that has proven successful), and research-action (researching different solutions and implementing the best, or researching a subject with the aim of making some change).

The chosen projects go through a strict, transparent and impartial assessment process and must meet the following targets both objectively and quantifiably:

- Reduction in the environmental footprint of the production systems throughout the entire value chain by employing innovative production processes and business models, and/or the acquisition of new professional skills.
- Promotion of more sustainable consumer patterns by Portuguese society through innovative tools and methodologies to raise awareness and effectively change behaviours.

Applications to the On Call initiative are open until March 2022.

Food Initiative

The agricultural and food industry is based on a linear production and consumption model that is responsible for approximately ¼ of CO₂ emissions. The transformation of the food sector is of the utmost importance to a more sustainable development. This is why the Gulbenkian Foundation supports the Ellen MacArthur Foundation – an international reference in promoting the circular economy – and its Food Initiative project centred on the cities’ role in the sustainability of the food system. It is estimated that by 2050 over 80% of food produced will be consumed in cities. And this is where actions and measures achieve scale and have greater potential to transform the food sector.



It is estimated that by 2050 over 80% of food produced will be consumed in cities.

The project involves implementing a circular economy model in the food sector, in cities, in line with three guidelines: consuming food produced in a regenerative manner, and locally, whenever appropriate; making full use of food products; redesigning and marketing food products that are healthy both nutritionally and in the way they are produced.

This is an international project and is underway in London, New York and São Paulo, and accompanied by a number of cities around the world, including Lisbon, Porto and Torres Vedras.

The Foundation was one of the first organisations to join this initiative, which currently has the following partners: Compass Group, Danone, Doen Foundation, IKEA Foundation, Google, Mizkan, Nestlé, Novamont, Porticus, Veolia and Yara.

The project began in 2019 and will take place over three years.



Gulbenkian Sustentável **Sustainable Gulbenkian**

Given that sustainable development is and always will be one of the Calouste Gulbenkian Foundation's main areas of action, it is fundamental that its practices reflect these same principles and values. This gave rise to the *Gulbenkian Sustentável* project.

Launched in June 2018, the aim of this project is to reduce the negative environmental impacts resulting from the Foundation's operations and to raise the awareness of its staff as well as of its partners, beneficiaries, and visitors, of the importance of a society aligned with the overall objectives of Sustainable Development.

By integrating sustainability in the Foundation's different activities and in the day-to-day of its staff, the *Gulbenkian Sustentável* project focuses on intervention in the areas of reducing paper and plastic, food, sustainable events and mobility, aligning communication with citizenship and raising awareness.

Special note goes to the following activities taking place in 2020:

- **Events** – Attainment of the sustainable events management certification for the 2020/2021 Music Season (*Temporada da Música 2020/2021*) (ISO 20121) and neutralising the carbon footprint of at least 3 events promoted by and/or taking place at the Foundation.
- **Mobility** – Compensation of the carbon emissions of flights purchased by the Foundation and increase in the number of charging stations for its fleet of electric vehicles.
- **Waste Management and Reduction** – Placement of waste sorting bins in every public access area in the Foundation's buildings, and the introduction of the Follow-me Printing technology in the Foundation's printers.
- **Food** – Contracting of an external consultancy study aimed at encouraging more sustainable eating practices at the Foundation.
- **Communication** – Increase in the actions and material on raising awareness about sustainability on the Foundation's website and on the Intranet.



Lisboa Capital Verde Europeia 2020 (LCVE2020) **Lisbon European Green Capital 2020**

In June 2018, Lisbon was awarded the title of European Green Capital 2020. This distinction is the result of the assessment made by a group of international experts on 12 indicators to evaluate sustainability in the city. As coordinator of this Initiative, the *Câmara Municipal de Lisboa* (Lisbon Town Council) plans to promote a number of activities on environmental matters, underpinned by three fundamental concepts: informing, mobilising, and communicating.

In July 2019, the Calouste Gulbenkian Foundation joined the *Câmara Municipal de Lisboa* (Lisbon Town Council) in a partnership with a view to integrating some of its activities in the programming of Lisbon European Green Capital 2020 and supporting key events on sustainability, such as the Urban Global Future Conference and the International Biodiversity Conference. Within the scope of this partnership, in January 2020, the Foundation signed the Lisbon European Green Capital 2020 Agreement – *Ação Climática Lisboa 2030*, endorsing 23 measures to be implemented between 2020 and 2030 in the areas of Energy, Mobility, Water, Circular Economy, Events, Citizenship and Participation.

For the Calouste Gulbenkian Foundation, the Lisbon European Green Capital 2020 Agreement – *Ação Climática Lisboa 2030* will be a catalyst for the continued promotion of good practices on the path to sustainability.



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Oceans

The ocean covers more than 70% of the earth's surface, is responsible for producing over 50% of the oxygen we breathe and for 30% of the carbon dioxide sequestration in the whole world. The blue natural capital - the stock of existing natural assets in the sea - offers us countless other benefits, including a variety of food, water, pharmacological and medical resources, renewable resources for energy production, and space for transportation as well as sport and recreational activities. These are the benefits that, together with other more conventional forms of capital (for example, human and financial), allow us to develop numerous economic activities.

After working for five years to increase the scientific and public knowledge of the ocean's role in sustainable economic development and human well-being, the Calouste Gulbenkian Foundation is committed to leveraging the experience and impact hitherto achieved. Apart from its evident commitment to the intrinsic value of the sustainable management of the blue natural capital, the Foundation believes that marine biological resources in conjunction with the use of technology are a driving force in the promotion of more responsible business models and aligned with the global agenda for sustainable development.

Its current lines of intervention focus on:

- Promoting greater awareness about the economic value of the ocean.
- Leveraging solutions based on the ocean's natural resources to fight climate change.
- Using blue biotechnology in the resolution of social and environmental problems and in sustainable economic growth.

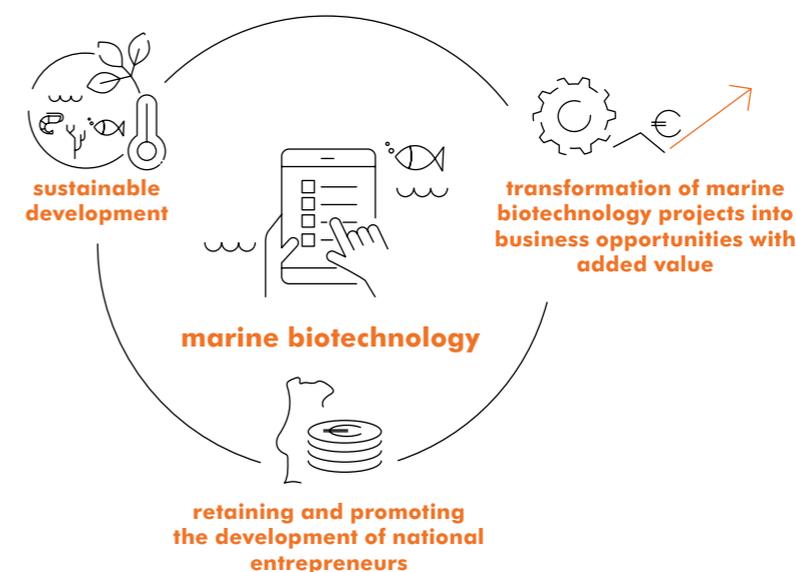


Blue Bio Value

The Blue Bio Value (BBV) is an acceleration programme for businesses in the blue biotechnology area promoted in partnership with the *Oceano Azul* Foundation since 2018. The programme aims to leverage marine biotechnology's role in the resolution of social and environmental problems and in the support of sustainable economic growth. In particular, the BBV has three main targets:

- Support for the transformation of marine biotechnology projects into solutions that can underpin the fulfilment of a number of the sustainable development goals: climate action, biodiversity protection, reduction of pollution, more sustainable consumption, human health and well-being.
- Support for the transformation of marine biotechnology projects into business opportunities with added value, as well as their integration and growth in the market.
- Attracting international entrepreneurs, as well as retaining and promoting the development of national entrepreneurs, contributing to their acquisition of management skills, supporting the registration of intellectual property and helping these new companies raise funding to develop and establish themselves in Portugal.

2020 will see the 3rd edition of the acceleration programme, as well as the first edition of the ideation programme; this aims to stimulate greater involvement from Portuguese universities in the development of marine based business solutions. The main partners of this project are *Fábrica de Startups* and Blue Bio.



United Nations Ocean Conference

In order to strengthen and communicate its commitment to the importance of a healthy ocean, the Foundation intends to be an active participant in the United Nations' conference about the ocean, which will take place in Lisbon between 2 and 6 June. Various activities will be organised to communicate the economic value of the ocean for a sustainable development, as well as the importance of marine solutions and climate action. The Foundation further intends to foster the adoption of sustainable practices in the organisation of the event and compensate for the respective carbon footprint.



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Pegada Hídrica em Portugal: Olhar, Compreender e Atuar **Water Footprint in Portugal: Observe, Understand and Act**

The Calouste Gulbenkian Foundation challenged the C-Lab - The Consumer Intelligence Lab - to investigate the water issue in Portugal with the aim of understanding the country's current stage in the conscientious use of this resource. Foreseeing risk scenarios in the management of the available water, the Foundation sought to contribute to the efficient and sustainable use of water resources.

C-Lab conducted 52 interviews through field work and contact with specialists in the entire water value chain in the agriculture sector. This resulted in over 100 hours of conversation, essential to the understanding of the problem and the design of the research.

The understanding of both the value of water in the sector that most uses it – agriculture and cattle – and the appreciation of water in the common citizen's routines and purchase decisions will allow the Foundation to raise awareness and mobilise a network of entities in 2020 that is able to set the example and implement measures that impact the sustainability of the country's water use. Such a movement will prove necessary and beneficial to all.

A further expected outcome of this work is the creation of an exhibition module in the next major exhibition in the Pavilion of Knowledge: "Water".



Valuing the Ocean

The Valuing the Ocean project, developed by the Foundation's Delegation in the United Kingdom, seeks to further the conservation and sustainable management of the ocean for the well-being of people now and in the future.

This project is aimed at NGOs focused on marine conservation and its development, enhancing collaboration between organisations, testing new ways to involve people, and spreading relevant messaging about marine conservation, as well as publishing original research to influence public practice and policies.

Its 2020 activities include the launch of an international ocean literacy campaign and scaling approaches to influence awareness and action in coastal communities.



Society and Democracy

Today's democracies are characterised by great disparities in economic terms and in gender, culture and religion issues, among others. The loss of citizens' rights and the threats to democracy have led to the need for the intervention and participation of a strong and structured civil society that is not only able to tackle the problems we currently face but also represent and defend the most unprotected and vulnerable.

In addition, it is increasingly urgent to foster the mobility and active participation of citizens and the organisations that represent them in public life and in the design of policies that take the real interests and needs of society into consideration.

In this context, the Calouste Gulbenkian Foundation aims to promote sustainability and societies' long-term capacity, and to strengthen its role in the promotion of democratic participation, active citizenship and human rights, as well the empowerment of vulnerable groups.

In this field, the goal is to achieve by 2024 a 20% increase in the number of citizens alerted to civic matters and human rights, to have 1 700 vulnerable citizens covered by social and economic empowerment measures, 950 citizens covered by new social services, 1 000 trained NGO professionals and 120 NGOs with approved empowerment plans.



Mais Apoio para a Sociedade Civil More Support for Civil Society

Given the recognition that NGDO are fundamental players of international cooperation and the importance of their being qualified for the new development challenges, the Foundation promotes the training and participation in national and international networks of all the major players in the field of development cooperation in Portugal, for a joint reflection on the best practices in the development sector. The topics addressed in 2019 included innovation, development impact bonds, triangular cooperation and the role of the private sector in international cooperation. In 2020, the Foundation supports an exchange programme between professionals from civil society organisations in Portugal and abroad, as well as a meeting on Innovation for Development, both in partnership with the Portuguese Platform of NGDOs, which brings together approximately 60 associates.



Educação para a Cidadania Education for Citizenship

This project aims to foment a systemic change in the education for citizenship and to enhance the role played by civil society organisations in both public policies and promoting a more tolerant and participative society. Special note goes to the following specific targets of the project: the creation of metrics to evaluate the “level of skills for citizenship” of students so that tailor-made programmes can be designed that respond to the needs of each target group and measure the impact of education actions on citizenship; the fostering of citizenship skills in the students from the participating school groups; the development of close collaboration between NGOs and schools, benefiting from their knowledge in different fields; and also, boosting NGOs’ intervention in public policies.



Projetos Sociedade Civil e Democracia Civil Society and Democracy Projects

Multilateral organisations and partnerships with foundations and think tanks are supported through the concession of grants for the support of projects in areas of international relevance and in line with the Foundation’s strategy. In 2020, the following partnerships will remain: (i) in the scope of the Vision Europe Dialogues project (which will hold its annual conference in Berlin in June on the challenges currently facing Europe); (ii) with the European Council on Foreign Relations (holding a conference in June at CFG); (iii) with the Migration Policy Institute; and (iv) with the Jacques Delors Institute.

A partnership will also be made in 2020 with the European University Institute of Florence.



International Projects

In addition to the activities with a global impact taking place in Portugal, the Calouste Gulbenkian Foundation’s sphere of action goes beyond the country’s physical borders through multiple projects developed at an international level. Special note goes to the focus on the Armenian communities, in the PALOP and East Timor and in the United Kingdom and France (through the CGF’s delegations in these countries). The Foundation also participates and supports a broad range of international consortia and projects with a view to greater collaboration between the various philanthropic entities around the world.

In light of the Foundation’s defined strategic objectives and growing commitment to the Sustainable Development Goals, its international agenda is gaining increasing prominence.

The Foundation also awards a range of scholarships that support people from other countries, namely the PALOP and Armenian communities, among others. These are detailed in the respective Scholarships chapters.



Armenian Communities, United Kingdom, France, Mozambique, Angola, Cape Verde, São Tomé and Príncipe, Guinea-Bissau, East Timor

Armenian Communities

The programming and scholarships of the Armenian Communities reach people in some 25 countries. The core area of programming is language, particularly Western Armenian spoken in the Diaspora. The Foundation also has a research support programme, funds projects in Armenia and dialogue initiatives between Armenians and Turks.



Apoio ao Arménio Ocidental Western Armenian Language Support

The Foundation supports various IT based language support initiatives. The spellchecker programmes for iOS and Android smartphones will finally be launched after several years of work, as well as Zndoo, a website containing extensive pedagogical materials for language instructors and parents. The creation of an Armenian language “tree bank” – a language description tool for computer programmers – continues to be developed and should be close to completion by the end of the year. Throughout 2020, the Library of the National Academy of Sciences in Armenia will be indexing the rare and extensive journal collection of the Mkhitarist Congregation in Vienna, which is being digitised with the Foundation’s support, thus making it available to researchers around the world.

Complementing other publications, not only in Eastern Armenian but also in other languages, support will be given to the translation to Western Armenian and publication of five new children’s books, as well as ten social science, philosophy and literature books.

In terms of school support, a new strategy has been launched for Armenian schools in Lebanon. Of the thirteen schools that have applied, three schools will be supported with grants for their pedagogical projects. In addition to continuing support to schools in Greece, Turkey and Argentina, a new teacher training initiative in the Armenian language will start in the autumn.

The Foundation also promotes various workshops, seminars and pedagogical events. A creative writing workshop for young writers is currently taking place in France (in partnership with INALCO).

Survey on the Armenian Diaspora

In 2019, around 3 thousand Armenians in the Diaspora answered a survey on various topics related to the Armenian communities. This questionnaire, the first to be conducted in the Diaspora, comprises 50 questions on the respondents’ relationship with Armenia, the language, politics, identity, etc. In 2020, the conclusions will be analysed and the data will be made available for consultation. The same survey was conducted in four cities in 2019 - Buenos Aires, Bucharest, Beirut and Montreal; it will now be distributed in London, Paris, Detroit and Rostov-on-Don in Russia.

The dissemination of this study seeks to contribute to the development of policies that respond to the issues identified by leaders of both the Diaspora and in Armenia.



Projects in Armenia

Two events in Yerevan are supported in the scope of the 150th anniversary of the birth of Calouste Sarkis Gulbenkian. A classical music concert with the participation of musicians from the Gulbenkian orchestra, as well as a conference at the *Madenataran*.

The Foundation’s programme for Armenia focuses on three components: the granting of scholarships to university students and young academics (approximately 100 over the year); publications, notably social science texts in Eastern Armenian (at least 5 this year); and (iii) grants to civil society organisations (up to 10), which currently target job creation opportunities for young people more than civic education initiatives.

Support for Armenian-Turkish Dialogue

Three important projects are supported in Turkey: a fellowship in Armenian studies at Bogazici University, the development of an app called *KarDes* containing tours of Armenian sites in Turkey, and an artistic exchange programme in which up to 15 Armenian and Turkish creators will have the opportunity to display their works in an exhibition that will take place in the two countries. Some initiatives related with the Armenian language in Turkey also receive support, notably a children’s storytelling website.

PALOP and East Timor



Internationalisation of Artistic Production in the PALOP

In the PALOP, the professionalisation and technical training of artists remains scarce as is the access to international (regional or continental) networks. Participation in residencies is vital not only to the training and international circulation of artists but also to the production of new works.

In 2020, the Foundation supports the second edition of four artist residencies with international scope in the areas of Visual Arts and Dance:

- Catchupa Factory – *Novos Fotógrafos*, by the *Associação Olho-de-Gente*, Cape Verde
- LUUANDA, of the *Associação Pés Descalços*, Angola
- *Memória Audiovisual Reutilizada* (Reused Audio-visual Memory), by the *Associação dos Amigos do Museu do Cinema*, Mozambique
- RIR PALOP: *Rede Internacional de Residências Artísticas* (International Network of Artist Residencies) in the PALOP, by *CulturArte*, Mozambique



— Portuguese-speaking African countries’ artist mobility support. © Sofia Ascenso

Apoio Mobilidade PALOP (PALOP Visual Support) – Visual Arts, Performing Arts, Scenography and Music

The mobility of PALOP artists in the areas of Visual Arts and Curatorship will continue to receive support through a tender. In the framework of the intervention “*Promoção do Emprego nas Atividades Geradoras de Rendimento no Setor Cultural nos PALOP e Timor-Leste– PRO-CULTURA PALOP-TL*” (Promotion of Employment in Income Generating Activities in the Cultural Sector in the PALOP and East Timor), co-financed by the European Union and by Camões IP, the Foundation will be responsible for the management of the tender for the mobility of artists in the areas of music and performing arts, which will have two editions in 2020. Support will also go to two centres for contemporary creation and the hosting of artist residencies in the fields of music and the performing arts in these areas.



CISA – Health Research Centre of Angola

In 2020, the Foundation is supporting the National Institute for Health Research, the institute that oversees CISA, with technical and scientific advice. The aim is to make the structure of the centre operational within the new legal framework, to increase scientific activities and its participation in international networks and to enhance CISA’s sustainability capacity for the development of scientific projects. This project is co-financed by Camões IP..



Reforço das Capacidades dos Sistemas Científicos dos PALOP Strengthening the Capacity of the PALOP’s Scientific Systems

Health research not only makes a significant contribution to improving health conditions, but at the same time has a leveraging effect on the creation and development of the scientific systems of developing countries.

The main objectives of the action line “*Reforço das Capacidades dos Sistemas Científicos nos PALOP*” are to foster conditions for leadership and implement the local health research agendas of partner countries. The following initiatives are examples of this support:

- 3rd edition of the Science Management Course for PALOP researchers, in partnership with the La Caixa Foundation and a tender for funding of the research projects for the participants of the three editions.
- Support to conduct short courses in the PALOP that foster the researchers’ technical skills.
- Support for the development of the scientific careers of PALOP researchers, by providing incentives for the creation and installation of research groups in PALOP institutions, thereby contributing to the consolidation of their scientific careers in these countries.

Maternal and Child Health Care

The maternal and child mortality rate in conjunction with the poor quality and lack of clinical staff in Angola continue to cause great concern.

Since 2019, the Gulbenkian Foundation has coordinated the project providing perinatal care support at the Lucrecia Paim Maternity Hospital, Angola’s main maternity and neonatal hospital (on average 80 children/day); the main aim of the project is to reduce the neonatal death rate by at least 5%. In 2020, the project plans to organise and improve the running of the neonatology unit and to train staff through the permanent support of a specialist nurse as well as placements in internships in Portugal for staff from the unit and specialised Maternity missions. The project also foresees the maintenance of hospital equipment and the installation of new incubators.

The project has the collaboration of the Portuguese Society of Neonatology.



Programa de Formação Especializada de Médicos na Guiné Bissau Specialised Training Programme for Doctors in Guinea Bissau

The health system in Guinea Bissau suffers from weaknesses and limitations, in large part due to the recent political instability, the fragility of the state and, hence, the inability of the public health system, with its lack of human and technical resources, to respond.

The Calouste Gulbenkian Foundation coordinates the management and operationalisation of a pilot model of advanced training for 18 Guinean general practitioners in the areas of anaesthesiology, general surgery and gynaecological surgery. The aim is to steadily improve the care given to the population without removing the doctors from the context in which the work, and to strengthen the maternal and child health system and care, fostering its decentralisation. The project will be implemented in September 2020 within the scope of the European Union’s delegated cooperation with Camões IP, in partnership with the Medical School of the University of Minho, the Simão Mendes National Hospital, the S. José Paediatric Hospital in Bôr and the Cumura Hospital (Guinea Bissau). The Medical Associations of Portugal and Guinea Bissau are also partners in the project.



Oncology

Cancer is one of the main causes of death among the adult population of Mozambique and Cape Verde, countries that are going through a period of epidemiological transition. Since 2013, the Calouste Gulbenkian Foundation has been developing projects to improve the diagnosis and treatment of oncological diseases.

Focus is placed on the specialised training of clinical staff (in the areas of the diagnosis, treatment and management of the oncological patient), improving the organisational and clinical structures, increasing the epidemiological evidence and defining public policies for the prevention and reduction of cancer in these countries.

In 2020, specialised placements will be given in Portugal complemented by local training in the hospitals in Cape Verde and Mozambique. An external evaluation of the Cape Verde project will be conducted so that the results and impact of this initiative can be analysed for the eventual planning of its continuation.



— Oncological surgery training. © DR



Concurso Estágios de Curta Duração para Profissionais de Saúde Application Process for Short-term Placements for Health Care Professionals

Maternal and child health is a priority intervention area in the health strategy in the PALOP and East Timor, and improvements in the training of professionals in the areas of paediatrics, obstetrics and gynaecology continue to be important in order to lower the high rates of both maternal mortality and avoidable deaths of new-borns and children under the age of 5 in most of these countries.

In 2020, the 10th edition of applications for short-term placements (2 months) will be launched in health institutions in Portugal for the training as well as technical and professional upgrading of around 15 health professionals in these areas from the PALOP and East Timor, thus contributing to the improved quality of health care in these countries. This initiative has the support of the General Directorate for Health.



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Pilot Projects for Community Based Pre-School Education

Pre-school education has been found to be decisive to children's cognitive improvement and school performance, but its generalisation has been hampered by difficulties, namely in terms of budget and qualified human resources. The Calouste Gulbenkian Foundation has launched a tender aimed at Portuguese NGDO for the presentation of pilot initiatives in pre-school education in the PALOP that combine digital solutions and informal local models of education. The aim is to improve the adhesion to and performance of children, families and educators of pre-school education and raise the awareness of the importance of attending primary education.

The project "*Tchovar - (Empurrar) pela Educação de Infância nos Bairros de Maputo*", (Pushing for Infant Education in Maputo Neighbourhoods) of the NGDO FEC, runs until July 2021 and encompasses 10 pre-school establishments in the Chamanculo district in Maputo. The project strives to improve children's accessibility to quality pre-school education, with the training of education agents and school managers, the use of suitable working tools and the improvement in the quality of pedagogical research, as the basis for the review of the public policy.

The project "*Educadores em Movimento*" (Educators in Movement) of the NGDO AidGlobal runs until 31 October 2021 in five communities in the Chibuto district, Gaza in Mozambique; it involves open air activities and is based on learning through nature and the use of the *Bibliotchova* – a travelling library with bilingual books and toys.

The project "*Somos Moçambique II*" (We are Mozambique II) runs until January 2022, in the Manga neighbourhood of Beira, and emerged in the context of the country's reconstruction after Cyclone Idai. This project provides for the diagnosis, survey and rehabilitation of educational spaces, the training and qualification of pre-school education professionals and the holding of workshops for parents. It takes place in an area populated by over 40 thousand people that has below the Mozambican average learning rates and a literacy level of 10%.

The project "*Valorização da Educação Pré-escolar*" (Strengthening Pre-School Education) takes place in three kindergartens in two of the poorest municipalities in São Tomé and Príncipe: Neves and Santa Catarina. It is promoted by the NGDO *Helpo* and targets roughly 1 040 children between the ages of 2 and 6, as well as caregivers and education professionals. The project has a duration of two and a half years and foresees the production of contents using local stories and traditions, the training of teaching staff and of trainee teachers, the development of parental involvement and improvements to the quality of the installations.



Support for Higher Quality Education in Mathematics in the PALOP

Mathematics has a fundamental and structuring role in education and the training of basic and applied sciences. In 2020, the Calouste Gulbenkian Foundation intends to contribute to the acquisition of better skills in this area through projects that not only improve the quality, qualification and diversification of the offer of this science, but also give young people a taste for it, and help make them better qualified for the digital economy. The focus is placed on two main lines:



— Gulbenkian Mathematics Camps in São Tomé and Príncipe. © Xiomar Cotrim

Incentive for Talented Youths – Cape Verde and São Tomé and Príncipe

"*Vocações para a Matemática*" (Vocations for Mathematics) for students at the University of Cape Verde with the aim of stimulating their taste for, capacity and vocation to think about and conduct research in Mathematics. For a period of one year, two students will be integrated in a mentoring programme under the supervision of university teachers from Portugal and Cape Verde, to study and conduct in-depth research, culminating with their participation in the Summer School of the Calouste Gulbenkian Foundation's New Talents in Mathematics Programme in Lisbon.

2nd edition of the "*Campos da Matemática Gulbenkian*" (Gulbenkian Mathematics Camps) in São Tomé and Príncipe, a non-residential camp with educational activities that give secondary school students a taste for Mathematics, foster self-study and the individual development of mathematical skills. The 1st edition reached 39 participants who continue to be monitored. The aim is to extend this activity to Cape Verde in a format to be agreed upon with the country's Ministry of Education and Higher Education.

Improvement in Post Graduate Training and Research

The Gulbenkian Foundation is promoting the 2nd edition of the application process for "*Estágios científicos avançados em Matemática*" (Advanced scientific Placements in Mathematics) offering scientific placements for higher education teachers and researchers from the PALOP lasting 3 to 4 months in higher education institutions and research centres in Portugal. This aims to foster or consolidate research work in the field of Mathematics.

The Foundation supports the first editions of masters in Applied Mathematics at the Universities of Agostinho Neto, Cape Verde and Eduardo Mondlane in Maputo, in partnership with the universities of Coimbra, Aveiro and Porto, respectively.

The Foundation also launched the contest to support the holding of postgraduate courses – not conferring degrees – at higher education institutions in the PALOP in partnerships with Portuguese institutions; the courses provide specialisations in Mathematics related areas and involve up to 100 professionals in these countries.



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Participation in and Support for International Consortia and Think Tanks

European Council on Foreign Relations (ECFR)

The ECFR, constituted in 2007, is one of Europe's most important think tanks. Made up of a wide-ranging group of former policy makers, academics and activities, its main objective is the independent production of knowledge in the areas of security, defence and European foreign policy, together with the creation of spaces for dialogue among the various actors.

Notre Europe – Jacques Delors Institute

The *Notre Europe* is a European think tank founded in 1996 by Jacques Delors with the aim of producing analyses and proposals targeting European decision makers and a wider audience, and to contribute to the debate about the European Union. Its work, inspired by the action and ideas of its founder, is structured around three central lines: the European Union and its citizens; competition, cooperation and solidarity; and Europe's external actions.

The Calouste Gulbenkian Foundation has had a collaboration protocol with *Notre Europe* since 2013 with a view to establishing a strategic partnership within the scope of the activities of the two institutions.



Vision Europe Dialogue (VED)

Vision Europe is a consortium of think tanks and European foundations that collaborate with each other on tackling some of the most urgent political challenges facing Europe.

Vision Europe Dialogue 2020 will take place on 8 and 9 June 2020 in Berlin, during Germany's presidency of the European Union, and with the following subject: the future of Europe.

The consortium is formed by Bertelsmann Stiftung (Gütersloh, Alemanha), Bruegel (Brussels, Belgium), Calouste Gulbenkian Foundation (Lisbon, Portugal), Chatham House (London, United Kingdom), Compagnia di San Paolo (Turin, Italy), Notre Europe Jacques Delors Institute (Paris, France), CASE - Centre for Social and Economic Research (Warsaw, Poland) and by the Finnish Innovation Fund Sitra (Helsinki, Finland).

Transatlantic Council on Migrations (TCM)

The Foundation supports this innovative deliberative and advisory body, led by the Migration Policy Institute of the USA, the aim of which is to reflect on and propose modifications to immigration and integration policies on both sides of the Atlantic. TCM responds to requests from governments and other partners for support on specific policy challenges, and produces recommendations based on accessible, transparent, reliable and politically viable sources.

European Programme for Integration and Migration (EPIM)

The Calouste Gulbenkian Foundation participates in this joint initiative of 25 European foundations, which advocates the promotion and facilitation of immigrants' integration in Europe, notably through the funding of transnational projects supporting asylum seekers and refugees, as well as undocumented migrants.

The Foundation is directly involved in the coordination of 2 of the EPIM's 6 Thematic Funds, namely "Building Inclusive European Societies" and "EU Mobile Citizens' Access to Rights". Since 2018, the Foundation has been on the EPIM's Executive Committee, which leads the collaborative network of Foundations.

Making Asylum Systems Work in Europe

This consortium led by the Bertelsmann Foundation, with the scientific coordination of the think tank Migration Policy Institute – Europe and the participation of the Calouste Gulbenkian Foundation, seeks to identify, map, debate and disseminate the lessons learnt from the so-called refugee crisis in Europe in 2015 and 2016, advocating adjustments to the Member States' asylum policy, preparing them to make faster and more efficient responses should similar circumstances arise in the future. The foreseen outputs of this collaborative project encompass a set of Country Reports in early 2010, including one specifically on Portugal.



Scholarships

In terms of innovation and sustainable development, the Gulbenkian scholarships prioritise life sciences and health, sustainability, journalistic investigation and the promotion of education in disadvantaged populations that would not otherwise have access to school, at all levels of education (includes scholarships attributed to the Armenian Communities and to the PALOP). This vehicle therefore generates greater equality of opportunity in the societies where it is applied.



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SCHOLARSHIPS



Gulbenkian *Mais* Scholarships

The Gulbenkian *Mais* Scholarships target students starting their university education in Portugal, with high educational attainment and difficult economic circumstances. In this way, the programme fosters equality of opportunity and access to higher education, valorising the merit of students throughout the country. These scholarships are renewable until the conclusion of the masters; they constitute a personal development programme that not only allows scholarship holders to acquire socially useful transversal skills such as emotional intelligence and leadership, but also to build networks of strong links through the mentors of the Gulbenkian Scholarship Network. This is a markedly transformative programme, which also strives to develop awareness and responsibility, inspiring the scholarship holder to reflect on his/her role in the resolution of the world's current and future challenges through a series of debates with leaders and experts addressing topics about the present day and the future.

Social and Educational Development Scholarships

These scholarships aim to respond to the calls for assistance from disadvantaged students with a good school performance at any level of education. They will be attributed in cases of particularly serious economic circumstances and may be granted directly or by referral from the Social Support Services of the educational institutions.

Gulbenkian Sustainability Scholarship

Scholarships are awarded for executive training in sustainability, sustainable management, circular economy, the bioeconomy, among other related fields. Scholarships will also be given for the training of professionals in sustainability, notably in the areas of Architecture and Sustainable Urbanism, in which the knowledge acquired could be placed at the heart of architecture, construction and urbanism projects in Portugal.



Grants for Journalistic Investigation

Grants aimed at supporting journalistic investigation conducted in Portugal, for journalists with a valid Portuguese press card from the national and regional media, who present research work in areas such as politics, economics, social, cultural or historic matters, as long as it is directly related with Portugal and the Portuguese.



Support Grants for the Armenian Community

Scholarships will be awarded to undergraduate students of Armenian origin or from developing countries, to students and researchers of the master, doctorate and post-doctoral studies in the area of Armenian Studies, grants for conferences abroad for students and academics from the Republic of Armenia and scholarships for refugees of Armenian origin studying at universities in the Republic of Armenia.



Gulbenkian Scholarships for Higher Education - PALOP and East Timor

Post graduate scholarships, at the master and doctorate level, for higher education graduates from Portuguese speaking Africa and East Timor in specific areas of training, notably teachers in the field of the Portuguese language and functions in the field of life sciences and health. Scholarships for students from São Tomé and Príncipe to obtain a degree from Portuguese universities.



Science and Knowledge



€22.5M



Scientific Research

Instituto Gulbenkian de Ciência

The discoveries made through fundamental research occupy a special place in the progress in scientific knowledge and, hence, in the development of solutions aimed at improving the population's quality of life.

The Calouste Gulbenkian Foundation promotes world-class scientific research through the Instituto Gulbenkian de Ciência (IGC), a leading body in biological and biomedical research and in postgraduate and doctoral training. The IGC currently comprises 28 research groups and 13 scientific facilities. The Institute offers 6 European Research Council grants, 8 Marie Skłodowska-Curie initiatives, and, in 2019, raised over 4.7 million euros of international funding, mostly from Europe.

The focus on Scientific Research is not limited to the work conducted by the IGC. The other Calouste Gulbenkian Foundation services also have similar initiatives with the same objective, notably in the PALOP (Portuguese Speaking African countries), or award grants for new scientific talents in fields such as mathematics, quantum technologies or artificial intelligence.



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RESEARCH GROUPS



— Researcher preparing bacterial samples for studying. © CGF / Márcia Lessa

Research Groups

The IGC research focuses on the study of the formation and homeostasis of the organism in the context of physical, biological and social change. The 28 groups currently in the IGC study a range of topics within this strategy, from molecular biology to immunobiology and evolution. Two calls for applications opened at the start of 2020 to hire new principal researchers in multi-disciplinary areas of biology and also computational and theoretical biology. In addition, in September 2020 the IGC will have another research team in the area of super resolution microscopy and machine learning.

Innovation and Technology Transfer

The new Innovation and Technology Transfer Unit is dedicated to supporting scientists in innovation and translational research, with the appropriate identification, protection and exploration of ideas that bring added value and boost relationships with the regional, national and international industrial and entrepreneurial fabric. This structure is based on two ideas: the formation of an Innovation for Life Sciences Unit – which in its first phase would be shared between the Instituto Gulbenkian de Ciência and ITQB, and the setting up of a programme to finance proofs of concept. This unit will lead to an increase in the societal impact of the science produced at the Instituto Gulbenkian de Ciência, as well as in its visibility and reputation worldwide.

Quantitative and Computational Biology

This new unit, set up in 2020, provides support to researchers in experimental design, data analysis and presentation, including statistical analysis and mathematical modelling. The unit will also develop customised data analysis solutions, including solutions based on machine learning techniques, as well as data management methodologies and processes aimed at improving the scientific workflow and storage of scientific data.

International Collaborative Centre

The setting up of an International Collaborative Centre seeks to bring together collaborative initiatives to explore highly innovative projects, which occupy a broad area in research and innovation, from fundamental research to work on proof of concept. The centre will also be a dynamic hub for sabbatical activities, courses, workshops, summer schools and other post-graduation training activities. In addition to attracting leading research groups and companies from all over the world, fostering their interaction with each other and with other local and national groups in a “pre-competitive” location, the centre also aims to bring researchers, entrepreneurs and doctors to this ecosystem.

Doctoral Training

The IGC has had a unique tradition in doctoral training for over 25 years. Indeed, the leaders of various national and international Institutions were alumni of this programme. The IGC’s Doctoral Programme brings students into contact with a vast range of different topics in biological sciences, fostering independent and critical reasoning through exercises, before the design of their own projects. Around 600 students from different areas of life sciences, sociology, economics, mathematics and many others, have completed the programme since it began, providing an international setting of over 40 nationalities.

Summer School

Every year, undergraduate and master students are invited to develop research projects in the IGC laboratories. These students are integrated into a research group, participate in various activities and, over a period of one month, learn to plan and conduct experiments, as well as interpret results. The Summer School gives these students an overview of the research carried out at IGC, prepares them to present scientific concepts and projects, and encourages them to pursue a scientific career.



António Coutinho Scholarships

The 2nd Edition of the António Coutinho Grants is launched in 2020, an initiative resulting from the partnership between the Foundation (IGC), Merck and the *Câmara Municipal de Oeiras* (Oeiras Town Council). These scholarships aim to further stimulate diversity within the scientific community, encouraging students, teachers, and young scientists from Portuguese Speaking African Countries to move forward in their careers. Three scholarships are awarded annually, focusing on cooperation, training, and the development of scientific research.



Health Challenges

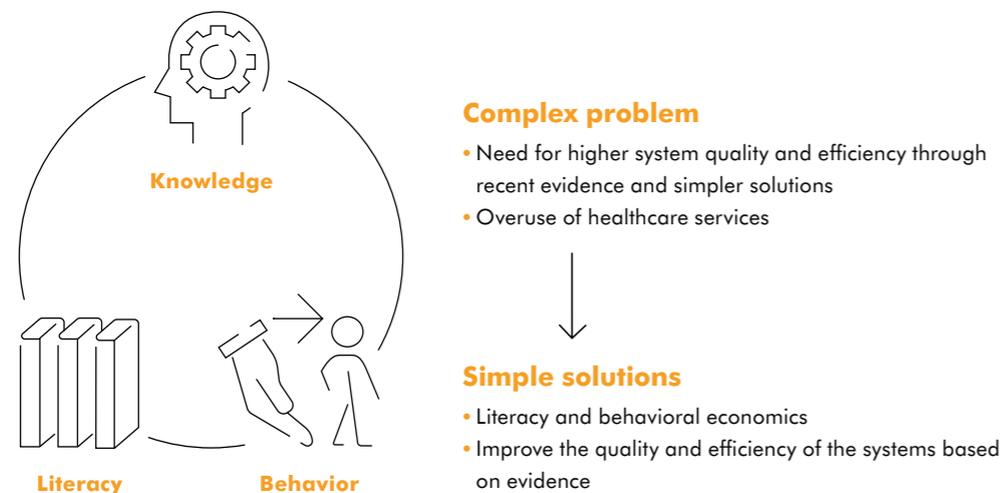
The Gulbenkian Health Challenges are pilot projects in areas of social interest that strive to address complex issues through the transfer of the latest scientific knowledge to contexts of practical application.

One of the Foundation’s goals is to improve the quality and efficiency of health services by means of implementation sciences and behaviour change techniques, such as nudging. Our interventions with health professionals have allowed us to boost the efficiency of the sector and improve the quality of its services.



Boas Escolhas, Melhor Saúde Good Choices, Better Health

This project seeks to bring about a 20% reduction in the excessive and inadequate use of clinical care and treatment, associated to negative results in health and an increase in mortality and morbidity that impact the sustainability of health systems and the trust of citizens. Simple and effective behaviour interventions will be tested through controlled studies (pilot-projects) addressing the unnecessary use of antibiotics and benzodiazepines and preoperative tests, mobilising two hospital centres and three Clusters of Health Centres from the North, Centre and Lisbon and Tagus Valley regions.



Saúde e Bem-Estar das Crianças: a Importância do Peso Certo à Nascimento Children's Health and Well-Being: the importance of the Right Weight at Birth

This initiative aims to reduce risk factors for the pregnant woman in mental health, tobacco and alcohol consumption and interpersonal violence, that have a potential impact in the reduction of low birth weight. This indicator is correlated with the health risks and even deaths of children, with a greater susceptibility to developing chronic diseases and presenting developmental and learning disorders. The overarching goal is to reduce low birth weight by 30% in the target population of the pilot project, which will therefore involve 12 000 pregnant women, 236 primary health care units, 7 referencing units and around 500 health professionals in 2020.



The overarching goal is to reduce low birth weight by 30% in the target population of the pilot project



“Ler + dá Saúde” “Reading + Makes you Healthy”

CGF is working in association with the National Reading Plan and the General Directorate for Health to promote the literacy and health of the young through counselling from doctors and nurses on family reading. The CGF's main contribution is through the mobilisation of knowledge on behavioural economics so that incentives can be created for participation in the project and the regular practice of family reading.



Education Challenges

The life chances of the young are largely determined by educational success. Although education is the key to the furthering of equal opportunities, this is not yet the case for many. Inequality factors, including students' socioeconomic status, gender, ethnicity, mother tongue, rurality and specific needs, continue to be found in schools.

Evidence suggests that these factors are still decisive to educational success (and employment), but that their effects can be eliminated or, at least, offset, if the educational quality is high and includes rigorous content, and if professionals are well prepared in evidence-based methodologies and up to date teaching resources.

These facts are borne out in the current situation of both Portugal and Calouste Gulbenkian's partner countries in Africa, where activities in the area of Education – one of the four statutory missions established in the Founder's will – cover all levels of education and teaching from birth to advanced training, in the context of formal, non-formal and informal education; strengthen public systems and civil society organisations; promote disruptive research in different knowledge fields; and provide financial support to disadvantaged and/or high potential students.

In 2020 the Foundation's portfolio of activities in the area of Education strives to consolidate its impacts in the following areas:

- Future Skills: social and emotional learning in children and the young.
- Lifelong learning, basic and transversal literacies in adults.
- Talent development, stimulating research and advanced qualification in key areas.



Academias Gulbenkian do Conhecimento Gulbenkian Knowledge Academies

Half of today's jobs are at risk of being transformed by automation and robotics according to OECD data, while World Bank data indicates that four out of five children now starting their school lives will take jobs that do not yet exist; and 40% of today's key competences will be considered obsolete in the not so distant future. Taking these factors into consideration, Calouste Gulbenkian Foundation is committed to supporting public and private non-profit organisations in implementing projects that boost social and emotional skills in people under the age of 25.

These organisations can be cultural, sports, youth or parents' associations, non-governmental organisations, private social solidarity institutions, local authorities, schools, universities or others, with projects related to arts, science and technology, culture, sport, education, health, solidarity or other areas of citizenship that foster social and emotional skills in children and the young.

Calouste Gulbenkian Foundation's support is based on the scientific evidence of the need to balance technical (or scientific) and transversal (or social and emotional) skills. In addition to technical skills, in the future children and young people will need to use creative thinking, know how to communicate effectively and resolve problems and to look at reality with a critical eye. It is these skills – together with adaptability, self-regulation, resilience and/or problem-solving – that the Knowledge Gulbenkian Academies have been promoting.

Since their start in 2018, 67 Academies have operated across the entire country, reaching around 11 thousand children.

In 2020, 33 new projects will be selected, reaching the initial target of around 100 Knowledge Gulbenkian Academies all over Portugal.

desde 2018

67
ACADEMIES



11 000
CHILDREN

2020

33
NEW PROJECTS



100
ACADEMIES



Círculos Matemáticos Mathematics Circuits

Aimed at stimulating the learning of mathematics in the young, the Calouste Gulbenkian Foundation supports the Portuguese Mathematics Society's promotion of a set of challenges and competitions in basic and secondary schools across the country, which have also allowed young talents in this field to be identified and encouraged.



Olimpíadas Científicas Science Olympics

As in previous years, support will be given to science societies to promote a Science Olympics for basic and secondary school students. In addition, the winning schools of the national Olympics will be awarded grants for awareness raising activities in their schools, with the goal of stimulating studies in the STEM areas.



Aprendizagem ao Longo da Vida Lifelong Learning

Lifelong learning (LLL) remains one of the greatest educational challenges in developed societies. Despite the progress made over the last decades, roughly half of Portugal's adult population still do not have techno-

logical skills and have not participated in any learning initiatives in the last 12 months (EUROSTAT), which places Portugal at the bottom of the European country ranking.

The Foundation intends to identify innovative solutions to promote adult learning and qualification – Knowledge Workshops – and priority will go to fostering basic and transversal literacies in adults, throughout life.

Calouste Gulbenkian Foundation, in association with Solve@MIT, has launched the Gulbenkian Award for Adult Literacy in recognition of technology-based solutions to the promotion of adult literacy.

MIT Solve is a Massachusetts Institute of Technology (MIT) ideas incubator that works as a social impact network: it identifies technology entrepreneurs worldwide and connects them with experts and intersectoral leaders (education, human capital, technology and funding), to establish partnerships within the global community, scaling up their innovative work and generating long-lasting and transformative changes.

In 2020, up to 3 new projects will be selected.



Upskilling, Reskilling and Employability Platform

In the next ten years, the Portuguese labour market will experience deep-seated changes with a significant impact on employability, as well as on the demand and supply of skills and knowledge. It is estimated that 54% of the employed population will be involved in upskilling or reskilling by 2022.

The Calouste Gulbenkian Foundation has launched a public-private consortium with the aim of designing and testing a free electronic portal, unique in Europe, that uses artificial intelligence. It will allow the active population, employed or unemployed, to evaluate their interests, motivations and abilities; to explore up-to-date information on jobs (tasks, skills, requirements, salary); to know the history of and expectations for the supply and demand of the professions; to define their qualification pathways; to apply directly for training opportunities or jobs, or seek support from career guidance professionals. This platform will be developed using the latest gamification and nudging knowledge and will be interoperable, thus allowing the portability of data between the different market players: employers, public employment services, career guidance professionals, schools, universities, among others.

The total investment of the consortium will exceed 1 million euros and the pilot phase is due to start up in 2020.



Lindau Laureate Nobel Meetings

As a result of the partnership established with the Lindau Nobel Foundation and the *Academia das Ciências de Lisboa*, 10 new young post-graduate researchers will be selected in 2020 to participate in prestigious annual meetings of Nobel Laureates from the fields of Physics, Chemistry, Medicine and Economics.



BEBRAS Project

The aim of this project is to foster logical reasoning and computational thought among 100 000 basic education pupils; it is promoted by researchers and teachers from the *Instituto Superior Técnico* (Association TreeTree 2).

The project is based on the creation of online pedagogical materials and competitions that will mobilise around 1 500 schools in the development of one of the key competences for the future.



Future Forum

In times of change and constant evolution, the Foundation strives to invest in prospective analysis, in the discussion of the main topics of the future, as well as the solutions that must be adopted to prevent, address and/or minimise them.

Thus, the Foundation intends to identify and anticipate the great challenges of the future, putting them up for public debate and increasing the critical mass capable of fostering adaptation and change.

It is in this setting that the Foundation created the *Gulbenkian Future Forum*, which focuses in particular on the disruptive issues of our near future, namely in relation to the demographic, economic, political, democratic and environmental challenges, to the technological trends and Europe. These will be identified and studied in collaboration with other European foundations, universities and think tanks in order to find the best way to embrace and confront them. The communication of the outcomes, supported by diverse texts and videos accessible in various formats, takes place through conferences and work meetings with experts, stakeholders and journalists, as well as conferences and other events for the general public, in person and on the Internet.

Foresight Portugal 2030

In a world where the evolution of the economy and society is so uncertain, this study seeks to identify the societal challenges that Portugal, Europe and the world face today and in the medium-long term, through an exploratory foresight exercise (analysis of issues that Portugal does not control, but that will have a significant short and medium term influence in the country); this will be followed by another analysis from a strategic perspective (building different scenarios of Portugal's evolution until 2030, in light of the different evolutions of Europe and the world).

The study is aimed at all those interested in looking to the future, be they academics or stakeholders, involved in key areas for the future evolution of the Portuguese economy and society. Led by the Calouste Gulbenkian Foundation, a group of national experts will participate in the preparation of the thematic studies for the first part of the study on exploratory foresight (due to be completed by the end of 2020); and in the construction of a set of contrasting scenarios for Portugal for 2030 that form the second part of the study on strategic foresight (to be completed by March 2021).

Intergenerational Justice

This initiative strives to bring intergenerational justice to the public debate and the political agenda, raising the general public's awareness of the profound effects that the choices made today will have on the lives of future generations, and stimulating policymakers to contemplate the criteria of intergenerational justice in the definition of public policies.

Four studies will be presented in 2020:

- Home Ownership in Portugal from an Intergenerational Perspective, evaluating the evolution of the various generations, from 1970 to today, in their access to housing.
- Labour Market in Portugal from an Intergenerational Perspective, with the aim of identifying possible inequalities between generations.
- Usage of Biophysical Resources in Portugal, in order to assess their use by different generations, and in relation to the planet's ecological limits.

- Identification of the political, social and economic conditions that allow policymakers to take measures that benefit future generations, imposing costs in the present.

Focus Groups will also be held with young people, shedding light on the dominant opinions on matters related to Intergenerational Justice among the younger generations in Portugal.

Additionally, a tool currently in the development phase will be finalised. This tool will make it possible to assess the long-term impact of public policies in Portugal from the standpoint of intergenerational justice, thus allowing policymakers, the media and civil society in general to make a systematic evaluation of the distributive impact of public policies on the different generations.

Finally, a strategy will be implemented to stimulate the public and media debate on the subject, using the main conclusions of the abovementioned projects.

Study on the Average Salary in Portugal

The Study on the Average Salary in Portugal is divided into two parts: (i) the first to obtain a picture of the average annual salary in Portugal and its recent evolution (2002-2018), including European comparisons; (ii) the second to envisage different scenarios for the evolution of the average salary in Portugal until 2030. This study is due to be finalised in July 2020.

Study on the Political Participation of the Young in Portugal

The purpose of this study is to map and evaluate the intensity and forms of political participation of the younger generations in Portugal over the last three decades. It will be conducted by means of a comparative analysis, based on European Social Survey data and a survey (1 500 face-to-face interviews) and also from a qualitative perspective. The latter will be achieved through two methodological components (i) an analysis of the political parties' strategy on mobilising the young; and (ii) focus groups and survey of case studies of new forms of youth activism. This study is due to be finalised in February 2021.



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Scholarships

In the field of science and knowledge, the Gulbenkian Scholarships aim to stimulate studies in the areas of Mathematics, Quantum Technologies and Artificial Intelligence and also to encourage students of Armenian origin or students who choose to invest in Armenian studies. The Gulbenkian scholarships also seek to support scientific research and professional placements.



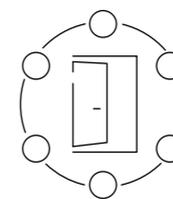
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SCHOLARSHIPS



Gulbenkian New Talents Scholarships in Mathematics, Quantum Technologies and Artificial Intelligence

Scholarship programme aimed at stimulating young bachelor's and master's graduates to develop a liking, capacity and vocation for thinking about and research in the areas of Mathematics, Quantum Technologies and Artificial Intelligence. These are interdisciplinary and disruptive domains with transforming potential in society that are at the frontiers of knowledge.

This programme allows each scholarship holder to work for one year with a researcher of recognised merit, who exercises the role of tutor. Over this period, the scholarship holder has the opportunity to develop his/her skills in particularly stimulating conditions thanks to an innovative methodology of identifying, developing and valorising scientific talents; this not only encompasses a scientific committee dedicated to each area and tutors selected in line with the research interests of the scholarship holders, but also a set of workshops where the scholarship holders can share their research and reflect together on trans-disciplinary approaches. Support is also given for attending conferences to present research results and for short-term placements in laboratories. The transformative power of the programme is also enhanced through work groups in which the scholarship holders develop projects to improve society through their areas of study.



Transversalities



— Paula Rego, *Time, Past and Present*, 1990.



Museum

The *Gulbenkian Itinerante* initiative has been systematically extending the access of audiences from all over the country to the Gulbenkian Museum's works of art. Collaboration with the curators of the partner institutions has also led to new interpretations of the Museum collections.

This travelling project is due to reach four venues in 2020: Bragança, Ponte de Sor, Guarda and Sines.



Music

The Gulbenkian Orchestra and Choir can be heard up and down Portugal as well as abroad, in an initiative that seeks to extend its artistic programming to wider audiences and establish regular collaboration with different national and international cultural agents.

In 2020, within the scope of this initiative, the Gulbenkian Orchestra plans performances in Setúbal, Almada, Bragança, Vila Real, Viseu, Marvão, Azores, Sintra and Braga. Its association with EGEAC will be maintained, namely in the outdoor event as part of the "*Lisboa na Rua*" (Lisbon in the Street) festival programme (concert in Vale do Silêncio, Olivais). In all, 13 performances are planned.

The Gulbenkian Choir has two international tours planned, the first to Strasbourg (France) where it will perform with the *Orchestre Philharmonique de Strasbourg*, under the direction of the distinguished conductor John Nelson, and the second to Blaibach, Halle (Germany) and Saint-Michel-en-Thiérache (France) together with the Portuguese group *Divino Sospiro*. In Portugal, performances are also planned in Póvoa de Varzim, Marvão and Queluz and the Choir will participate with the Gulbenkian Orchestra at the EGEAC concert in Vale do Silêncio. In all, 9 performances are planned.



Gulbenkian Itinerante

The Calouste Gulbenkian Foundation reaches beyond its headquarters in Lisbon by presenting exhibitions and concerts across Portugal and abroad, in an initiative aimed at extending its artistic programme to all audiences and establishing regular collaboration with different national and international cultural agents.

Night of Ideas

The Gulbenkian Foundation has joined the French Institute in Portugal to hold another Night of Ideas. The project is organised by the French Institute in partnership with various institutions in over one hundred cities all over the world, with the aim of celebrating the flow of ideas between countries, cultures, topics and generations. In 2020, it will have the general title of “Ser e Estar Vivo” (Being Alive) and will bring together French and Portuguese figures from various areas of knowledge.



International Museum Day and Night

International Museum Day and Night is a European initiative calling on all museums to celebrate a set of shared concepts on the same day. In 2020, the chosen topic is diversity, equality and inclusion, which is why the Gulbenkian Museum will join this celebration with the work conducted in the scope of the Gulbenkian 15-25 Imagina project. The weekend of 16 and 17 May will be dedicated to the Museum Day and Night with a proposed programme designed around the idea of inhabiting, ecosystem and common home. This programme – visits, conversations, music, dance, poetry – has been entirely conceived in a creative partnership with the young people and Foundation managers involved in the process, in what strives to be a first step towards the development of an innovative methodology in the design of programming for young audiences.



Summer Garden

The Gulbenkian Garden again takes the stage to celebrate the return of summer. The theme of the Summer Garden for 2020 is sustainability, linking up with Lisbon’s designation as this year’s European Green Capital. There will be a range of initiatives in the areas of contemporary literature, performing and visual arts, and cinema.



Gulbenkian Convida... —

The Foundation opens its doors to initiatives from foreign artists and curators so they can propose and try out different and innovative temporary interventions that challenge our understanding of the world and serve as places of learning for the construction of knowledge and the development of diverse personal and social contexts.





— Tactile tours with audiodescription for the general public in the Modern Collection - A more accessible and inclusive programme.
© Gonçalo Barriga



Accessible Art Day 2020

In 2020, the 4th edition of Accessible Art Day will take place in recognition of the fact that art is a space and powerful tool for inclusion. The prime objective of the Art Initiative is the participation of families with children, youths and adults with physical or mental impairments in educational activities organised by the Foundation's various educational services.

There will be simultaneous visits, workshops, *Histórias de "Musear"* ("Musear" Stories) and performances in the garden, collection exhibition halls and multipurpose room, supported by a specialised team with LGP (Portuguese Sign Language) interpreting and service audio description.

The programme not only seeks to show an accessible and inclusive line of offer provided by the Foundation all year by its educational services, one that has been consolidated over recent years, but also artistic projects developed by both amateur and professional artists with disabilities. This edition includes two artistic groups, a rock band – APPDA – and a dance company – *Dançando com a Diferença* (Dancing with a Difference) – whose work shares the same objective, namely the inclusion of people with disabilities as artists.



The Gulbenkian and Portuguese Cinema

The 5th edition of this event is curated by Inês Lourenço and will take place in the Grand Auditorium. The aim of the cycle, which began in 2016 as part of the commemorative programme celebrating the Foundation's 60th anniversary, is to raise public awareness of some of the Portuguese contemporary cinematography supported by the Foundation. Each annual edition has an independent guest curator who is responsible for the programme and organising debates attended by film directors and critics.



Nights of Dance

In recent years, the Foundation has given its support to the creation and internationalisation of dance performed in Portugal, largely by artists at the start of their careers, which proved to be of great importance to their creative practices. This event reveals the diversity of their projects and the relevance of these practices in Portuguese culture. About 20 pieces, each by a different artist, will be presented in almost all the Foundation's spaces, showcasing the panorama of contemporary dance supported by the Foundation. The event is curated by João dos Santos Martins, who is also responsible for the debates to reflect on dance related matters.



Young Gulbenkian

As part of the line aimed at preparing the citizens of the future, the Foundation has increased its focus on children and youth not only through its projects and the support allocated in the field of education, but also through the process of listening to young people linked to the Foundation's projects in diverse areas.

In this regard, the range of Foundation initiatives focusing on children and the young include, for example, the "*Saúde e Bem-estar das Crianças*" (Health and Well-being of Children) project, described in the Health Challenges chapter, the "*Academias Gulbenkian do Conhecimento*" (Gulbenkian Knowledge Academies), detailed in the Educational Challenges chapter, and the various pledges made in support of the PALOP, set out in the International Projects chapter.

The Foundation also reinforces its commitment to the young through "*Bolsas de Desenvolvimento Social e Educativo*" (Social and Educational Development Scholarships), and other scholarships described in the Scholarships chapter.



Gulbenkian 15-25 Imagina

In 2020, the *Gulbenkian 15-25 Imagina* project runs from January to June 2020 in the scope of the European Project *Adeste Plus*. It is a co-programming experiment involving 21 youths aged between 18 and 25.

The project combines different programming areas – Music, Museum, Garden – and is part of the strategy of listening to young audiences and promoting their participation in the planning, design and implementation of new programming for a young audience. The *Imagina* project is organised in three main phases: training (January-March); ideation/research for programming design (March-April) and implementation of the programming (May – Museums Day and Night). June and July are dedicated to a reflection on the process and the production of a record/memoir about what has been learnt, highlighting the young participants’ input on recommendations/suggestions for the youth programming at FCT – the *Manifesto Imagina!*



Histórias de “Musear”. “Musear” Stories

The *Histórias de “Musear”* are small theatrical events that take place in the Museum gallery space in direct contact with the works. Aimed at families with children aged between 2 and 6 years, they are an encounter between works of art and children’s literature in a combination of movement, theatre, music and song that brings the public closer to these works. The projects result from commissions to artists – story tellers, actors, stage directors – and in most cases are original projects designed specifically to establish a relationship with certain works in the Museum collection. The following stories are programmed for 2020: *E se de repente fosse tudo ao contrário* (And what if it was suddenly the other way around) (Modern Collection); *Jardim de Babai* (The Babai Garden) (Founder’s Collection); *Espero que comece* (Wait for it to start) (Modern Collection); *Enquanto conto e canto: Ombela e a origem das chuvas* (While I tell the story and sing: Ombela and the origin of rains) (Modern Collection).



Museu no Hospital. Museum in Hospital

This project, which started in 2018, aims to meet the needs of hospitalised or outpatient students who cannot come to the museum. This is a very diverse public ranging from pre-school to secondary as the hospital schools receive students from all school years. The “*Museu no Hospital*” proposes creative workshops and the staging of history based on the regular educational programme and adapted to fit the specific characteristics of the audiences in each hospital unit. The project also seeks to contribute to the balance and mental health of the students and caregivers, with investment in training for the teams in hospitals whenever possible. The Foundation currently works with the following hospitals: D. Estefânia, Alcoitão, Santa Maria and the Portuguese Oncology Institute.



Música na Escola. Music at School

The “*Música na Escola*” project began in the 2017/2018 school year and continues in 2020 with visits by groups of Gulbenkian Orchestra musicians to schools (a total of 85 events), preparatory workshops for the Orchestra’s concerts (117 sessions) and 3 concert programmes for schools (9 sessions).



Estágio Gulbenkian para Orquestra. Gulbenkian Orchestra Placement

This project, under the artistic direction of Joana Carneiro, promotes the development of individual artistic skills among young Portuguese instrumentalists through the experience of a symphonic orchestra. It thus helps stimulate the national market of orchestra instrumentalists and rejuvenate the national orchestral community.



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Rising Stars/Portas Abertas (Open Doors)

In collaboration with the European Concert Hall Organisation (ECHO) – an Open Doors day programmed with six concerts with promising young musicians from various countries. The 2020 edition will feature the Portuguese musician, João Barradas, (selected by the Gulbenkian Foundation, *Casa da Música* and *Philharmonie Luxembourg*).



Laboratório Experimental de Ópera para Crianças Experimental Opera Laboratory for Children

Within the framework of the ENOA - European Network of Opera Academies, an experimental laboratory will take place with an opera project for children “*O Segredo do Rio*” (The Secret of the River), by the composer Ana Seara.



Young Musicians Festival

A festival organised by *RTP/Antena 2*, in collaboration with various entities including the Calouste Gulbenkian Foundation. The final part of the festival, when the Musician of the Year is selected, will take place at the Foundation with the participation of the Gulbenkian Orchestra.



Educational Activities in the Armenian Communities

Support for the *Zarmanazan* project, a total immersion programme in Western Armenian using innovative and recreational tools. It is aimed at children and young people aged between 10 and 24 and involves games and artistic workshops, as well as reading and writing workshops. Another of the activities in this field is a teacher training course on “Teaching Western Armenian in the Diaspora”, which also includes seminars and workshops. The course adopts innovative pedagogical approaches and is supported by *Institut National des Langues et Civilisations Orientales* (INALCO).

International Science Festival

From 6 to 11 October, the Foundation will participate in the 1st International Science Festival promoted by the Oeiras Municipality. The *Instituto Gulbenkian de Ciência*’s participation in the festival is based on celebrating science, promoting the scientific culture and inspiring curiosity in the young. The researchers’ activities will portray scientific discoveries, the work in progress and the impact they represent in society and in the life of the population.



Educational Activities – *Descobrir* —

The mission of Gulbenkian *Descobrir* is to stimulate the full development of each individual, whatever their age or origin, through the knowledge of and contact with the arts and culture, promoting and carrying out educational activities and projects based on the material and immaterial heritage of the Calouste Gulbenkian Foundation. Any subject serves as a pretext to overcome barriers and challenges between disciplines and between cultures, to which the Foundation invites the whole community (children, youths, families, adults and people with special educational needs) individually or in group.



© CCF / Ricardo Oliveira Alves



Museum, Music and Garden's Educational Activities

The Museum has planned an offer for schools, families, young people and adults focusing on diversity, that is consistently reflected in the design of the regular programming for the public with special needs (in all its segments). The 2020 programme for this public will be marked by significant consolidation, following the lessons learnt in the European project TANDEM. The investment made in this area of programming has brought it international recognition.

Capturing new audiences, notably the young audience (18-30), is also an area with growing investment in a new format of programming that goes beyond visits and workshops, seeking out other models and timetables that are closer to the target audience. Two youth programming events are planned as part of the 2020 International Museum Day and Night and *Jardim de Verão* (Summer Garden) programmes.

The *Jardim de Verão* will organise a series of activities through workshops, visits, concerts, special courses and projects, using recreational and participative strategies to captivate, involve and retain all audiences. From schools and organised groups to children, young people, adults and people with special educational needs. The goal of the Educational Programme is to make the Garden, in its many and varied aspects, known for the invaluable asset it is, trying out new creative forms of teaching and learning in direct contact with the living world, and fostering an informed landscape culture.

In the area of Music, a series of activities have been planned for children and infants which, guided by specialised instructors, foster the learning of musical concepts adapted to the age and formation of the group. They seek to offer pointers to stimulate dialogue, the learning and sharing of experiences with the aim of enhancing the pleasure provided by musical objects and boosting the musical experience.



Gulbenkian Museum Workshops

Centro Português para os Refugiados (Portuguese Centre for Refugees) (CPR) – Holding of “*Aqui eu Conto!*” courses, aimed at foreign and migrant students who visit the Museum as part of lessons of Portuguese as a Foreign Language, where the theatre intersects with language learning.

Centro Interage Rainha D. Maria I, Santa Casa da Misericórdia de Lisboa – Development of an educational proposal for audiences with dementia and caregivers, through visits to the Museum.

Associação Alzheimer Portugal (Portugal Alzheimer Association) – Creation of a “*Guia para a Mediação de Públicos com Demência*” (Guide for Intervention with Audiences with Dementia) aimed at improving institutions’ accessibility with these audiences in mind.

Encontros entre Vizinhos (Meetings of Neighbours) – Monthly meetings in the Gulbenkian Museum with groups of seniors, linked with visits on specific topics and other dynamics in the context of the Museum.



International Networks

The Calouste Gulbenkian Foundation participates in national and international networks and partnerships, made up of foundations and other entities that pursue similar or related objectives and activities.

The Foundation also provides grants in support of multilateral organisations and partnerships with foundations and think tanks, in line with its strategy and in areas of international relevance.

The Foundation's participation in International Project Networks allows it to cooperate with, influence and participate in global actions, broadening the scope of its action and impact.



European Foundation Centre (EFC)

Formed to act as the voice of institutional philanthropy in Europe, the EFC's vision is of European foundations as a resilient sector, marked by innovation, drive and cooperation among its 255 members and partner institutions, representing foundations from 35 countries.

The Calouste Gulbenkian Foundation is an EFC partner and currently has a seat on its board. Between 22 and 24 May, it participated in the 30th annual Meeting in Paris on the topic "Liberté, égalité et philanthropie", where around 800 participants discussed a series of current issues of great relevance, notably the migrant crisis and freedom of speech and of the press, Human Rights in Europe and how foundations can and should stimulate new forms of solidarity and inclusion.

Network of European Foundations (NEF)

Platform of 11 foundations, including the Calouste Gulbenkian Foundation, which seeks to undertake projects and/or initiatives related with Europe and its role in the world, through cooperation between foundations or between these and other forms of organised philanthropy, be they corporate or public entities. Its main programme areas aim to foster European integration and social cohesion, overcome the democratic deficit in Europe, strengthen European civil society and enhance Europe's external projection.

The Calouste Gulbenkian Foundation has been a full member of NEF since 2005, belongs to its governing bodies, represented by the Secretary General, and is currently involved in the European Programme for Integration and Migration (EPIM).



European Venture Philanthropy Association (EVPA)

Formed in 2004, the EVPA is a community of organisations that share the same vision and goal: to make a positive impact in society through risk philanthropy, by means of joint and systemic action of philanthropic organisations and social investors in the European space, focused on fostering the efficiency and effectiveness of the social impact. In 2020, the annual conference of EVPA will take place in Porto, Portugal.

The Calouste Gulbenkian Foundation also belongs to a small group of foundations, managed by EVPA in cooperation with EFC, which meets three times a year to discuss the different perspectives of and approaches to impact investment.

Donors and Foundations Networks in Europe (DAFNE)

The Calouste Gulbenkian Foundation supports this network of donor associations and foundations in 30 European countries, which come together to provide a platform to share knowledge and learn from the best practices. This mechanism is made possible and enriched by the diversity of the DAFNE members, which makes it effective in cooperation, by the exchange of knowledge and network organisation of European philanthropic organisations.

The Hague Club

The Hague Club is an association of foundation presidents and directors to which the President of the Calouste Gulbenkian Foundation belongs. It acts as an informal platform for the discussion of issues of relevance to the management of private foundations of international scope, and the role of philanthropy in contemporary society. It is an association of individuals – notably executive directors of foundations – and not an association of foundations, thus distinguishing it from the foundation sector's other representative associations.

The Hague Club currently has 29 core members (executive directors or with the equivalent function in European private foundations, up to a maximum of 30 participants) and 7 corresponding members (executive directors of non-European private foundations or figures of importance in the foundation sector without any geographical restriction, with a ceiling of 10 participants).

Global Steering Group for Impact Investment (GSGII)

Led by Sir Ronald Cohen, this network brings together the leading international organisations in the impact investment sector, with the aim of promoting the shared agenda of this topic at world level. The network provides technical support to national work groups in the G8 and invited countries, promotes the stimulation of a global knowledge platform on the topics and the development of a global communication and positioning strategy. In November 2020, an international conference is scheduled to take place in South Africa. In addition to the Calouste Gulbenkian Foundation, the co-funding entities of GSGII are the Ford Foundation, the MacArthur Foundation, Bertelsmann Stiftung and the Omidyar Network.

Rede Nacional de Academias do Conhecimento (National Network of Knowledge Academies)

In 2020, the setting up of a *Rede Nacional de Academias do Conhecimento* will be concluded. It will be made up of at least 100 projects spread over the entire national territory, mobilising over 10 000 children and young people up to the age of 25, dedicated to the promotion of social and emotional competencies based on scientific evidence.

In October 2020, the 3rd National Meeting of the *Academias Gulbenkian do Conhecimento* will take place where the results will be made known of projects for which the intervention and evaluation process were concluded; there will also be demonstrations and a sharing of experiences among projects.

The *Rede Nacional de Academias* will initiate its involvement with other international or global networks dedicated to research, training and advocacy on social and emotional learning.



Marine CoLab

The Marine CoLABoration (CoLAB) is a coalition of NGOs working together to increase collaborative action and test new approaches to communicating the importance of the ocean. The CoLAB's vision is of a healthy and less threatened ocean and of an "ocean friendly" society. The CoLAB's work shows that everyone can inspire others to act by connecting the value of the ocean (why it really matters) to people's values (what they really care about). This is known as a "values-based approach". Activities in 2020 include an international ocean literacy campaign, a horizon scanning programme, and scaling approaches to influence awareness and action in coastal communities.

These activities contribute to three interlinked aims: (i) changing the way organisations communicate; (ii) identifying serious conservation gaps and incubating work to address them; and (iii) boosting the sector's capacity to adopt an experimental, values-based and collaborative approach.

This programme is supported by the Foundation's United Kingdom Delegation and has the following longer term goals: (i) making both the marine sector and those influencing how we frame the ocean (in and beyond the UK) more effective and impactful in creating change; (ii) influencing national and international policy arenas, by promoting a more united voice in support of the ocean and fomenting a values-based approach to change; (iii) encouraging more examples like #One-Less, where collaborating organisations take a systemic approach to catalyse significant changes for specific challenges; and (iv) fostering a wider appreciation of the value of marine protected areas and other examples of community managed initiatives.



Creative Civic Change (CCC)

This initiative, from the Foundation's United Kingdom Delegation, involves the collaboration of four funders, a network of 16 communities across the UK and numerous arts organisations and artists, using the power of the arts to create meaningful civic change. Together they want to showcase how much more can be achieved when communities lead creative processes. A shared desire to generate a deeper knowledge and understanding of what community-led cultural means lies at the heart of this programme. Although the communities are working at a local level, the network is having national impact.

- At the community level: (i) boosting confidence and the ability to take the lead; (ii) building strong local and national networks; (iii) fostering engagement with the arts and creativity for social goals; and (iv) encouraging involvement with a broader section of the community.
- For artists and arts organisations: (i) encouraging individual artists to work more equitably with communities; (ii) boosting communities' confidence to commission artists, and to take the lead when they do so; and (ii) making arts organisations become more open to working with communities on the communities' own terms.
- In influencing policy and funding: (i) obtaining more arts-based funders who are willing to invest in socially-oriented projects; (ii) obtaining more funders who are willing to invest in arts-based projects; and (iii) promoting a community-led or resident-led approach in future arts policy.

Gulbenkian Scholarship Network

The Gulbenkian Scholarships start out as an award for individual achievement but then take on a collective vision, triggering a multiplier effect with links of mutual assistance and thematic and geographical collaboration through the Gulbenkian Scholarship Network. A new strategy for the Calouste Gulbenkian Foundation's Scholarship Network will be launched in 2020.

The setting up of a new online Platform of the Gulbenkian Scholarship Network is based on the development of a set of activities, notably: study of the current location of former scholarship holders; organisation of the network's thematic events (e.g. painting, music, science); and the stimulation of collaborative platforms. In addition to allowing Gulbenkian Scholarship holders all over the world to make contact, these initiatives will bring new scholarship holders together with national and international entities that can potentially impact their careers.

The launch of this network intends to leverage Gulbenkian Scholarship holders as agents of creativity and change in society, and thus, further the Calouste Gulbenkian Foundation's objectives in civil society.

Useful Information

Main Building

Av. de Berna, 45A,
1067-001 Lisbon
tel. 21 782 3000 (main)
fax: 21 782 3021 (main)
gulbenkian.pt
info@gulbenkian.pt

Administration, Services, Reception,
Auditoriums, Ticket Office, Shop/
Bookshop, Congress Area, Shop/
Bookshop (Foundation's atrium)

Opening hours

Monday to Saturday:
from 09:30 am to 5:45 pm
Concert days: 1 hour before the
start and until the first interval
Sunday: closed

Calouste Gulbenkian Museum

Founder's Collection

tel: 21 782 3000 (main)
museum@gulbenkian.pt

Shop, Cafeteria

Opening hours

Wednesday to Monday:
10 am to 6 pm
Tuesday and the days 01.01, 01.05,
24.12, 25.12 and Easter, Sunday:
closed

Modern Collection

Rua Dr. Nicolau Bettencourt
1050-078 Lisbon
tel. 21 782 3000 (main)

Temporary Exhibitions Gallery Shop/
Bookshop, Cafeteria

Closed for refurbishment.

Art Library

tel: 21 782 3458
artlib@gulbenkian.pt

Opening hours

Monday to Friday:
9.30 am to 7 pm
From 15 July to 15 September,
9.30 am to 5.30 pm
Saturdays, Sundays and public
holidays: closed

Gulbenkian Garden

Av. de Berna, 45A,
1067-001 Lisbon
The route through the Garden
for people with reduced mobility
is through the east wing,
connecting the main entrance of
the Headquarters building to the
Modern Collection building.

Opening hours

Open every day, from sunrise
to sunset

Gonçalo Ribeiro Telles Interpretation Centre

Coffee shop, Ice cream shop

Opening hours

Summer:
from 10:00 am to 7:00 pm
Winter:
from 10:00 am to 6:00 pm
Closed on 25 December, 1
January, Easter Sunday and 1 May

Instituto Gulbenkian de Ciência

Rua da Quinta Grande, 6,
2780-156 Oeiras
tel. 21 440 7900
info@igc.gulbenkian.pt

Library

Opening hours

Monday to Friday:
9.30 am to 5 pm
Saturdays, Sundays and public
holidays: closed

Delegation in France

54, Bd Raspail, 75006 Paris
tel. + 33 (0) 1 53 85 93 93
gulbenkian.pt/paris
calouste@gulbenkian-paris.org

United Kingdom Branch

49-50 Hoxton Square, London,
N16PB, United Kingdom
tel. +44 (0) 20 70 12 14 00
www.gulbenkian.org.uk
info@gulbenkian.org.uk

Transport

Metro: S. Sebastião station
(blue and red lines)
Bus: 713, 716, 726, 742, 746, 756
Car park: Parque Berna
(underground car park)

CALOUSTE GULBENKIAN FOUNDATION 2020 ACTIVITIES

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