



CALOUSTE GULBENKIAN  
FOUNDATION

2021

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HIGHLIGHTS

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## Message from the President

The Foundation's activity in 2021 was defined by the continuity given to its response to the pandemic. This saw the *Gulbenkian Onde é Preciso* project, which ran between March and September, make 50 mobile vaccination units available to the most vulnerable populations with less access to health centres and a limited ability to travel. The initiative allowed 100 thousand vaccinations to be administered, thereby speeding up the vaccination process in Portugal.

The Foundation also invested in another project to address the weaknesses accentuated by the pandemic, this time in education – *GAP – Gulbenkian Aprendizagem*. This initiative sought to reduce the academic inequalities inherent to the difficulties in accessing distance

learning; it helped improve the school performance of the over two thousand children involved and resulted in a decline in the number of negative grades in Portuguese, English and mathematics in the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> cycles of education.

Another of the Foundation's key post-pandemic initiatives was the exceptional support of 1.1 million euros allocated to twelve organisations to underpin their recovery and foster the creation of responses more in keeping with the new reality. Five of these organisations work in mental health and the other seven support vulnerable populations such as the elderly, victims of violence, the homeless, refugees and the disabled in Portugal and in Armenian communities.

In 2021, the second edition of the *Gulbenkian Prize for Humanity* was awarded to the Global Covenant of Mayors (GCoM), the largest global alliance for climate leadership in cities. The award ceremony took place on 9 November at the "United Nations Conference on Climate Change (COP26)" held in Glasgow, Scotland. This, together with all the actions taken by the United Kingdom Delegation, furthers the Foundation's commitment to this matter.

The exhibition *Everything I want: Portuguese artists from 1900 to 2020*, presented at the Calouste Gulbenkian Foundation this summer, was considered one of the best exhibitions of 2021. Conceived by the Portuguese Presidency of the European Union, its journey will continue in 2022 at the *Centre de Création Contemporaine Olivier Debré* in Tours, as part of the general programme of the Portugal-France Crusade Season. *Hergé* was another exhibition that marked 2021 for bringing an influx of visitors brought to the Foundation (over 50 thousand) in line with other large pre- COVID-19 exhibitions.

At the same time, the Foundation strengthened the role it has been playing in arts and culture through the acquisition of works of art, support

for artistic creation and the internationalisation of contemporary art. In 2021, it also continued to invest in its pioneering work in the civic role of the arts, increasing its intervention in this area which now has a key position at the Foundation.

The music season was of course affected by the pandemic restrictions. Notwithstanding, the Foundation continued to make a vast repertoire of concerts available through its own portal and the RTP channel. The season resumed in April with excellent turnouts on every occasion and a full house (within the restriction measures) at almost all the events.

On another level, the Foundation continued its commitment to the economy of the sea by strengthening its partnership with the *Oceano Azul* Foundation. Special note goes to the conclusion of the 4<sup>th</sup> entrepreneurship support programme – *Blue Bio Value* – which has led to the support of around 60 startups since it began in 2018. On the other hand, participation in the *European Hub – Blue Biotech* was also approved. This brings together the key agents of the entire blue bioeconomy value chain (research centres and universities, blue biotech startups and large companies) with a view to guaranteeing the production of scientific knowledge and the development of technological solutions that can add value and serve the specific needs of key sectors of the economy.

Also in the sphere of sustainability linked to impact investment, the partnership between the Gulbenkian Foundation and Efanor Investments (SONAE groups) foresees a 31 million euro investment in the forests of the North and Centre of Portugal. This is an investment model that seeks to obtain a financial, social and environmental return through active forest management and the reduction of fire risk by promoting the biodiversity and ecosystem services, carbon capture and sequestration, the diversification of land uses and forest composition and productivity by means of technology and innovation.

Several studies were also launched in 2021 that brought the topic of intergenerational justice in public finances, the labour market, the environment, and other areas to the public debate and policy agenda. This initiative culminates at the start of 2022 with an international event organised by the Foundation with the aim of bringing policymakers, academia, and civil society together to debate a new social contract that guarantees a fairer future for all generations. In 2021, the Foundation also launched some initiatives dedicated to democracy and the search for more participatory and deliberative ways of achieving it, drawing on the conclusions from other studies it has conducted.

In this context, the *Foresight Portugal 2030* project, which aims to present contrasting scenarios for Portugal's evolution in the next decade, came to an end in 2021. It is followed at the start of this year by the public presentation of results. The Foundation seeks to use this contribution to foster informed debate and reflection on the different strategic scenarios and fundamental options for the future of Portugal in the coming decades.

2021 was also marked by the setting up of the *European Fund for Media and Information* by the Foundation and the European University Institute with a view to supporting digital literacy and fact-checking projects and which received a significant financial contribution from Google.

The works for the renovation of the Modern Art Centre and expansion of the Gulbenkian Gardens also began in 2021. Innovation will guide the new space, which will benefit from a new interaction with the garden and focusing of course on a crossover between nature, architecture and art. This investment will be boosted by a programme seeking to assure greater openness and communication with the city and which integrates the visual and performing arts in topics that will challenge the museum's position in society. In the scope of this renovation work and part of the Praça de Espanha redevelopment project, the Gonçalo Ribeiro Teles

Park was inaugurated in June; it features a work by Cristina Iglesias - *Quatro Poços de Água no Parque, 2021* – especially constructed for the site and which was donated by the Foundation.

The Instituto Gulbenkian de Ciência (IGC) headquarters remain in Oeiras but it will have an exciting new scientific project with new installations in the Doca de Pedrouços. This includes an international collaborative innovation centre, reflecting a growing concern for the translation of knowledge and its transfer to society. This new hub will make it possible to take advantage of synergies and further fresh opportunities of collaboration with neighbouring research institutes, like the Champalimaud Foundation and the Portuguese Institute of the Sea and the Atmosphere. The *Gulbenkian Collaborative Centre* will be the first of its kind in Europe and aims to promote the advancement of life sciences by enhancing interdisciplinary and collaborative research, bringing together the different players linked to interdisciplinary scientific research – companies, medicine and society.

Also in the field of science, the renovated Marine Planetarium – Calouste Gulbenkian Wing was opened in mid-November. The Planetarium's original projector, donated by the Foundation, was installed there and visitors can find out about the history of the Founder, the Foundation and the initial project.

In 2021, the Foundation maintained its support for education and health in the PALOP and East Timor, with substantial backing from international financial institutions. Also worthy of note is the extraordinary aid granted to people displaced from Cabo Delgado in Mozambique, in an attempt to mitigate this humanitarian crisis by distributing food to a thousand families for a period of 9 months.

In the area of health, the Calouste Gulbenkian Foundation started up two projects in the Health Challenges, namely: *STOP Baixo Peso ao Nascer!* – *Giving Each Child the Best Possible Start* and



*Boas Escolhas, Melhor Saúde – Reducing the Unnecessary Consumption of Antibiotics and Benzodiazepines.* The former seeks to promote mental health in pregnancy and the first years of life in the Amadora and Sintra municipalities. The latter challenge aims to bring about a 20% reduction in the excessive and inappropriate use of clinical and therapeutic care associated to negative outcomes in health and to the increase in morbidity and mortality by 2022.

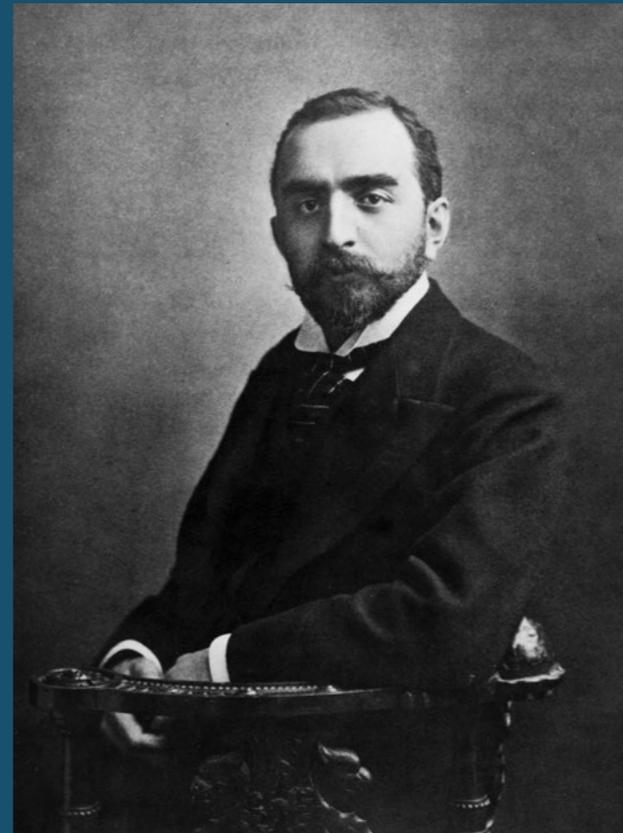
Lastly, in the field of education, special emphasis goes to the completion of the important *Gulbenkian Knowledge Academies* programme and the presentation of its results in December. The external evaluation of this initiative points to a significant rise in the participants' skills, when

compared with those of the control group, especially when it comes to adaptability, self-regulation, creativity, problem solving, resilience and communication.

The report we are now publishing strives to provide a simple and intuitive account of the Foundation's activities over 2022, ensuring accountability in accordance with the principles of transparency that we have always adopted and which we consider vital to the relationship with the beneficiaries and partners of our actions.

**Isabel Mota**

President of the Calouste Gulbenkian Foundation



Calouste Sarkis Gulbenkian  
at age 30. © ARR

## The Founder

Calouste Sarkis Gulbenkian was born on 23 March 1869, in Üsküdar, Istanbul, in present-day Turkey, in the midst of a wealthy family of Armenian merchants.

Having studied at Marseille, he majored in Engineering in 1887 at King's College in London, after which he devoted himself to the emerging petroleum production and trading industry, where he made an extraordinary fortune.

Living between London and Paris, he continued to work on the financing and exploration of oil wells, and he helped to build and develop the industry, especially in the Middle East.

In April 1942 he came to Lisbon, fleeing the war that had once again broken out in Europe. During the 13 years he lived here, he continued to develop his exceptional gifts as an art collector and philanthropist.

He died in Lisbon, on 20 July 1955, expressing in his will the wish to create a Foundation under his name, which would be dedicated, in Portugal and throughout the world, to charity, art, education and science.

# Gulbenkian 2021

The Calouste Gulbenkian Foundation (CGF) was set up 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 conducts its activities from its head office in Lisbon and from delegations in Paris and London, and has also intervened in the Portuguese Speaking African Countries (PALOP), East Timor and countries with Armenian Communities through support granted from Portugal.



In the year in which it commemorates 65 years of existence, the Calouste Gulbenkian Foundation published a commemorative book, in which it published a chronology with its most notable facts and events.

The Foundation's work is carried out through the provision of support, the holding of events, the promotion of studies and other publications, and also through its own events and projects.



Like many of the world's philanthropic institutions, the Foundation strives to align itself with the Sustainable Development Goals (SDG) which make up the United Nations' Agenda 2030 for Sustainable Development. This model permits a common language, shared learning and the strengthening of partnerships between the philanthropic sector, the public sector and the business world. In this context, the SDG to which each project or activity contributes are identified throughout this document.



The Foundation has activities aligned with almost all the SDG; the following are the most representative:

**4 – Quality Education:** by improving qualifications and skills (goal 4.4 – Substantially increasing the number of youths and adults with relevant qualifications) and culture's contribution to development (goal 4.7 – Ensuring that all students obtain the knowledge and skills required to promote sustainable development (...) the appreciation of cultural diversity and how culture contributes towards sustainable development).

**11 – Sustainable Cities and Communities:** by preserving cultural heritage (goal 11.4 – Reinforcing efforts to protect and safeguard the world's cultural and natural heritage) and access to inclusive and accessible public spaces (goal 11.7 – Provide universal access to safe, inclusive, accessible and green public spaces).

**9 – Industry, Innovation and Infrastructure:** by strengthening scientific research (goal 9.5 – Reinforcing scientific research, (...), encouraging innovation and substantially increasing (...) public and private investment in research and development).

The Foundation also makes a significant commitment to **SGD 3 – Good Health and Well-Being, 10 – Reduced Inequalities** and **16 – Peace, Justice and Strong Institutions**.

The Foundation's activity can be structured around **three axes** which convey the Foundation's commitment to society:

**Art and Culture:** The pursuit of artistic activity of excellence and international relevance, underpinning the civic dimension of culture, broadly understood as creation and innovation, and promoting its accessibility to all citizens.

**Development and Sustainability:** Contributing to the construction of a more cohesive and sustainable society that offers equal opportunities and actively promotes the well-being and quality of life of the most vulnerable groups

**Science, Education and Health:** The pursuit of scientific activity of international relevance on one hand and striving to address the challenges of education and health on the other, as well as the fostering of a forward-looking analysis when discussing the main issues of the future.

**Scholarships:** Aimed at enhancing its work within these three axes, the Foundation grants scholarships to individuals to support their education, training and research activities.

The Foundation decided to organize its activity, within this publication, according to criteria that enabled a structure aligned to its areas of intervention and the thematic clusters that encompass each one, to communicate in a manner clearer to everyone.

There are also **cross-cutting initiatives**, highlighting activities and target groups that the Foundation specially wishes to address, notably:

**Gulbenkian *Itinerante*:** an initiative aimed at extending the Foundation's artistic programme to all audiences through exhibitions and concerts around Portugal and abroad;

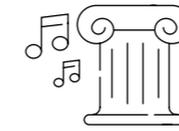
**Gulbenkian *Convida*:** which opens the Foundation's programme to artists and curators from abroad, so that they can try out different and innovative interventions here;

**Young Gulbenkian:** a project targeting the young;

***Descobrir* – Educational Activities:** promoting and undertaking educational activities and projects for all ages using the Foundation's material and immaterial heritage;

**Gulbenkian Digital:** which reflects the Foundation's growing commitment to digital initiatives and solutions;

**International Networks and Projects:** in which the Foundation collaborates, influences and participates in global actions.



## Art and Culture

Calouste Gulbenkian Museum,  
Modern Art Centre and Exhibitions

Music

Libraries and Publications

Support for Artistic Creation

Civic Role of the Arts



## Development and Sustainability

Social Cohesion and Innovation

Climate Action, the Ocean and Circular Economy

Society and Democracy

Preservation and Development  
of the Armenian Culture and Language

Economic and Social Development  
in the PALOP and East Timor



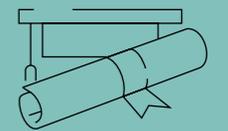
## Science, Education and Health

Scientific Research –  
Instituto Gulbenkian de Ciência

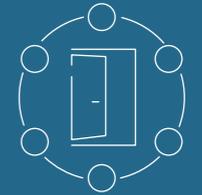
Health Challenges

Education Challenges

Future Forum  
(Reflection and Outlook)



## Scholarships



## Transversalities

*Gulbenkian Itinerante*

*Gulbenkian Convida...*

Young Gulbenkian

*Descobrir* – Educational Activities

Gulbenkian Digital

International Networks and Projects

# 2021

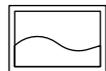
## in Numbers

(Provisional figures)



### Art and Culture

€25.2 m



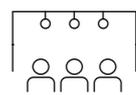
6

EXHIBITIONS



136 thousand

VISITORS TO THE MUSEUM, CAM AND EXHIBITIONS



120

CONCERTS

83 thousand

ATTENDEES



700

EDUCATIONAL ACTIVITIES

8 thousand

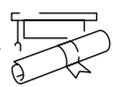
PARTICIPANTS

40

CINEMA AND OTHER PERFORMANCES

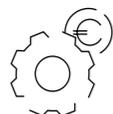
5 thousand

ATTENDEES



900

SCHOLARSHIPS



350

GRANTS



2

PRIZES

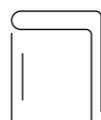
### Development and Sustainability

€20.3 m



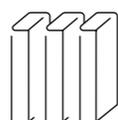
### Science, Education and Health

€22.9 m



17

PUBLICATIONS



9 thousand

COPIES



# 2021

## Month by Month



Maria João Pires and the Gulbenkian Orchestra, conducted by José Eduardo Gomes © Jorge Carmona – Antena 2

### January

#### **Gulbenkian Mais Scholarships**

The *Gulbenkian Mais Scholarships* seek to support the education of young people of recognised merit and high potential but limited financial resources, so that they can pursue their studies to the Bachelor, Master, or integrated Master level.

The Calouste Gulbenkian Foundation awarded 200 new scholarships for the 2020 / 2021 school year. In other words, it more than doubled the number of students with grants, which went from 154 to 354. This edition was supported by the VINCI Group – Programme for Citizenship.

### February

#### **Online Transmission of Gulbenkian Orchestra Concerts**

Due to the COVID-19 pandemic, the Gulbenkian Music 2020 / 2021 season was cancelled from 15 January to 19 April 2021. In order to stay close to its public, some of the Calouste Gulbenkian Foundation concerts were transmitted on both the Portuguese RTP channel and the Foundation's portal during this period.

As an example, *Mozart's Piano Concerto no. 20*, interpreted by Maria João Pires and the Gulbenkian Orchestra under the direction of Lorenzo Viotti, was aired on 12 February 2021 and was viewed by approximately 50,000 people.

### March

#### **European Fund for Media and Information**

The European Fund for Media and Information was set up by the Calouste Gulbenkian Foundation and the European University Institute to support digital literacy and fact-checking projects. It received a contribution of 25 million euros from *Google*.

The Fund will be used to fight global disinformation in all European countries, including the European Union, EFTA and the United Kingdom by awarding grants to researchers, non-profit organisations, and others working towards addressing disinformation and requesting support for fact-checking or digital literacy initiatives. The Fund will also award individual grants to young students, scholars, researchers, and decision makers in this field.



View of the exhibition *All I Want – Portuguese Women Artists from 1900 to 2020*. © CGF / Pedro Pina

### April

#### **Emergency Support for Displaced Persons from Cabo Delgado**

The armed conflict that has hit the province of Cabo Delgado, Mozambique since 2019 has led to an increasing humanitarian crisis that has already caused hundreds of deaths and approximately 700 thousand displaced persons. As a result of the 2021 attacks, which aggravated the situation and added to the number of the displaced, the humanitarian agencies in Cabo Delgado are in need of means to tackle a devastating humanitarian tragedy of growing concern.

In light of this scenario, the Calouste Gulbenkian Foundation is supporting an NGO in Cabo Delgado – *Helpo* – which has been helping refugees since 2019. The funds allocated are aimed, in particular, at guaranteeing food supplies for one thousand families with pregnant women and children up to the age of five over a period of nine months, and at supporting the integration of children and youths in schools.

### May

#### **Exhibition *All I Want – Portuguese Women Artists from 1900 to 2020***

As part of the Cultural Programme of the Portuguese Presidency of the Council of the European Union, the exhibition *All I Want – Portuguese Women Artists from 1900 to 2020* brought together paintings, sculptures, drawings, objects, books, tiles, installations, film and videos, from the early 20<sup>th</sup> century to the present. The exhibition examined how women, viewed as muses in a predominantly male realm, became creators themselves.

The exhibition was on display at the Calouste Gulbenkian Foundation in 2021 and in 2022 will be at the *Centre de Création Contemporaine Olivier Debré* in Tours as part of the general programme for the Portugal-France Crusade Season. In June, it was also available on the *Google Arts & Culture* platform and, therefore, to the whole world.

### June

#### **Mobile Units for Vaccination against COVID-19**

The Calouste Gulbenkian Foundation donated 50 mobile vaccination units as part of the project *Gulbenkian Where It is Needed*, to support the Ministry of Health's Anti-COVID-19 Vaccination Plan.

The project took place between March and September 2021 and allowed over 100 thousand vaccinations to be administered. The Units were prepared for safe and effective immunisation so that vaccinations could be administered to the most vulnerable populations with less access to health centres and a limited ability to travel.

## July

### **The Universidade Católica's New Biomedical Research Centre at the Instituto Gulbenkian de Ciência**

A memorandum of understanding was signed between the IGC and the Católica Medical School of the Universidade Católica Portuguesa, for the creation of a Biomedical Research Centre (Católica BioMedical Research) on the IGC premises for a period of ten years.

This initiative not only anticipates the potential sharing of installations and equipment between the two organisations, but also seeks to strengthen collaboration in the teaching of study cycles and to enable students to cooperate in initiating research and development at IGC.

## August

### **Calouste Gulbenkian Museum Summer School**

The first Calouste Gulbenkian Museum Summer School brought together over forty national and international experts and professionals to discuss the future of museums at a time of profound change.

The live streaming initiative took place from 2 to 4 September and was aimed at encouraging sharing and discussing experiences and concerns felt by museums worldwide. In 2021, this event focused on the relationship between museums and education. It aimed to reflect on matters such as:

- The role of educational services today.
- The importance of the participation and inclusion of different publics in cultural programming.
- The growing digital presence.
- The challenges posed by the pandemic and post-pandemic context.

## September

### **Study on Intergenerational Equity in the Workplace in Portugal**

The study on *Intergenerational Equity in the Workplace in Portugal* was launched in September 2021. Commissioned by the Calouste Gulbenkian Foundation from Pedro S. Martins (Nova School of Business and Economics), it analysed the evolution of the different generations in the labour market in recent decades.

It concluded that the average salary increase for each additional year of schooling is declining significantly for the most recent generations (from 10% to 5%), and that generations that enter in the labour market during an economic crisis see their professional development jeopardised vis-à-vis that of other generations. A great discrepancy in the kind of contractual relationship was also found between the generations: two thirds of those born in the 1990s have fixed term contracts, nearly three times as many as those born in the 1980s. Moreover, this scenario does not change as workers become older given that less than 15% of fixed term contracts are currently converted to permanent contracts.



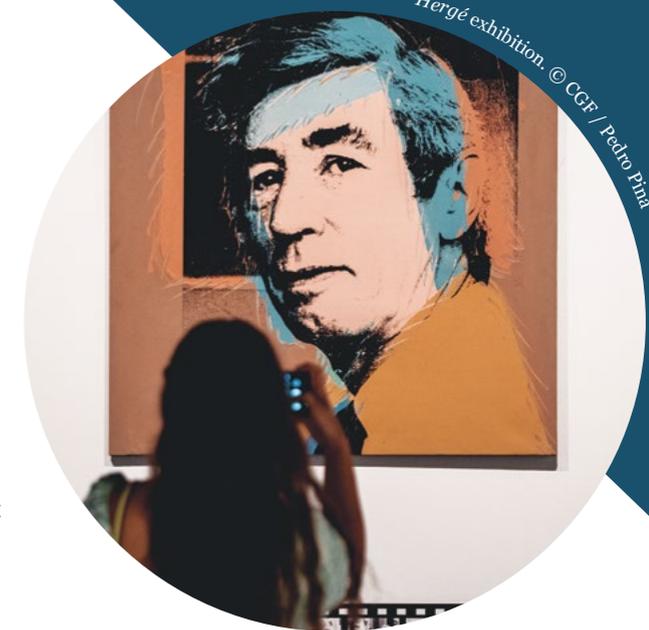
## October

### **Hergé Exhibition**

The first exhibition in Portugal dedicated to the creator of *Tintin* included treasures from the Hergé Museum and revealed the different facets of G. Remi, from illustration to comic strips, including advertising, the press, fashion design and plastic arts.

This exhibition was dedicated to Georges Remi, the multi-talented artist known as “Hergé”. Organised in collaboration with the Hergé Museum in Louvain-la-Neuve, it brought together an important collection of documents, original drawings, and several works created by the author of *Tintin*.

Inspired by different artistic styles of his time – from *pop art* to abstractionism, including minimalism – this self-taught artist was also interested in ancient civilisations and the so-called primitive arts.



## November

### **2<sup>nd</sup> Edition of the Gulbenkian Prize for Humanity – Climate Change**

In 2021, the 2<sup>nd</sup> edition prize was awarded to the Global Covenant of Mayors (GCoM) - the largest global alliance, comprising over 10,600 cities and local governments from 140 countries including Portugal - for its ability to support climate leadership in cities. The award ceremony took place at the United Nations Conference on Climate Change (“COP26”) on 9 November in Glasgow, Scotland.

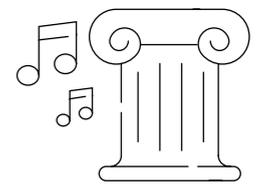
The *Gulbenkian Prize* of 1 million euros will be used to finance major projects in five cities in Senegal (drinking water) and one city in the Cameroons (development of efficient energy solutions). These highly ambitious climate-related projects were identified by the Calouste Gulbenkian Foundation in conjunction with the GCoM’s technical team.

## December

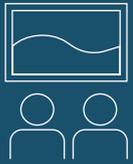
### **Gulbenkian Knowledge Academies – Gulbenkian Education Summit**

The Calouste Gulbenkian Foundation launched the *Gulbenkian Knowledge Academies* in May 2018 with a view to increasing the skills of children and youths today so that they are prepared to face a rapidly changing future. The initiative’s 100 projects, distributed across Portugal and promoted by non-profit organisations, have reached over fifty thousand youths under the age of 25, helping them develop new skills.

The preliminary results of the *Gulbenkian Knowledge Academies* were presented in Portugal at the end of 2021. These show a significant increase in the participants’ skills when compared with those of the control group, especially when it comes to adaptability, self-regulation, creativity, problem solving, resilience and communication.



# **ART AND CULTURE**



# Calouste Gulbenkian Museum, Modern Art Centre and Exhibitions

In the scope of the activities of the Calouste Gulbenkian Museum (MCG) and Modern Art Centre (CAM), special emphasis is given to the presentation of the collections and to the annual programming of a series of temporary exhibitions.

The works of the MCG and CAM are also exhibited in various cultural spaces across the country so that a large set of cultural assets can be accessed and enjoyed by a broader public. The MCG and CAM have undertaken an extensive programme of loans both nationally, (Lisbon, Sines, Bragança etc.), and internationally with concessions to institutions in countries around the world such as France and the Netherlands.

Due to the COVID-19 pandemic, the Museum was closed from January to May 2021. The Modern Collection has been closed to the public since August 2020 and will remain closed throughout 2022 due to the ongoing works (*Vértice Sul* project) to renovate the CAM building and extend the Gulbenkian gardens. During this period, some works of art will be placed on temporary loan in Museums and Cultural Facilities around the country so that this collection can be shared on an ongoing basis.

Support for national artistic creation comes in various forms – from the acquisition of works of art, to exhibitions aimed at presenting contemporary, national and international artists and investing in the production of new works.

The MCG and CAM undertake activities targeting various types of visitors 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 *Descobrir - Educational Activities*).



6

EXHIBITIONS IN 2021



Exhibition *All I Want – Portuguese Women Artists from 1900 to 2020*. © CGF / Pedro Pina



## Exhibition *All I Want – Portuguese Women Artists from 1900 to 2020* (*Tout ce que Je Veux – Artistes Portugaises de 1900 à 2020*)

Designed for the Portuguese Presidency of the European Union in 2021, this exhibition resulted from a partnership between the Foundation’s Delegation in France and the Ministry of Culture and was presented at the CGM in the summer.

Comprising approximately two hundred works by 40 Portuguese artists (acclaimed artists such as Maria Helena Vieira da Silva, Paula Rego, Helena Almeida and Joana Vasconcelos, among many others), this project proposes a reflection on the ways in which female artists in Portugal have been represented from 1900 to the present. The project is curated by Helena de Freitas and Bruno Marchand.

This exhibition will continue in 2022 at the Centre de Création Contemporaine Olivier Debré (CCC OD) in Tours, as part of the general programme of the Portugal-France Crusade Season.



— Exhibition *Visions of Dante. The Inferno according to Botticelli*. © CGF / Pedro Pina



### Exhibition *Visions of Dante. The Inferno according to Botticelli*

The Renaissance Gallery of the Calouste Gulbenkian Museum hosted the exhibition *Visions of Dante. The Inferno according to Botticelli* as part of the commemorations for the 700th anniversary of the death of Dante Alighieri (1265-1321).

This exhibition presented two drawings by Sandro Botticelli (1445-1510) alluding to the *Inferno* of *The Divine Comedy* as well as two manuscripts by Jacopo della Lana and Boccaccio, courtesy of the Vatican Library. The exhibition also featured a copy of *The Divine Comedy*, property of the Portuguese National Library, which had belonged to Frei Manuel do Cenáculo, together with other works of art from the Calouste Gulbenkian Museum including the sculpture *Spring (L'Éternel Printemps)* by Rodin which represents Paolo and Francesca, the condemned young lovers in *The Divine Comedy*.



### Exhibition *Fernão Cruz. Biting Dust (Fernão Cruz. Morder o Pó)*

The exhibition *Fernão Cruz. Morder o Pó* is the first individual exhibition of a very young artist in an institutional context, a project that has been created specifically for the Foundation. Fernão Cruz describes the exhibition as posing an unsettling question about death, which is as old as mankind. In the words of the artist “it is also an ode to life, disguising fear”.

The exhibition comprised 30 unique works set out in two rooms, with large canvases and small and medium free-standing and hanging sculptures. The catalogue is also an object of design, put together like an artist’s portfolio: it includes a text by the curator of the exhibition, Leonor Nazaré, an interview with Fernão Cruz, and the reproduction of all the works exhibited.



### Exhibition *Hergé*

At the end of 2021, the head office’s Main Gallery hosted *Hergé*, an exhibition that brings together an important set of documents, original drawings and various works created by the famous author of *Tintin*. First presented at *Grand Palais* in Paris and organised in collaboration with the *Museum Hergé de Louvain-la-Neuve*, the exhibition revealed the many facets of this seminal artist, from illustration to comic strips, advertising, press, fashion design and plastic arts. For fans and audiences in general, this was a unique opportunity to discover the treasures of the Hergé studios: original strips, paintings, photographs and documents from the archives.



— View of the exhibition *Hergé*. © CGF / Pedro Pina



# Music

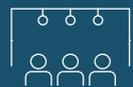
The concerts of the Gulbenkian’s two resident groups, the Orchestra and the Gulbenkian Choir, are at the heart of every Gulbenkian Music Season. Together with highly prestigious artists, these two groups ensure an eclectic programme and bring a musical offer of excellence.

Special mention must also be made of the activities aimed at raising young people’s awareness of musical culture, such as the *Música na Escola* project, among other initiatives (see chapter *Descobrir – Educational Activities*).

Concerts performed 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 in particular by the commissioning of new works by composers and their subsequent dissemination (sometimes in collaboration with international partner institutions).

The 2020-2021 Gulbenkian Music Season was suspended on 15 January 2021 due to the COVID-19 pandemic and resumed on 19 April. Although the following season began in October, the Foundation found new ways of making its musical offer available even before that, through various events in digital format and online.



**120**  
CONCERTS IN 2021



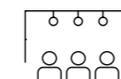
— István Várdas and the Gulbenkian Orchestra, conducted by Lawrence Foster. © Jorge Carmona – Gulbenkian Music



## Orchestra and Choir

During the 2021 Gulbenkian Music Season, the Gulbenkian Orchestra performed a total of 26 programmes over 52 sessions, with the participation of soloists such as Maria João Pires, Yuja Wang, István Várdai, Lysandre Donoso and Lucas Debargue. The Gulbenkian Choir also performed a total of seven programmes (five of which *a cappella*), over nine sessions during the season.

### Gulbenkian Orchestra



**26**  
PROGRAMMES

**52**  
SESSIONS



### Gulbenkian Choir

**7**  
PROGRAMMES

**9**  
SESSIONS



— Joyce DiDonato & Il Pomo d'Oro, conducted by Maxim Emelyanychev. © Jorge Carmona – Gulbenkian Music



### Invited Artists

Several cycles were presented over the 2021 Gulbenkian Music Season, including *Great Interpreters* (six events), *Piano* (eight recitals), *Met Opera Live* (three live performances for the Metropolitan Opera House season) and also *Jazz in August* (13 concerts).

#### Great Interpreters



#### Piano



#### Jazz in August



### Sunday Concerts

A series of three programmes (six sessions) with performances by the Gulbenkian Orchestra, designed for the public to enjoy music in a more relaxed atmosphere. This project aims to attract new audiences with the presentation of better-known works from the classical repertoire as well as more eclectic programmes.



## Libraries and Publications

As platforms for the meeting of players in various domains, the Libraries of the Calouste Gulbenkian Foundation aim to strengthen the institution's role in supporting artistic and cultural creation, scientific research and knowledge in general.

The Foundation has been investing in the growing digitisation of its documental and editorial assets, with the aim of extending its reach and making its offer available to more people. This component is described in the chapter Gulbenkian Digital.

The Art Library and Archives (BAA) shares and develops its archives with a view to stimulating and promoting the discovery, study and critical reflection of not only Portuguese Visual Arts, Architecture and Design, but also the historical, cultural and artistic legacies of the Foundation and its Founder. It is a platform to support the growth of talents, ideas and projects, many of which intersect Art, Science and Education.

Over the year, the Gulbenkian Archives have continued the treatment of documents with a view to reducing the backlog of analogical archives still to be processed. It has reached the target of approximately 50% of the documents, thus increasing the relevance and accessibility of the archives within the Foundation's preservation of memory policy.

Lastly, the Library of the Delegation in France, located in the Maison du Portugal, at the Cité Internationale Universitaire in Paris, since 2020, also includes a specialised collection in Portuguese in the fields of art and architecture, literature and literary studies, and human and social sciences.



### The Art Library Collections and Archives

The constraints due to the pandemic felt in 2021 had a marked impact on services where contact was necessary with the public, authors, editors, and booksellers. Notwithstanding, the Art Library managed to integrate and preserve 6,000 copies in the area of current collections, and purchase and treat 1,150 copies of monographies, exhibition catalogues and periodicals in its specialised fields. In the scope of its special collections, it preserved and conserved 31,500 copies, and processed 23,600 original documents. The donations of artists Fernando and Cândida Calhau, Jorge Vieira and Helena Almeida are also worthy of note. Furthermore, the BAA has continued to work on making the collection more coherent, improving its space management and supporting other national libraries, meticulously redistributing 6,500 copies of different works to 13 university libraries, public bodies and bodies of the third sector.

A colloquium and a round table on the works by Alberto Carneiro also took place in collaboration with the Institute of the History of Art of the Universidade Nova de Lisboa (IHA/NOVA) as part of the centenary of Ernesto de Sousa.

#### Special Collections



**31 500**

COPIES CONSERVED

**23 600**

DOCUMENTS PROCESSED



— Detail of an album before its conservation and restoration intervention [Photographic album *Oil explorations in Iraq*]. © Sónia Casquição



— Artur Nobre de Gusmão's archive – Preparation of chromogenic slides on film for freezing. © Sandra Garrucho



### Library of the Delegation of France

The Library of the Delegation of France, at the Cité Internationale Universitaire in Paris, is a meeting point for researchers interested in topics related to Portugal, not only showcasing what is produced in the publishing market in Portugal and in other Portuguese-speaking countries but also serving as a preferred meeting place for communities of Portuguese descent.

As regards the restrictive measures enforced during the COVID-19 pandemic with the aim of generally limiting the operation of cultural services in France, the Library has maintained its opening hours over the year, as well as the level of quality of the services provided to users.

In 2021, the Library launched several new digital events, namely a series of conferences and debates related to literature and literary studies, social and human sciences, in partnership with structures dedicated to the promotion, research and teaching of Portuguese in France and around the world.





## Support for Artistic Creation

The Foundation supports artistic creation. To this end, it purchases works of art, sponsors art projects and their internationalisation, and encourages innovation and the affirmation of new art languages by using different means to participate in the current debates on the role of art in contemporary society.

The set of activities developed by the Foundation includes a comprehensive art and cultural programme, and the Foundation also grants a number of scholarships to support artists who wish to further develop their artistic skills abroad.

In addition to the above, the Foundation commissioned an art installation from the Spanish artist Cristina Iglesias, *National Plastic Arts Award in Spain* and the *2020 Architecture Award* granted by the London Royal Academy of Arts, and donated it to the new Parque Gonçalo Ribeiro Telles, which is part of the project for the redevelopment of Praça de Espanha.



© CGF / Luis Pereira



### Acquisition of Works of Art

The works purchased annually by the CAM not only constitute significant support for Portuguese artists but are also a way of representing the history of Portuguese art in the 20<sup>th</sup> century. The main aim of CAM's acquisition policy is to support creators whose art programme enables them to establish a lasting working relationship with the Centre. Priority is given to works produced by CAM, or others that allow the work of these artists to be contextualised in the collection, encouraging and consolidating authors' nuclei.

Works acquired in 2021, representing a global investment of half a million euros, include the following artists: Manon de Boer, Inês Botelho, Maria Capelo, Fernão Cruz, Jorge Queiroz, Fernanda Fragateiro, Patricia Garrido, Renée Gagnon, Grada Kilomba, Victor Pires Vieira, Gabriel Abrantes, Augusto Alves da Silva, Jorge Pinheiro, António Costa Pinheiro and Jamie Welsh.



© CGF / Pedro Pina



### Support for Musical Creation

The Foundation fosters the creation of contemporary music by commissioning works from composers that will later make their debut as part of the Gulbenkian Music Season concerts.

In 2021, the Foundation invited the composers Nuno Costa (*alumni* of the Accademia Nazionale di Santa Cecilia de Roma and the Royal Conservatory Antwerp) and Eugene Birman (composer with a vast experience of music for orchestra and choir, highly acclaimed by the BBC) to create original works mainly for string quartets and the choir. These works will make their debut in the 2022 Gulbenkian Music Season.



### Support for New Creators of Visual and Performing Arts and Cinema

The Foundation fosters the creation of contemporary art, with special focus on new creators and stimulating the internationalisation of their projects. In the 2021 edition, the annual contest supporting creation received a record number of applications (approximately one thousand) and supported 73 artists and art structures from the visual arts, cinema, dance and theatre.

This support has made a significant mark on the landscape of cinema production, dance and theatre, and contributed to the development of emerging creation, helping creators remain on the national art scene, and acknowledging artists' merit.



### Gulbenkian Heritage Prize – Maria Tereza and Vasco Vilalva

*Gulbenkian Heritage Prize – Maria Tereza and Vasco Vilalva* - worth 50 thousand euros, distinguishes projects of excellence in the conservation, restoration, valorisation and dissemination of the Portuguese cultural heritage of movable or immovable property of cultural value.



### Promoting Portuguese Artists in France

The 2<sup>nd</sup> edition of the annual contest to support exhibitions, which this year was renamed *Gulbenkian Exhibitions*, is a programme that supports Portuguese artists in France, targeting French institutions, through the Foundation's Delegation in France. This support aims to encourage exhibitions by or including Portuguese artists in museums and art centres in France. The project is based on the premise that such organisations are extremely well-accepted by the French public and the different legitimisation networks. In 2021, the programme supported 12 well-known institutions (Musée National d'Art Moderne, Musée Cantini, Frac Nouvelle-Aquitaine MÉCA, Villa Arson etc.) and more experimental institutions (CRAC Alsace – Centre Rhénan d'Art Contemporain, Les Laboratoires d'Aubervilliers, Ygrec, among others), whose diverse, ambitious projects took place in different locations in France, showcasing over 50 Portuguese artists.



**12**  
INSTITUTIONS SUPPORTED



**50**  
ARTISTS SUPPORTED



### Magazine Colóquio/Letras

The magazine *Colóquio/Letras* began in 1971, under the direction of Hernâni Cidade and Jacinto do Prado Coelho, with Luís Amaro as secretary.

Focusing mainly on essays and integrating multiple points of view, including research articles and critical approaches to recently published books, *Colóquio/Letras* also includes unpublished poetry and contemporary fiction by both young and acclaimed authors. The magazine focuses almost exclusively on Portuguese literature. In 2021, 4 new editions of the magazine were published.

Since 2009, and under the direction of Nuno Júdice, the magazine has included Portuguese plastic artists by using their works on the cover and in selected articles, thus promoting their work.



## Civic Role of the Arts

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



Theatre play *Como Desenhar uma Cidade?* © Paulo Pimenta



### Artistic Practices for Social Inclusion

Created in 2013, *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 social transformation process and in the construction of fairer and more cohesive societies.

In 2021, support continued for the following initiatives and projects:

- **PARTIS 3<sup>rd</sup> edition:** three of the 15 projects supported within the scope of this initiative were approved as well as several requests to extend the respective timelines. This edition reached over 1600 direct participants, including children and youths at risk, the disabled and elderly living in the interior of the country at risk of losing their identity, history and culture.

**18**  
MUNICIPALITIES



**164**  
PARTNER ENTITIES



**1 627**  
DIRECT PARTICIPANTS



— Partis & Art for Change, project *Bowing*. © João Mariano

– **PARTIS & Art for Change:** in the framework of the strategic partnership with the “la Caixa” Foundation, this initiative plans to allocate 1.5 million euros to artistic projects that make a social impact between 2021 and 2023. The 16 projects selected in 2020 and that began in 2021 involved new territories such as Guimarães, Braga, Viseu, Odemira, Faro and Ponta Delgada. They encompassed 123 partner entities and a total of 581 direct participants, including children and youths, the elderly, the disabled women, migrants and Roma people.

**15**  
MUNICIPALITIES



**123**  
PARTNER ENTITIES



**581**  
DIRECT PARTICIPANTS

Over the year, the *PARTIS* projects were presented in different formats, both at the Calouste Gulbenkian Foundation and at other artistic and cultural venues around the country. Examples include the projects *Como Desenhar uma Cidade?* – a theatre play staged by Marco Paiva and presented at the Foundation with a cast that included disabled actors, and *Meio no Meio* – a dance performance presented at the São Luiz Theatre.



**Civic Arts Award**

This initiative seeks to reward and celebrate the exceptional and imaginative practice of civic arts in response to the COVID-19 pandemic, with the aim of highlighting and disseminating lessons learnt, inspiring and influencing other artistic organisations to develop their civic role.

The 2<sup>nd</sup> edition of the prize focuses on the way artistic organisations are emerging in the post-lockdown world and highlighting their commitment to their civic role.

**4**  
PRIZES



**Creative Civic Change**

The Foundation continues to support and develop the *Creative Civic Change* initiative. This project, which is in its third and final year, involves collaboration with four funders, a network of 15 communities across the United Kingdom, as well as artists and various arts organisations that strive to harness the “power” of the arts to bring about significant change. A common objective lies at the heart of this programme: to generate deeper knowledge and understanding of what community-led cultural activity is. Although the communities are working at the local level, the network is having a national impact.

**4**  
FUNDERS



**15**  
COMMUNITIES



— In August 2021, *Creative Civic Change* (CCC) published its second learning and results report, focused on the response of communities funded by CCC to the pandemic.



# **DEVELOPMENT AND SUSTAINABILITY**



# Social Cohesion and Innovation

The 2020 pandemic crisis had a particularly marked effect on the most vulnerable in the population. As a result, the Foundation has strived to adapt the supported projects to the new needs of the groups it assists:

- Children and youths at risk;
- The elderly;
- Migrant communities.

The Foundation's work agenda in the support of these groups focuses on promoting their autonomy, the quality of care provided and professional training of carers, as well as on prevention and support in situations of violence and abuse.

The various studies regarding the most vulnerable in the population, that the Foundation has commissioned or participated in, helped define the priorities for this line of action and target beneficiaries.

Linked to this agenda, the Foundation has placed growing importance on fostering a shared agenda based on social innovation and impact investment; these have become cross-cutting aspects of its strategy with priority going to:

- Exploring the role played by technology in the resolution of social and environmental problems;
- Testing the role played by the arts in social inclusion processes;
- Promoting new skills and leadership;
- Using new methods to fund the social sector.



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

### Extraordinary Support for Organisations Affected by the Pandemic

According to data provided by Nova SBE, social organisations supporting people in hardship have reported great difficulty in providing the necessary response to a set of additional social problems that the pandemic has also intensified. These organisations believe that problems like mental health (according to 88% of the entities), poverty and homelessness (73%), exclusion and inequalities (61%) and domestic violence (36%) are set to worsen in the coming years.

In this context, the Calouste Gulbenkian Foundation approved exceptional support of 1.1 million euros to be allocated to twelve organisations affected by the pandemic, in order to underpin their recovery and foster the creation of responses more in keeping to the new reality. Five organisations (Espaço T; Encontrar+SE; Associação ManifestaMENTE; MOJU – Associação Movimento Juvenil de Olhão; Associação Aventura Social) work in the area of mental health and another seven (Alzheimer Portugal; APAV; Comunidade Vida e Paz; Serviço Jesuíta aos Refugiados; Associação Salvador; Karagheusian Association; SOSE Women's Issues) support vulnerable populations such as the elderly, victims of violence, the homeless, migrants, refugees and the disabled in Portugal and in Armenian communities.

### Children and Youths at Risk



#### Prevention and Support of Children and Youngsters, Victims of Sexual Violence – CARE Network

This CARE network offers specialised support for children and young people who have been sexually assaulted, as well as their families and friends. It has national coverage (including the archipelagos of the Azores and Madeira) and is coordinated by the Associação Portuguesa de Apoio à Vítima (APAV), - Portuguese Victim Support Association), in partnership with the Judicial Police (which identifies and flags the cases), the Institute of Legal Medicine and Forensic Science (responsible for carrying out forensic analyses), and INEM and Comissão Nacional de Promoção dos Direitos e Proteção das Crianças e Jovens - the National Commission for the Promotion of the Rights and Protection of Young People. CARE provides legal and/or psychological support and facilitates the liaison between the different bodies involved in these processes.

Since the start of the intervention in 2016, aid has gone to over two thousand children and youths (exceeding 400 in 2021), and over 25 thousand consultations were given and 76 training courses to more than one thousand trainees.

Investment has been increased for preventive actions raising the awareness of children, youths and communities with a view to preventing various forms of abuse and violence. A total of 18 500 people were reached in 846 sessions.

 **2 000**  
CHILDREN AND YOUTHS

**25 000**  
CONSULTATIONS

**76**  
TRAINING COURSES

## The Elderly



### **Cuidar de Quem Cuida – Supporting and promoting the well-being of informal carers of older people suffering from dementia or stroke-related conditions**

The *Cuidar de quem Cuida* project, to which the Foundation has been linked since it began in 2019, is the first Social Impact Bond in the health area in Portugal and the first in support of informal carers worldwide. With the backing of Portugal Inovação Social, CUF and the Calouste Gulbenkian Foundation, and promoted by Centro de Assistência Social à Terceira Idade e Infância de Sanguêdo (CASTIIS), it aims to improve the quality of life of 240 informal carers in the North region of Portugal by providing training, capacity building and personalised accompaniment. The goals over three years are to:

- Help the carer understand the care recipient’s illness and its manifestations,
- Enhance the quality of the care provided.
- Foster strategies to reduce the burden of caring.
- Promote social support networks among people living with the same concerns.

Despite the constraints caused by the pandemic, which meant adjustments had to be made to the project as it was conceived, it has involved a significant number of entities and professionals – 23 municipalities, 172 entities, 343 trained technicians – and of carers – 289 enrolled, 180 of whom have already received training.



— *Entre Hortas*. One of the activities developed by the *Entre Tempos* project, promoted by Cooperativa Operária Portalegrense. © Bruno Mão de Ferro



— *+Atividade, -Solidão* project, promoted by the Mação Municipality. © Ana Regina Parente / Mação Municipality



### **Boosting Specialised Domiciliary Care for the Elderly – Gulbenkian Cuida**

This *Gulbenkian Cuida* initiative, developed in 2020 in the scope of the Covid-19 Emergency Fund and set up by the Foundation to strengthen society’s resilience in its main areas of intervention, supported 69 projects right across the country. Due to the results achieved and the support provided to socially and geographically disadvantaged populations, the funding of 30 of these projects was increased to ensure the continuity of their intervention for another year (2021) and to promote *in situ* professional training for all technical teams. Between April 2020 and November 2021, the project reached around nine thousand beneficiaries in partnership with roughly 350 entities and involving nearly 800 professionals in this intervention.

The initiative helped demonstrate that home support services must respond to the needs of each person and that they are an indispensable resource that allows the elderly to continue to live in their homes as long as their needs are met in the communities to which they belong.

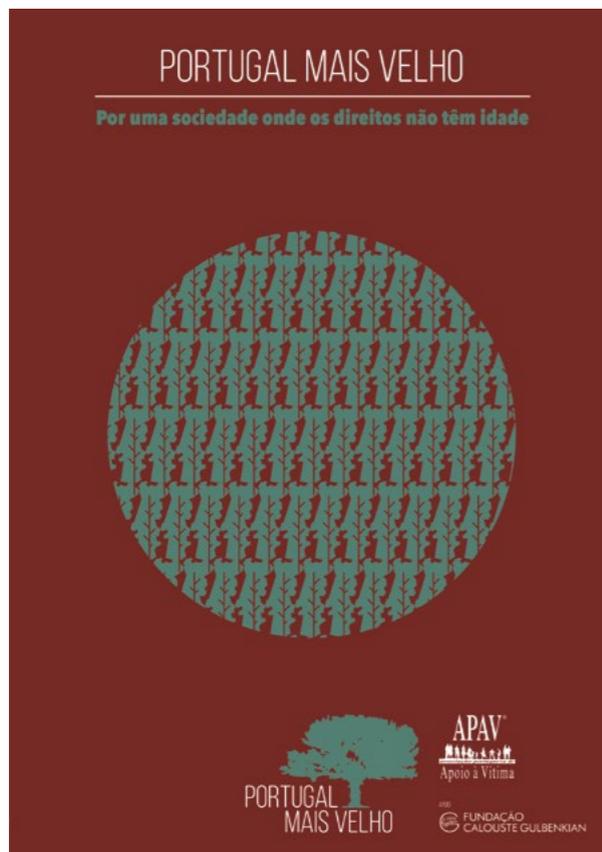


### Study: Ageing Portugal

The Calouste Gulbenkian Foundation and the Portuguese Association for Victim Support (APAV) developed, between January 2019 and June 2020, the Study Ageing Portugal – For a Society where rights have no age. This study sought to identify the shortcoming of current public policies and legislation regarding an aging population and violence against the elderly, as well as bring forth good practices and list recommendations to improve this situation.

Amongst the 30 recommendations the study arrives at, there are five that stand out, namely: the urgency of integrating elders' opinions and experience into the discussion of public policies, revising inheritance law, promoting intergenerationality, adequately training those responsible for equipment for the elderly and enhancing the supervision of institutions that take care of the elderly.

Following this study and its recommendations, APAV, with the Foundation's support and funding, is developing the Project *Formar quem Cuida, Sensibilizar quem Decide* (Educate caregivers; Sensitize those that decide). Its main goal involves the training of professional caregivers and preparing them to address difficult situations.



— Cover of the report *Portugal Mais Velho* - For a society where rights have no age, published in June 2021.

\* You can consult this report at <https://gulbenkian.pt/publication/relatorio-portugal-mais-velho> (Portuguese version only) and its recommendations at <https://gulbenkian.pt/en/publication/ageing-portugal-recommendations/>.

### Migrants



#### Study: *Strength through Diversity: Education for Inclusive Societies*

The OECD promoted a comparative international study aimed at assessing the extent to which education systems manage, in an efficient and capable way, the diversity of their students, leading them to achieve their full potential.

In Portugal the project *Strength Through Diversity* is promoted by OECD, managed by Direção-Geral de Educação (Directorate-General for Education) with the Calouste Gulbenkian Foundation's co-funding. It is aimed at identifying how education systems can be more equitable and inclusive by supporting the learning and well-being outcomes of diverse populations and ensuring that all individuals are able to engage with others in increasingly diverse and complex societies.

The first phase of this project focused on the integration of immigrants and refugees in schools and training systems. It provided evidence to help countries put in place or scale up integration policies to support immigrants and promote social cohesion. In its current second phase, the project establishes a holistic framework that allows to analyse a wider range of diversity dimensions (like ethnic minorities or children with special educational needs, amongst others), their intersections with one another and within the diverse parameters of socio-economic status and geographic location. The objective is to ensure that all education systems are more accessible, acceptable, adaptable, and affordable to the needs of all learners.

The Foundation capitalizes its participation in international networks and think tanks related to this topic, as well as the results of this study and other studies and publications like it, to define its priorities when addressing the migrant integration issue.



#### Contributions to a Diversity Strategy in Portugal

With the technical coordination of the Migration Policy Institute (EUA), the Foundation has been running the Contributions to a Diversity Strategy in Portugal project since 2020. This work has involved the publication of thematic papers and the holding of discussion groups focused on the topic of prejudice as well as the identity and belonging of second and third generation migrants.

This project seeks to identify and promote new models and practices that foster diversity in Portugal, notably as regards political and cultural representation and access to employment.

## New Funding Instruments



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



In this area, the Foundation has essentially committed to the following three components:



### – Social Impact Bonds – Support for Projects in the Area of Employability, Prevention of the Institutionalisation of Children and Youths and Informal Carers

This is a new funding model for projects focused on obtaining social outcomes in the provision of public services. Private investment ensures that innovative projects are supported and that, should they reach the initially contracted results, the investors are fully reimbursed.

The Foundation currently invests in four Social Impact Bonds. Three of these presented their final results in 2021, all of which reached or exceeded the contracted targets. In financial terms, the Calouste Gulbenkian Foundation and the respective partners were reimbursed for almost all of the initial investment in the three Social Impact Bonds – between 91% and 99%. A total of 437 thousand euros of the Foundation's initial 450 thousand euro investment has been reimbursed.



**97%**  
RATE OF RETURN FOR CGF'S INVESTMENT

– **Projeto Família**, which seeks to avoid the institutionalisation of children and youths by monitoring their families has achieved a success rate of 90% (163 out of a group of 180 children), exceeding the initially contracted result by 30%.



**163**  
CHILDREN AND YOUNG PEOPLE SUPPORTED

– The **Academia de Código** bootcamp was able to ensure the entry of 101 students (from a total 174 participants) into the labour market up to a maximum of four months after the training programme..



**101**  
STUDENTS HAVE ENTERED THE LABOUR MARKET

– The **Faz-Te Forward** project was able to integrate 73 young people (out of a group of 150) into the labour market within six months of the end of their participation in the

programme. Twenty-seven out of a group of 59 of these participants managed to hold down the job for at least six months..



**73**  
YOUNG PEOPLE HAVE ENTERED THE LABOUR MARKET

### – Venture Capital and Impact Investment Fund

Participation in the venture capital and impact investment *Maze*, totalling 47 million euros, in which the Calouste Gulbenkian Foundation is one of the key investors (4 million euros). This is the first social entrepreneurship fund approved in Portugal by the Securities Market Commission (CMVM.)

The fund has invested in 20 impact startups in Portugal and Europe since November 2019. These entrepreneurs use sustainable technologies and business models to address problems associated to education, health care, employability, production and consumption.

Ten new startups were added to the portfolio in 2021, bringing the total invested this year to 7.8 million euros. This amount includes the startups funded in previous years that were still beneficiaries in 2021.

The European Investment Fund, the AGEAS Portugal Group, the BMW Group and Banco Atlântico Europa are among Europe's pioneering bodies in impact investment that have also invested in this fund.

In addition to *Maze*, in 2021 the Foundation also decided to finance an investment fund dedicated to the Blue Economy in Portugal – the Faber Blue Pioneers Fund. This fund is committed to furthering areas such as blue biotechnology, food innovation and sustainable aquaculture, technologies for cleaning the oceans, robotics and sensors and the decarbonisation of multiple industries.

### – Startup Accelerator Programmes

The Foundation has supported startup accelerator programmes that invest in initiatives related to social innovation. These programmes aim to support initiatives in the pilot phase and initial development.

An example of this is *MAZE X*, a 9-month accelerator programme to support entrepreneurs that set up businesses aimed at resolving social and environmental problems.

*Blue Bio Value* is another example. An accelerator programme for companies in the field of blue biotechnology, it seeks to leverage the use of technology in harnessing natural marine resources for the development of solutions with a low environmental impact for social and environmental problems and to support sustainable economic growth.



# Climate Action, the Ocean and Circular Economy

The Covid-19 pandemic has highlighted the imbalance between nature and human activities, as well as the difficulties societies and economic systems have in reacting to crisis and uncertainty. It has also made us more aware of the interrelationships between the exploitation of resources, consumption patterns, supply chains, loss of biodiversity, public health, and the planet's limits.

The urgent decarbonisation of the economy and the transition towards more sustainable production and consumption patterns are two of the most explicit and meaningful transformations in contemporary lifestyles, and these inevitably involve governments, companies, non-governmental organisations and citizens.

The Calouste Gulbenkian Foundation's work in the field of sustainability not only follows the global trend but also makes it a pioneer among its peers, at the helm of the shift towards a new model of economic growth. In particular, the Foundation aims to:

- Be an active force in the global fight against climate change, prioritising decarbonisation, and the protection of nature and the most vulnerable;
- Support ocean-based solutions with a view to mitigating climate change and advancing sustainable economic growth globally, with special emphasis on Portugal;
- Accelerate the transition towards a more sustainable economic model by supporting business, production and consumption models aimed at the reduction and reuse of resources as well as the increased use of renewable resources in Portugal;
- Facilitate the use of innovative tools in response to socioeconomic and environmental challenges, prioritising the acquisition of new professional skills in Portuguese society and technological progress.



— Isabel Mota and Frans Timmermans at the *Gulbenkian Prize for Humanity* award ceremony at "COP26", where it was attributed to the Global Covenant of Mayors for Climate & Energy. © Cátia Cavaco



## **Gulbenkian Prize for Humanity**

With a prize of 1 million euros, the *Gulbenkian Prize for Humanity* was instituted by the Foundation to distinguish people and/or organisations worldwide that stand out for their remarkable efforts in the fight against climate change. The prize was attributed for the first time in summer 2020 to the young activist Greta Thunberg, who used it to help various institutions dedicated to the climate and sustainability.

The initiative's 2nd edition was concluded in 2021, with 113 applications from 48 countries. The prize was awarded to the Global Covenant of Mayors for Climate & Energy (GCoM), the largest global alliance comprising 10,600 cities and local governments, including Portugal, supporting climate leadership in cities.

GCoM is co-chaired by Frans Timmermans, Executive Vice-President of the European Commission for the European Green Deal, and by Michael Bloomberg, former Mayor of New York and the United Nations Secretary-General's special envoy for Climate Ambitions and Solutions.

The 1 million euro *Gulbenkian Prize* will finance major projects in five cities in Senegal (drinking water supply) and a city in the Cameroon (development of energy efficiency solutions). These projects, which lead the way in ambitious climate action, were identified by the Gulbenkian Foundation together with the technical team of the winning organisation.

The prize was awarded at the United Nations Conference on Climate Change – "COP26" in Glasgow on 9 November.



— Isabel Mota at the closing session for the *Blue Bio Value 2021 Final Pitch Day*. © Blue Bio Value / Pedro Pina



### Blue Economy

In 2021, the Calouste Gulbenkian Foundation held the 4<sup>th</sup> edition of the *Blue Bio Value* – an international acceleration programme for businesses in the area of blue biotechnology as part of its commitment to protect and care for the ocean and in partnership with the *Oceano Azul* Foundation.



The aim of the initiative is to support the development of companies, products, and services based on the biological resources found in the sea, such as algae or bacteria, to respond to the real needs of the market (food industry, pharmaceuticals, cosmetics and biomaterials, for example), while protecting the natural ecosystems. With this programme, Foundations join forces to help Portugal become a relevant international hub in the development of the most innovative marine bioeconomy, as well as to promote a more sustainable use of the ocean.



Over the first three editions (2018, 2019 and 2020), these Foundations supported the growth and development of 42 startups of 15 different nationalities. Of these, 96% are still active in the market, two international startups began their activity in Portugal, and 70% expanded their activity following the programme (namely by increasing their geographic scope, services and products). It should also be noted that, by the end of 2020, the startups participating in the first two *Blue Bio Value* editions raised a total investment of 6.8 million euros, with the foundations investing the sum of 1 million euros in the three editions.

In the 2021 edition, the programme supported the development of 17 blue bioeconomy startups from ten countries (Portugal, Argentina, Canada, United Kingdom, Indonesia, Finland, Italy, France, Sweden, and Norway). The participants were chosen from among 80 applications from 28 countries from the five continents, reflecting the sector's increasing vitality both in Portugal and abroad. These startups were recognised in this 4<sup>th</sup> edition: the Portuguese Blue Oasis Technology (which creates and installs carbon-neutral artificial reefs that help to recover damaged marine ecosystems and reverse the decline in the ocean's biodiversity), the Norwegian Tekslo Seafood (using seaweed collected sustainably from the North Atlantic in innovative food products), and the Argentinian FeedVax (which owns a platform that prepares oral vaccines for aquaculture fish).

Also within the Blue Economy context, the Foundation decided to use new funding instruments in 2021 to address this theme in Portugal and stimulate it even further.

The Portugal Blue Fund is managed by the Banco Português de Fomento and is aimed at financing other investment funds in partnership with the European Investment Fund (EIF), the Banco Português de Fomento, and the Portuguese government. It expects to have 50 million euros capital by 2026 and to leverage 25 million euros in private capital, giving a total of 75 million euros to invest in the sustainable blue economy in Portugal.

In October 2021, its first investment in the Faber Blue Pioneers Fund was backed by institutional investors (the leveraged private capitals), such as the Calouste Gulbenkian Foundation, the Champalimaud Foundation, and Sociedade Francisco Manuel dos Santos. The fund will be investing in 20 to 25 new companies developing innovative high-tech solutions with a global reach in fields such as blue biotechnology, food innovation and sustainable aquaculture, ocean-cleaning technology, robotics and sensors, and the decarbonisation of multiple industries.



### Gulbenkian Água – Efficient Use of Water in the Agro-Food Sector

*Gulbenkian Water* promotes a more efficient use of water in agriculture, and the increase in the awareness of the Portuguese to the risk of water shortage.



In 2021, the awareness raising activities on this subject included a video disseminated on World Water Day, the support given to the exhibition *ÁGUA – Uma Exposição sem Filtro* (WATER – Unfiltered Exhibition) at the Knowledge Pavilion and the event “WATER – World Water Summit”, as well as the promotion of a meeting with journalists to present the conclusions of the study *O Uso da Água em Portugal* (The Use of Water in Portugal).



With a view to accelerating changes in the agro-food sector, *Gulbenkian Water* has financed four projects demonstrating good water management practices in different Portuguese regions and aimed at a range of crops (corn, grain cereals, rice, apples, pears, industrial tomatoes, vineyards and olive trees), which will be implemented between 2021 and 2022.



## Valuing the Ocean

*Valuing the Ocean* is a programme developed by the Foundation's Delegation in the United Kingdom with a view to contributing towards the preservation and sustainable management of the ocean and ensuring human well-being in the present and in the future. It is aimed at NGOs dedicated to marine conservation and to their empowerment, testing new ways of involving people, disseminating information on the subject, and making their original research public so as to influence new practices and public policies.

In 2021, one of its initiatives - the *#OneLess* campaign – developed the necessary tools for its expansion to other regions within the United Kingdom and abroad. These tools included workshops, a *#OneLess* tool kit, and the Message in the Bottle international tracking campaign. The base was launched to expand *#OneLess* and replicate its approach internationally with a view to reducing plastic waste in the ocean and increasing the use of efficient inter-sector approaches in order to unlock change throughout the system.



**94**  
PARTNERS



**3**  
PUBLISHED REPORTS

In 2021, the *Marine CoLAB* (another initiative backed by the programme) designed an online interactive learning programme – *Compass* – that was created to optimise the necessary skills of those interested in leading movements to change the sectors linked to the ocean.

It also coordinated the *#ListenToTheOcean* campaign, generating a joint approach to ocean and climate communications in the international marine conservation community, thereby increasing the awareness of the G7 leaders and those present at the “COP26” on the ocean's role in climate action.



**32**  
INFLUENCED ORGANISATIONS



**11**  
WEBINARS



— One of the images from the *#ListenToTheOcean* campaign launched at the G7 summit in 2021.



— Immersive video-installation created by the Blue Marine Foundation, presented at the Blue Zone café at the “COP26”, which took place from 1 to 12 November 2021. © DR

## Involving Citizens in Climate Action

The aim of this initiative, developed by the UK Branch, aims to involve citizens so that this can be used as leverage to ensure that local and national governments meet their neutral carbon compromise. This involvement is also vital to change the individual behaviours required to counter climate change.

The focus in the first phase of the initiative was on building an evidence base showing the impact of citizens' involvement on the climate. Funding was allocated to the Centre for Public Impact, which sought to identify effective ways of involving the public in significant behavioural changes that can help reach the carbon neutral targets.

Within this context, the “COP26” was used in 2021 to test and assess different ways of involving communities and supporting partners in promoting awareness, understanding, and the adoption of best practices that involve the public.

The second phase will be aimed at directing efforts to create an initiative for involvement in the climate, focusing on fostering NGOs' support of local authorities in the United Kingdom and abroad, and encouraging national governments to promote policies that stimulate their citizens' involvement.



© CGF / Pedro Pina



### Sustainable Gulbenkian

2021 was a year of consolidating the work to date in the *Sustainable Gulbenkian* initiative. The internal strategy of the sustainable management project – *Sustainable Gulbenkian* – was published in the first quarter. Since 2018, this has aimed to substantially reduce the negative environmental impacts inherent to the way the Foundation operates. In this regard, the major areas of intervention for the following years were also defined: i) Gulbenkian +



circular; ii) food + green; iii) sustainable events; iv) sustainable mobility; v) energy and decarbonisation; vi) funding + green; and v) communication and awareness.

It is important to note that in 2021 we identified the need to focus efforts on building a knowledge base and more solid environmental data capable of feeding the Foundation's sustainable management strategy in the medium and long term. With this in mind, two major activities were put in place:

- Comprehensive collection of environmental data regarding 2019 and 2020 for the preparation of a diagnosis of the environmental impact. Following an external review of the results in 2022, strategic actions will be conceived within the scope of food, events, and circularity.
- A study of the Foundation's organisational profile regarding accessibility and sustainable mobility. This will allow measures to be promoted in 2022 that will improve mobility and quality of life, as well as minimise the environmental impacts related to the way in which co-workers usually travel to the Foundation.

The Foundation also launched the following initiatives in 2021:

#### Circular Economy:

- Implementation of several systems that substantially reduce the use of paper (for example, electronic invoicing);
- Installation of partial metres to improve the water consumption monitoring system and increase responsiveness to possible burst pipes;
- The continued reduction in the amount of plastic containers from suppliers to the Gulbenkian shop, and the sale of items made from re-used materials.

#### Energy and Decarbonisation:

- Definition of the Foundation's Energy Management System;
- Renovation of the lighting systems with LED lighting in the Art Library's book deposit and in the car park, which will help optimise consumption in the Main Building and the Museum;
- Renewal of the Quality and Environment Certifications as part of the Vértice Sul Project renovation works, and a substantial reduction in the energy requirements of the CAM building by making it more functional and improving the performance of its systems and technical infrastructures.

#### Communication and Raising Awareness:

- Awareness raising actions for employees on different sustainability-related topics (such as sustainable practices at home, sustainable mobility, and so on);
- Definition of a Code of Conduct for the Foundation's Suppliers, including sustainability aspects so as to promote environmental awareness and other values.



# Society and Democracy

Today's democracies are characterised by great disparities economically 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 to represent and defend the most unprotected and vulnerable.

The pandemic situation in 2020 and 2021 affected all society with limitations being imposed on citizens' rights for economic and public health reasons, and it was the most vulnerable who were hardest hit. This further accentuated the pressing need for a more vigilant society to act in the defence of the fundamental principles that should be present in a democracy and in the life of all.

In addition, there is a growing need to encourage the mobilisation 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. The increasing indifference to electoral participation, the distrust in some public policy measures, the passive reaction to some events in the news linked to human rights are examples of what needs to be combatted, fostering empowerment and the influence of civil society organisations.

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



## Human Rights Platform<sup>1</sup>

This project arose from the need to provide a response to some contemporary challenges facing civil rights organisations working in the field of Human Rights in Portugal.

The aim of this project is to create a platform which brings organisations defending Human Rights in Portugal together, thus strengthening civil society, its organisations and its voice. It also seeks to create synergies in their work and areas of action that will enhance their impact in society.

The project by the consortium led by Amnesty International Portugal began in September 2020 and will come to an end in October 2023.



## 15-25 Participa

The 15-25 Participa initiative results from the Calouste Gulbenkian Foundation's desire to involve youth in its strategic planning. It aims to strengthen the decisions taken based on access to experiences, perspectives and recommendations from young beneficiaries of projects funded by the Foundation.



The ComParte team was invited to drive the initiative, which involved 15 youths. The recommendation booklet entitled "Is this for me – What makes young people participate?" was published with the overriding goal of summarising the recommendations collected and to serve as a tool to promote young people's participation in other public or private organisations. In addition to this booklet, a documentary video was made framing the 15-25 Participa initiative and telling us its story. Over 2021, meetings took place for the exchange of ideas between the youths and the Foundation's Organisational Units and Board of Trustees. The project was selected as a good practice by the European Foundation Centre.



## More Support for Civil Society

The Calouste Gulbenkian was selected to manage the Active Citizens Fund in Portugal in a consortium with the Bissaya Barreto Foundation. This fund is a component of the EEA Grants aimed specifically at supporting NGOs. This gave rise to Programa Cidadãos Ativ@s, financed by Iceland, Liechtenstein and Norway to the sum of 11 million euros. This programme will be implemented between 2018 and 2024 with the aim of strengthening civil society in Portugal.



In light of its output, the Programme was boosted in 2021 with a further 500 thousand euros until its conclusion.

<sup>1</sup> This project and all those with the  icon belong to the Programa Cidadãos Ativ@s.

In the scope of this fund, and with a view to ensuring greater support for civil society, the Foundation has been supporting projects promoted by Portuguese NGOs within the following lines of action:

- Strengthening the democratic culture and civil awareness.
- Supporting and defending human rights.
- Empowering vulnerable groups.
- Boosting the capacity and sustainability of civil society organisations.

The *Programa Cidadãos Ativ@s* seeks to achieve the following by 2024:

- A 20% rise in the number of citizens sensitive to civic and human rights issues.
- Coverage of 2200 vulnerable citizens with social and economic empowerment measures and 950 citizens with new social services.
- Training of one thousand NGO professionals and the approval of professional training plans in 120 NGOs.

The programme approved a total of 121 projects by 2020 and plans to support a total of 170 projects by the end of 2022.



**121**  
PROJECTS APPROVED



### Education for Citizenship

The *Education for Citizenship* project has been implemented since 2019 through a consortium formed by the Gonçalo da Silveira Foundation and Universidade Católica Portuguesa in Porto, with the aim of fostering systemic change in education for citizenship and enhancing the role of civil society organisations in public policies as well as promoting a more tolerant and involved society.

Special emphasis goes to the following specific objectives:

- The creation of a metric to assess students' skills for citizenship which will allow tailor-made programmes to be designed for each target group and the impact of actions to be measured.
- The promotion of skills for citizenship among students in the school clusters involved.
- The fostering of close cooperation between NGOs and schools.

Given the atypical school years in 2020 and 2021 due to the pandemic, the project was extended for a further six months, which means the implementation of activities for another school year (2021 / 2022). This will result in a more robust instrument for the assessment of skills for citizenship and allow a second set of students to be covered.



— Gulbenkian Chair at Nova SBE. © DR



### New Skills and Leadership

The Foundation has been committed to training the future generation of leaders and professionals from various sectors of society, encouraging the integration of sustainability and social impact in university curricula, as well as promoting their involvement with different social and environmental organisations. The Foundation has also sought to stimulate new leadership models in the community, namely through the new processes of democratic participation.

In this framework, support has been given to projects focused on attracting and retaining talent in the tertiary sector, and training executives in the fields of social impact and sustainability. The following initiatives in 2021 are worthy of note:

- **Gulbenkian Chair on Impact Economy:** the Chair of the Nova School of Business and Economics (Nova SBE), led by Pedro Oliveira, launched the first edition of a masters in impact entrepreneurship, in which 89 students of 17 nationalities enrolled.
- **Competências Verdes:** aimed at boosting the transition of the business fabric to a more sustainable production and consumption system, 20 *Gulbenkian Competências Verdes Scholarships* were awarded to SME Executives and Leaders to attend executive training courses in sustainability; this project is in partnership with the Católica Lisbon School of Business & Economics, ISEG/IDEFE, Porto Business School and BCSD Portugal.



### Ubuntu Leaders Academy

The Ubuntu Leaders Academy, promoted by the Instituto Padre António Vieira (IPAV), seeks to provide skills that foster human dignity in contexts of greater vulnerability through training for “servant leadership”.

The Ubuntu Method derives from the concept of “I am because you are; I can only be a person through other people.”. This method entails the use of different tools to work on five core dimensions: self-knowledge, self-confidence, resilience, empathy and service. The Calouste Gulbenkian Foundation has supported this capacity building initiative for community leaders since it began in 2010. It has evolved into an integrated intervention in around 60 countries that combines training, capacity building and incubation. The Foundation is currently supporting its international expansion with replications of the methodology in Guinea-Bissau, São Tomé and Príncipe, Mozambique and Colombia, among other countries.



### Democracy Pilot Projects

This initiative was set up in 2020 with the aim of promoting innovation in participatory processes and building young people’s skills for democratic leadership. The initiative takes place in two phases: a first experimental phase and a second complementary phase of consolidation and growth.

Several authors have highlighted the need to evolve towards more participatory and deliberative ways of undertaking democracy, a process in which the young can play a leadership role with great potential being achieved through their mobilisation, their empowerment and activation.

In the first phase, the Foundation supported three innovative projects with the aim of demonstrating the contribution from technology (*Youth Engagement in Democracy* project), representativeness in democratic processes (*DeliberaEscola* project) and proximity to policy makers (*Bem Comum* project).

These initiatives have benefited from the fact that this topic has become one of the Foundation’s priorities and have taken advantage of conclusions drawn from studies it has conducted. This symbiosis is exemplified by the *Estudo da Participação Política dos Jovens*, which generated a large range of articulations with this initiative and is described in more details in the Future Forum chapter.

### European Fund for Media and Information – Support for projects combatting disinformation

The *European Fund for Media and Information* was set up in 2021 through a partnership between the Calouste Gulbenkian Foundation (which is responsible for administrative and financial management) and the European University Institute in Florence (responsible for the academic, ethical and project evaluation components). The aim of this fund is to provide (up to 100%) support for projects in four main areas: fact-checking; multidisciplinary research in



© Filip Mishevski / Unsplash

the area of disinformation; research in the area of the media, disinformation and information literacy; and media literacy. The overriding aim is to limit the negative effects of disinformation in public discourse and democratic processes.

To date, the fund has received 25 million euros in funding from Google (to support projects up to 2026), and it is open to contributions from other institutions that identify with its principles and goals. The call for applications is open until June 2025, and the evaluation of applications and funding of projects will take place each year in February, July and October. Applications for the first phase of the call should be delivered by 28 February 2022.



### Studies on the Cultural Practices of the Portuguese

The Foundation has commissioned a study on the cultural practices of the Portuguese from the Instituto de Ciências Sociais (ICS) da Universidade de Lisboa. It is the first study of this nature in this country and its primary objective is to portray the diversity of the cultural practices in Portugal.

The survey was administered to 2 thousand people who have been residing in Portugal for 15 years or more and included data on the cultural practices of the Portuguese before and during the pandemic.

The database with the results of the questionnaire will be made available in open access. It constitutes a valuable asset for all those interested in exploring this information.





groups, entirely in Western Armenian. *Yertik.com* is the first of its kind programme in the Armenian Diaspora. It already has a loyal following of hundreds of children and parents from around the globe. It is being used by many teachers in diasporan schools.

*Zndoog*, the pedagogic tools and materials website for Western Armenian, was finally launched to rave reviews. Some 220 educators attended the online presentation of the site in October. *Zndoog.com* opened with 170 tools, and it will be constantly updated. Schools from Argentina to Montreal, Istanbul to Athens and Paris, are benefiting from it.

After two years of preparation, the Armenian Universal Dependencies Treebank was released in May. This tool analyses and describes the structure of the language, identifying its different components so that it can be used in computer programmes.

In addition to the above initiatives, the Foundation also supports teacher training programmes, fosters the availability of digital publications in Armenian and awards scholarships in the field of Armenian studies.



### Armenian Diaspora Survey

The Armenian Diaspora Survey is an important research project carried out by a team of experts under the auspices of the Armenian Institute in London. It restarted after being suspended due to Covid restrictions in 2020. Surveys were undertaken in four cities in Europe: London, Paris, Brussels and Rostov-on-Don. Approximately 2300 individuals were surveyed.



### Civil Society and Democratization in Armenia

The consequences of the 2020 Nagorno-Karabakh war continued to be felt in 2021, particularly in the domains of housing and psycho-social support to families displaced due to the conflict. The Foundation provided assistance via the Aurora Humanitarian Initiative Charitable Foundation, which matched the amount sent. The funds were used for buying tires for ambulances at the most micro level, to reconstruction of damaged schools, repair of hospital equipment, job creation opportunities and cluster munitions clearance.

In addition, assistance to the Jinishian Memorial Foundation restarted, in support of two projects: *IT Skill Enrichment for Regional Employment* and *Youth Business Armenia*, both of which focus on youth employment. Once again, the partner organisation matched the funds provided by the Foundation.

Projects were also supported to strengthen independent media in Armenia (*CivilNet* and *Hetq*). The translation programme to make available seminal social science texts in Armenian produced its first four books: Giorgio Agamben, Michel Foucault, Alain Badiou and Jurgen Habermas. Six more are forthcoming in 2022, including, Edward Said, Antonio Gramsci, Hannah Arendt and Simone de Beauvoir.



### Supporting Armenians Impacted by the Crises

Direct support was provided to diasporan schools in severe crisis. Sixteen schools benefitted from such support in the face of dire economic circumstances. Whereas in 2020 priority was given to providing equipment to schools and students to transition to online teaching, the emphasis this year was on supporting the human resource expenses of these schools. Assistance was also sent to the Howard Karagheusian social services centre for its programme to support Armenian children with Special Education needs and learning difficulties.



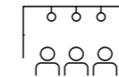
### Support for Armenian-Turkish Dialogue

After a one-year hiatus due to the pandemic, the Armenian History Fellowship restarted with Bogazici University in Istanbul, with a new Fellow teaching courses on Armenian history in the Ottoman Empire.



Hrant Dink Foundation's KarDes app that maps Armenian and other minority places in Istanbul expanded to include other cities such as Ankara and Izmir. The Foundation also continued its support to the *Houshamadyan* website, devoted to highlighting Armenian cultural presence in the Ottoman Empire.

Two new initiatives were launched during the year. The first, with Cambridge University, encourages original research projects on issues pertaining to Armenian-Turkish relations. It supports seven early-career fellows, including a mentorship component for them. The second initiative is a grant to a progressive theatre company in Istanbul to stage 48 plays on the life of Father Gomidas (or Komitas), the greatest Armenian composer and musicologist, who systematically collected, annotated and saved Armenian folk music in the Ottoman Empire.



48

SUPPORTED PERFORMANCES



# Economic and Social Development in the PALOP and East Timor

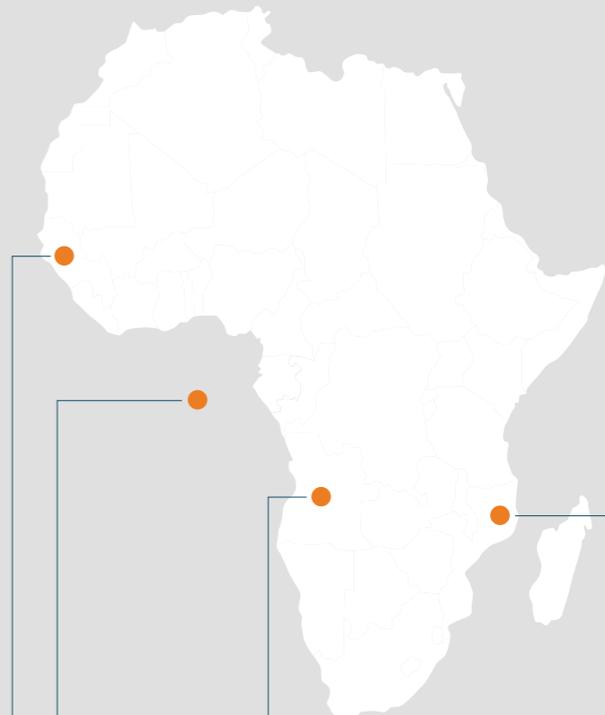
The Calouste Gulbenkian Foundation operates geographically in the five African Portuguese Speaking Countries – Angola, Cape Verde, Guinea-Bissau, Mozambique and São Tomé and Príncipe – and in East Timor. This work reflects its commitment to the future, particularly in countries with a young population and that face major challenges in terms of qualifications and skills for the transformation of their economies. In this context, the Foundation intervenes in specific areas of Education, (pre-school and primary education and improving maths skills), Health (maternal and child health, oncology, training of human resources and health research), the Arts (mobility of artists) and strengthening Civil Society, fostering knowledge, social cohesion and the sustainability of health and education services in these countries.

The Foundation's interventions in these contexts take into account the development strategies of partner countries, the global development goals (Agenda 2030, Sustainable Development Goals and Agenda 2063: The Africa We Want) as well as the principles of development effectiveness.



**Angola, Cape Verde, Guinea Bissau, Mozambique, São Tomé and Príncipe, East Timor**

Non-exhaustive information on the projects conducted by the Foundation in the PALOP and East Timor.



## Cape Verde

### Health

- Advanced Training for Health Professionals
- Improving the Diagnosis and Treatment of Oncological Diseases
- Boosting Research in Health Sciences

### Education

- High Quality Education in Mathematics

### Art

- Internationalization of the Artistic Production of the PALOP

## Guinea Bissau

### Health

- Advanced Training for Health Professionals
- Boosting Research in Health Sciences

### Education

- Development of Basic Education
- High Quality Education in Mathematics

### Art

- Internationalization of the Artistic Production of the PALOP

## São Tomé and Príncipe

### Health

- Advanced Training for Health Professionals
- Boosting Research in Health Sciences

### Education

- Support for Pilot Initiatives in Pre-school Education
- High Quality Education in Mathematics

### Art

- Internationalization of the Artistic Production of the PALOP

## Angola

### Health

- Advanced Training for Health Professionals
- Boosting Research in Health Sciences

### Education

- High Quality Education in Mathematics

### Art

- Internationalization of the Artistic Production of the PALOP

## Mozambique

### Health

- Advanced Training for Health Professionals
- Improving the Diagnosis and Treatment of Oncological Diseases
- Boosting Research in Health Sciences

### Education

- Support for Pilot Initiatives in Pre-school Education
- High Quality Education in Mathematics

### Art

- Internationalization of the Artistic Production of the PALOP

## Timor-Leste

### Education

- Support for Pilot Initiatives in Pre-school Education

## Education



### Support for Pilot Initiatives in Pre-school Education

Pre-school education is not only determinant for children's school performance and life-long learning but also influences the improvement in global health indicators and the efficiency of the countries' education systems. Guaranteed access to pre-school education is a challenge in all PALOP countries as its generalisation gives rise to budgetary difficulties and the need for qualified human resources.

In this scope, since 2018 the Foundation has been supporting innovative pilot projects that seek to improve the access of all children to quality pre-school education, ensuring that those involved in teaching have the appropriate training and work tools at their disposal.

2022 will be the final year for three of these projects. It is also the year in which the policy briefs will be published; these focus on one specific aspect of each project and are intended as a tool for policy makers. A general evaluation of the projects will also be made on the basis of these studies.



### Development of Basic Education

Following the Calouste Gulbenkian Foundation's involvement in the *RECEB* project – *Reforma Curricular do Ensino Básico* in Guinea-Bissau, UNICEF and the Guinea-Bissau Ministry of National and Higher Education invited the Foundation in partnership with the University of Minho to collaborate with them again.

The proposed project seeks to:

- Improve the quality and effectiveness of basic education in Guinea-Bissau by creating conditions that guarantee quality pre-school education for all children.
- Provide a response that enables young people that did not attend school or did not conclude compulsory schooling to complete their basic education.
- Create conditions that allow the future development of remote learning projects.

This programme is in line with the country's priority policies and international guidelines and will be executed in two phases between July 2021 and December 2022. The estimated target public comprises 19 thousand pre-school age children and around 130 thousand youths under the age of 18 who do not attend school.



### Higher Quality Education in Mathematics

In 2021, the Calouste Gulbenkian Foundation continued to contribute to the acquisition of better skills in the area of mathematics through projects that not only improve the quality, qualification and diversification of the teaching of the science, but also give young people a taste for it and help make them better qualified for the digital economy. Special emphasis goes to the following activities that are underway:



— Gulbenkian Mathematics Camps in São Tomé and Príncipe. © Kelton Gomes

- **Specialised Training for Mathematics Teachers** – September 2021 saw the start of a training course using a distance learning format for 40 teachers of basic (20) and secondary education (20) from the PALOP, in partnership with the University of Aveiro. This course is expected to provide teachers with teaching tools adapted to the digital context and to the curricular needs in their countries.
- **Initiatives Promoting Talent in Mathematics** – face to face learning activities resumed in the *Gulbenkian Mathematics Camps* in São Tomé and Príncipe. The 30 students previously involved continued in this 3<sup>rd</sup> edition and were joined by a further 18 students from the 9<sup>th</sup> year and 15 from the 10<sup>th</sup> year, making a total of 63 students and 6 secondary school teachers. In Cape Verde, the first edition of the *Gulbenkian Mathematics Camps* got underway in a partnership with the University of Cape Verde with forty 10th year students and ten secondary school teachers. Both these activities aimed to develop these young people's skills outside of the classroom, improving their progression and subsequent access to higher education courses linked to mathematics.
- **Advanced Training in Mathematics** – in 2021 three masters and five post-graduation courses were given in Angola, Cape Verde and Mozambique with 171 students enrolled. The face-to-face internships of higher education teachers from the PALOP also resumed in Portugal, with 12 interns in seven Portuguese universities.

## Health



### Advanced Training for Health Professionals

The training and updating of health professionals are key to improving health care provision, but this continues to be a challenge in most partner countries. The Foundation has been systematically promoting training programmes that have proved important to the recycling, specialisation and updating of health care professionals in decisive areas.

The pilot programme *Medicina Entre Pares* was developed with the aim of contributing to the improvement of health care in the PALOP and East Timor through strengthening the training given to their health care professionals. This enabled 10 doctors from Mozambique, Angola and São Tomé and Príncipe to be supervised in a way that not only met their needs but was also sustainable throughout the training period. The programme is based on a mix of face to face and online training lasting 12 months. This teaching model means the ongoing training of medical specialists can be optimised and the relationships between health professionals from Portugal and the PALOP can be enhanced.

The Camões – Instituto da Cooperação e da Língua, I. P. has undertaken to implement the work to Strengthen the Health Care System in Guinea-Bissau, in the scope of the *Ianda Guiné!* programme through an agreement with the European Union. In this context, the Foundation was invited to manage and operationalise an advanced training model for Guinean general practitioners in the clinical areas of anaesthesiology, general surgery and gynaecological surgery with a view to strengthening the health system and health care for mothers and infants, and promoting the decentralisation of these services. The technical partners of this project are the School of Medicine of Universidade do Minho, and hospital institutions associated to it; in Guinea-Bissau, it involves the Hospital Nacional Simão Mendes, Hospital Pediátrico São José, in Bôr, and Hospital de Cumura. The Medical Associations of Portugal and Guinea-Bissau are also partners.



### Improving the Diagnosis and Treatment of Oncological Diseases

Cancer is a growing concern in developed countries and the Foundation has therefore been conducting projects since 2013 that improve and consolidate the diagnosis and treatment of oncological diseases. The intervention focuses on the specialised training of clinicians (in the diagnosis, treatment and management of oncological diseases), improving organisational and clinical structures, and increasing epidemiological evidence that is important to the definition of public policies for the prevention and reduction of cancer in these countries.

In 2021, distance models of training were implemented, notably in the areas of oncological nursing and oncological surgery, thus allowing the specialised training of 20 nurses to be maintained (15 from Cape Verde and five from Mozambique), as well as that of 21 surgeons from the PALOP (seven Angolans, four Cape Verdeans and ten Mozambicans). Work also

resumed on the project in Mozambique with the delivery of equipment and consumables in the last quarter of 2021 that allowed a new diagnostic technique to be implemented using molecular biology, and chemotherapy treatment in Maputo to be strengthened.

In Cape Verde, an external evaluation was conducted of the project's activities and impact with the results indicating that the response capacity for oncological surgery had doubled and showing an 18% increase in chemotherapy treatment sessions in 2020 vis-a-vis 2017. Thanks to the improvement in the local response capacity (surgery and chemotherapy) in the less advanced stages of the disease due to early diagnosis, the number of cases evacuated to Portugal for radiotherapy has been declining.

In 2020, there were 77 evacuations, down 30% relative to the 103 evacuations that took place in 2017. The analysis of this data in light of the evolution of oncological diseases in Cape Verde reveals an even more striking positive impact. Between 2018 and 2020, the incidence rate increased 17% from 149 to 179 (per 100 thousand inhabitants) but the mortality rate fell 3% from 111.1 to 107.6 (per 100 thousand inhabitants).



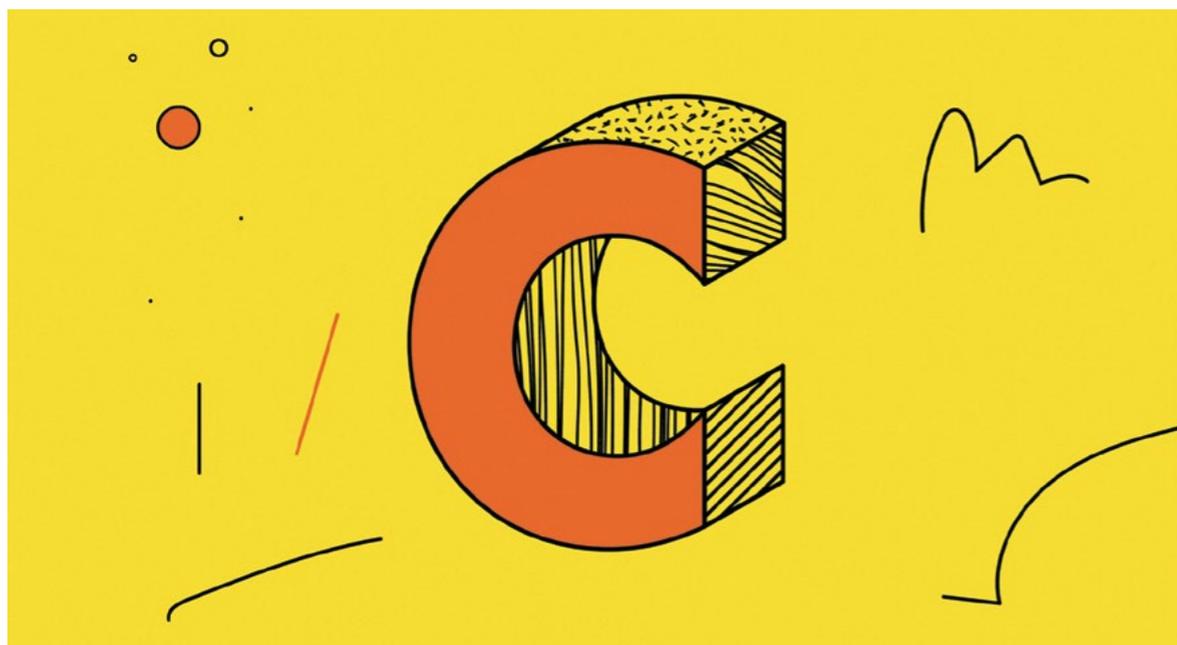
### Boosting Research in Health Sciences

Support for health research in the PALOP has become an increasingly important area of intervention for the Foundation in the field of cooperation for development since 2007. The relevance of this work was made particularly evident with the COVID-19 pandemic, and it results from the recognition of the effect of leverage on consolidating the scientific systems in developing countries, as well as its potential impact on improving the health conditions of the populations.

In this context, in 2021 the Foundation concluded the support given to the consolidation of CISA, under the supervision of the Instituto Nacional de Investigação em Saúde (INIS) in the framework of the partnership agreement signed between Camões, I.P., Angola's Ministry of Health and the Calouste Gulbenkian Foundation in 2019. This support allowed four scientific studies to be conducted in 2021 as well as the publication of fifteen scientific articles and support for national training and technical development.

The operational part of the study on the resistance to antimalarial drugs –*MalAngo* project –, which involved over one hundred children at the Mabubas Mother and Child Centre in Bengo province, also came to an end. This study is co-financed by FCT/Aga Khan Foundation.

As part of the support given to boosting the skills of health researchers in the PALOP, ten online training courses were given for researchers and teachers from these countries. The courses, which were attended by over 250 people, addressed fundamental areas to improve the quality of scientific production and the communication of research outputs.



— Design for an online exhibition curatorship course for PALOP countries. © CGF / Design: Andreia Constantino

## Art



### Internationalisation of the Artistic Production of the PALOP

The Foundation has been working to reduce the unequal access of artistic creators from the PALOP to international opportunities, creating more equitable conditions for growth paths which include integration in international circuits, establishing and strengthening networks, boosting and integrating already existing circuits.

Between 2019 and 2022, the Foundation has supported four international artistic residencies in the areas of Visual Arts and Dance selected by tender:

#### Catchupa Factory – Novos Fotógrafos



11

ARTISTS SUPPORTED IN CAPE VERDE – ASSOCIAÇÃO OLHO-DE-GENTE

#### UPCycles



6

ARTISTS SUPPORTED IN MOZAMBIQUE  
– ASSOCIAÇÃO DOS AMIGOS DO MUSEU DO CINEMA

#### Luuanda



6

ARTISTS SUPPORTED IN ANGOLA – ASSOCIAÇÃO PÉS DESCALÇOS

### RIR PALOP



10

ARTISTS SUPPORTED IN MOZAMBIQUE – CULTURARTE

Also within this scope, in partnership with the School of Arts of the Universidade Católica Portuguesa do Porto, the Foundation organised an online course on curating exhibitions between September 2021 and January 2022, for 20 professionals from the PALOP (12 men and 8 women – eleven from Mozambique, five from Cabo Verde, three from Angola, and one from Guinea-Bissau), who demonstrated a desire to study and practice curatorship in the field of contemporary visual arts.

## Support for NGOs



### Emergency Aid for Displaced Persons from Cabo Delgado

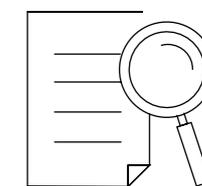
Following the humanitarian crisis due to the worsening of armed conflict seen in Cabo Delgado, Mozambique, in March 2021, the Foundation gave support through the NGO *Helpo* to one thousand displaced families with children and pregnant women in need of nutritional support. In addition to nutritional screening and the delivery of survival kits, this support also enabled over one hundred school age children to be integrated in school.



### Support for Civil Society

Given that NGOs are key actors in international development, the Foundation strives to help increase their effectiveness in the development processes of civil society in the PALOP.

The 3<sup>rd</sup> edition of the *International Development Summer Course* took place online between 15 and 17 June 2021 with the theme of “Challenging the Future of Global Development”. It was jointly organised by the Calouste Gulbenkian Foundation, the Portuguese Platform of NGOs and the Centre for African Studies and Development at ISEG, and its main objectives were to stimulate reflection about current topics and challenges in the international agenda for development and to foster the creation of partnerships between different actors from civil society. It targeted managers of national NGOs in particular, but also researchers and students in development studies and other actors from civil society, notably members of the NGO platforms from other partner countries and international journalists. Over 270 people from various countries registered in the different sessions, with an average attendance per session of around 100 people.



# **SCIENCE, EDUCATION AND HEALTH**



## Scientific Research Instituto Gulbenkian de Ciência

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 ten scientific services.

Against the backdrop of the pandemic, the last two years have proved enormously challenging for science, notably due to the lack of knowledge associated to the virus. Through IGC, the Foundation has been taking on major challenges both in the production of new knowledge about the virus and strengthening the national response. To this end, it signed a cooperation protocol with the Instituto Nacional de Saúde Doutor Ricardo Jorge (INSA), with a view to developing scientific and clinical research initiatives. This agreement reinforced the already existing collaboration for the intervention and definition of policies to contain the current pandemic.

In 2021, a memorandum of understanding was signed between the IGC and the Católica Medical School of the Universidade Católica Portuguesa, for the creation of a Biomedical Research Centre (Católica BioMedical Research) on the IGC premises for a period of ten years. This initiative not only anticipates the potential sharing of installations and equipment between the two organisations, but also seeks to strengthen collaboration in the teaching of the study cycles and to enable students to cooperate in initiating research and development at IGC.

2021 also stands out for the awarding of two *EMBO Installation* grants and two *Marie Curie* grants. The LS4FUTURE – Laboratório Associado, to which the IGC belongs, was also set up in 2021 with the aim of pursuing national scientific and technological policy objectives.

At the end of the year, the concession agreement was signed between the Gulbenkian and the Lisbon Port Authority for the formation of the new IGC research centre on the effects of climate change on human health and the ecosystem. It will be situated in the future Ocean Campus in Pedrouços. The new space brings with it a new scientific project focused on understanding the body from an integrated perspective, seeing the body and the environment in which it lives as key elements for maintaining health. This investment involves strengthening the resident research teams, boosting cooperation with strategic scientific networks and ensuring a greater liaison between hospitals and industry.

The focus on scientific research is not limited to the work conducted by the IGC. The other Calouste Gulbenkian Foundation services also have initiatives with the same objective, notably in the PALOP and the awarding of scholarships for new scientific talents.



© Instituto Gulbenkian de Ciência



### Research Groups

The IGC comprises 28 research groups and advanced technology services, such as genome sequencing and electron microscopy, that provide support to these groups and to the Portuguese scientific community in general. These groups have key skills in immunology, virology, evolution, genomics, and molecular and cellular biology, as well as in the study of state-of-the-art subjects of great relevance to understanding how the human body works and how it is affected by its surroundings. These are vital subjects to understand how diseases occur, their prevention and cure.

The year 2021 stands out for the study of infectious diseases, and COVID-19 in particular, with a considerable part of the investment going to the search for knowledge about the organism's response to disease and understanding the defence mechanisms or how diseases will impact future life. To extend the Foundation's area of intervention, the Oeiras campus is now equipped with an enhanced security infrastructure, the BSL3 laboratory, which will permit the study of infectious agents like SARS-CoV2 that affect human beings and ensure the development of this area of study.

In 2021, the Foundation joined six biometric research institutions to train the next generation of Europe's medical scientists. *EMERALD* is a programme that seeks to equip physicians with biomedical skills and bridge the gap between research and clinical practice. It is part of the strategy implemented to promote scientific partnerships covering different sectors so as to generate new knowledge that will contribute to improving society's quality of life.

Against the backdrop of the international stage, this year also saw the start of the European project *SymbNET Genomics and Metabolomics in a Host-Microbe Symbiosis Network*, led by IGC. In conjunction with the four European partners (ITQB NOVA – Portugal, University of Lausanne – Switzerland, Kiel University and EMBL Heidelberg – Germany), this project aims to create a network to study the interactions between the host and microorganisms.

IGC's scientific area was strengthened in 2021 with two new research groups from British Columbia University (Canada) and Harvard Medical School (USA), enhancing the area of the study of bacteria that live in the human body (microbiome) and that of the evolution of mechanisms that guarantee the correct functioning of the cells. These areas are in line with the Gulbenkian's new scientific project, defined in 2021, focused on the study of the organism and its relationship with the environment.

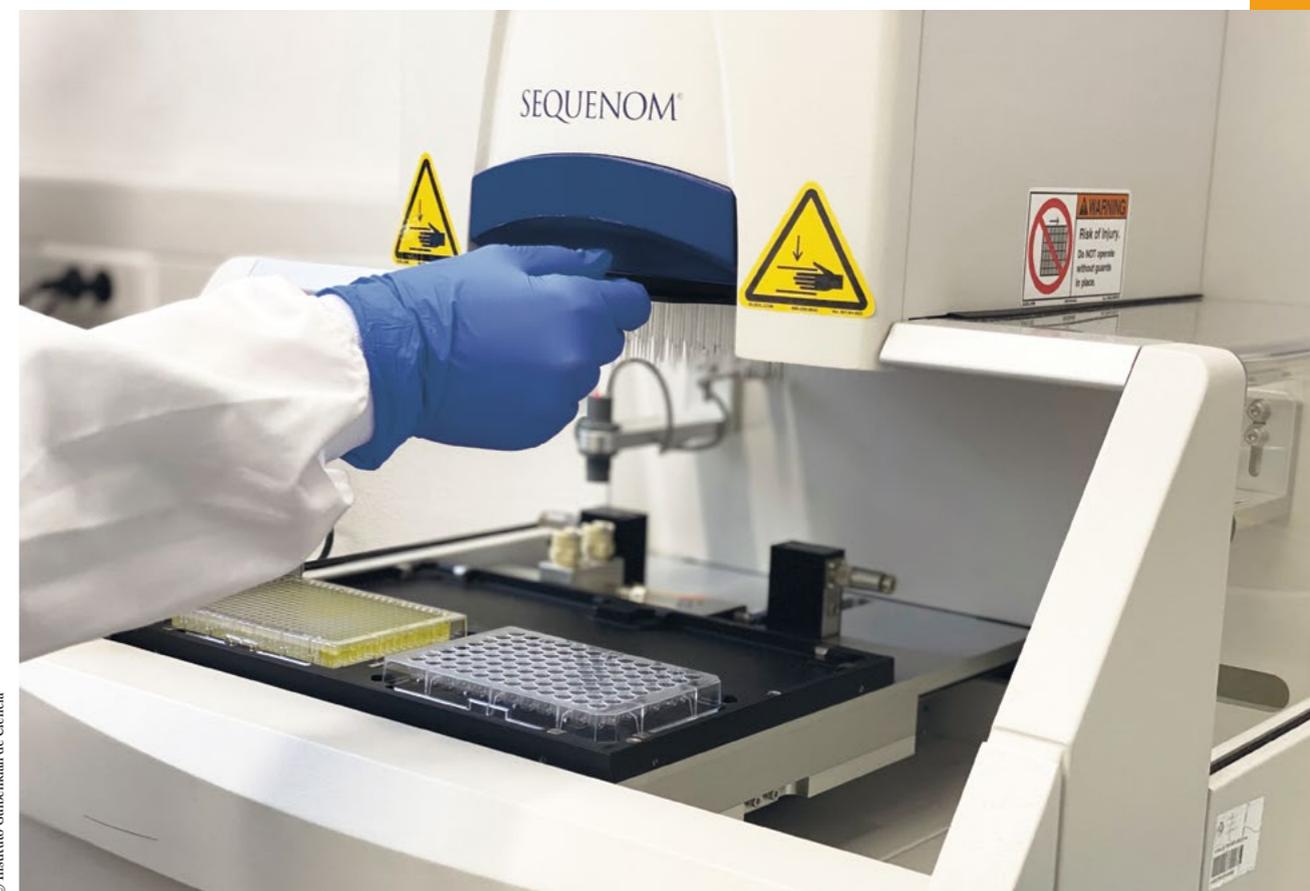


### Most Relevant Scientific Discoveries

The Foundation's researchers, underpinned by state-of-the-art technology and the international network in which they participate, produce decisive advances in knowledge with regard to the identification of future solutions for humanity. The advances made include:

- The role played by millions of bacteria in health and disease is becoming increasingly evident. Focused on knowing how we can gain the greatest benefits from the composition of the microbiota, the bacteria that reside in our gut, scientists have developed a mathematical model that combines the laws of evolution and ecology to explain how the diversity of the microbial population of the gut is generated and maintained. This tool can help shed light on whether they evolve to harm us.
- And what if these bacteria become resistant to antibiotics? A new ray of hope was shone at the Calouste Gulbenkian Foundation on this emerging public health problem. The scientists unveiled how this can be stopped: they reduce the prevalence of the resistance to antibiotics by inhibiting some proteins. This discovery opens a future of opportunities to develop new therapies and tackle this global challenge.
- Still on bacteria and their superpowers, the Wolbachia, known for its antiviral capacities, has been introduced into mosquitoes to halt the transmission of the dengue virus in initiatives such as the *World Mosquito Programme*. At this stage they have discovered the genetic bases that regulate its growth, a factor that could influence the protection offered against the virus. The outcome? Strategies to control insect-borne disease can be improved.
- The flu virus continues to have a major impact in the population (it results in the death of around 60 thousand people a year in Europe) and still holds many mysteries. It was recently discovered that Influenza A makes use of a molecule found on the surface of most of our cells in order to boost the immune response, worsen the infection and damage the lungs. The identification of factors in the virus and the host that determine the severity of disease is vital to the definition of new strategies and to regulate the effects of the infections.

- Sepsis has a devastating impact worldwide. In their search to understand what gives it such power, researchers have discovered a new mechanism that confers resistance to sepsis. The loss of a specific molecule explains how primates evolved to be able to resist the bacterial infections that give rise to sepsis. But this evolutionary advantage came at a cost: reproductive decline. These new data have shed light on key aspects of the evolution of hominids and unveiled mechanisms that are crucial to understanding and fighting the disease.
- Infections are an urgent priority issue. To facilitate the processing of scientific data, Calouste Gulbenkian researchers have developed an open access platform that uses artificial intelligence. *ZeroCostDL4Mic* allows anyone, even those with little or no coding experience, to use it quickly to identify cellular traits and determine whether they carry a disease like cancer or an infection.
- Further knowledge about tumours and cancer can bring hope to many. The Foundation's researchers recently identified that the decline in the production of the white globule "factory" (the thymus) does not explain the greater incidence of tumours over life. This discovery has brought relevant data for the development of future immunotherapies based on the functions of the immune system.



© Instituto Gulbenkian de Ciência



### Support in the COVID-19 pandemic Crisis

In line with the work conducted by the entire Foundation in response to the new needs brought by the COVID-19 pandemic, the IGC has taken on major challenges both in unveiling more information about the virus and in the development of innovative solutions.

Around two thousand samples of the virus were sequenced at the Calouste Gulbenkian Foundation in 2021 alone, making it the second most important national institution for performing sequencing. In addition, Foundation researchers have discovered two points in the protein spike of the COVID-19 virus that are prone to alternations so as to escape the antibodies generated after vaccination or infection. The discovery demonstrated the vital importance of being able to anticipate possible alterations in the virus and the way in which this can affect the immune response, constituting an important weapon for the adjustment of the control strategies for the COVID-19 pandemic.

The IGC also led the Serology4COVID consortium, which developed a serological test, the technological licence of which was transferred to MEDINFAR. Moreover, in the scope of collaboration with Hospital Dona Estefânia and Hospital Professor Fernando Fonseca, the IGC also developed a saliva test that allowed for a painless and more economical increase in the testing capacity. It was awarded the *Grande Prémio da Sociedade Portuguesa de Pediatria*.

In addition, the Foundation's researchers are currently studying the viability of a new oral vaccine against SARS-CoV-2, which uses bacteria to induce antibodies in the immune system. The first phase of the study obtained promising results in the activation of the immune system; the second phase is now underway and involves an assessment of the quality of its response vis-à-vis the protection conferred. Reference should also be made to the INFO-VAC study, in which the Foundation has been monitoring around 3 thousand participants from different age groups since December 2020 with the aim of studying the effectiveness of the vaccinations used against SARS-CoV-2 in Portugal. The study, which encompasses oncological patients and is being conducted in partnership with Hospital Professor Fernando Fonseca, was one of three to receive the Gilead Sciences prize in 2021.



### Science without Borders

Fulfilling its mission of democratising science, in 2021 the Foundation began the *Lab in a Suitcase* training sessions which were assured by the Foundation's researchers. Guiné-Bissau, Mozambique, Angola, Cape Verde and São Tomé received this low-cost experimental kit, which is portable and easy to maintain and will allow them to conduct educational and research activities independently in their own countries.

The 3<sup>rd</sup> edition of the *António Coutinho Scholarships* distinguished three of the 27 candidates who submitted applications in 2021. Two of these were students from Cape Verde and Mozambique who will develop their research projects at the Instituto de Higiene e Medicina Tropical (IHMT NOVA), and the Instituto de Biologia Experimental e Tecnológica (iBET). Another Mozambican researcher will also continue work already underway, now at the



— *Lab in a Suitcase*. © Instituto Gulbenkian de Ciência

Instituto de Engenharia de Sistemas e Computadores, Tecnologia e Ciência (INESC TEC) of the Engineering Faculty at Universidade do Porto.

Both projects result from the partnership between the Calouste Gulbenkian Foundation, the Merck Family Foundation and Oeiras Municipality in the framework of the strategy for the promotion of science from all to all.



### Training in Science

Focused on contributing to the training of future leaders, the IGC already has over 25 years' experience of post-graduate training. In 2021, the Doctoral Programme got underway with 12 new participants, selected from over one hundred applicants.

The *PONTE* programme began in 2021 with the aim of making training available to different academic levels; it is designed for PhDs in physics, mathematics or engineering who wish to bring their area closer to that of biology. Two of the 22 applicants were selected.

With a view to encouraging entry into a scientific career, the *Summer School*, which targets university students, provides the opportunity to experience laboratory work. In 2021, 27 participants of four nationalities were chosen from more than 230 applications. The students participated in various courses in an online format over one week; seven of them were able to develop a scientific project at the IGC.



# Health Challenges

The Health Challenges strive to foster access to quality health care, notably for the most vulnerable, and improve the quality and efficiency of health services based on behavioural sciences and implementation. These interventions target citizens and health professionals. In this context, the Foundation supports projects that strive to address complex problems of social interest, using the latest scientific knowledge and translating it to contexts of practical application in public health. Priority is given to the following areas: child well-being, maternal health, infections and resistance to antimicrobial agents, mental health and innovation through artificial intelligence.

In 2021, the Foundation's work in the health area prioritised the vaccination of vulnerable populations against COVID-19 from mobile units, as well as the resumption of ongoing projects (*STOP Baixo Peso ao Nascer!*, *Boas Escolhas Melhor Saúde*, *Ler+ dá Saúde*, *Semente* and *STOP Infecção Hospitalar 2.0!*) and the launch of a new strategy in the area of artificial intelligence in health care.



— Gulbenkian Onde é Preciso – Unidades Móveis de Vacinação Contra a COVID-19. © CGF / Márcia Lessa



## **Gulbenkian Onde é Preciso – Unidades Móveis de Vacinação Contra a COVID-19** **Gulbenkian Where it is Needed – Mobile Units for Vaccination against COVID-19**

In 2021, the Foundation proposed making 50 mobile units available to the Ministry of Health for the vaccination of more vulnerable populations with less access to health centres and a limited ability to travel.

The *Gulbenkian Onde é Preciso* project ran between March and September 2021, permitting the administration of over 100 thousand vaccinations and covering around 130 thousand kilometres nationwide. The initiative helped speed up the vaccination process in Portugal, which was one of the first countries worldwide to exceed the threshold of the vaccination of 85% of its population. It is estimated that the initiative could have helped avoid 1406 deaths and 2124 hospitalisations related with the new coronavirus.



**50**  
MOBILE UNITS  
FOR VACCINATION



**100 000**  
VACCINES  
ADMINISTERED

**130 000**  
KILOMETRES  
TRAVELLED



### Projeto Semente – Provision of Integrated Care/Early Intervention in Pregnancy and Early Childhood

This project began in 2019 and is coordinated by a team of professionals from the Psychiatric Department of the Professor Fernando da Fonseca Hospital. Its aim is to foster mental health in pregnancy and early childhood in the Amadora and Sintra councils. The initiative seeks to mitigate psychosocial risk factors, such as poverty and poor health indicators, and to promote mental health through early intervention primarily in the most vulnerable populations.

In 2021, the supervision of pregnant women using hospitals continued with monitoring and risk evaluation activities, notably with regard to mental health. On detecting cases with a higher potential risk, these women are monitored more closely by the hospital’s psychiatric teams. Children up to the age of three are also monitored through paediatric and development consultations. This initiative is conducted in partnership with ARS – Lisboa e Vale de Tejo and the National School of Public Health – Universidade NOVA de Lisboa and it is scheduled to come to an end in 2022.



### Boas Escolhas, Melhor Saúde – Reducing the Unnecessary Consumption of Antibiotics and Benzodiazepines

This challenge seeks to bring a 20% reduction in the excessive and inappropriate use of clinical care and treatment associated to negative outcomes in health and increased morbidity and mortality, impacting the sustainability of the health systems and the trust of citizens.

Simple and efficient behavioural interventions are being developed based on controlled studies and targeting the consumption of unnecessary antibiotics and benzodiazepines, and of preoperative tests, thereby preventing outbreaks of superbugs for example. In 2021, a cooperation protocol was signed between the Foundation and the Directorate General for Health with the aim of initiating behavioural interventions in primary and hospital health care units. The Portuguese Medical Association and the Institute for Healthcare Improvement (IHI) are also partners.



### STOP Baixo Peso ao Nascer! – Giving Every Child the Best Possible Start

Portugal has one of the highest rates of low weight births (9% of births vis-a-vis 6.5% in the OECD). These children are at greater risk of developing not only special educational needs but also chronic illnesses. A range of factors contribute to low birthweight, including mental health (stress, anxiety and depression), smoking, the consumption of alcohol and violence between people.

The implementation of the project began in 2021 with the identification of and timely intervention among pregnant women with risk factors (mental health and smoking) in the North Region (Gaia and Espinho). “Fast tracks” were established in primary health care and hospi-

tal health care for that purpose in partnership with ACES Espinho/Gaia and the Centro Hospitalar de Vila Nova de Gaia/Espinho, respectively.

The target for this Challenge is to reduce low birthweight by 30% and improve the health indicators of pregnant women by 2022. The results of the model proposed by the Foundation will be evaluated this year, and its generalisation in public policies promoting health in new-borns and pregnant women will be assessed.



### STOP Infeção Hospitalar!

In 2018, the Foundation delivered the results of the *STOP Infeção Hospitalar!* project to the Ministry of Health. This project led to a 50% reduction in infections in 12 hospitals and involved over 240 health professionals and 50 multidisciplinary teams. The Challenge allowed lives to be saved and contributed to the financial sustainability of the health care system.



Following the *ex-post* evaluation of the project, a new protocol was signed with the Directorate General for Health with the aim of replicating these successful strategies in 12 additional hospitals over the next three years with the support of the Institute for Healthcare Improvement.



### Gulbenkian Hub for AI in Health

In 2021, a global mapping study got underway on the use of artificial intelligence technologies in the most prevalent diseases in Portugal. In addition to international experts, it will involve stakeholders from the areas of health care provision, scientific and clinical research and risk financing.



## Education Challenges

The life prospects of young people are largely determined by educational attainment. Education should be the key to promoting equal opportunities, and yet this is still not the case for many. The factors of inequality that persist in schools include the socioeconomic status, gender, ethnicity, mother tongue, rurality and specific needs of students.

The evidence suggests that these factors are still decisive for success at school (and work), but that their effects can be annulled or at least offset if there is a high-quality educational offer, if it includes rigorous content taught by professionals who are well prepared in evidence-based methodologies and up to date pedagogical resources.

In 2021, the Foundation sought to consolidate its impacts in the following areas in Education:

- Education in emergency contexts, striving to prevent and/or mitigate some of the current pandemic's impacts on learning.
- Future skills, testing and dissemination of strategies for social and emotional learning in children and youths.
- Lifelong learning, basic and transversal literacies in adults, migrants and refugees.
- Development of talent, stimulating scientific research and advanced qualification.



— Gulbenkian Education Summit – Gulbenkian Knowledge Academies, 27.11.21. © CGF / Márcia Lessa



### Gulbenkian Knowledge Academies

Since 2018, the Calouste Gulbenkian Foundation has supported a total of 100 projects promoted in public and private non-profit organisations to foster social and emotional skills in children and young people up to the age of 25.

The preliminary results of the external evaluation of the *Gulbenkian Knowledge Academies* disclosed in 2021 indicate a significant increase in the participants' skills, when compared with those of the control group, especially when it comes to adaptability, self-regulation, creativity, problem solving, resilience and communication.

The evaluation tool resulting from the OECD study (Survey on Social and Emotional Skills), co-financed by the Foundation, was applied more than all the other 34 different tools. The evaluation confirms the importance of the experimental *Academies*, representing a significant contribution to the education system and non-formal education contexts.



**100**  
PROJECTS

**35**  
EVALUATION TOOLS



### Gulbenkian 25<25 – Support for Young Talent

2021 saw the conclusion of the selection process of 25 young social entrepreneurs under the age of 25, participants in the *Gulbenkian Knowledge Academies*. To that end, challenges associated with the SDG had been set in partnership with the NGO ASHOKA SDG: health and well-being, peace and social cohesion, sustainability, circular economy, technology and humanity. Fourteen social innovation projects were selected for prizes, scholarships and mentoring from the partner entities: Accenture, Grupo CUF, Hovione and Microsoft.

In 2022, the 25 young entrepreneurs will continue to implement their social innovation projects.



### MyMentor Platform – Upskilling, Reskilling and Employment

The economic and social crisis triggered by the pandemic has highlighted the need to support employability paths for the most socially vulnerable. The Foundation therefore organised a consortium that has designed a technological tool that will permit the massification of adult career guidance for upskilling, reskilling and employment, thus drastically reducing periods of unemployment and the risk of social exclusion.

This Foundation initiative has taken place in partnership with the Institute for Employment and Professional Training (IEFP), the National Agency for Qualification and Vocational Education (ANQEP, I.P.), Microsoft, OutSystems, Cascais Municipality, the University of Minho, Psychologists’ Association and the Design the Future platform (which is implementing the project). The initiative is co-financed by *Portugal Inovação Social* and mobilised approximately 1.1 million euros.

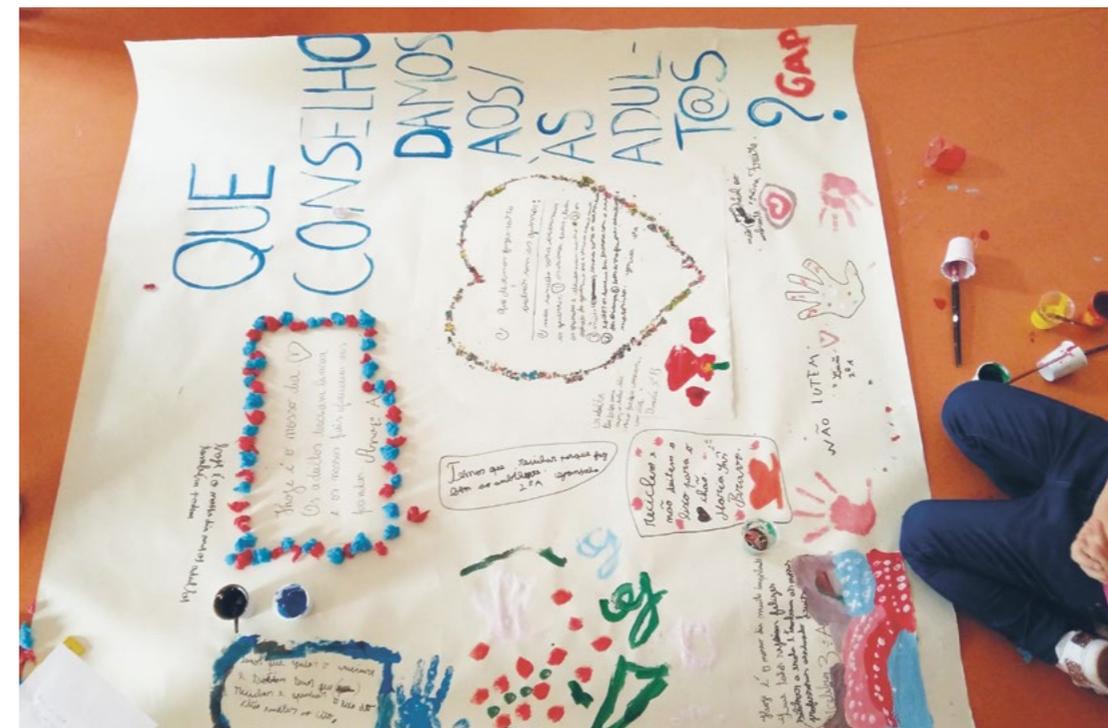
The design and conception of the platform was concluded in 2021. Following the testing phase, which began late 2021, it will be launched in 2022 together with employment workshops for around 300 unemployed in the Algarve region.



### GAP – Gulbenkian Aprendizagem – Catching up in Basic Education

In Portugal, the failure rate among students from disadvantaged communities is about five times higher than for those from better social contexts and there is a direct relationship between the families’ socioeconomic and cultural profile and their children’s school performance. During the forced closure of schools between March and June 2020, these children and youths were not only deprived of classroom teaching, but this was accentuated by the academic inequalities inherent to the difficulty in accessing remote learning.

In this context, the Calouste Gulbenkian Foundation launched the *GAP – Gulbenkian Aprendizagem* project, which reached 2262 beneficiaries with 4500 hours of lessons attended and 9700 hours of mentoring. *GAP* helped improve the school performance of these children and led to a decline in the number of negative grades in Portuguese, English and mathematics in the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> cycles of education. The average grades increased and the progression of the students who participated in *GAP* was higher in all subjects and in all education cycles than the remaining students.



— GAP – Gulbenkian Aprendizagem project – mentoring for learning recovery in Basic Education. © Mentor GAP

**2 262**  
BENEFICIARIES

**4 500**  
HOURS OF LESSONS ATTENDED

**9 700**  
HOURS OF MENTORING

The project had the following partners: Teach For Portugal, *Sociedade Portuguesa de Matemática*, *Associação Portuguesa de Professores de Inglês*, the Aga Khan Foundation and the Universities of Porto and Minho.



### Gulbenkian Award for Adult Literacy

The Covid-19 pandemic has affected a labour market in the midst of a transformation process driven by automation, artificial intelligence and technological evolution.



In 2021, the two winning startups of the *Gulbenkian Award for Adult Literacy* – Humans in the Loop (Bulgaria) and Tamo Junto (Brazil) – implemented their pilot projects with extremely positive results.

Humans in the Loop offers refugees, displaced persons and other socially excluded groups training and employment opportunities in one of the most innovative industries in the market: artificial intelligence. Tamo Junto is an online platform for professional development and mentoring of microentrepreneurs free of charge.

These two startups will advance to the national expansion phase in 2022.



## Future Forum (Reflection and Outlook)

The Future Forum seeks to study and transmit knowledge about the great challenges of the future, identifying them, anticipating them and bring them to public debate with a view to creating and increasing the critical mass capable of fostering adaptation and change.

To this end, it focuses in particular on the disruptive issues of the near future not only in relation to the demographic, economic, political, democratic and environmental challenges, but also technological trends and European issues. In collaboration with other European and national foundations, universities and think tanks, it studies and identifies the best way to embrace and confront these questions.

The communication of the outcomes, supported by diverse material accessible in various formats, takes place through conferences and work meetings with experts, stakeholders and journalists, as well as at conferences and other events for the general public, in person and on the Internet.



© CCF / Pedro Pina

### Reflection and Outlook



#### **Foresight Portugal 2030**

The *Foresight Portugal 2030* project began in early 2019 with the primary goal of presenting a set of contrasting scenarios of Portugal's evolution in the next decade. It is coordinated by Professor José Félix Ribeiro with the participation of over 100 scientists and economists. These scenarios, constructed in accordance with different developments abroad (the world and Europe) and distinct internal options (Portugal), aim to foster informed reflection and debate on the choices that appear to be fundamental to the future of Portugal in the coming decades.

In the public presentation of the output of the *Foresight Portugal 2030* project, which will take place at the start of 2022, its dissemination and discussion will be promoted among the main entities interested in these matters (policy makers, CCDR, academia, organisations representing the Portuguese economy and society, journalists and the general public). In this way, it strives to contribute to an informed reflection on the various scenarios that can frame the definition, elaboration and implementation of national development plans.

### EU-Asia Conference: Challenges and Future

In April 2021, the conference “EU – Asia Conference: Challenges and Future” was held at the Calouste Gulbenkian Foundation, organised by Raquel Vaz-Pinto. This meeting came ahead of the high-level summit between the European Union and India, which took place on 8 May in Porto in the scope of the Portuguese Presidency of the Council of the European Union. The main goal of this conference was to contribute towards the analysis and formulation of the European Union’s foreign policy in its relations with Asia in general and with India in particular.

Two papers written especially for the occasion served as the starting point, namely: *EU-China relations in times of systemic rivalry*, by Lucrezia Poggetti (Mercator Institute for China Studies) and *Indo-Pacific: the EU’s strategic imperatives*, by Brahma Chellaney (Centre for Policy Research).

Broadcast only online, in Portuguese and English, through the Foundation’s digital channels due to the restrictions imposed by the pandemic, the conference reached almost 35 500 views in over 50 countries.



The conference, limited to online transmission, had around 5 thousand views and extensive media coverage.



### Conversations about the Future

The first series of *Conversations about the Future* began in October 2021, in collaboration with RTP3. This is a series of six conferences on key topics for the near future that are debated between two internationally acclaimed speakers.

In 2021, the conversations were on the future of democracy, with Daniel Innerarity and Paul Kahn, and on the future of equality, with Philippe Van Parijs and Daniel Markovits.

These will be followed in the first quarter of 2021 by conversations on the future of cities, religion, pandemics and new social movements.



### Study on the Average Salary in Portugal

The first part of this study, coordinated by Professor Priscila Ferreira from the University of Minho, was concluded in the first half of 2021; it involved presenting an up-to-date picture of the average annual salary in Portugal and its recent evolution (2002-2018). Three policy briefs were also commissioned (from the Centro de Estudos Sociais da Universidade de Coimbra, the Centre of Economics for Prosperity of the Lisbon Católica University, and from the Centro de Investigação em Ciências Sociais e Gestão, (ISEG), in an attempt to encounter different perspectives that allow this issue to be addressed in Portugal.

This study will be presented and disseminated in the second quarter of 2022, fostering debate on the different possible approaches.

### Democracy

#### Study of European Values

In June 2021, the presentation session of the 5th edition (2017-2021) of the *Study of European Values* took place at the Calouste Gulbenkian Foundation. This is the oldest comparative and longitudinal study on attitudes and values in Europe. In Portugal, it was coordinated by the researchers Pedro Magalhães and Alice Ramos, from the Instituto de Ciências Sociais da Universidade de Lisboa, and it received funding from the Calouste Gulbenkian Foundation, the “la Caixa” Foundation and the Foundation for Science and Technology.



© CGF / Pedro Pina



## Intergenerational Justice

2021 was marked by the launch of several studies aimed at bringing intergenerational justice to the public debate and political agenda. The studies were widely publicised in the media, with around 200 articles with a combined potential reach of over 10 million people and around one million social network interactions.



### Study on Public Finance from an Intergenerational Perspective

The study entitled *Public Finances: an intergenerational perspective* was launched in June 2021; it provides an analysis of the weight of the different generations in the State Budget and public debt, and identifies the financial obligations left to future generations. If public finances are not sustainable, families in the future will be obliged to pay more taxes, to receive fewer benefits, or to enjoy fewer public services. Coordinated by Francesco Franco, the study concluded that the increase in the average life expectancy and the low fertility rate are leading to the ageing of the population and a deep-seated change in the age distribution, making the current profile of benefits and taxes associated to each age group inviable and resulting in the unsustainable growth of public debt from 2030. In order to ensure the sustainability of public finances, immediate and permanent increases in the fiscal burden (+22%), are required, or absolutely inconceivable cuts to public expenditure (-19%). If nothing is done, the necessary adjustment will steadily increase, potentially putting intergenerational justice at stake.



### Study on the Intergenerational Equity in the Workplace in Portugal

The study entitled *Intergenerational Equity in the Workplace in Portugal*, coordinated by Pedro S. Martins, was launched in September 2021. It analysed the evolution of different generations in the labour market in recent decades with a view to understanding the existing salary and contractual differences. The study concluded that the average salary increase for each additional year of schooling is declining significantly for the most recent generations (from 10% to 5%), and that generations that enter in the labour market during an economic crisis see their professional development jeopardised vis-à-vis that of other generations. A great discrepancy in the kind of contractual relationship was also found between the generations: two thirds of those born in the 1990s have fixed term contracts, nearly three times as many as those born in the 1980s. Moreover, this scenario does not change as workers become older given that less than 15% of fixed term contracts are currently converted to permanent contracts.



### Study on Ecological Limits: The Intergenerational Impact of the Use of Natural Resources

The study entitled *Ecological Limits: The Intergenerational Impact of the Use of Natural Resources*, coordinated by Tiago Domingos and Ricardo da Silva Vieira, was launched in November 2021. It calculated the impact of the use of natural resources by different gener-



ations in Portugal, relating this with the ecological limits of the planet and identifying the legacy (or burden) left to future generations. The study concluded that all generations have exceeded the various ecological limits, but that the older generations cause greater environmental impacts per capita than the younger generations as regards water pollution and pressure on the ecosystems. The sustainable emissions limit of the present and future generations is 41% lower than it was until the 1990s due to the fact that various past generations have exceeded these limits.



### Study on Governing for the Next Election or for the Next Generation? The Case of Portugal

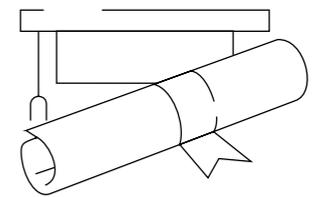
The study entitled *Governing for the Next Election or for the Next Generation? The Case of Portugal*, coordinated by Catherine Moury and Daniel Cardoso, was launched in November 2021. It analysed ten concrete attempts (successful and unsuccessful) to implement policies that sought to resolve long-term social problems by imposing costs in the present in the name of future generations, identifying political, economic and social factors that influenced the success of their implementation. The research concluded that the most important requisite is to search for consensus between the parties, involving the opposition and relevant stakeholders and reaching compromises or phasing in the reforms; indeed, this is even more important than having an electoral mandate. Emphasis is also given to the investment in the production of knowledge and scientific evidence, as well as the effective communication of the gains made and the cost of non-implementation.



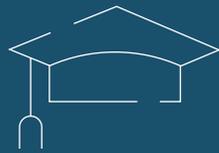
### Methodology for the Evaluation of Public Policies

*The Methodology for the Evaluation of Public Policies* was launched in July 2021. This tool, developed in partnership with the School of International Futures, permits the systematic and impartial evaluation of the impact of public policies on the different generations. It is based on the latest and best practices for policy evaluation, risk management and strategic foresight, and was inspired by successful international experiences in Japan, Singapore, Wales and France. The methodology was tested and applied to current cases in Portugal and reviewed by experts from national institutions (Bank of Portugal, the Public Finance Council, the Court of Auditors, UTAO and UTAIL) as well as international organisations (OECD, European Commission, United Nations etc.). It will make more information available about the impact of long-term policies, generate new voices and perspectives that are currently not heard, and foster rigorous debate about topics that imply difficult decisions, and make the political choices with long-term impact more visible. Various training sessions were held in 2021 aimed at enabling organisations and citizens to use this instrument.





# **GULBENKIAN SCHOLARSHIPS**



# Scholarships

In relation to the arts and culture, the *Gulbenkian Scholarships* prioritise the visual arts, performing arts, cinema and music, fostering artistic creation, academic training and specialisation in its various forms.

In relation to development and sustainability, the *Gulbenkian Scholarships* give priority to the promotion of all levels of education, including scholarships awarded to the Armenian Communities and the PALOP. The scholarships also foster sustainability through the development of related skills among leaders and professionals, raising their awareness and making them more responsible. These initiatives therefore help generate greater equality of opportunity in the societies where they are applied.

In science, education and health, the *Gulbenkian Scholarships* seek to identify and develop talent in secondary and higher education in all fields of knowledge and support scientific research.

 **900**  
SCHOLARSHIPS

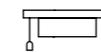
## Art and Culture



### **Scholarships for Training in the Arts Abroad**

The *Scholarships for Training in the Arts Abroad* provide annual support for talents in the visual arts, performing arts, music and cinema to embark on specialisation and professional development abroad. These scholarships give the students the opportunity to invest in their academic training, in theoretical research or technical training. They target graduates or professionals with a relevant CV in the abovementioned artistic areas.

In 2021, 50 scholarships were awarded for training and specialisation in the arts abroad; more specifically, 19 scholarships were renewed and a further 31 were granted to scholars in the visual arts and in the areas of cinema, theatre, dance and music. These new scholarship holders can be found around the world in countries such as Germany, Belgium, the United Kingdom, Spain and the USA.



**50**  
SCHOLARSHIPS FOR TRAINING  
AND SPECIALISATION IN THE ARTS ABROAD



— Design for the publicity campaign for the *Scholarships for Training in the Arts Abroad*. © CGF / Design: Atelier Alves

## Development and Sustainability



### **Gulbenkian Mais Scholarships**

The *Gulbenkian Mais Scholarships* target students beginning their university studies in Portugal who have high educational attainment but are in difficult economic circumstances. The awarding of these grants seeks to foster equality of opportunity and access to higher education.

These scholarships are renewable until the conclusion of the masters. They provide access to a personal development programme that develops transversal skills such as emotional intelligence and leadership through complementary activities, and they allow scholarship holders to build strong networks through mentors from the Gulbenkian Scholarship Network. This programme, which has a markedly transformative nature, also aims to develop awareness and responsibility, inspiring scholarship holders to reflect on their role in the resolution of the world's current and future challenges through a series of debates with leaders and experts on subjects related to the present and the future.

In 2021, a total of 385 scholarships were granted, 111 of which were new and 274 renewals.



### Scholarships to Armenian Students and Studies

In 2021, the university scholarship programme for the Armenian community focused on awarding grants to students and researchers in the areas of Armenian studies at the graduate and post-graduate levels. University grants were also awarded to Armenian students in countries where there is no state support for higher education.

Short-term grants were also awarded to students and young researchers who want to undertake specific projects – be it in Armenian studies or other areas of specialisation – as well as to students specialising in the field of education.



### Scholarships for PALOP and East Timor

The scholarships for the PALOP and East Timor seek to provide support for the academic training, in Portugal, of students from these countries.

In 2021, post graduate scholarships were awarded in the following areas: exact sciences, health sciences, information and communication technologies applied to education and sustainability. Seventeen scholarships were awarded to students from Mozambique, Angola, Cape Verde and São Tomé and Príncipe, and 33 were renewed.



## Science, Education and Health



### Investigative Journalism Scholarships

These scholarships seek to support investigative journalism carried out in Portugal and are aimed at journalists who do investigatory work in areas such as politics, the economy, social, cultural or historic issues as long as they are directly related to Portugal and the Portuguese.

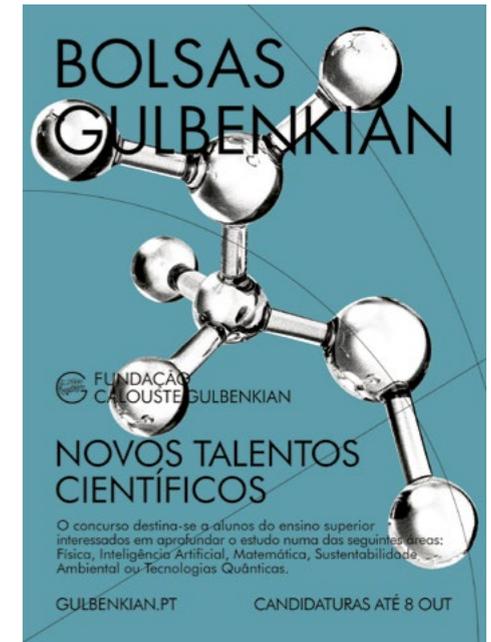
In 2021, the selected investigative work addressed topics as diverse as the growth of the video surveillance system and its impact on the freedom of individuals, as well as public investment in the national rail network.

In this context, ten scholarships were awarded in 2021.



### New Scientific Talent Scholarships

The *New Scientific Talent Scholarships* support a vocation for and capacity to innovate in science in students at Portuguese educational institutions. 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.



— Design for the publicity campaign for the *New Scientific Talent Scholarships*. © CGF / Design: Atelier Alves

In 2021, 100 grants were awarded (50 grants to scholarship holders and 50 to tutors) in different areas ranging from basic science (mathematics and physics) to applied areas (quantum technologies, artificial intelligence, and environmental sustainability).

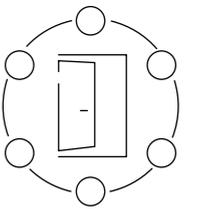


### Gulbenkian Scholarship Network

The *Gulbenkian Scholarships* go from a scholarship as an individual achievement to a collective vision, creating a multiplier effect with links of mutual assistance and thematic and geographic collaboration through the *Gulbenkian Scholarship Network*.

In 2021, multiple initiatives took place with a view to consolidating the *Gulbenkian Scholarship Network* and giving impetus to the *Gulbenkian Connect* platform: several network programmes for transversal skills, transdisciplinary workshops and debates, development of mentoring programmes, among others.





**TRANSVERSALITIES**



# 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.

In 2021, some of the exhibitions and tours in Portugal planned within the scope of this project were cancelled or postponed due to the pandemic.



— *CAM em Movimento* – intervention on a train by Didier Fiúza Faustino. © CGF / Pedro Pina



## Museum and CAM

The *Gulbenkian Itinerante* initiative has been systematically extending access to the works of art of the Calouste Gulbenkian Museum and the Modern Art Centre to audiences from all over the country. Collaboration with the curators of partner institutions has also enabled the construction of new interpretations of the collections.

In 2021, the initially planned exhibitions had to be postponed due to the pandemic.



## *CAM em Movimento*

*CAM em Movimento* (CAM in Movement) is a programme away from the Gulbenkian premises that involves showing the works of the CAM Collection and site-specific interventions by guest artists in different spaces in Lisbon city and its metropolitan area.

This programme was launched in October 2021 and will continue while the CAM is closed due to renovation works. It brings art to a wider audience, in informal, unusual and unexpected places.

In 2021, there were interventions on trains (by Fernanda Fragateiro and Didier Fiúza Faustino) on the Cascais and Sintra line, as well as the presentation of works from the Collection at the Casa das Histórias Paula Rego in Cascais, at Parque Quinta dos Remédios at Bobadela, and in a shipping container in the Foundation's garden.





— *Diálogos Improváveis* – Gulbenkian Choir at the National Pantheon, conducted by Jorge Matta. © Jorge Carmona – Gulbenkian Music

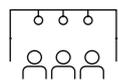


## Music

Alongside the activity on the Foundation's premises, the Gulbenkian Choir and Orchestra promote the dissemination of music further afield, both in Portugal and abroad, thus increasing the geographical reach of their intervention.

In 2021, the Gulbenkian Orchestra performed eight concerts away from the Foundation. The Gulbenkian Choir also performed a total of ten concerts in various locations around the country. In addition to Lisbon, the Foundation's artistic groups performed in Coimbra, Estarreja, Espinho, Mafra, Porto and Póvoa de Varzim.

### Gulbenkian Orchestra



**8**  
CONCERTS

### Gulbenkian Choir



**10**  
CONCERTS



## 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.



— Opening conference of the event *Upcoming – Ideas of proximity at a time of distancing*, with Claudie Haigneré and Sara Sá.  
© CGF / Márcia Lessa

### Event: *Upcoming – Ideas of proximity at a time of distancing*

In the year in which the pandemic prevented the “Night of Ideas” from being held in Portugal, the Calouste Gulbenkian Foundation and the Institut Français du Portugal organised the event entitled *Upcoming – Ideas of proximity at a time of distancing* on 29 May 2021, using the same design and theme as the “Night”.

Five Portuguese speakers (Paulo Portas; João Caraça; Francisca Gorjão Henriques; Sofia Guedes Vaz; Mirali Jamnadas) and French speakers (Claudie Haigneré; Michel Wiewiorka; Jacques Ould Aoudia; Catherine Larrère; Samuel Grzybowski), from different fields of knowledge, debated whether this pandemic crisis has made us feel closer to each other despite the distancing it has forced upon us.

All the sessions were streamed, with simultaneous translation in French and Portuguese. The first three sessions took place in the Foundation’s Grand Auditorium, attended by 109 people, while the remaining three were broadcast exclusively online. The event achieved a total of 2,500 views.

The event closed with the streaming broadcast of the concert *2 pianos*, with two Portuguese pianists – Mário Laginha and Pedro Burmester – performing pieces by the French composers - Claude Debussy and Maurice Ravel.



### International Museum Day

Under the theme “the Future of Museums; Recover and Reimagine”, the 2021 *International Museum Day* invited museums, their professionals and the communities to create, “reimagine” and share new practices of value creation, alternative models of relating with the public and new forms of staying together in a plural and diverse society.

To celebrate this day, the Foundation developed a programme in both the museums for 15 to 18 May, combining digital and in-person events so as to reach very differentiated audiences.

Special note goes to the following in-person events: 12 conversations with the curators, the re-opening of Sala René Lalique in the Calouste Gulbenkian Museum, and the premiere of the film *O Bosque* for families.

As for the digital programme, we highlight the launch of the *Calouste Gulbenkian Foundation’s Digital Exhibition Catalogue*, the launch of the video *Gulbenkian Museum: between times, between places, between cultures* (a teaching video developed during lockdown) and the launch of the audio cycle *Works to Listen to* (audio descriptions of CAM works for a visually impaired audience). There was also the cycle *A work a day, you don’t know how much good it would do you!* and the presentation of the 3<sup>rd</sup> edition of the *The Power of the Word* project (through an online page and podcast) which brought multiple voices and languages together to interpret objects from the Calouste Gulbenkian Museum’s Islamic art collection.



— Renovation of the René Lalique Room in the Museum’s permanent exhibition. © CGF / Catarina Gomes Ferreira



— Design for the publicity campaign for the *Summer School*. © CGF / Design: Andreia Constantino. Fotografia: Pedro Pina.



## Summer School

The *Calouste Gulbenkian Museum Summer School* is a space of sharing, debate and training that brings together specialists from leading museums and cultural institutions such as the Louvre Museum (Paris), the Victoria & Albert Museum and National Gallery (London), Rijksmuseum (Amsterdam), Frick Collection (New York), Museo Reina Sofía and Fundación Juan March (Madrid), National Museum of Asian Art [Freer-Sackler] (Washington), Museo Poldi Pezzoli (Milan), Serralves Museum (Porto), National Museum of Ancient Art, CAM and Calouste Gulbenkian Museum (Lisbon), among others.

In 2021, the event focused on the relationship between museums and education. It opened with a session moderated by Paulo Pires do Vale, with the participation of names such as Maria Filomena Molder ("*A beleza moderna*"), Carlos Fiolhais ("*A beleza é a verdade, a verdade é a beleza: De John Keats à física quântica*"), Henrique Leitão ("*O que a Arte recorda ao mundo técnico*"), John Romão ("*Alteridade: o primeiro ato da beleza*") and Anabela Mota Ribeiro ("*Eu cato papel, mas não gosto. Então eu penso: Faz de conta que estou sonhando*"). The aim was to reflect on questions such as:

- The role of educational services today.
- The importance of the participation and inclusion of different publics in cultural programming.
- The growing digital presence.
- The challenges posed by the pandemic and post-pandemic context.



## Young Gulbenkian

In the scope of its objective to prepare the citizens of the future, the Foundation has increased its focus on children and youths 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, a range of Foundation initiatives have focused on children and the young, such as the *Gulbenkian Knowledge Academies*, detailed in the Educational Challenges chapter; in addition, various pledges were made in support of the PALOP, set out in the chapter on Economic and Social Development in the PALOP and East Timor, and a number of projects with the Armenian Communities strive to conserve the Armenian language among the young population, described in the Preservation of Armenian Culture chapter.

The Development and Sustainability scholarships, among others described in the Scholarships chapter, are another of the ways in which the Foundations strengthens its commitment to the young.



© C&F / Pedro Pinho



### Gulbenkian 15-25 Imagina

The *Gulbenkian 15-25 Imagina* project comes within the scope of the European project *ADESTE+* (*Audience Development Strategies for Cultural Organisations in Europe*). It is a co-programming experiment involving youths aged between 18 and 25. This project is part of the strategy of listening to young audiences and promoting their participation in the planning, design and implementation of a new programme for a young audience.

Following the programming experiment with a group of 21 youngsters that took place in 2020, the project entered a new phase of dissemination and peer training in 2021. It was part of the case studies presented by *ADESTE+ Cascade capacity building workshops and Extended Waterfall workshops*, both national and international peer training programmes. The project was also present at the *ADESTE+ Summer School 2021* (September) and at the “*ADESTE+ European Conference*” (November), as well as at the Network of European Museum Organisations (NEMO) webinars as an example of good practice, reaching a community of over 3 thousand professionals from the cultural and audience development area.



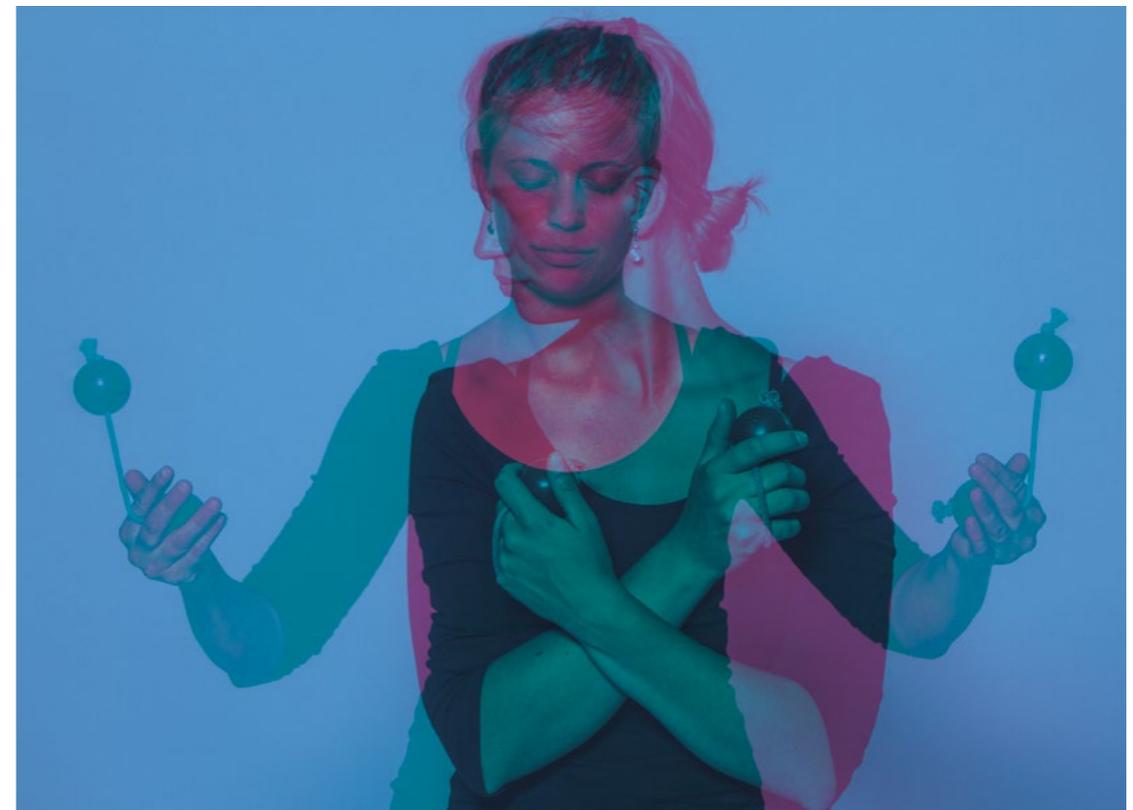
### Gulbenkian 15/25 Participa

The Foundation intends to involve youths over the age of 15, beneficiaries of its initiatives, in the strategic planning of its priorities and actions. With the support of the NGO *ComParte*, face-to-face and online meetings took place throughout 2021 to sound out their perspectives, interests, motivations and needs. A total of 51 young people from all over Portugal participated and various strategic recommendations were formulated which will be presented and discussed with the Foundation’s Board of Trustees and Management. Meetings subsequently took place with the Foundation’s programme teams to explore the most relevant aspects within each of the themes.

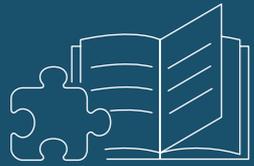


### Open Doors

In 2021, the *Open Doors – Rising Stars* cycle, which listens to young rising stars, was entirely livestreamed on the Foundation’s digital platforms due to the pandemic. It provides an opportunity to hear exceptionally talented performers, selected by the European Concert Hall Organisation (ECHO). It included names such as Vanessa Porter, Cristina Gómez Godoy, Diana Tishchenko, James Newby and the Aris Quartet.



— *Open Doors – Rising Stars*, Vanessa Porter. © Christopher Buehler



## Descobrir – Educational Activities

The mission of *Gulbenkian Descobrir* is to stimulate the full development of each individual, regardless of age or origin, through 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 or between cultures, to which the Foundation invites the whole community (children, youths, families, adults and people with special educational needs) individually or in group.



— *Descobrir* out-of-doors activities: *O Museu Vai à Escola*. © Gonçalo Barriga



### ***O Museu Vai à Escola***

The Foundation offers a programme of visits/workshops in schools, by appointment and with the projection of images, led by a mediator from the educational service. These sessions strive to address the difficulty schools have experienced in organising study visits due to Covid-19. They also provide a response to different topics that are common to various years of schooling, subjects and curricular areas.

In 2021, the *O Museu Vai à Escola* programme offered three main titles: *What the Works of Art Tell us*, *Discovering Mathematics in Art* and *Looking Citizenship in the Eye*. This programming away from the Foundation premises also provided a diversified offer for audiences with special needs: the *Por Trás da Máscara* (Behind the Mask) project. A remote visits programme, *O Museu à Distância de um Clique* (The Museum Just a Click Away) took place in digital format with a view to overcoming the restrictions imposed by the pandemic, broadening the geographic impact of the educational programmes, reaching new peripheral areas and increasing access and inclusion.



### **Museu no Hospital**

The *Museu no Hospital* project, which started in 2018, aims to meet the needs of hospitalised or outpatient students, by offering a quality cultural and educational experience based on the two museum collections.

As hospital schools receive students from all school years, the public is very diverse and ranges from pre-school to secondary. This project also strives to contribute to the balance and mental health of students and their carers by investing in art education and (whenever possible) in the training and professional development of the teams that accompany them in hospitals.

The Foundation currently works with the following hospitals: Dona Estefânia, Alcoitão, Santa Maria and IPO. In 2021, the project was adapted to a digital format so as to continue to respond to the needs of the public despite the restrictions imposed by the pandemic. Four different educational projects were conducted in all the above-mentioned hospitals, reaching around 66 users of different ages.

In 2022, the project will continue largely in digital format so that it can continue to respond to the needs of the public despite the closure of the CAM Collection during the year.



### **Música na Escola**

The *Música na Escola* project began in the 2017/2018 school year with the aim of raising awareness about music. It is structured along three lines:

- Visits by members of the Gulbenkian Orchestra to schools.
- Preparatory workshops for the Orchestra's concerts.
- Concert Programmes for schools.

In 2021, this initiative had to be postponed due to the restrictions imposed by the pandemic. It will resume in 2022, when it will include three visits to schools by members of the Gulbenkian Orchestra, three preparatory workshops for the concerts and three concert programmes for schools.



## **Gulbenkian Digital**

In recent years, the Foundation has intensified its commitment to digital transformation in line with the global trend. A growing number of initiatives are based on digital platforms or seek new digital solutions that allow societal challenges to be addressed.

The Foundation has also taken advantage of the digital field to demonstrate the role played by technologies in facilitating solutions for social and environmental challenges. *Hack for Good* is a good example of initiatives of this nature.

Besides leveraging the digital context to assume new formats towards answering current challenges and addressing new beneficiaries, the Foundation is also going through a digital transformation of its own. It is seeking to enhance operational efficiency and address new cybersecurity challenges.

\* For more information see:

<https://gulbenkian.pt/en/initiatives/sustainable-development-programme/technologies-for-impact/>



### MCG and CAM Online

In line with the international practices of museums of reference, the digitisation resulting from the Foundation's digital strategy focuses on making the Foundation's cultural heritage available online.

In 2021, the increase in the number of works from the collections of the Calouste Gulbenkian Museum and the Modern Art Centre available on the website entailed the revision, translation and creation of new contents, as well as a survey and updating of the existing images. Roughly four thousand works have been reviewed by the curators in the scope of this process since the second half of 2020.



### Digital Catalogue – History of the Calouste Gulbenkian Art Exhibitions

The digital catalogue *História das Exposições de Arte da Fundação Calouste Gulbenkian* (History of the Calouste Gulbenkian Art Exhibitions) covers the Foundation's art exhibitions from 1957 to 2016. This editorial and research project has been conducted in partnership with the Instituto de História da Arte at NOVA FCSH since 2014. It is a *raisonné* catalogue inventorying, studying and disseminating the Foundation's exhibition memory in the artistic field. A website created for dissemination purposes, launched in May 2021, is an invaluable tool for researchers and an instrument for promoting exhibitions and their protagonists among a very wide audience.



— View of the exhibition *X de Charrua*, Modern Art Centre, 2015. © Paulo Costa



### Online Art Library and Archives

In the area of the digitisation of documents in traditional formats (paper, film etc.), 340 thousand documents that were primarily from the special collections of the Art Library were published online in 2021. This publication work, which will continue in 2022, resulted from ongoing and systematic efforts to digitise dating back to 2020 and financed by national and European resources from the Culture and Science sectors (e.g., the ROSSIO project). Today, the Art Library has around 917 thousand digitised documents and the *Gulbenkian Archives* 150 thousand. This work has made it one of the most digitised research libraries specialising in art both nationally and internationally and it allows its contents to be available remotely to the general public.

In 2021, four multimedia videos/presentations, seven virtual galleries/exhibitions, two historical chronologies and other digital content were also prepared and published online, thereby broadening access to unique collections and archives of documentation and information on Portuguese art, the Foundation and the Founder.

In 2021, the *Gulbenkian Digital Archive* assured the uploading and storage of a set of 90 thousand new files with documents, photographs, videos and publications from the Foundation's digital assets and liabilities which will thus be duly conserved.



### Gulbenkian Editions

Since the 1960s, the Foundation has published works that are fundamental to Portuguese culture, university education and knowledge in general.

Attentive to the digital transformation, the Foundation decided to adopt a new editorial policy in 2020, based on the digital format with a view to making its Publishing Plan available to the general public. Thanks to this work to digitise its titles, the Classical Texts collection and much of the Portuguese Culture collection are now available online, with around 130 downloads recorded in 2021.

Similarly, the editions and re-editions are now produced primarily in digital format, with free and universal access, provided that copyrights are safeguarded.

In 2021, all the studies and publications produced by the Foundation until 2009 were made available online.

Furthermore, eight new titles were physically published, in line with the Foundation's Publishing Plan. These include three books from the series "Textos Clássicos" and five from the series "Obras da Cultura Portuguesa". Ten books were reprinted after having been depleted for some time and in great demand by the public. These include seven titles from the series "Textos Clássicos", two from the "Obras da Cultura Portuguesa" series and one from the "Manuais Universitários" series.





# International Networks and Projects

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

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

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



© CCF / Pedro Pina

## Participation in International Networks



### **European Foundation Centre and Donors and Foundations Networks in Europe (soon to be called "Philea")**

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 246 members and partner institutions, representing 32 countries. As a leading platform for philanthropy in Europe, the EFC works to defend the sector and champion institutional philanthropy as a powerful means of effecting change.

The Gulbenkian Calouste Foundation is a partner of EFC and currently sits on its Management Committee and Governing Council. It is involved in various thematic networks and communities and participates each year in the EFC annual conference. The 2021 conference on the theme "From crisis to opportunity - How can philanthropy accelerate sustainable change?" was held in Vienna between 18 and 20 October.

The Foundation also supports the Donors and Foundations Networks in Europe (Dafne), a network that brings together associations of donors and foundations in Europe with the aim of providing a platform to share knowledge and learn from best practices. With 30 member associations and a collective membership of over 10 thousand foundations and donors, the network supports the individual activities of its members, stimulating dialogue and collaboration between national associations.

The diversity among the various members of Dafne permits and enriches this mechanism, increasing the effectiveness of its cooperation, exchange of knowledge and also the organisation of a network of European philanthropic institutions. By giving the foundations a collective voice, this network supports the representative role that associations play at the national level.

The merger of these two entities is planned for February 2022 when Dafne will be incorporated in EFC. This is a unique opportunity for these two organisations to come together and become a single source of data and knowledge on European philanthropy. Moreover, this new institution, named Philea, will be able to share a greater understanding of the role and value that philanthropy brings to society, engendering more collective action and impact among its members.

Given the utmost importance of philanthropy in global crises, the need for a strong, agile and bold sector has never been so great and it is vital to seize this moment.



### **The Hague Club**

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

The Hague Club currently has 25 core members and five corresponding members (executive directors of non-European private foundations or figures of importance in the foundation sector with no geographical restriction).

The 2021 meeting took place virtually on 17 September when the 50th anniversary of the Hague Club was celebrated.



### **Network of European Foundations**

A network of 11 foundations which seeks to undertake projects and/or initiatives related with Europe and its role in the world, increasing the philanthropic impact by providing a space for cooperation, learning and renewal through common programmes.

This association is dedicated to strengthening philanthropic cooperation, seeking a more strategic collaboration. It is focused on funding and supporting civil society in three areas (democracy, social inclusion and international development) and on working in partnership with other forms of organised philanthropy as well as business and public entities – non-profit organisations, governmental institutions, universities, among others.

The Calouste Gulbenkian Foundation has been a full member of NEF since 2005 and belongs to its governing bodies. It is currently involved in one of its programmes: the “European Programme for Integration and Migration” (EPIM).

### **– European Venture Philanthropy Association**

The European Venture Philanthropy Association (EVPA) is a community of organisations, formed in 2004. Its main goal is to develop an ecosystem of strategic philanthropy in Europe through the training, advocacy and networking of its members in new philanthropic practices, notably impact investment. It currently has around 320 members from 30 countries.

In 2021, the Foundation participated in the virtual meetings of the thematic group of foundations, run by EVPA in collaboration with EFC, with the participation of the Cariplo, Compagnia di San Paolo, CRT, Oranje Fonds, DOEN, King Baudouin and Botnar Foundations. Support was also given to the EVPA annual conference, held in Porto, which brought together the main national and international organisations in this sector. The Foundation participated in one of the event's panels with the example of its work in impact investment.

The Foundation is also represented on EVPA's Board of Trustees. Its participation has granted greater international visibility to the Foundation's work in this area and strengthened partner relationships with the main European foundations.



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### European Programme for Integration and Migration

Started in 2005, the *European Programme for Integration and Migration* (EPIM) is one of the most relevant collaborative programmes for re-granting between European foundations. Over these 16 years, EPIM has overseen 16 million euros, 80% of which was invested in over 200 grants to approximately 400 entities from European civil society, targeting international migration issues (including questions associated to asylum seekers and refugees).

The Foundation has had a seat on the body that leads this collaborative network of Foundations, namely the Executive Committee of EPIM, since 2018.

In 2021, the Gulbenkian Foundation (together with the Aga Khan Foundation) hosted a meeting of the EPIM Steering Committee in Lisbon where strategic decisions were made for the coming 2022 / 2024 cycle, namely with regard to the definition of the thematic focuses of the initiative and improvements to the governance model.



### Global Steering Group for Impact Investment

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 worldwide. The Global Steering Group for Impact Investment (GSG) provides technical support to national work groups in the G8 and invited countries and fosters both the stimulation of a global knowledge platform on the topic and the development of a global communication and positioning strategy.

In 2021, GSG's work in the scope of the G7 Impact Taskforce initiative is of particular note, with recommendations for the development of an impact investment agenda in the post-pandemic context. The annual conference took place in digital format in September 2021 and was also focused on this topic.

In addition to the Calouste Gulbenkian Foundation, the co-financing entities of GSG include the Ford Foundation, MacArthur Foundation, Rockefeller Foundation, Omidyar Network, among others.



### Theory of the Foundation

In 2013, the Rockefeller Philanthropy Advisors (RPA) launched the *Theory of the Foundation* initiative, which is currently supported by 60 foundations, including the Calouste Gulbenkian Foundation. The initiative seeks to enhance the capacity of these organisations to align their resources with a view to producing a greater impact.

The initiative involves seminars, workshops and reports aimed at developing a language of concepts, methodologies and tools that are shared by the leaders of foundations worldwide. It also seeks to foster the development of the sector, stimulating collaboration between foundations and other sectors.



In 2016, the RPA decided to develop a European component of this initiative with the aim of forming a work group to identify the organisational opportunities and challenges for the European foundation sector.

The Foundation has supported this project financially as well as with ideas and proposals since 2015.

### Participation in and Support for International Consortia and Think Tanks

#### European Council on Foreign Relations

Formed in 2007, the ECFR is one of Europe's most important think tanks. It is made up of a broad range of former policymakers, academics and activists and its primary objectives are the independent production of knowledge in the areas of security, defence and European foreign policy as well as the creation of spaces of dialogue between the various actors.

The Foundation renewed its partnership with ECFR in 2021. In this year, the partnership was essentially focused on three areas: post-pandemic Europe, climate change and European public health. With the support of the Foundation, ECFR produced three policy briefs which feature the positions of Portuguese public opinion: one on the "invisible divisions" post-pandemic, another on Europe after Angela Merkel, and a third on the European positions on the "cold war" between the USA and China.

A debate on the first two topics took place between Mark Leonard, director of ECFR, and a group of Portuguese experts.



#### Notre Europe – Jacques Delors Institute

*Notre Europe* is a European think-tank founded in 1996 by Jacques Delors, the aim of which is to produce analyses and proposals targeting European decision-makers and the broader public, and to contribute to the debate on the European Union. Its work, inspired by the action and ideas of its founder, is structured around three main lines:

- The European Union and citizens.
- Competition, cooperation and solidarity.
- European external actions.

The Calouste Gulbenkian Foundation has had a cooperation protocol with Notre Europe since 2013 with a view to achieving a strategic partnership in the scope of the activities of both institutions.





### Friends of Europe

Friends of Europe, a think-tank with which the Calouste Gulbenkian Foundation works closely, meets annually in Brussels.



In 2020, the Friends of Europe, together with the Mo Ibrahim Foundation, formed the Africa Europe Foundation. The Calouste Gulbenkian joined in 2021, becoming part of the High-Level Group which includes some of the world's most important philanthropic institutions, such as the Ford Foundation, the Rockefeller Foundation and the Bill & Melinda Gates Foundation. The key objectives of the Africa Europe Foundation are to:

- Facilitate dialogue among the different stakeholders.
- Catalyse partnerships.
- Create new opportunities to transform the relationships between the two continents into concerted actions.



### Transatlantic Council on Migration

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, asylum and integration policies on both sides of the Atlantic. The Transatlantic Council on Migration (TCM) responds to requests from governments and other partners seeking support on specific policy challenges, and produces recommendations based on accessible, transparent, reliable and politically viable sources.



In 2020, the Foundation granted the Migration Policy Institute financial support for the work of the TCM in the 2020 / 2022 triennium. The main topics addressed by the TCM in 2021 were, simultaneously, the impact of the pandemic on global human mobility, and the resurgence of conflicts in places such as Afghanistan, Venezuela and Morocco that relaunched the appeal for humanitarian protection.

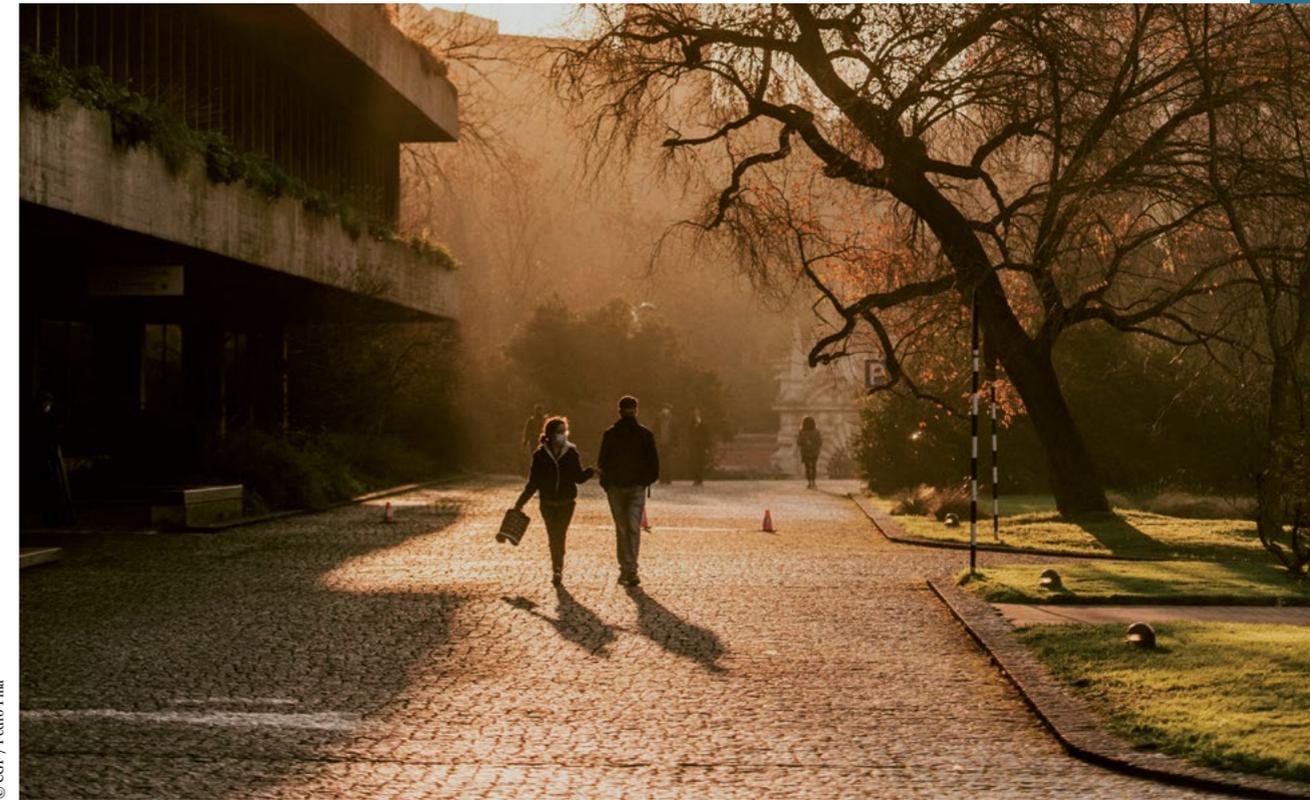


### Making Asylum Systems Work in Europe

Consortium led by the Bertelsmann Foundation, with the scientific coordination of the think-tank “Migration Policy Institute – Europe” and the partnership of the Calouste Gulbenkian Foundation. This project 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.



2021 marked the end of this project with the publication of *Asylum Challenges, Debates and Reforms. How Germany, Poland, Portugal and Sweden have developed their asylum systems since 2015.*



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### Europa Criativa – Voices of Culture

The Foundation has joined the “Europa Criativa – Voices of Culture” programme with the aim of embarking on work to stimulate Portuguese participation in the major international streams of the contemporary cultural debate. The European Commission uses this initiative to maintain regular dialogue with civil society on various topics related to culture, policy panning, guidelines and future legislation.

The 2021 edition was dedicated to the theme “Culture and the Sustainable Development Goals: Challenges and Opportunities”.

### European Bauhaus

Since last December, the Foundation has been part of the platform that brings together the community of partners in the New European Bauhaus project. This initiative seeks to highlight the role that art and architecture can play in developing solutions to speed up the climate transition process and to foster a more sustainable, fair and inclusive model of economic development (structuring areas of the European Green Deal). The vision and objectives of the New European Bauhaus project are closely aligned with the strategy and proposals of the Calouste Gulbenkian Foundation.



# Partnerships

The Calouste Gulbenkian Foundation thanks all the companies, institutions and other entities that have reaffirmed their engagement and commitment, as patrons, to supporting its activities as well as those that associated with the Foundation for the first time in 2021 and contributed to fulfilling its mission.

## Patrons

- Caixa Geral de Depósitos
- Banco BPI
- Bankinter
- BFF Banca Farmafactoring
- BNP Paribas
- Credit Suisse
- Essilor Portugal
- Fidelity (FIL Luxembourg)
- Hiscox Insurance Company
- PriceWaterhouseCoopers (PWC)
- Santa Casa da Misericórdia de Lisboa
- Stone (MRN Invest)
- Vieira de Almeida & Associados

# Internal Organisation

## Board of Trustees

Remuneration Committee  
Investment Committee  
Audit Committee  
|  
Audit and Risk Management

Statutory Auditor

Secretary-General  
Office of the President  
Secretary of the Board

### Artistic and Cultural Activities

Art Library and Archives  
Gulbenkian Music  
Calouste Gulbenkian Museum  
Modern Collection  
Gulbenkian Culture Programme

### Scientific and Knowledge Activities

Gulbenkian Scholarships  
Future Forum  
*Instituto Gulbenkian de Ciência*  
Gulbenkian Knowledge Programme

### Social Development and Sustainability Activities

Armenian Communities  
Gulbenkian Sustainable Development Programme  
Gulbenkian Partnerships for Development Programme  
Active Citizens Programme

### Delegations

Delegation in France  
United Kingdom Branch

### Management

Central Services  
Communication  
Finance and Investment  
Legal Office  
Marketing, Systems and Digital Transformation  
Planning and Strategy  
Human Resources

## Board of Trustees

**Isabel Mota**, President (03.05.2022)

**Martin Essayan** (20.07.2025)

**Emílio Rui Vilar** (Non-Executive/03.05.2022)

**José Neves Adelino** (19.02.2024)

**Guilherme d'Oliveira Martins** (16.11.2025)

**Graça Andresen Guimarães** (Non-Executive/26.04.2023)

**António M. Feijó** (Non-Executive/26.04.2023)

**Pedro Norton** (Non-Executive/15.10.2023)

**Carlos Moedas**<sup>(1)</sup>

**Rui Esgaio**, Secretary-General

31, December, 2021

(1) Submitted his resignation with effect on 1 March 2021

# 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

### 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

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

Shop, Cafeteria

### Horário

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 Art Centre

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 access to the gardens for  
people with reduced mobility  
is through the north wing  
(Rua Marquês Sá da Bandeira)  
and connects the Main Building  
to the one for the Modern Art  
Collection.

### 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,  
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paris.org

## United Kingdom Branch

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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

### Highlights 2021

**Coordinators** Luís Lobo Xavier, Margarida Espírito Santo, Carolina Matos. **Editorial Production** Clara Vilar.  
**Translation** Rachel Evans. **Graphic Design** Formas do Possível. **Printing** Maiadouro. Lisbon. February 2022.  
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