



CALOUSTE GULBENKIAN
FOUNDATION

2021

ACTIVITIES

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Message from the President

In this publication, the Calouste Gulbenkian Foundation informs its beneficiaries of its activity plan for 2021, the 4th year within the 2018-22 strategic cycle and also the year in which the Foundation commemorates its 65th anniversary.

Although they have been decades of constant and persistent work, perhaps no other time in our short history has been as challenging as the one we are now facing with the current pandemic, with the imminent collapse of our community's social structures, despite all the progress made meanwhile.

At the Foundation, we have sought to respond with the commitment and ambition that the moment demands: in addition to providing an emergency fund last year to meet the most pressing needs triggered by Covid-19, **we have adjusted our planning in order to bolster the key areas we consider fundamental in these circumstances: protecting the most vulnerable, investing in education, health and scientific research.** In other words, we support the creation and development of new projects that strive to respond to the emerging needs and at the

same time we have reprogrammed the ongoing activities and projects, adapting them to new formats and reshaping them.

At the Calouste Gulbenkian Foundation, we are well aware of the long-term nature of our intervention, preparing the future by creating the necessary conditions so that everyone is able to develop their potential. Cultural activity has therefore always been an ongoing concern of the institution, which is mindful of the civic role of the arts.

In 2021, the works will begin on the renovation of the Centre of Modern Art and the extension of the Gulbenkian Gardens. The project, which we call "Vértice Sul", had already been announced but it is only now that we are in a position to advance with it. The landscape architecture most in keeping with our building and the way it is framed in our city was meticulously selected in an international tender and the project will be completed in the first half of 2022. This together with the new Praça de Espanha and the connection to Largo de São Sebastião, works the Lisbon City Council is currently undertaking, will allow the Calouste Gulbenkian Foundation to gain a new centrality and open up to new audiences.

Changes will not be limited to the exterior. An internal reorganisation is also underway in which **the Calouste Gulbenkian Museum and the Centre of Modern Art will return to the former model, becoming articulated units** with the specialised teams required by the characteristics of each collection. Naturally, the lessons drawn from the cycle now coming to an end have made it possible to enhance the importance of the dialogue between the collections. This decision aims to further underpin our link with the artists and, in the case of the Centre of Modern Art, brings together the visual and performing arts as well as other forms of artistic expression.

Care is also being taken to assure our digital presence on various fronts, from the management of the building itself to changing processes and in-

creasing the role played by digital marketing. Not only do we want our communication with each other to systematically improve but also to establish a conversation with our various publics.

As regards our editorial activity, we will continue to make our collection universally available free of charge, with the Classics and Portuguese Culture in the conclusion phase.

We will finally get to know the online *Raisonné Catalogue* of the Foundation's Exhibitions, a specific website that has been in the pipeline since 2014 in partnership with the *Instituto de História de Arte*. It will offer a new perspective of the art exhibitions organised by the Foundation between 1957 and 2016!

No less important is the **Gulbenkian Prize for Humanity – Climate Action**, the second edition of which is now underway. This prize, worth one million euros, aims to distinguish people or organisations worldwide whose contributions to mitigating and adapting to climate change stand out for their originality, innovation and impact. The first edition was won by Greta Thunberg, the young Swedish activist, who has been distributing the prize money among a number of environmental organisations around the world.

Finally in the scope of Gulbenkian Future Forum, emphasis will be given to two concurrent projects: Foresight 2030 and Intergenerational Justice. In 2021, the former will present a set of scenarios for Portugal providing food for thought about our future in a world not only of change but one with signs of hope and innovation. The latter will publish various studies and concrete proposals on how to make the general public aware of this topic and encourage political decision makers to consider the criteria of intergenerational justice in the definition of public policies.

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.

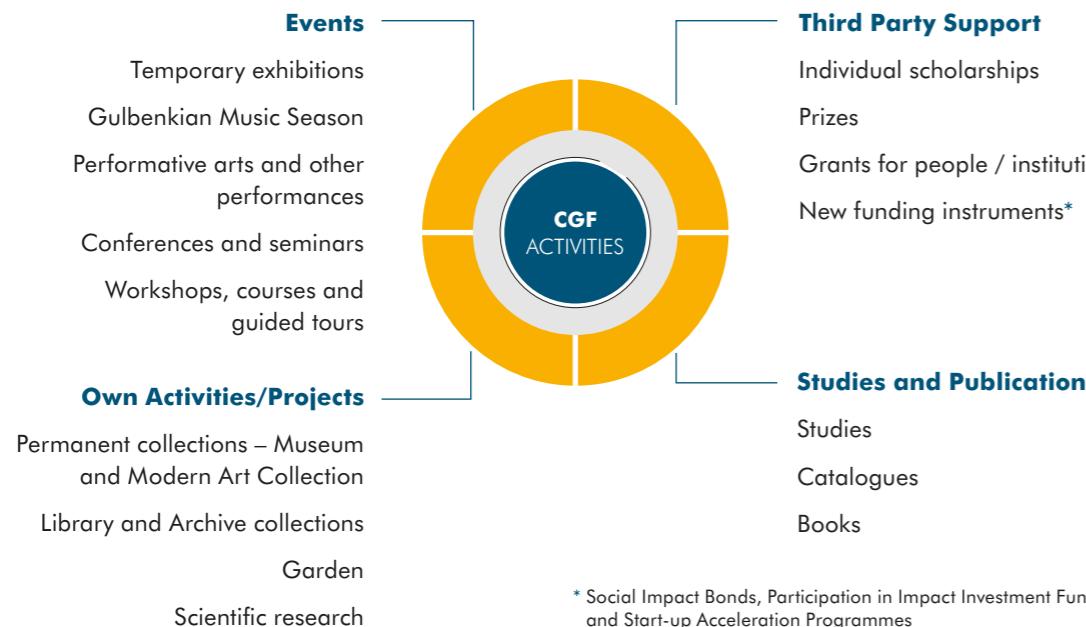
Gulbenkian 2021

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.

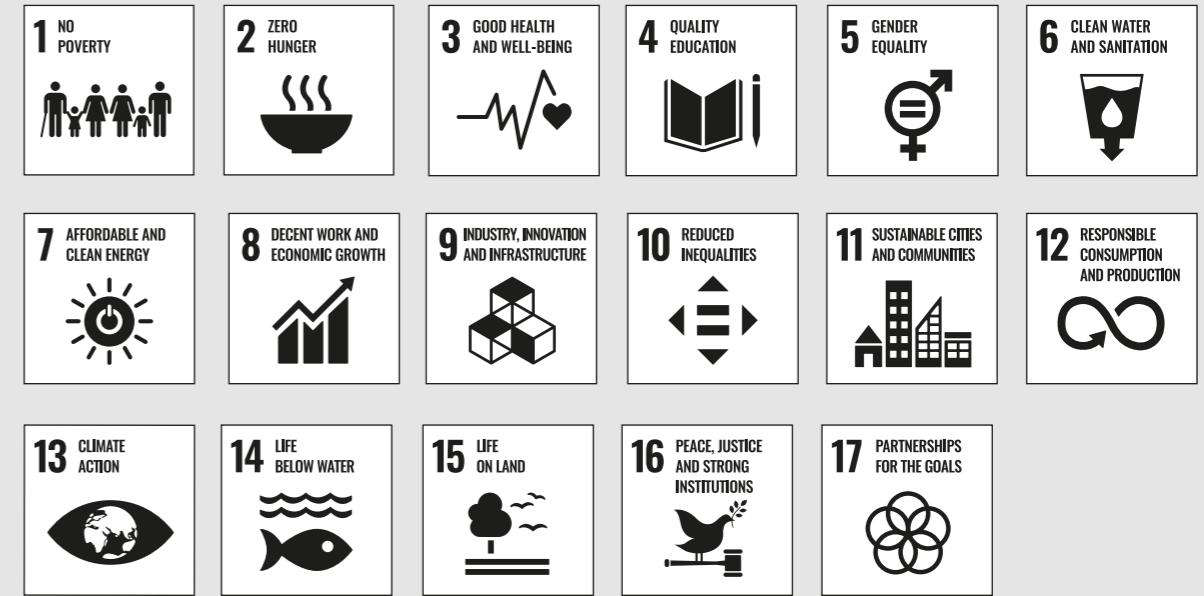
It is a Portuguese Foundation, established in perpetuity, with the fundamental goal of improving people's quality of life through art, charity, science and education. It conducts its activities from its head office in Lisbon and from delegations in Paris and London, as well as intervening in the Portuguese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



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.



Also in the context of the SDGs, the Foundation undertook a first exercise that strived to determine how all the activities and projects underway were in alignment with the targets of the SDGs. This work concluded that the Foundation undertakes activities that are aligned with almost all the SDG. The most representative of these in 2020 were:

4 – Quality Education: through the increase in skill and competencies (target 4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship) and culture's contribution to development (target 4.7 – By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, (...) appreciation of cultural diversity and of culture's contribution to sustainable development);

9 – Industry, Innovation and Infrastructures: through the strengthening of scientific research (target 9.5 – Enhance scientific research (...), encouraging innovation and substantially increasing (...) public and private research and development spending);

11 – Sustainable Cities and Communities: through the conservation of cultural heritage (target 11.4 – Strengthen efforts to protect and safeguard the world's cultural and natural heritage);

The Foundation also contributes significantly to **SDGs 3 – Good Health and Well-being, 10 – Reducing Inequalities and 13 – Climate Action.**

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.



Art and Culture

Museum, CAM and Exhibitions

Music

Libraries

Support for Artistic Creation

Civic Role of the Arts



Development and Sustainability

Social Cohesion and Innovation

Climate Action, Oceans, and Circular Economy

Society and Democracy

Preservation of the Armenian Culture

Economic and Social Development
in the PALOP and East Timor

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 reinforcing the Foundation's operation within these three axes. The Foundation grants scholarships for education, qualification and research.

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.



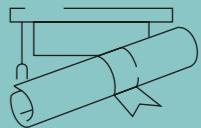
Science, Education and Health

Scientific Research

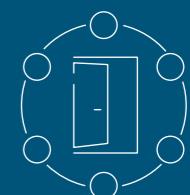
Health Challenges

Education Challenges

Future Forum



Scholarships



Transversalities

Gulbenkian Itinerante

Gulbenkian Convida

Young Gulbenkian

Descobrir – Educational Activities

Gulbenkian Digital

International Networks and Projects



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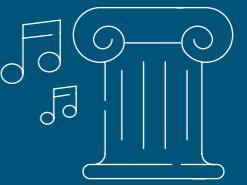
The Calouste Gulbenkian Foundation took the current pandemic situation into account when planning for 2021, the 4th year within the 2018-22 strategic cycle. It seeks on one hand to boost some of its investments to address the new emerging needs and, on the other, to adapt its activity in light of the current constraints. In this context, its priorities for this year sought to:

- Boost the support given to the most vulnerable, searching for new ways to monitor and reach those hardest hit by the pandemic;
- Increase the investment in research and health, using the resources at its disposal to strengthen the response capacity in the current situation;
- Strengthen the educational area with a view to rapidly and effectively remedying the loss of learning resulting from Covid-19;
- Make a greater commitment to digital solutions through the provision of virtual content that ensures free access to a wider public and the implementation of an internal digital transformation in the Foundation, thereby streamlining its daily operations;
- Include flexible programming solutions (for example, by streaming concerts or enabling remote visits to the Museum or visits in digital format) that allow activities to be adjusted in line with the evolution of the pandemic;
- Define contingency plans that can be put in place if restrictions are introduced on the planned activities.

All the Foundation's activities and projects that were redesigned or reformulated to accommodate this new worldwide situation or that emerged with the aim of combating its adverse consequences are identified throughout this publication with the following icon →

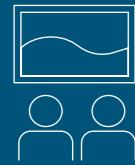


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ART AND CULTURE

€27m



Museum, Centre of Modern Art and Exhibitions

In the scope of the activities of the Calouste Gulbenkian Museum (MCG) and Centre of Modern Art (CAM), special emphasis is given to the presentation of the collections and to the annual programme 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 and internationally with concessions to institutions in various cities around the world.

The CAM will be closed to the public until the first quarter of 2022 for the works to renovate the building and enlarge the Gulbenkian gardens ("Projeto Vértice Sul"). 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 visitor from different age groups, with a focus on diversity, accessibility, inclusion, and the development of participatory and community projects with less represented audiences (reference is made to these interventions throughout the report and notably in the chapter "Descobrir – Educational Activities").



© CGF / Luis Pereira



Exhibition: "All I Want. Portuguese Women Artists from 1900 to 2020"

Conceived for the Portuguese presidency of the European Union in 2021, the exhibition "All I Want. Portuguese Women Artists from 1900 to 2020" is a partnership between the Foundation's Delegation in France and the Ministry of Culture.

This project proposes a reflection on the modes of representation of women artists since 1900. The exhibition will start in Lisbon, at the Foundation, and will then be presented at the *Centre de Création Contemporaine* in Tours in the framework of the "France – Portugal Cultural Season".



Exhibition: "The Gulbenkian Foundation's Modern and Contemporary Art – Stories of a Collection"

The exhibition "The Gulbenkian Foundation's Modern and Contemporary Art Collection – Stories of a Collection" will be on show in the Main Gallery in 2021. Dedicated to the Foundation's Modern Art Collection, it will focus on broad thematic areas, chronologically presenting works produced over the 20th and 21st centuries.

In the context of the exhibition, Ernesto de Sousa's work "Luiz Vaz 73" (added to the Modern Art Collection in 2018) will be presented as part of commemorations for the centenary of his birth. As the work has a performance component, it will be shown in the Grand Auditorium.



Exhibition: "Visions of Dante. The Inferno according to Botticelli"

The Renaissance Gallery of the Calouste Gulbenkian Museum hosts 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 will present 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 will also feature 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 "Hergé"

At the end of 2021, the head office's Main Gallery will host "Hergé", an exhibition that brings together an important set of documents, original drawings and various works created by the famous author of "Tintim". First presented at *Grand Palais* in Paris and organised in collaboration with the Museum Hergé, in Louvain-la-Neuve, the exhibition reveals 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 is a unique opportunity to discover the treasures of the Hergé studios: original strips, paintings, photographs and documents from the archives.



Exhibition: "Europe, Oxalá"

The exhibition "Europe, Oxalá" is coproduced by the Delegation in France, MUCEM (Marseille), Africa Museum (Brussels) and Centre for Social Studies of the University of Coimbra (CES). Its aim is to initiate a debate on the social, artistic and cultural impact of the various post-colonial generations living in and defining Europe, presenting a map of the new European artistic expression.

The project is curated by António Pinto Ribeiro, Katia Kameli (France) and Aimé Mpame (Congo). Its starting point is the scientific research conducted at the CES for the project "Memoirs – Filhos de Império e Pós-Memórias Europeias". The exhibition will be inaugurated in Brussels in 2021 and will then be shown in Marseille before moving finally to the Foundation in Lisbon in 2022.



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 "Music in School" project and workshops (see "Young Gulbenkian" chapter).

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).



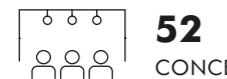
Gulbenkian Music Season

Orchestra and Choir

The Gulbenkian Orchestra, resident group of the Gulbenkian Foundation, presents a set of programmes with very diverse languages in the second part of the 2020/2021 Season (between January and March), highlighting its different instrumental sections under the direction of conductors such as Lorenzo Viotti, Giancarlo Guerrero and John Nelson. Fifty-two Orchestra concerts are scheduled over the 2021 Gulbenkian Music Season.

In 2021, the Gulbenkian Choir will continue to perform in small groups to present a repertoire *a cappella*, in a cycle of free admission concerts. As usual, there will be an Easter Concert, directed by the Choir's Principal Conductor, Michel Corboz. The Gulbenkian Choir has 3 concerts planned for this year.

Gulbenkian Orchestra



Gulbenkian Choir



© CGF / Pedro Pina

Invited Artists

Among the invited artists for 2021, special note goes to the pianist András Schiff and one of the greatest violinists of our time, Isabelle Faust, who will be sharing the stage with musicians from the *Freiburger Barockorchester* to interpret one of the most celebrated pieces in the chamber music repertoire – Franz Schubert's "Octet in F major".

Over 2021, the Gulbenkian Season plans to present the following cycles: "Great Interpreters" (6 concerts), "Piano" (9 recitals), "Jazz in August" (10 concerts), "Met Opera" (10 transmissions) and also a series of 4 recitals celebrating the music of Franz Schubert, with the participation of the pianist Maria João Pires and guests ("Schubertiade – Maria João Pires and Guests").

Great Interpreters



Piano



"Jazz in August"



"Met Opera"



Celebrating the music of Franz Schubert



Sunday Concerts

In partnership with the *Santa Casa da Misericórdia de Lisboa*, the "Sunday Concerts" provide access and proximity to music at a low price to a wider audience. A series of 5 concerts (10 sessions) is planned for 2021 which take place in a relaxed and family atmosphere with the presentation of better-known works from the classical repertoire as well as more eclectic programmes with performances of the Gulbenkian Orchestra.

The "Sunday Concerts" are presented in collaboration with the *Instituto Gulbenkian de Ciência* and the "Gulbenkian Sustainable Development Programme", which select the theme to be evoked in each concert in line with the repertoire to be presented.



Gulbenkian Orchestra Soloists

The Gulbenkian Orchestra is formed by professional musicians of great technical and artistic quality. Over each season, they also perform in chamber recitals, which range from the current repertoire of the genre to the debut of new works, thus contributing significantly to a greater appreciation and recognition of their talent. In 2021, they will perform 8 recitals with free admission.





Libraries

As platforms for the meeting of players in domains ranging from Art History, Visual Arts and Architecture, Literature and Portuguese-speaking Literary Studies, 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 literary archives with the aim of extending its reach and making its offer available to more people. This component is described in the chapter "Gulbenkian Digital".



© CGF / Pedro Pina



The Art Library and Archives

The Art Library and Archives (BAA) shares and develops its archives with a view to stimulating and promoting the discovery, study 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, notably their Art collections. It is a platform to support the growth of talents, ideas and projects, many of which intersect Art, Science and Education in Portugal and abroad.

The BAA continues to make its collection more coherent and support other national libraries by methodically redistributing the works in its archives to university libraries as well as public and third sector entities. This allows the BAA to further its commitment to the sustainable practice of reusing resources and facilitates the management of storage spaces.

In 2021, the Foundation will define a general standard for archive management that stipulates rules for the production, registration, classification, archiving and selection of the Foundation's archive documents and facilitates its integrated and rational management, from creation to permanent conservation or disposal.



Library of the Delegation in France

The reorganisation (in 2020) of the library of the Delegation in France on new premises at *Maison du Portugal* confirms the recent growing trend for the specialisation of the collections sought by readers. After reformulating its archives, a process which lasted more than two years, it reopened to the public in 2020 with an increased focus on the four areas in greatest demand: literature and literary studies, art and architecture, social and human sciences, and history.

The library continues to be of vital importance to researchers interested in topics related to Portugal, showcasing what is produced in the publishing market in Portugal and other Portuguese-speaking countries. It is also a preferred meeting place for communities of Portuguese descent.



Support for Artistic Creation

In terms of culture and art, the Foundation strives to stimulate artistic creation and artists in general, notably through the acquisition of works of art, among others.

In today's increasingly global context, the Foundation seeks to highlight its commitment to the action line promoting and disseminating Portuguese culture worldwide.

In the area of Visual Arts, the Foundation awards various scholarships to support initiatives associated to artistic creation, which are described in the "Scholarships" chapter.

Acquisition of Works of Art

The Foundation will continue to promote the acquisition of national and international works of art, strengthening authors' nuclei, adding works by unrepresented artists and focusing in particular on contemporary artists and practices.

The CAM strives to bring together a broad representation of art history in Portugal in the 20th and 21st centuries; the acquisitions are therefore aimed primarily at national artists, providing significant support for their creative work. The temporary exhibitions hosted at the Foundation have also resulted in the acquisition of works by international artists.

The investment in 2021 will focus on fostering new acquisition strategies in line with the new management of CAM and in collaboration with an external advisory committee, taking into account market opportunities and the gaps in the Collections. The integration of works of art also includes donations and legacies.

Dissemination of Portuguese Artists in France

The second edition of the tender "Support for Exhibitions", a programme to help promote Portuguese artists in France which targets French institutions through the Foundation's delegation in the country.

The aim of this support is to promote the organisation of exhibitions of, or with, Portuguese artists in museums and art centres in France. It is based on the premise that these institutions are particularly well placed to publicise the work of Portuguese artists among the French public and the various legitimisation networks.

Support for Musical Creation

The Foundation seeks to foster musical creation by commissioning musical works from various composers every year.

In 2020, the pianist Chick Corea was commissioned to compose a work that will be presented at the Foundation at the end of this year.

In 2021, two of the participants in the last workshop for composers, entitled European Network of Opera Academies (ENO), will be commissioned to compose two works with the aim of stimulating contemporary musical creation for orchestra. These works will make their debut in the concerts of the Gulbenkian Music Season.





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.

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

Artistic Practices for Social Inclusion

"PARTIS – *Práticas Artísticas para a Inclusão Social*" (Artistic Practices for Social Inclusion) is a support initiative for projects that strive to demonstrate the role the arts can play in the integration process and in the construction of fairer and more cohesive societies. "PARTIS" is now in its fourth edition.

In 2020, the Calouste Gulbenkian Foundation launched a new joint initiative in partnership with the *La Caixa* Foundation: "*PARTIS & Art for Change*". This initiative seeks to further the civic role of participative art and culture as drivers of the construction of more sustainable, cohesive and fair communities, thus underpinning the work done by these two institutions in this area. The initiative will allocate 1.5 million euros over three years to artistic projects that have a social impact, fostering the democratisation of access and the participation of all in the creation and enjoyment of art, notably the most vulnerable groups.

Following the tender launched in 2020, a cycle will begin in 2021 to implement projects in different geographical regions of Portugal based on local partnerships. The projects encompass a total of 55 partners and expect to reach 1.125 direct participants.



55
PARTNERS

1.125
DIRECT PARTICIPANTS



Civic Arts Award

The Foundation's Delegation in the United Kingdom in partnership with King's College London has launched a contest for an award celebrating the exceptional and imaginative practice of civic arts.

The aim of this award is to highlight, incorporate and disseminate learning so as to inspire and influence other artistic organisations to develop their civic roles.

In light of the marked effect of the pandemic in the artistic and cultural milieu, this award seeks to boost the Foundation's support for organisations that foster the civic role of the arts, publicising their importance in the response to the new emerging needs in communities, enhancing their inclusivity and impact.



DEVELOPMENT AND SUSTAINABILITY

€21.3m



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 supports:

- 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, and on prevention and support in situations of violence and abuse.

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

Children and Youths at Risk



Prevenção e Apoio a Crianças e Jovens Vítimas de Violência Sexual – Rede CARE

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

This intervention, dating back to 2016 and consisting of a specialised support network for children and young people who have been sexually assaulted and their families and friends, will be continued. The “CARE Network” 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), and the Institute of Legal Medicine and Forensic Science (responsible for carrying out forensic analyses). “CARE” provides legal and psychological support and facilitates the liaison between the different bodies involved in these processes.

The project also includes awareness raising actions among children and young people as well as training in the early identification of risks for professionals and entities.

The project is co-financed by the Portugal Social Innovation Mission Structure.



Employability of Unemployed Youths – Academia de Código Bootcamp

The “Academia de Código” bootcamps organised by CodeForAll in the Fundão region aim to requalify unemployed youths through training in computer programming. The intervention allows students to make a radical change in their professional trajectories through training in a professional area that is in great demand in the private sector in Portugal and Europe. The aim of the project is for the trainees to have found a job within 3 months of completing the training course.



Employability of NEET Youths (Not in Education, Employment, or Training) – Faz-te Forward

The “Faz-Te Forward” promotes the entry into the job market of NEET youths (those not in education, training or employment) as well as those at risk of becoming NEET, through activities such as training in soft skills, coaching and mentoring. The aim is that these youths will be in work within 6 months of completing the programme and can hold down this job for 6 months.

This initiative is funded by an SIB which was launched in July 2017 and implemented in the Oporto region.



Avoiding the institutionalisation of children at risk – *Projeto Família*

“*Projeto Família*”, implemented by the IPSS Movimento de Defesa da Vida (Movement for the Defence of Life), promotes the maintenance of children and youths at risk of institutionalisation within the family through the development of parental and relational skills and preparation for autonomy within the family. The project aims to contribute to the equilibrium of the families covered.

This project is funded by an SIB which was launched in July 2017 and is implemented in the Oporto region.

The Elderly



Boosting Specialised Domiciliary Care for the Elderly – *Gulbenkian Care 2.0*

This “*Gulbenkian Care*” Initiative, developed in 2020 in the scope of the Covid-19 Emergency Fund, permitted more specialised activities in domiciliary care for the elderly and also an increase in the number of beneficiaries from different social situations.

In 2021, the Foundation will launch the “*Gulbenkian Care 2.0*” initiative which aims to boost the response capacity of the social organisations that obtained the best results in the first edition. Priority will go to integrated and multidisciplinary interventions that help preserve the physical and mental health of the elderly, minimising the effects of the pandemic.



Training of Professional Caregivers for the Elderly

The pandemic highlighted the need for more qualified training of professionals who provide care for the elderly in institutions or in the community. The Foundation therefore intends to map both the current shortcomings and identify the best practices for the training and qualification of formal caregivers. This mapping aims to foster the replication of these practices in different areas of the country, in partnership with various universities and training entities.



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

The “*Cuidar de Quem Cuida*” project was designed to respond to the needs of municipalities in their support for people suffering from dementia or stroke-related conditions in the Entre Douro and Vouga region. Humane social and health responses were developed that are sensitive to the needs of informal carers and focused on their quality of life and that of the dependent person.

“*Cuidar de Quem Cuida*” has been funded in partnership with CUF since 2019 under a SIB that foresees the mentoring, training and capacity building of 240 carers in the North region of Portugal for a period of 3 years.

Migrants



Promotion and Replication in Portugal of Best Practices for the Integration of Migrant Communities

Following the work conducted in 2019/20 to identify the best European practices for the integration of migrants, promoted in the scope of the “European Programme for Integration and Migration” (EPIM), in 2021 the Foundation will support the replication of two to three of these projects in partnership with organisations from the tertiary sector. Preference will be given to projects focused on combatting unemployment and promoting employability, two of the main challenges arising from the pandemic.

Contributions to a Diversity Strategy in Portugal

In 2021, the Foundation will extend the work already begun in the scope of “Contributions to a Diversity Strategy in Portugal” in partnership with the Migration Policy Institute (USA).

Discussion groups are planned as part of this project focusing on the subject of prejudice, as well as the identity and belonging of second and third generation migrants. The objective is to identify new models and practices for the promotion of diversity in Portugal, notably as regards political and cultural representation and access to employment.

New Funding Instruments for Social and Environmental Challenges

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 (SIB)** – 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.

To date, the Foundation has already invested in four SIB in the areas of employability (“Academia de Código Bootcamp” and “Faz-Te Forward”), preventing the institutionalisation of children and youths (“*Projeto Família*”) and support for informal carers (“*Cuidar de Quem Cuida*”). In 2021, the first three of the abovementioned projects will be concluded and viability studies will be conducted for new SIB.

— **Venture Capital and Impact Investment Fund** — The Foundation is one of the main investors in the venture capital and impact investment fund, Mustard Seed MAZE, set up in 2019, which currently amounts to 47 million euros (initially 30 million euros).

Its mission is to invest in impact start-ups in Portugal and Europe that use technology and sustainable models to resolve social and environmental problems.

This is the first social entrepreneurship fund approved in Portugal by the Securities Market Commission (CMVM). The European Investment Fund, AGEAS, BMW Asset Management, and *Banco Atlântico Europa* are among Europe's pioneering bodies in impact investment that have also invested in this fund.

— **Start-up Accelerator Programmes** — The Foundation has supported start-up accelerator programmes that invest in initiatives related to social innovation. These programmes aim to support initiatives in the pilot phase and initial development.

For example, “MAZE X” is 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 to develop solutions with a low environmental impact for social and environmental problems and to support sustainable economic growth.



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Climate Action, Ocean and Circular Economy

The Covid-19 pandemic has highlighted the imbalance between nature and human activities, as well as the difficulties of societies and economic systems 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 and 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 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.



Gulbenkian Prize for Humanity – Climate Action

In 2021, the second edition of the “Gulbenkian Prize for Humanity – Climate Action” will be launched. The prize, worth one million euros, conveys the Foundation’s commitment to the urgency of climate actions. Attributed annually on Founder’s Day (20 July), the first five editions (until 2024) are dedicated to Climate Change.

Its aim is to distinguish people or organisations around the world whose contributions to mitigating and adapting to climate change stand out for their originality, innovation and impact.

Through this initiative, the Foundation aspires to accelerate transition to a carbon neutral society, to mitigate climate change’s negative effects on the environment and economy, and foster a more resilient society that is prepared for future global change, protecting the most vulnerable in particular.



#OneLess Campaign – Integrating and Replicating the Approach

The “#OneLess” campaign, launched in 2016 and co-funded by the United Kingdom Delegation, aimed to reduce the use of single-use plastic bottles in London.

By promoting public awareness and encouraging political decision-makers to commit to the introduction of incentive measures, there has been an increase in the amount of reusable bottles used by Londoners.

Following the success of this campaign, this initiative will progress to the next phase in 2021: to increase and replicate this approach on an international level. The aim is to reduce plastic waste in the ocean by making people aware of the need to act to protect the oceans and by demonstrating efficient intersectoral approaches to trigger worldwide change.



Involving Citizens in Climate Action

The Foundation’s Delegation in the United Kingdom supports the initiative “Involving Citizens in Climate Action” which seeks to assess how to effectively involve the public in this area and to create the necessary conditions to boost this involvement. The initiative is focused on citizens’ involvement as it can be used by the sector as leverage to ensure that local and national governments meet their responsibilities. This involvement is also essential to bring about the changes required in individual behaviours and, thus, to tackle climate change.

While work involving local communities in climate action is underway, efficient ways of sharing the lessons learnt are still lacking. Facilitating cooperation among those involved enhances their capacities and makes it easier to obtain evidence of what works and why. This evidence can then be more widely disseminated.

The first phase will run from 2021 to January 2022, and will focus on analysing and establishing good practices and developing an action strategy, establishing partnerships with organisations already working on this topic, and supporting collaboration within the climate action

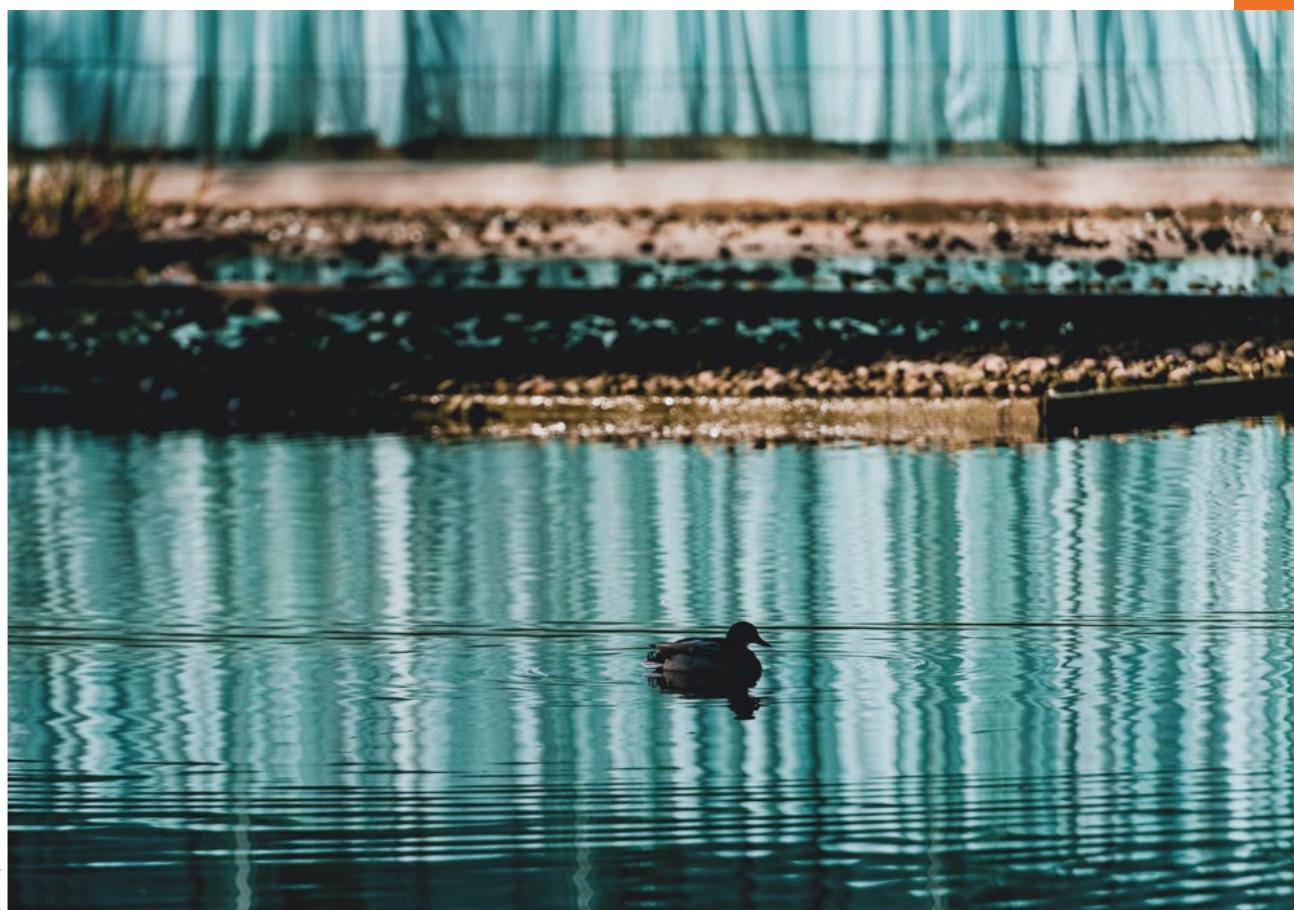
sector before the United Nations Conference on Climate Change, which will be held in the United Kingdom in November 2021. The practices to be implemented and scaled up to other organisations will be defined during the second phase.



Blue Bio Value – Blue Economy

The “Blue Bio Value” (BBV) is an acceleration programme for businesses in the blue biotechnology area promoted in partnership with the *Oceano Azul* Foundation since 2018. The blue bioeconomy allows natural marine resources to be used through technology to develop products and services with a low environmental impact for a wide range of industries.

The work accomplished in the three editions of the programme will be followed up in 2021, and a “Blue Condominium” will be prepared with the aim of facilitating the development and growth of blue technology start-ups in Portugal. Several “Blue Bio Value” ideation and acceleration sessions will also take place to capitalise on the scientific knowledge in the field of marine biotechnology and also to boost the growth of new sustainable businesses in Portugal.



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Sustainability On Call

“Sustainability On Call” is a tender for innovative proposals with a potential impact, aimed at accelerating the transition to more sustainable consumer and production models.

This tender will be redesigned so that it focuses on specific challenges in the field of sustainability. In 2021, the thematic focus of the tender will be water management and valorisation of the oceans.



Sustainable Gulbenkian

The in-house sustainable management project “*Gulbenkian Sustentável*” aims to substantially reduce the negative environmental impacts inherent to the Foundation’s operation. This initiative seeks to foster sustainable in-house practices and boost awareness among partners, beneficiaries, and visitors to the Foundation’s premises of the importance of a society that is aligned with the general objectives of sustainable development.

In 2021, special note goes to the following activities:

- **Sustainable Concerts (events)** – Obtaining the sustainable events management certification for the 2020/2021 Music Season (ISO 20121), subject to the evolution of the pandemic situation in Portugal;
- **Circular Economy** – Placing differentiated waste disposal bins in all areas with public access in the Foundation buildings, and encouraging the use of reusable office supplies;
- **Mobility** – Promoting more sustainable mobility for the Foundation’s employees and visitors;
- **Food** – Providing more sustainable food options at the Foundation (cafeteria and canteen);
- **Carbon Neutrality** – Designing and implementing a Carbon Neutral Plan for the Foundation (head office), covering the main sources of carbon emissions;
- **Communication** – Boosting actions for sustainability and raising awareness about key issues such as responsible water consumption, mobility and circular economy in the Foundation’s website and the Intranet.



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 led to the limitation of rights justified on public health grounds and it was the most vulnerable who were the hardest hit by the effects of the economic crisis. This further accentuated the need for a vigilant and active civil society in defence of the fundamental principles that govern collective life.

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.

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



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Human Rights Platform¹

The aim of this project is to create a platform in which organisations in the human rights field congregate to find common denominators that will lead to more shared work based on scientific information and with an impact on society and on political decision-makers.

In February 2020, Amnesty International was chosen to implement the 36-month long project that will bring together the main NGOs in Portugal that defend and promote human rights, and contribute to strengthening civil society, its organisations and its voice, acting as an umbrella organisation in the area of human rights.

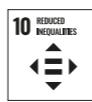


¹ This project and all those with this icon are part of the Active Citizens Programme (*Programa Cidadãos Ativ@s*).

Strengthening Democratic Culture and Civic Awareness

This initiative seeks to strengthen civil society and active citizenship by supporting projects that promote democratic and mediatic citizenship, raise awareness about civic participation, volunteering and solidarity, the sharing of information, projects in which participation is part of decision-making processes and the promotion of transparency, among others.

As a result of the tenders launched from 2018 to 2020, over 25 projects will be monitored in 2021.



Empowering Vulnerable Groups

The “Active Citizens Programme” (*Programa Cidadãos Ativ@s*) strives to empower vulnerable groups through projects aimed at assuring their autonomy and boosting awareness of their rights. These projects foster the integration of refugees, migrants, Roma populations, former prisoners, homeless people, and other marginalised groups or groups at risk. They also promote training activities for the economic empowerment of vulnerable individuals and support intergenerational cooperation.

A new tender for this initiative will be launched in the second quarter of 2021.



Boosting the Capacity and Sustainability of Civil Society Organisations

The aim of this initiative is to boost the capacity and sustainability of Portuguese NGOs. This will be achieved by strengthening skills and capacities in areas in which these NGOs demonstrate fragilities, and by focusing on factors that make them more effective. More specifically, it will: provide training, mentoring and consultancy in priority areas (such as advocacy, planning, communication and marketing, assessment and monitoring techniques, and fundraising); facilitate participation in networks and other forms of internationalisation; conduct research; and foster the exchange of knowledge and experiences.

A new tender for this initiative will be launched in the second quarter of 2021.



Preservation of the Armenian Culture

The Foundation's mission is to create a viable future for the Armenian people in which their culture and language are preserved and valued. To this end, the Foundation awards grants and scholarships to individuals and organisations connected to the Armenian culture in over 20 countries.

The strategy is structured around four priorities: revitalising and promoting Armenian language and culture in the diaspora; providing academic support to university students and researchers in the field of Armenian Studies; supporting civil society and intellectual creativity in Armenia in order to consolidate a democratic culture; and assisting cultural and educational institutions in Istanbul and elsewhere that valorise the Armenian presence in Turkey.



Tools and Initiatives for Learning the Armenian Language

The Foundation supports several initiatives dedicated to teaching Armenian, including:

- The “Zarmanazan” summer camp – an immersion programme in Western Armenian that provides innovative and recreational tools and approaches. Held annually in France, the camp brings together 75 children and youths aged 10-24 years who take part in games and art, reading and writing workshops.
- “Zndoog” is a unique website (currently under development) aimed at providing pedagogical materials for teachers. It will include games, teacher manuals, videos and literature.
- Support for the publication of Armenian translations of literature from all over the world for children/youths aged 5-18 years.

The aim of these three initiatives is to directly reach people, be they students or educators, to make learning Armenian more accessible, enjoyable, and exciting. The initiatives will prepare the “nucleus” of people who, in the future, will be able to say that Western Armenian is their language.



Armenian Diaspora Survey

In 2019, approximately 3 thousand Armenians of the diaspora (from Buenos Aires, Bucharest, Beirut and Montreal) responded to a survey on different subjects related to Armenian communities. This 50-question survey, which included questions about the respondents' relationship with Armenia, the language, politics, identity, etc., was the first to be conducted in the diaspora.

In 2020, the conclusions of this first survey were disseminated and presented to the general public and boards of important organisations at a series of online seminars.

This same survey will be conducted in 2021 in 4 different cities – London, Paris, Detroit and Rostov-on-Don, in Russia.

This study is publicised with the aim of contributing to the development of policies in response to issues identified by leaders in both the diaspora and Armenia.



Civil Society and Democratisation in Armenia

The Foundation strives to encourage youths to participate in civil society and in Armenia's development by allocating grants to projects that include youths in the country's civic space and contribute to the creation of job opportunities so that young people can find work and remain in Armenia.

The Foundation also supports publications that bring innovative ideas to Armenia, including by local authors with a critical approach, western social science articles translated into Armenian, and academic activities that encourage critical thinking and innovation.



Supporting Armenians Impacted by the Crisis in the Lebanon and Middle East

The ongoing crisis in Lebanon and, more broadly, in the Middle East will be the focus of special attention in 2021. Support will be given both to Armenians that have chosen to stay in the region and people who have decided to migrate to Armenia. The Foundation will be working with state institutions to help with their integration.

The Foundation also awards university grants to Armenian students in these countries, which do not provide state support for higher education.

Support for Armenian-Turkish Dialogue

The Foundation supports projects that foster dialogue between Armenia and Turkey. Special note goes to:

- The Hrant Dink Foundation – an Armenian NGO that has developed an app on places in Istanbul connected with Armenians and other minorities.
- The translation into Turkish of the “Houshamadyan” website, which is dedicated entirely to the historical presence of Armenian culture in Turkey.
- Research grants for Armenian and Turkish/Kurd researchers who are focusing on the current challenges and opportunities for Armenian-Turkish dialogue. It is hoped that the resulting publications will generate debates with a positive impact on mutual dialogue.
- An annual grant, announced internationally, that will allow a professor to move to Turkey to teach Armenian history and culture.



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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. It 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.

Support for the most vulnerable is reflected in the contribution to the strengthening of public institutions so that they can provide more humanised services of a higher quality to the entire population, and also in the capacity building of NGDOs so that they can innovate their intervention capacity and influence in support of the most disadvantaged communities.

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

Cape Verde

Health

- Bolster investment in Health Science
- Advanced Training of Health Professionals (including online training)
- Improve Diagnosis and Treatment of Oncological Diseases (Hospital Batista de Sousa and Hospital Agostinho Neto)

Education

- Better Quality Education in Mathematics (Cape Verde University; including online training)

Art

- Internationalisation of Artistic Production
- Support for the Mobility of Artists

Guinea Bissau

Health

- Bolster investment in Health Science
- Advanced Training of Health Human Resources (including online training)
- IANDA Guiné Saúde – Strengthen the Health System of Guinea Bissau

Education

- Better Quality Education in Mathematics (including online training)

Art

- Support for the Mobility of Artists

São Tomé and Príncipe

Health

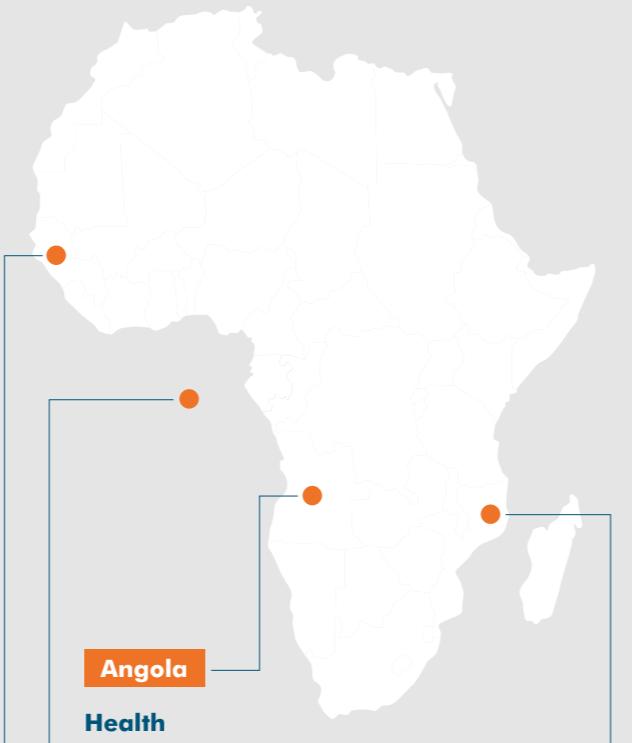
- Bolster investment in Health Science
- Advanced Training of Health Professionals (including online training)

Education

- Better Quality Education in Mathematics (including online training)
- Support for Initiatives in Pre-school Education

Art

- Support for the Mobility of Artists



Angola

Health

- Bolster investment in Health Science
- Advanced Training of Health Professionals (including online training)

Education

- Better Quality Education in Mathematics (Agostinho Neto University; including online training)

Art

- Internationalisation of Artistic Production
- Support for the Mobility of Artists

Mozambique

Health

- Bolster investment in Health Science
- Advanced Training of Health Professionals (including online training)
- Improve Diagnosis and Treatment of Oncological Diseases (Central Hospitals of Beira, Nampula and Maputo; including online training)

Education

- Better Quality Education in Mathematics (Lúrio University; including online training)
- Support for Pilot Initiatives in Pre-School Education

Art

- Internationalisation of Artistic Production
- Support for the Mobility of Artists

East Timor

Art

- Support for the Mobility of Artists

Health

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 areas of 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.

Cape Verde: In addition to concluding on-going training processes, the main focus of intervention in 2021 will be to conduct an external evaluation so that the results and impact of this initiative over the last four years can be analysed.

Mozambique: Given the challenges caused by the pandemic, distance models of training will be introduced in 2021, with special emphasis going to the implementation of a specialised course in Oncological Nursing, specific training in Pathological Anatomy, Oncological Surgery and other surgical medical specialities. The support and technical assistance for the hospital registration systems will also shift to a remote model, and the writing and consolidation of local research in oncology will be encouraged.

Boosting Research in Health Sciences

With the goal of developing local health research capacities in the PALOP, the Foundation has launched two types of incentive: one to support the formation and installation of research groups led by young researchers – “*Envolve Ciência PALOP*” and the other to strengthen the countries’ scientific institutions in partnership with *La Caixa* Foundation. Also with this goal, the foundation will continue to support the institutional consolidation of CISA (Angola Health Research Centre) within the framework of the partnership agreement which ends on 31st December, namely through support for the execution of its activity plan and boosting its sustainability.

At the same time, short term online courses will be promoted for PALOP researchers and teachers in key areas for improving the quality of scientific production and the communication of research output.

The Foundation will advance the knowledge about the health science research situation in the PALOP by conducting a study to map activities of this kind and in these countries, and will provide the corresponding support in the scope of different international cooperation policies.

Advanced Training for Health Professionals

In 2021, the Foundation will launch a 12-month “Mentoring Programme for Doctors from the PALOP”, based on a mixed on-site and online training model in which specialists in Portugal will act as mentors.



IANDA Guiné-Sáude – Strengthening Guinea-Bissau's Health System

IANDA Sáude Guinea Bissau entails the implementation of a pilot project of advanced medical training in anaesthesiology, general surgery and gynaecological surgery for general practitioners in Guinea-Bissau. Its goal is to strengthen the health system and maternal-infant health care, and to foster its decentralisation.



Education



Support for Pilot-Initiatives in Pre-school Education

Pre-school education has been shown to be determinant for children's cognitive development and school performance; nevertheless, its generalisation in partner countries has been hampered, notably by budgetary problems and a lack of qualified human resources.

In the scope of support for pilot-initiatives in pre-school education in the PALOP, the following projects will continue in 2021: “*Tchovar – (Empurrar) pela Educação de Infância nos Bairros de Maputo*”, (Pushing for Infant Education in Maputo Neighbourhoods) – NGDO FEC, “*Educadores em Movimento*” (Educators on the Move) – NGDO AidGlobal, “*Somos Moçambique II*” (We are Mozambique II) – NGDO FEC, and “*Valorização da Educação Pré-escolar*” (Strengthening Pre-School Education) – HELPO.



Higher Quality Education in Mathematics

Mathematics plays a key structural role in education and the training of basic and applied sciences. In 2021, Calouste Gulbenkian Foundation aims to contribute to 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. Focus was placed on the following lines:

- **Specialised Training for Mathematics Teachers** – This project strives to requalify PALOP teachers of mathematics who are not in the higher education system by providing scientific and pedagogical training in a distance format over two semesters.
- **Initiatives Promoting Talent in Mathematics** – Support is given to initiatives that encourage self-learning skills and individual development of high school students (“Mathematics Camps”) and university students (“Mathematics Vocations”), through extracurricular educational activities and mentoring with national and international teachers. This process also includes training teachers and mentors in new teaching methodologies and creating better conditions for digital literacy.
- **Advanced Training in Mathematics** – In the PALOP, there is little or no offer of postgraduate training in Mathematics. This activity aims to increase the offer of postgraduate courses (in partnership with Portuguese universities), thus permitting a better local response to



the need for specialised human resources. Parallel to this, the specialised training of local teachers is increased, and their scientific output is stimulated not only through the partnerships established but also through internships in Portuguese universities.

Art



Internationalisation of Artistic Production in the PALOP and East Timor

The professionalisation and technical training of artists in the PALOP is still lacking, as is their access to international (regional or intercontinental) networks and this hampers their participation in artistic residencies and exhibitions/international shows.

In 2021, in the scope of “*ProCultura*”, the Foundation will support the development of two hubs of contemporary creation and artistic residences in the areas of music and performing arts in the PALOP and East Timor. This action is financed by the European Union, with co-financing and management from Camões IP and co-financing from the Foundation. Also within this scope, a new edition of the tender will be launched to support the mobility of artists from the PALOP and East Timor with the aim of awarding travel allowances for participation in international artistic residencies in the fields of music and performing arts.

The crisis generated by the pandemic and its very negative impact on the entire artistic community, together with the possibility of conducting distance training underlined the need to rectify the non-existence of the role of curator in the PALOP. The Foundation will therefore promote a cycle of webinars aimed primarily at emerging PALOP artists but also for other culture actors, in particular in the field of visual arts.

Also in 2021, the second editions of the international artistic residences in the fields of Visual Arts and Dance will take place in the PALOP, supported by the Foundation; these had been scheduled for 2020 but were postponed due to the pandemic: “*Catch-up Factory – New Photographers*” organised by *Associação Olho-de-Gente* (Cape Verde); “*Luuanda*” organised by *Associação Pés Descalços* (Angola); “*Reused Audiovisual Memory*”, organised by *Associação dos Amigos do Museu do Cinema* Association (Mozambique); and “*RIR PALOP – International Network of Art Residences in the PALOP*”, organised by *CulturArte* (Mozambique).



Improving the Effectiveness of NGDOs

Support for the third edition of the “Summer Course on International Development”, an online event scheduled for June 2021 with the aim of strengthening the leadership in NGDOs by stimulating reflection on the challenges of the post-Covid-19 international development agenda.



SCIENCE, EDUCATION AND HEALTH

€23m



Scientific Research

Instituto Gulbenkian de Ciéncia (IGC)

The Calouste Gulbenkian Foundation promotes world-class scientific research through the *Instituto Gulbenkian de Ciéncia* (IGC), a leading body in biological and biomedical research and in postgraduate and doctoral training.

The recent hiring in 2020 of two researchers in the area of digital transformation and artificial intelligence from the University of Vienna and University College London reflects the Institute's pledge in the digital field, boosted in 2021 by the investment in the acquisition, sharing and storage of data.

This year, the Institute will be simultaneously managing 10 grants from the European Research Council and other international grants such as the EMBO Installation and *La Caixa* grants, which reflect access to prime international networks and represent a growth of more than 8 million euros in European funding. This support complements the national sources of funding. The IGC will also lead a consortium for the execution of the "Twining SymbNET" project, funded by the European Commission, with the aim of studying interaction with microbes.

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 (Portuguese Speaking African countries), and the awarding of scholarships for new scientific talents in fields such as mathematics, quantic technologies and artificial intelligence.

 **28**
RESEARCH GROUPS



Research Groups

The IGC currently comprises 28 research groups and 13 scientific services that provide support to these groups and to the Portuguese scientific community in general. These groups have important 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 – which includes the impact of microorganisms. These subjects are fundamental to understand how diseases occur, their prevention and cure.

In 2021, the Institute will welcome two new research groups from the University of British Columbia (Canada) and Harvard Medical School (USA), strengthening the areas dedicated to the study of the bacteria living in the human body (microbiome), and the study of the evolution of mechanisms that ensure that cells function correctly. These fields are of the utmost importance to understanding how the human body works and preventing or treating cancer and infectious diseases.



Supporting the Covid-19 Crisis

The Foundation quickly initiated the necessary mechanisms to support the crisis caused by the Covid-19 pandemic, and Science was an important part of this response. Human resources and technical means were made available to obtain more knowledge and increase the response capacity. Several research projects were started and, in 2021, the *Instituto Gulbenkian de Ciéncia* expects to reinforce and implement projects defined as priority and decisive in the response to the current global situation.

– More knowledge about the virus

Virus sequencing – Public Health Strategy: it is vital to understand the virus, how it circulates and changes it goes through so that a suitable response can be found to fight the spread of the disease and to ensure the correct means of diagnosis as well as a good vaccination strategy. Virus sequencing, which is overseen by the Foundation together with the *Instituto Nacional de Saúde Dr. Ricardo Jorge*, provides crucial information to help define public health strategies aimed at strengthening the country's response to the pandemic and supplying relevant data to study the evolution of the virus.

– Developing innovative solutions

Implementing new tests: the testing capacity is a critical factor in preventing the spread of the disease, monitoring vaccination strategies, and validating whether group immunity has been reached. The *Instituto Gulbenkian de Ciéncia* has studied innovative, less invasive and more accurate means of diagnosis, which ensure a greater offer and faster response. The Institute has developed a serologic test, licenced to the Portuguese company Medinfar, and is now in the process of consolidating other tests that will more easily identify the presence of the virus and of specific antibodies that attack it.



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Research Linked to the Pandemic

Science proved to be decisive in 2020, and 2021 will be the year to consolidate the knowledge gained and identify new evidence to help prepare for future contingencies. With this in mind, the IGC will increase its physical capacity with a level 3 safety laboratory (BSL3) where work can be done with active samples, such as the SARS-CoV-2 virus.

At the same time, the IGC hopes to consolidate the study on the evolution of the virus and its consequences for public health, and continue to closely monitor the health of health professionals. The IGC will also continue to study why this disease behaves differently from one person to the next so as to identify the weaknesses of the SARS-CoV-2 virus and eliminate it.



Careers in Science

Having offered post-graduate training for over 25 years, the IGC also strives to provide training at different academic levels and for different audiences. In 2021, this training will take on a hybrid format: in-person and online. The IGC holds an annual "Summer School" in July/August – an initiative that gives undergraduate students their first experience in the scientific world under the supervision of researchers.

The IGC's "Doctorate Programme" enables contact with a wide range of topics in biological science, encouraging critical, independent thinking. The post-doctoral programme is also available for those seeking to gain further knowledge. Also in 2021, a new application process will be opened for new laboratories.

Applications are open for all programmes in 2021.



Science without Borders

Scientific activities are based on liaison and cooperation and the IGC achieves this by working with other institutions both internally and internationally with other institutions. Through its *Centro Colaborativo* (Collaborative Centre), the IGC promotes a sabbatical leave programme, organises courses, workshops and other post-graduate training activities, thus optimising interdisciplinary and collaborative research, and exploring innovative projects.

The Institute implemented the "Oeiras – ERC Frontier Research Incentive Awards" – an award aimed at encouraging scientific research, and at attracting and retaining leading researchers. This award is the result of a partnership established between the Foundation and the Oeiras Municipal Council in 2020.

The 3rd Edition of the "António Coutinho Science Awards" will be launched in 2021; these grants aim to enable PALOP citizens to conduct scientific research at institutions in Portugal, thus making the scientific community more diverse. This initiative is supported by the Oeiras Municipality and the Merck Foundation.



Strengthening Partnerships

The Foundation's current strategy for science is to foster key partnerships both with companies and hospitals to increase this sector's impact in society.

In light of this strategy, the Foundation has established a collaboration protocol with CUF, which will begin in 2021. This protocol will involve creating specific partnerships to promote scientific and clinical research projects, supporting high potential initiatives (with particular emphasis on technological and digital health dimensions), training professionals, providing internships and fostering the publication of scientific papers, as well as the exchange of information or additional specialised services, among others.



Bringing Science Closer to Society

In line with its long tradition of liaising with society, in 2021 the IGC intends to continue conducting different activities at schools and providing teacher training sessions in close collaboration with Oeiras Municipality. It aims to develop digital materials to be used at school or at home, to stimulate dialogue, and foster a participative society.



Health Challenges

The Health Challenges strive to increase access to quality health care, notably for the most vulnerable, and improve the quality and efficiency of health services through implementation science and behavioural change techniques. These interventions, targeting citizens and health professionals, have allowed us to bring improvements to well-being and to improve the efficiency and quality of services.



Reducing the Unnecessary Consumption of Antibiotics and Benzodiazepines – *Projeto Boas Escolhas, Melhor Saúde* (Good Choices, Better Health)

This project seeks to bring a 20% reduction in poor clinical care and treatment, associated to negative health outcomes, impacting the sustainability of health systems and the trust of citizens. This reduction will be achieved through behavioural interventions, targeting the unnecessary consumption of antibiotics and benzodiazepines, thus helping prevent outbreaks caused by superbugs and improving the mental health of the Portuguese.

In 2021, the first results will be presented from 2 hospital centres (São João University Hospital Centre and Trás-os-Montes and Alto Douro Hospital Centre) and 5 Health Centre clusters in the North (ACeS Tâmega III – Vale do Sousa Norte), Centre (ACeS Baixo Mondego and ACeS Baixo Vouga) and Lisbon and Tagus Valley (ACeS Lisboa Norte and ACeS Amadora).

Results presentation



2

HOSPITAL CENTRES



5

HEALTH CENTRE CLUSTERS

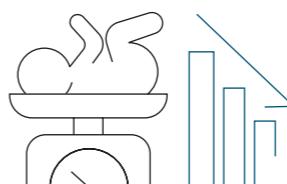


Giving Every Child the Best Start Possible – *Projeto STOP Baixo Peso* (Stop Low Weight)

Maternal health has deteriorated in the context of Covid-19 and this is prejudicial to the healthy development of babies. Portugal has one of the highest rates of low weight births (9% of births vis-a-vis 6.5% in the OECD) and these children can be at a greater risk of health problems and death.

A range of factors contribute to low birthweight, including mental health (stress, anxiety and depression), smoking, the consumption of alcohol and domestic violence. This project aims to reduce the number of babies born with low birthweight by around 30%, in line with World Health Organisation targets. This will be achieved by improving the integrated response to the risk factors of maternal health (during pregnancy) from primary and hospital health care.

In 2021, the first results of the intervention will be presented, notably as regards the major risk factors – mental health and smoking – in the North, Centre and Lisbon and Tagus Valley health regions.



-30%

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



Projeto Semente – Prestação de Cuidados Integrados/Intervenção Precoce em Grávidas e Crianças até aos 3 Anos (Integrated Care/Early Intervention in Pregnant Women and Children up to the Age of 3)

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 improve mental health during pregnancy and early childhood in the Amadora and Sintra municipalities.

The project seeks to mitigate psychosocial risk factors, such as poverty and poor health indicators, and to promote mental health, intervening primarily in the most vulnerable populations.

In 2021, the project will continue to accompany pregnant women using hospitals by monitoring and risk evaluation notably of their mental health. Where cases of greater potential risk are detected, they will be accompanied more closely by the hospital's psychiatric teams. Children up to the age of three will also be accompanied through paediatric and development consultations.

This initiative is expected to end in 2022 and is conducted in partnership with ARS Lisbon and the National School of Public Health.



Mitigating the Consequences of Covid-19 with Technological Resources

The Foundation strives to support technology-based projects originating from civil society that involve networks for the dissemination of interventions in the pandemic context, with special focus on vulnerable people in a situation of dependency recovering from Covid-19, and on preventing the spread of infection by the new coronavirus.

– “**Gulbenkian Digital Solutions**” (phase II) – seeks to increase the population’s access to mental health care to reduce the effect of stress and anxiety and mitigate the long term consequences of Covid-19; it also promotes means that facilitate the social response to other patients without access to this health care.

– **Vaccination against Covid-19** – the Foundation wishes to contribute to the safe and effective immunisation of the elderly with greatest accessibility difficulties, through mobile units that can bring preventive health technologies (vaccines) and boost the health system’s ability to respond to future emergency situations.



Gulbenkian Platform for Innovation in Health

In 2021, a platform will be launched that is dedicated to artificial intelligence in health care, exploring the potential of data science, machine learning and new automation and connectivity technologies.

This platform aims to predict each person’s risk, find new patterns of the major diseases affecting the Portuguese and improve the efficiency and optimisation of management in health. At the service of public health and vulnerable populations, it aspires to introduce innovative models of artificial intelligence into the health system.



Education Challenges

The life prospects of young people are largely determined by educational success. While education should be the key to promoting equal opportunities, 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 the field of Education:

- Education in emergency contexts, striving to prevent and/or mitigate some of the current pandemic’s impacts on education;
- Future Skills, social and emotional learning in children and youths;
- Lifelong learning, basic and transversal literacies in adults;
- Development of talent, stimulating research and advanced qualification in key areas.



Gulbenkian Knowledge Academies

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

In contexts marked by rapid change, tensions and dilemmas, children and young people must be given a solid base of knowledge as well as skills and competences that allow them to evolve in situations of uncertainty. This is precisely what happened in the recent pandemic crisis – between 70% and 84% of the participants in the “Gulbenkian Knowledge Academies” (AGC) reported that what they had learned there had helped them deal with the difficulties of social confinement and distance learning.

In the 2020/21 school year, 63 projects will continue across the country with the aim of demonstrating statistically significant impacts on key competencies.

One of the largest interventions of this kind in Europe, it will not only allow the qualification of around 30.000 children and young people, hundreds of social organisations, volunteers and education professionals, but also produce new knowledge for dissemination in the education system.



Support for Young Talent – Gulbenkian Project 25 < 25

Twenty five young people under the age of 25 will be selected from around 30.000 beneficiaries of AGC through a set of five pertinent challenges for the future: “Health and Well-Being”, “Peace and Social Cohesion”, “Sustainability”, “Circular Economy” and “Technology and Humanity”.

The aim of this initiative is to show that in a context of rapid change young people have the ability to transform the world.

In 2021, following an assessment of the solutions proposed by the young participants, the winners will be determined at a bootcamp with the finalists; they will be awarded scholarships and mentoring programmes in partnership with the NGO ASHOKA.



Effective Use of Educational Technologies

Although the digital transition has brought new opportunities to improve the quality of the teaching-learning process, this entails knowledge. The mandatory lockdown period has made the weaknesses in schools and universities abundantly clear not only in terms of the availability of computer equipment but also the ability of both teachers and students to use the available technological tools appropriately.

The Foundation will support innovative school and university projects focused on qualifying users of teaching-learning technologies that combine two key characteristics: large scale replicability and evidence of impact on student learning outcomes.



Catch-up Learning in Basic Education – GAP – Gulbenkian Learning

Social confinement will have far-reaching and prolonged consequences for the development of learning. The closure of schools has hampered teaching and learning, and this has accelerated pre-existing inequalities as well as generated new ones.

There are few examples in history of school closure covering one or a number of regions for an extended period. Data is not yet available on the loss of learning resulting from the pandemic but the first projections for the Covid-19 Loss in the 1st cycle (four years) of Basic Education indicate a 30% loss in reading and around 50% loss in the learning of mathematics, most notably among children from low sociodemographic groups.

In 2021, the Foundation intends to start this initiative which will support innovative projects, based on scientific evidence, that allow the learning losses caused by Covid-19 to be quickly and effectively overcome in all levels of basic education.



CAREERS Platform

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 unique to Europe. Using artificial intelligence, machine learning and big data, it 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 is in partnership with *Instituto do Emprego e Formação Profissional* (IEFP – Institute for Employment and Professional Training), *Agência Nacional para a Qualificação e o Ensino Profissional, I.P.* (ANQEP – National Agency for Qualification and Professional Training), Microsoft, Outsystems, Cascais Municipality, University of Minho, Psychologists Association and the Design the Future Association, which will implement the project.

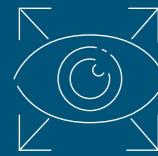
The project will be co-financed by Social Innovation Portugal to the sum of over 1.2 million euros. The goal for 2021 is to build the software tool and start the pilot project with 2.000 users.



Gulbenkian Award for Adult Literacy

Portugal has a large percentage of adults who, despite several years of schooling, do not master reading, writing or arithmetic, and have difficulty using printed material or other written and digital information in their daily lives. Limitations of this kind give rise to social risks and delays in economic, cultural and political development, with a strong correlation and impact in the level of health, poverty, education and employment indicators.

In 2020, the FCG launched a global tender in partnership with Massachusetts Institute of Technology (MIT) with the aim of identifying technology-based solutions targeting the promotion of (basic and transversal) literacies throughout adult life. Two international projects were selected and will also be implemented in Portugal.

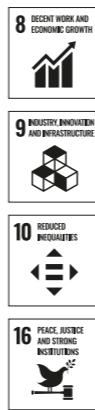


Future Forum

(Reflection and Outlook)

At times of great change and constant evolution, the Foundation strives to invest in prospective analysis, in the discussion of the main issues for the future, as well as the solutions that must be adopted to prevent, address and/or minimise them, promoting public debate on these matters and increasing the critical mass capable of fostering adaptation and change.

It is in this setting that the Foundation created the "Future Forum", which 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 Europe. These are identified and studied in collaboration with other European foundations, universities and think-tanks in order to find the best way to embrace and confront them. The communication of the outcomes, supported by diverse texts and videos accessible in various formats, takes place through conferences and work meetings with experts, stakeholders and journalists, as well as conferences and other events for the general public, in person and on the Internet.



Foresight Portugal 2030

The "Foresight Portugal 2030" project began at the start of 2019 with the primary goal of presenting, by the end of June 2021, a set of contrasting scenarios of Portugal's evolution in the next decade. In a context of great uncertainty worldwide, this study strives to identify the societal challenges facing Portugal, Europe and the world in the present and medium term by conducting first an exploratory outlook exercise and then a strategic outlook exercise.

Following the conclusion of the exploratory outlook exercise in December 2020, which involved the analysis of the main trends that will have a major influence on the Portuguese economy and society in the short and medium term, the strategic outlook exercise will be underway until the end of May 2021; based on the work presented and discussed in the first phase, it seeks to draw up a set of three scenarios of the evolution of Portuguese society and economy for 2030. These scenarios, built in line with different evolutions externally and distinct domestic options, aim to foster informed debate and reflection on the options that appear fundamental to Portugal's future in the coming decades.



Intergenerational Justice

This initiative, which began in 2018, strives to bring intergenerational justice to the public debate and political agenda, raising the general public's awareness of the profound effects that the choices made today will have on the lives of future generations, and stimulating policymakers to contemplate the criteria of intergenerational justice in the definition of public policies.

In 2021, three thematic studies will get underway to identify the main inequalities between generations in various areas:

- **"Public Finance in Portugal: an Intergenerational Perspective"**, coordinated by Francesco Franco (NOVA SBE), with the aim of learning about the age profile of public expenditure and revenue, determining the weight of the different generations in the State budget and public debt, and identifying the financial obligations left to future generations.
- **"The Labour Market in Portugal from an Intergenerational Perspective"**, written by Pedro S. Martins (Queen Mary University of London), with the aim of analysing the evolution of the labour market in recent decades in Portugal and identifying possible inequalities between generations (in terms of salaries, length of careers and the risk of unemployment).
- **"Intergenerational Impact of the Usage of Biophysical Resources in Portugal"**, coordinated by Tiago Domingos (MARETEC – Marine, Environment and Technology Centre at the *Instituto Superior Técnico*), aimed at developing a methodology to assess and quantify the different generations' impact on the use of biophysical resources, comparing the usage with the planet's ecological limits.

The launch of two further works is scheduled for 2021 and, in conjunction with the thematic studies, these will complete the analysis on intergenerational justice:

- The study “#GeraçõesComVoz” (#Generations with a Voice), coordinated by Margarida Gaspar de Matos, is holding discussion groups with 280 Portuguese youths born in 2000 and 2004 in order to find out the predominant opinions among the younger generations on topics related to intergenerational justice, notably comparing the vision of their generation with that of their parents, grandparents and potential offspring. Ideas about how to foster greater intergenerational justice and how to influence the current decision-making process in line with their concerns will also be identified.
- The study “**Governing for the next election or for the next generation?**”, coordinated by Catherine Moury (NOVA FCSH), identifies the political, social and economic conditions that allow decision-makers to implement policies that think about future generations.

A strategy for the dissemination of the study’s main conclusions will continue to be implemented with a view to stimulating public debate on the subject.

Methodology for the Evaluation of Public Policies from the Perspective of Intergenerational Justice



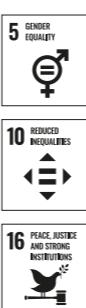
The objective of this project, which began in 2019 and is coordinated by the School of International Futures (SOIF) in the United Kingdom, is to develop a methodology that allows policymakers, the media, think-tanks and civil society to make a systematic and impartial evaluation of the impact of public policies on the different present and future generations with a view to preventing future intergenerational imbalances.

It aims to generate public interest among Portuguese citizens and leverage future external demands (from the EU and OECD, for example) to exert pressure on the political system to provide greater intergenerational equity.

The methodology has been tested and applied to current cases in Portugal and reviewed by specialists from all over the world; it uses the latest and best practices for policy evaluation, risk management and strategic foresight.

It was developed for use by experts in institutions charged with providing governments with opinions and recommendations. It was also designed to be used by think-tanks, universities, the media, civil society organisations and citizens interested in forming their own judgement.

The final report will be published in the first quarter of 2021 and will include a practical guide on how to use the tool effectively. Training sessions will also be organised for public sector and civil society organisations interested in using this innovative tool.



Study on the Average Salary in Portugal

The first part of this study (coordinated by the University of Minho, with the collaboration of the *Instituto Superior de Ciências Sociais e Políticas* (Higher Institute for Social and Political Sciences) of the University of Lisbon), which was concluded in 2020, involved presenting an up-to-date picture of the average annual salary in Portugal and its recent evolution (2002-2018). The second part of the study, which should be concluded by May 2021, will not only present the reasons that explain and determine this picture and evolution but also set out the different scenarios for the evolution of the average salary in Portugal in the coming decades.

Study on the Political Participation of the Young in Portugal

This study (conducted in partnership with the Portuguese Catholic University, the Institute of Social Sciences at the University of Lisbon, the University of Minho, the University of Porto and the University of Aveiro) seeks to map and evaluate the intensity and forms of public participation among the younger generations in Portugal over the last three decades.

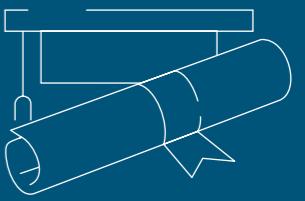
The first part of the study, which began in 2020 and should be concluded in early 2021, is made up of a comparative analysis based on European Social Survey data, and a representative survey of this population (made through 1.500 telephone and online interviews). This will be followed by an analysis of the results, which will include the study of the political parties’ strategy on mobilising the young, focus groups, and a survey of case studies of new forms of youth activism. The study will be made publicly available by the end of 2021.



Conversations about the Future

In collaboration with RTP, the Calouste Gulbenkian Foundation will host six “Conversations about the Future” in which internationally acclaimed speakers will participate in an appealing and informal debate on various topics such as the future of equality, democracy, religion and pandemics and new social movements and cities. These conversations will take place in the Foundation’s Grand Auditorium.





GULBENKIAN SCHOLARSHIPS



Scholarships

Philanthropy plays a role in the understanding of the present moment by upholding multidisciplinarity, removing barriers between disciplines and building bridges between the various areas of knowledge – from exact sciences to humanities and the arts. The diversity of Gulbenkian Scholarships is integrated to bolster this intersection, avoiding silos and creating a crossover of knowledge, the driver of innovation.

In the arts and culture, the scholarships prioritise the Visual Arts, the Performing Arts, Cinema and Music, fostering academic training and specialisation in its diverse aspects.

In relation to development and sustainability, the scholarships prioritise the promotion of education at all levels of schooling (including the 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 talent in all areas of knowledge in secondary and higher education and support scientific research.

 **715**
SCHOLARSHIPS



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Art and Culture



Support for Creation in the Visual and Performing Arts

In 2021, the Foundation will launch a tender to support artistic creation in the areas of visual and performing arts, including music and cinema, reorganising the various kinds of support for the arts into a single programme. This reorganisation will also mean that candidates can be considered even when their work extends beyond specific disciplines, encompassing two distinct artistic areas for example, thus generating experimentation and innovation. As regards artistic residencies, the scholarship holder will now be at the centre of decision-making on the selection of the residency and will be able to request support for a residency of his/her choice. Consideration will also be given to applications aiming to explore the potential of artistic practices in promoting the Sustainable Development Goals set by the United Nations for 2030.

Support for Training Abroad in Music and the Visual and Performing Arts

Scholarships are awarded within the scope of academic training, theoretical training and technical training with a view to supporting and encouraging talent in the visual and performing arts, including music and cinema, to embark on specialisation and professional development abroad. These scholarships are primarily for training courses which are not currently on offer in Portugal and in sub-areas where the national panorama is lacking. In addition, in 2021 the arts scholarship holders will have the opportunity to participate in groups offering a personal development programme entitled “Arts-Based Social Change”.

Scholarships are also granted for training in close collaboration with the programme “Jovens Músicos” (Young Musicians), organised by Antena 2, and with the *Orquestra Geração* (Generation Orchestra) with a view to supporting and stimulating the fine-tuning of the technical and artistic skills of young musicians with great artistic potential.

Development and Sustainability

Gulbenkian Mais Scholarships

The “Gulbenkian Mais Scholarships” target students of university education in Portugal with high educational attainment but in difficult economic circumstances. In this way, the programme fosters equality of opportunity and access to higher education, valorising the merit of students throughout the country. These scholarships are renewable until the conclusion of the masters; they constitute a personal development programme that develops transversal skills such as emotional intelligence and leadership (through certified training for that purpose). A markedly transformative programme, the *Mais* scholarship holders in 2021 will also be able to participate in “Gulbenkian Grow Impact Together”, a programme designed to develop awareness and responsibility, inspiring them to reflect on their role in the resolution of the world’s current and future challenges and exploring which projects they can produce based on their talent and potential. The programme will now also recognise candidates that can demonstrate experience that contributes to the community (volunteering, work commitments, leadership activities, personal responsibilities, among others).

In 2021, these scholarships will also support situations of immediate need arising from changes in the family’s socioeconomic situation during the school year.

Support Grants for the Armenian Community

Grants will be awarded to undergraduate students from Armenia and developing countries, to master’s, doctoral and post-doctoral students and researchers in the area of Armenian Studies; scholarships will be granted to refugees of Armenian origin studying at universities in the Armenian Republic.



Scholarships for PALOP and East Timor

The Foundation awards scholarships for master and doctoral programmes to graduates of higher education from Portuguese speaking Africa and East Timor in areas of specific training that are of importance to the social and economic development of these countries, notably exact sciences (mathematics, health sciences with a clinical focus and distance learning). Scholarships are also awarded to students from São Tomé and Príncipe to obtain a bachelor’s degree from Portuguese universities.

In addition to participating in transdisciplinary activities with other scholarship holders from all areas and nationalities, these scholarship holders will also be involved in personal development programmes and the “Gulbenkian Grow Impact Together” programme. On an exceptional basis, in 2021 this line of support will also extend to situations in which students from the PALOP studying in Portugal are at social risk or at risk of dropping out of higher education.

Science, Education and Health



Gulbenkian New Talents Scholarships

Scholarship programme aimed at identifying and developing talent in Mathematics, Quantum Technologies and Artificial Intelligence, disruptive areas which can transform society. In 2021, it will be expanded to all areas of knowledge, creating new clusters in areas like physics, biology or even philosophy for example, providing new opportunities for transdisciplinarity and innovation between areas of knowledge. The scholarship holder’s potential, regardless of the focus area, will now become the main criteria for the programme.

The programme will also invest in the early identification of innate talent at secondary level and will receive scientific support from the *Associação Nacional para o Estudo e a Intervenção na Sobredotação* (National Association for Study and Intervention with the Exceptionally Gifted). The programme will not only work on innovation through transdisciplinarity, but also the ability to resolve problems related to social, scientific and/or cultural issues.



Journalistic Investigation Grants

These grants seek to support journalistic investigation carried out in Portugal and are aimed at journalists with a valid Portuguese press card from the national and regional media. They must present investigatory work on politics, the economy, social issues in their multiple dimensions, as well as cultural or historic matters that are directly related to Portugal and the Portuguese.

The 2021 grants will prioritise investigation work related to technology and the digital world to be published in the national media.

These grants were created to foster independence in investigation journalism, thus contributing to broadening individual knowledge and to a better-informed society.



Transdisciplinary Training and Research Grants

Some of humanity's problems are so complex that they transcend individual disciplines and can only be resolved when examined from multiple perspectives. The transdisciplinary grant programme aims to fill a gap in the support for the intersection and interaction between the exact sciences, humanities and the arts. It is an innovative programme in Portugal which will not only enable Portuguese talent to gain experience abroad but also bring foreign talent to Portugal.

The programme is supported by an international committee of scientists focused on transdisciplinary research.



Gulbenkian Scholarship Network

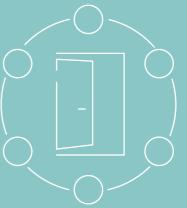
The Gulbenkian Scholarships go from a scholarship as an individual achievement to a collective vision, creating a multiplier effect with links of mutual assistance and thematic and geographic collaboration through the "Gulbenkian Scholarship Network".

In 2021, the Foundation will:

- Invest in a communication campaign, publicising a series of promotional videos in social networks using Gulbenkian scholarship holders as protagonists;
- Make the "Gulbenkian Connect" platform available to all scholarship holders, connecting them virtually;
- Engage with international networks so as to boost internationalisation, networking and learning, notably with the Rhodes Scholars (Oxford) and the Bosch Scholarship Network on the topic of the arts for sustainability;
- Engage with national *alumni* networks such as INSEAD and Oxford;
- Create a think-and-do tank, where scholarship holders can develop and disseminate their collaborative reflection work, notably on artificial intelligence and ethics, learning mathematics in Portugal and art for European democracy.

This network is expected to leverage Gulbenkian Scholarship holders as agents of creativity and change in society, thereby furthering the Calouste Gulbenkian's objectives in civil society.





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.



Museum and CAM

The “Gulbenkian *Itinerante*” initiative has been systematically extending access to the works of art of the Calouste Gulbenkian Museum and the Centre of Modern Art 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, CAM plans to present two exhibitions in partnership with the Graça Morais Centre of Contemporary Art (Bragança) and the Sines Arts Centre.



Music

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

In 2021, performances are planned in locations yet to be designated. The Gulbenkian Orchestra will maintain its association with EGEAC, more specifically in the context of the “*Lisboa na Rua*” festival programme.

The Gulbenkian Orchestra will tour Germany and Austria under the direction of the conductor Lorenzo Viotti. Concerts are planned in Vienna, Munich, Baden-Baden, Cologne and Hamburg.



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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.



Documentary on the Gulbenkian Ballet

At the suggestion of Jorge Salavisa, former director of the Gulbenkian Ballet who died recently, the Foundation commissioned a documentary on the history and legacy of the Gulbenkian Ballet from the director Marco Martins and the producer *Vende-se Filmes*, which will be presented during the showing of “*P de Dança*”. This documentary has financial and promotional support from RTP.



International Museum Day

“International Museum Day” is a European initiative calling on all museums to celebrate a set of shared concepts on the same day.

Under the theme “the future of museums; recover and reimagine”, in 2021 the day will have a diversified and predominantly digital programme of visits, round tables, conversations and creative meetings that bring together a range of interlocutors from the Museum team and different audiences, providing an exchange of varied visions and voices.



Accessible Art Day

In the knowledge that art is a powerful tool for inclusion, in 2021 the fourth edition of “Accessible Art Day” (initially planned for 2020) will take place on 6 March. The main objective of the initiative is that families with children, young people and adults with physical or mental impairments participate in different educational activities and performances.

An example will be given of the inclusive programme offered by the Foundation throughout the year through the educational services, based on artistic and natural heritage (visits and workshops), and the presentation of projects produced by artists with functional diversity. There will be two groups of artists in this edition: an amateur rock band and an internationally acclaimed professional dance company (“*Dançando com a Diferença*”), which will perform “*Os Bichos*” in the Grand Auditorium.



Gulbenkian Scholarship Holder Day

“Gulbenkian Scholarship Holder Day” is a multidisciplinary event of talent from various areas, notably science, music, visual and performing arts, that will take place in 2021.

Developed by Gulbenkian scholarship holders and open to the public, it aims to be a memorable moment celebrating the community of scholarship holders, giving visibility to new talent, to the outstanding scholarship holders supported over the years and to the Foundation itself as a central and innovative entity in the awarding of scholarships in Portugal. The event will include science pitches, artistic performances, interdisciplinary conversations among scholarship holders and creative sessions under the motto “The world we dream of seeing one day already exists in our creative endeavours”.



Young Gulbenkian

In the scope of its objective to prepare the citizens of the future, the Foundation has increased its focus on children and youth not only through its projects and the support allocated in the field of education, but also through the process of listening to young people linked to the Foundation's projects in diverse areas. In this regard, a range of Foundation initiatives have focused on children and the young, such as the "Gulbenkian Knowledge Academies", detailed in the "Education 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.



Gulbenkian 15-25 *Imagina*

The "Gulbenkian 15-25 *Imagina*" project, a co-programming experience with youths aged between 18 and 25 is underway in the scope of the "European Project ADESTE+" (Audience Development Strategies for Cultural Organisations in Europe).

Through this project, the Foundation strives to listen to young audiences and foster their participation in the planning, design and implementation of a new programme for a young audience.



Musear Stories

The "Musear Stories" are small theatrical events that take place in the Museum gallery space in direct contact with the works. They are an encounter between works of art through stories, music and song. Aimed at families with children aged between 2 and 6 years, they strive to bring the public closer to works of art using an approach that intersects different artistic languages and is based on an affective relationship.

Three events will take place in 2021 – two original creations and one return event.



Portas Abertas (Open Doors)

As a member of the European Concert Hall Organisation (ECHO) network, which is made up of a set of prestigious concert halls in Europe, the Calouste Gulbenkian Foundation again welcomes the "Rising Stars" cycle to its stage. In light of the current context, this year the "Portas Abertas" day to hear young rising stars will take place exclusively in livestreaming on the Foundation's digital platforms. Yet again, the programme prioritises the diversity of proposals and performances by exceptionally talented musicians. There will be 5 recitals.

A second "Portas Abertas" weekend will feature Beethoven's piano sonatas interpreted in 8 recitals by Portuguese pianists.



Gulbenkian Internship for Orchestra

This project assures the development of individual skills and the artistic level of young Portuguese musicians by offering experience of the symphonic orchestra. The Foundation thus contributes to both the revitalisation of the national market for orchestra instrumentalists and the rejuvenation of the national orchestral community.

In 2021 this initiative will bring together around 90 young musicians under the direction of the conductor Joana Carneiro and mentoring of the Gulbenkian Orchestra musicians. Following a period of intense preparation, the participants will tour the country.



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.



Visits for Schools/Organised Groups

The Foundation offers an extensive programme of thematic visits for all educational levels, from pre-school to university education and senior academies, targeting the Museum and CAM collections and temporary exhibition and in articulation with the school curricula.

In 2021, this programme is strengthened by an offer of distance visits in digital format for students and to support teachers, with a view to providing a better response to each grouping. The school visits programme includes educational visits, tailor-made visits and the “Aqui Eu Conto” visit, which this year comes in a game format for people who are not native Portuguese speakers. The “Aqui Eu Conto” is the fruit of three years’ work with Portuguese teachers from the *Centro Português para os Refugiados* (Portuguese Centre for Refugees).



The Museum Goes to the School

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 Museum Goes to the School” programme offers 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 provides a diversified offer for audiences with special needs, the “Por Trás da Máscara” (Behind the Mask) project, which is led by specialised mediators.



Music in School

The “Music in School” 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 (3 visits with different typologies, totalling 45 events), 3 preparation workshops for the Orchestra’s concerts (55 sessions) and 3 concert programmes for schools (6 sessions). It also includes 4 training sessions for both Orchestra musicians and teachers, given by specialised monitors.



Conferences and Musical Events

The Foundation presents short pre-concert conferences focused on the themes or works of the Gulbenkian Music Season with the aim of fostering learning about musical concepts tailored to age, enhancing the enjoyment of artistic objects and deepening the musical experience.



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.



Digital Catalogue – “History of the Calouste Gulbenkian Foundation Art Exhibitions”

The digital catalogue “History of the Calouste Gulbenkian Foundation Art Exhibitions”, which covers the Foundation’s art exhibitions from 1957 to 2016, is an editorial and research project in partnership with the Instituto de História de Arte of the Universidade Nova de Lisboa that ran from 2014 to 2020. It is a raisonné catalogue that lists, analyses and disseminates the Foundation’s past art exhibitions aimed at boosting its international projection and participating in the widespread international debate taking place in the area of the History of Exhibitions – a subject emerging from the History of Art and Museum Studies.

The dissemination of the catalogue through a bespoke website is a priceless tool for researchers and an important instrument in making exhibitions and their protagonists known to a wider audience.



Online Museum and CAM

The digitisation resulting from the Foundation’s digital strategy focuses on making the Foundation’s cultural heritage available online, in line with international museums of reference that are providing free access to their collections.

The Museum aims to increase the number of works from the Founder’s Collection available online to 1.500; it will now include French items of furniture, book manuscripts, drawings and watercolours, paintings from the permanent exhibition, and Islamic art objects.

The Centre of Modern Art will be updating its texts in 2021 and making high-resolution pictures available of 1.200 of its diverse works of art, including paintings, photographs, sculptures, drawings, and prints.



Gulbenkian Editions

The Foundation has been digitising its “Classical Texts” and “Portuguese Culture” collections to make access to them freely and universally available. This decision results from the Foundation’s new policy to make the classics of world culture and outstanding Portuguese works accessible to everyone.

The Foundation also wishes to make all studies and publications that it has made or supported over the past 5 years available in digital format.



Online Art Library and Archives

In 2021, the Foundation will be significantly increasing its services as well as the quantity, diversity and quality of the content available online, capitalising on the investment in the digitisation of the collection made over the last couple of years as part of the “ROSSIO Project”.

The Foundation plans to publish (on the internet or intranet) five new special collections and a set of photographs from the Art Library collection, as well as original documents from the Gulbenkian Archives pertaining to Calouste Gulbenkian’s art collection and travels. It is also planning to make available audio-visual records from a range of Foundation initiatives (performances, conferences, etc.).

The overriding aim of this initiative is to extend the access to collections and archives of unique documents and information on Portuguese art, Portugal and the Portuguese, and on the Foundation and its Founder.



Digital Shift – Supporting the Digitisation of Tertiary Sector Organisations

The pandemic has reinforced the role played by technology and the importance of organisations implementing digital processes to serve their beneficiaries. In 2021, the Foundation aims to support social organisations and their digital transformation processes, be it in terms of implementing better management practices or digitising intervention models. The supported organisations will be selected in a tender.

This allows the Foundation to help these organisations simplify their processes and improve their services, thus giving the social sector the skills to adapt to different contexts.

Particular attention will be given to matters pertaining to the collection and treatment of data in project management, stimulating the use of the “AidHound” tool developed by a Portuguese impact start-up.

Digitisation for Development

The Foundation and the Portuguese NGDO Platform have designed a digitisation programme for development called “DevHack4Impact – Soluções digitais para o Desenvolvimento” (Digital solutions for Development) which will culminate in a hackathon in 2021. This aims to bring Portuguese NGDOs closer to technological companies and digital experts, particularly those from the PALOP.





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 action and impact.



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Participation in International Networks

European Foundation Centre (EFC)



Formed to act as the voice of institutional philanthropy in Europe, the EFC's vision is of European foundations as a resilient sector, marked by innovation, drive and cooperation among its 246 members and partner institutions, representing 32 countries.

The Gulbenkian Calouste Foundation is a partner of EFC and currently sits on its Board of Trustees.

Donors and Foundations Networks in Europe (DAFNE)



The Calouste Gulbenkian Foundation supports this network of donor associations and foundations in Europe with the aim of providing a platform to share knowledge and learn from the best practices. With 30 member associations representing over 10.000 foundations and donors, DAFNE supports the individual activities of its members, fostering dialogue and cooperation among national associations.

It is the diversity of the DAFNE members that permits and enriches this mechanism, enhancing its effectiveness in cooperation, the exchange of knowledge and network organisation of European philanthropic organisations. This network underpins the representative role played nationally by associations by providing a collective voice for foundations.

Network of European Foundations (NEF)



Platform of 11 foundations which seeks to undertake projects and/or initiatives related with Europe and its role in the world, by strengthening the cooperation between members or between these and other forms of organised philanthropy and business and public entities – non-profit organisations, government institutions, universities, etc. Its main programme areas aim to bring about European solidarity through philanthropy for social inclusion, international development and democracy.

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 its programmes: the “European Programme for Integration and Migration” (EPIM).

European Venture Philanthropy Association (EVPA)



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.

The Calouste Gulbenkian Foundation also belongs to a small group of foundations, run by EVPA in collaboration with EFC, which meets to discuss different perspectives and approaches to impact investment.

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 29 core members and 7 corresponding members (executive directors of non-European private foundations or figures of importance in the foundation sector with no geographical restriction).

Global Steering Group for Impact Investment (GSGII)



Led by Sir Ronald Cohen, this network brings together the leading international organisations in the impact investment sector, with the aim of promoting the shared agenda of this topic at world level. The network provides technical support to national work groups in the G8 and invited countries, and fosters the stimulation of a global knowledge platform on the topic and the development of a global communication and positioning strategy.

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



European Programme for Integration and Migration (EPIM)

The Calouste Gulbenkian Foundation participates in this joint initiative of 25 European foundations, which advocates promoting and facilitating the integration of immigrants in Europe, notably through the funding of transnational projects to support asylum seekers and undocumented migrants.

The Foundation is directly involved in coordinating two of EPIM's six thematic funds, namely “Building Inclusive European Societies” and “EU Mobile Citizens' Access to Rights”.

Since 2018, the Foundation has been on the EPIM Executive Committee, the body that leads this collaborative network of Foundations.



Marine CoLAB

The Marine CoLABoration (CoLAB) is a coalition of NGOs working together to increase collaborative action and test new approaches to communicating the importance of the ocean. The CoLAB's vision is of a healthy and less threatened ocean and of an “ocean friendly” society. The CoLAB's work shows that everyone can inspire others to act whenever the value of the ocean is linked to people's values. This is known as a “values-based approach”.

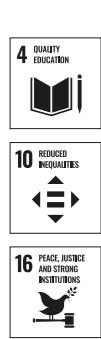
In 2021, CoLAB will promote research on the best way to frame communications about the conservation of the ocean and how to place shared values at the heart of any approach to change in national and international initiatives. This will help the sector navigate a post pandemic world, creating a more united approach to communication on the ocean and climate, to assure a legacy that goes beyond the Foundation's support.



Creative Civic Change

This initiative, from the Foundation's United Kingdom Delegation, is currently in its third year and involves the collaboration of four funders, a network of 15 communities across the UK and numerous arts organisations and artists, using the power of the arts to create meaningful civic change. Together they are helping to showcase what can be achieved when communities lead creative processes. At the heart of the initiative is a shared desire to generate a deeper knowledge and understanding of what community-led cultural activity looks like. Although the communities are working at a local level, the network is having national impact.

Participation in and Support for International Consortia and Think-Tanks



European Council on Foreign Relations (ECFR)

Formed in 2007, the ECFR is one of Europe's most important think-tanks. It is made up of a broad range of former policy-makers, 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.

This year the conference "Europe and Union – Asia", promoted by the Foundation, is the highlight. It will take place in the first half of 2021 within the scope of the Portuguese Presidency of the Council of the European Union and in conjunction with the activities planned by the European Union and the Portuguese Government in this context. Two policy briefs are to be requested from distinguished international experts in these matters, for delivery by the end of January 2021 and disseminated before, during and after the conference.

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; and 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. The 2020 meeting was virtual due to the pandemic, but the Foundation was in attendance. These meetings bring together a range of relevant actors in politics, civil society and the business world. They allow the Foundation to remain informed about the state of the art of European debates and to extend its network of contacts.

In addition to the large annual meeting, the think-tank frequently debates topics on the European agenda and writes reports on relevant social issues. In 2020, attention was focused on public health and the economic recovery.

Transatlantic Council on Migrations (TCM)

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

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. It identifies, maps, debates and disseminates 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.

Partnership between the Foundation and the European University Institute of Florence

The Calouste Gulbenkian Foundation has signed a cooperation agreement with the European University Institute in Florence. The institutions' shared concern about the future of the African continent is at the heart of this partnership.

In addition to frequent mutual consultations and possible exchanges between the parties, over the next three years the Foundation will award a scholarship for a Master's in Transnational Governance and another to attend the course in Policy Leadership to two students from African countries.

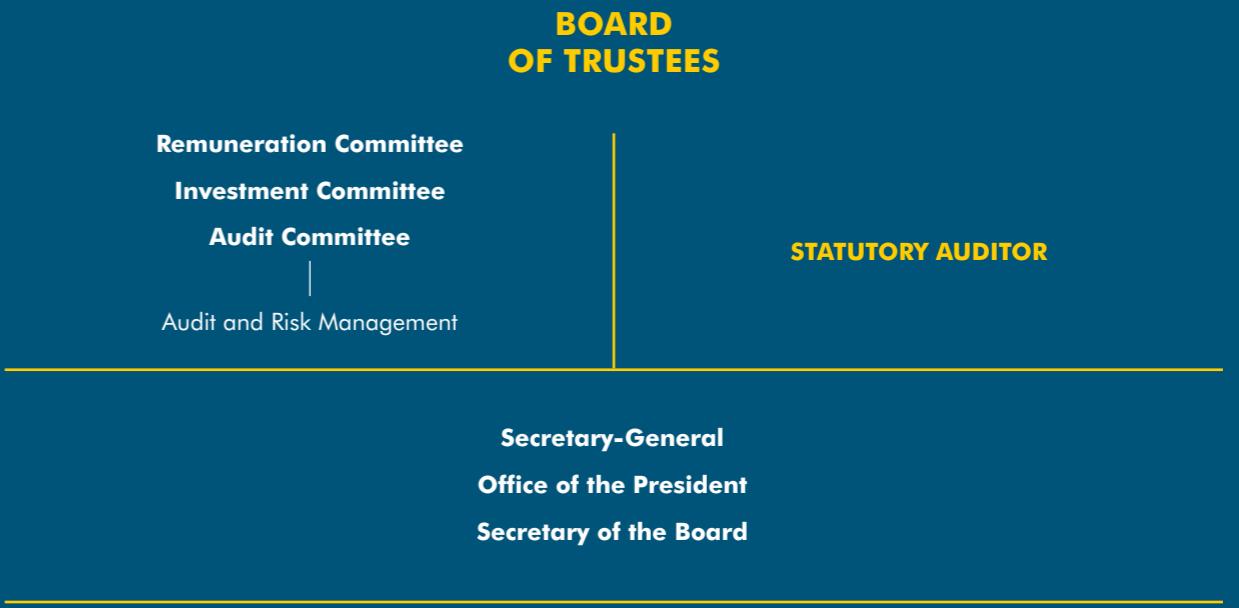
Europa Criativa – Voices of Culture

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 of culture, policy planning, guidelines and future legislation.

The 2021 edition is dedicated to the theme "Culture and the Sustainable Development Goals: Challenges and Opportunities".



Internal Organisation



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				Planning and Strategy
				Human Resources

Useful Information

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gulbenkian.pt
info@gulbenkian.pt

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

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

Calouste Gulbenkian Museum

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 Collection

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

[Temporary Exhibitions](#) [Gallery](#) [Shop](#)/
[Bookshop](#), [Cafeteria](#)

Closed for refurbishment.

Art Library

tel: 21 782 3458
artlib@gulbenkian.pt

Opening hours

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

Gulbenkian Garden

Av. de Berna, 45A
1067-001 Lisbon

The 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
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[Library](#)

Opening hours

Monday to Friday:
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Saturdays, Sundays and public
holidays: closed

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Car park: Parque Berna
(underground car park)

CALOUSTE GULBENKIAN FOUNDATION

Activities 2021

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