



CALOUSTE GULBENKIAN  
FOUNDATION

2022

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ACTIVITIES' OVERVIEW

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# Message from the President

**In 2022, the strategic cycle of activities that began in 2018 will come to an end. Three multi-annual programmes will also finish – *Sustainable Development, Knowledge, and Partnerships for Development* – with the remaining programmes continuing for a further two years. Meanwhile, the Museum, CAM and IGC programming will start a renewed phase following recent decisions about the respective artistic and scientific projects.**

It will be, above all, a year for finalising and evaluating projects, for the disclosure and dissemination of results and also for the preparation of a new period of the Foundation's work.

New initiatives and projects are already being prepared that ensure the continuity of the Gulbenkian's intervention. Examples of these include projects that reflect the potential brought by technology and digitisation in resolving some of the most pressing problems of our society and its agents, such as the artificial intelligence project applied to health care; support for the setting up of the first *Centres for Creative Technologies TUMO*, aimed at stimulating STEAM+ skills using an innovative pedagogical model; and *Gulbenkian Digital Shift*, reinforcing the digital transformation movement in the social sector.

In 2022, the Foundation will promote the third edition of the *Gulbenkian Prize for Humanity – Climate Change*. Through this initiative, the Foundation aspires to speed up the transition to a carbon neutral society and to mitigate the negative effects of climate change for people, the environment and the economy through projects that exemplify how to foster a more resilient and prepared society.

The Foundation will also continue its commitment in the area of the oceans, with the support for the building of a new *European Hub – Blue Biotech* consortium in partnership with the Oceano Azul Foundation as a new feature. This consortium will bring together the key agents of the entire blue bioeconomy value chain with a view to ensuring the production of scientific knowledge and the development of technological solutions that can serve the specific needs of key sectors of the economy such as the food industry, bioindustry, environmental services and the health and well-being sector.

In the area of climate action, the Foundation has launched a pilot project that seeks to support the most vulnerable families in their fight against energy poverty and thus contribute to a *Fairer Energy Transition*. Also, in the experimental domain, support will go to 5 projects demonstrating good practices in irrigation water management from the north to south of the country and, in so doing, anticipate one of the most pressing risks arising from climate change, namely *Water Scarcity*.

In terms of the *Gulbenkian Scholarships, 2022* will bring two novelties – the *Gulbenkian Collection Research Scholarships* for researchers and artists who want to delve deeper into subjects related to Calouste Gulbenkian's art collections, life and work or to the Foundation's heritage; and the *Grants to Foster Research and Training in Philanthropy and Social Innovation* aimed at developing the practice of endowments, volunteering, fund raising and the management of non-profit organisations.

In relation to the *Partnerships for Development*, the new priorities target projects to support research and advanced training in health and the development of mathematics, most of which with external funding.

In the scope of *Future Forum*, this year opens with the public presentation of the output of

*Foresight Portugal 2030*. Through this project, which started in 2019, the Foundation contributes to reflection and informed debate on the different strategic scenarios and options for the future of Portugal in the coming decades.

Similarly, the results of the *Intergenerational Justice* initiative will also be presented. Since 2018, this initiative has brought this issue to the public debate and political agenda and it will culminate in March with an international event that intends to bring policymakers, academia, and civil society together to debate a fairer future for all generations.

In the first quarter of 2022, *Future Forum* will present the study on the *Political Participation of the Young*, a comparative analysis of the political participation of young people in Portugal, the strategies used by political parties to mobilise them, and new forms of youth activism. The study will be presented in conjunction with other pilot projects in this field that are being conducted to foster innovation in participatory processes and provide young people with the skills for democratic leadership.

The Foundation has also promoted a study on the *Cultural Practices of the Portuguese* in Partnership with the ICS with the primary objective of portraying the diversity of cultural consumption in Portugal.

The works on the renovation of the Modern Art Centre (CAM) and the expansion of the Gulbenkian Gardens will carry on throughout 2022; as a result, the Foundation will continue its commitment to activities away from the Gulbenkian premises. *CAM em Movimento* will therefore launch another set of interventions that involve works from the CAM Collection and guest artists in different spaces in the city of Lisbon and its metropolitan area.

Meanwhile, we will continue with our programme for the acquisition of works of art to fill and enrich the CAM collection.



Lastly, the Foundation will conclude its exhibition programme for the year with *Pharaoh Superstars*, organised in conjunction with MUCEM in Marseille. This exhibition brings together pieces of different kinds and proposes a reflection on the figure of the Pharaoh and his symbolic role from antiquity to the present day.

The Foundation is participating with an extensive programme in the Portugal-France *Saison Croisée*. The programme, which continues until October, was officially opened with a concert by the Gulbenkian Orchestra and the pianist Maria João Pires at the Philharmonie de Paris in February.

The Foundation aims to consolidate the IGC's position as a Centre of Excellence in Research and Development. This ambition gave rise to the *Gulbenkian Science Centre of Excellence*, a new scientific vision underpinned by high quality infrastructures, strong investment in innovation, network building and social involvement.

In 2022, an assessment will be made of the Foundation's activity for the strategic cycle now ending, highlighting its main outputs, the value brought to society, and the key lessons for the preparation of a new cycle. The Foundation thus remains faithful to the principle of transparency that it has always adopted and which it considers vital to the relationship with the beneficiaries and partners of its actions.

As of May, my colleague, Prof. António Feijó, will take over as President of the Foundation following his election to this office in December last year. His strong academic background, the positions he has held, the knowledge of the Foundation gleaned as a Non-Executive Director since 2018, and above all, the human qualities for which he is known are the guarantee of a mandate in step with our ambitions.

**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 2022

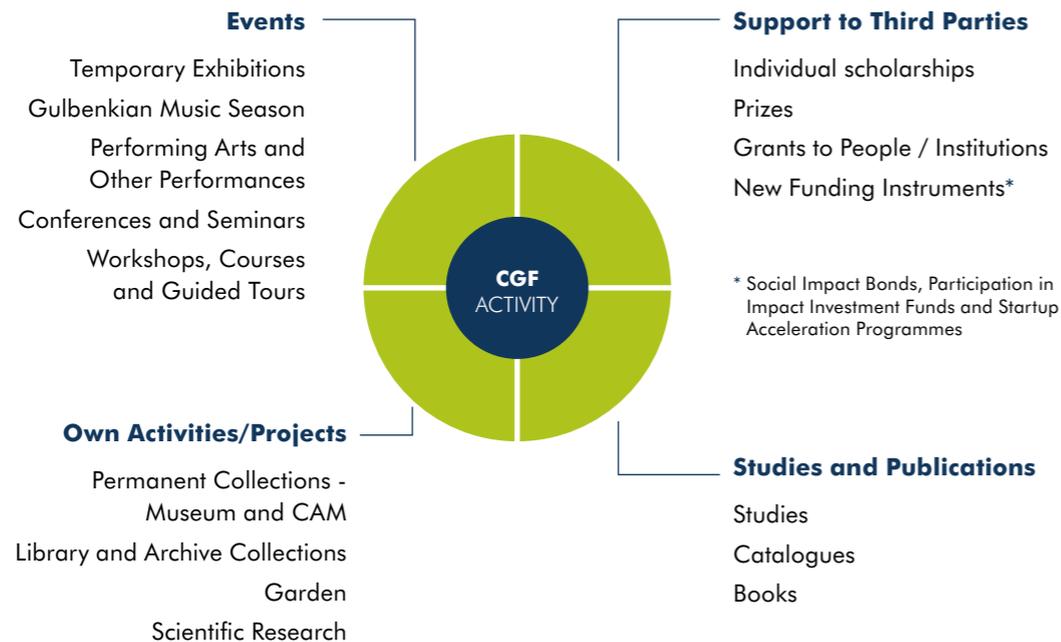
The Calouste Gulbenkian Foundation (CGF) was set up in 1956 by the testamentary deposition of Calouste Sarkis Gulbenkian, an Armenian philanthropist who lived in Lisbon between 1942 and 1955.

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



In 2021, the year in which the Foundation celebrated its 65<sup>th</sup> anniversary, a commemorative book was published with a chronology listing the most significant facts and events in its history.

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



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



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

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

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

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

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

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

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

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

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

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

The organisation of information in line with this structure follows criteria that strive to make the work of the Foundation more evident, based on its areas of intervention through thematic clusters (such as the civic role of the arts, social cohesion and innovation) that make up each of these areas.

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;

**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;

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



## Art and Culture

Calouste Gulbenkian Museum,  
Modern Art Centre and Exhibitions

Music

Libraries and Publications

Support for Artistic Creation

Civic Role of the Arts



## Development and Sustainability

Social Cohesion and Innovation

Climate Action, the Ocean and Circular Economy

Society and Democracy

Preservation and Development  
of the Armenian Culture and Language

Economic and Social Development  
in the PALOP and East Timor



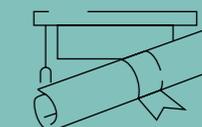
## Science, Education and Health

Scientific Research –  
Instituto Gulbenkian de Ciência

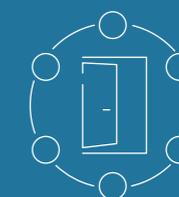
Health Challenges

Education Challenges

Future Forum  
(Reflection and Outlook)



## Scholarships



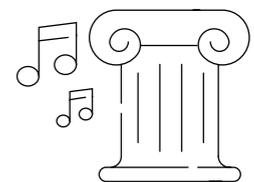
## Transversal Initiatives

Gulbenkian *Itinerante*

Young Gulbenkian

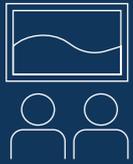
Descobrir – Educational Activities

International Networks and Projects



# ART AND CULTURE

29.3 M€



# Calouste Gulbenkian Museum, Modern Art Centre and Exhibitions

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

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

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

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

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



## Exhibition: *Europa, Oxalá*

The exhibition *Europa, Oxalá* is co-produced by the Delegation in France, MUCEM, AfricaMuseum (Tervuren) and Centre for Social Studies of the University of Coimbra (CES). It presents the works of 21 European artists and intellectuals whose families originated from the former colonies. The aim of this exhibition is to spark a debate on the social, artistic and cultural impact caused by post-colonial generations now living in Europe and who are therefore defining it through a cartography of the new European artistic expression.

The project is curated by António Pinto Ribeiro, Katia Kameli (France/Algeria) and Aimé Mpane (Belgium/Democratic Republic of the Congo). Its starting point is the scientific research conducted at the CES over the last four years for the project *Memoirs – Filhos de Império e Pós-Memórias Europeias*.

The exhibition was inaugurated last October in Marseille and will come to the Foundation in Lisbon in March 2022, before moving to Brussels in October.



**25 000**  
TICKETS

## Exhibition: *Hugo Canoilas. Sculptured in Darkness*

The Modern Art Centre invited Hugo Canoilas (Lisbon, 1977), to create a project specifically for the temporary exhibition gallery of the Calouste Gulbenkian Museum.

In this project, Hugo Canoilas continues research that began in 2020 into life on the sea floor and 'aquatic' environments. Through painting, sculpture, installation and performance, the artist will be exploiting new spatial perspectives and ecological matters to do with the ocean and the depths of the sea. He proposes an immersive and sensory installation, an ecosystem inhabited by living and hybrid forms where colour, texture, and fluidity give them an almost alchemical quality, as though they were in full metamorphosis right before our eyes.



## Exhibition: *Jorge Queiroz / Arshile Gorky*

This exhibition represents an imagined encounter between two artists from different times, places and artistic worlds, but with a great deal in common. Jorge Queiroz (Lisbon, 1966) is the creator of one of the most fascinating artistic universes in the current Portuguese art scene, and Arshile Gorky (Armenia, c. 1904 – EUA, 1948) is regarded as the 'father' of post-war American abstract expressionism and a key figure in western art in the early 20<sup>th</sup> century. Drawings and paintings by Gorky and Queiroz, both represented in the CAM Collection, are included in this exhibition which is

presented as an installation. In addition to works from the Collection, it also includes others on loan from various national and international collections and institutions.

 **5 000**  
VISITORS

### Exhibition: *Iánnis Xenakis*

The year 2022 marks the centenary of the birth of artist Iánnis Xenakis (Romania, 1922 – France, 2001), a composer, theorist, mathematician, architect, and engineer who was prominent in 20<sup>th</sup> century art world. The Calouste Gulbenkian Foundation is commemorating this anniversary by presenting six works commissioned from the artist and an exhibition focusing on the architectures of sound that Xenakis created over the course of his career. This project is a co-production with the Philharmonie de Paris.



### Exhibition: *Pharaohs Superstars*

*Pharaohs Superstars* is conceived around the figure of the Pharaoh and the place occupied in our imagination by Ancient Egypt through 5000 years of history, from antiquity to the present day. From Egyptian hieroglyphs to pop music, incorporating medieval illuminations and classical painting, this exhibition brings together different kinds of objects, such as archaeological pieces, historical documents and works, and contemporary objects. On display will be 275 pieces from important European collections, with pieces on loan from 75 sources; these include the Foundation, which will be contributing with 12 works from the Calouste Gulbenkian Museum.

The exhibition, co-organised by the CAM and the MuCEM in Marseille, will be open to the public at the Foundation from November 2022.

 **10 000**  
VISITORS

### Opera-performance *Sun & Sea*

This opera-performance is organised in cooperation with the Festival Alkantara. The project by the Lithuanian artists Rugilė Barzdžiukaitė, Vaiva Grainytė and Lina Lapelyte brings together 24 performers involved in typical beach activities whilst singing about the causes and physical impacts of climate change. The project, which won the 2019 Venice Biennale Golden Lion Award, brings one of the most challenging contemporary art performances in recent times to Lisbon.

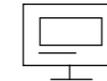
 **1 400**  
VISITORS



### CGM and CAM Online

In line with the international practices of other major museums and with the Foundation's digital strategy, the Foundation's cultural heritage is being digitised and made available online.

In 2022, the MCG and the CAM will be continuing this work and preparing 500 pieces from its different collections to publish online. It thus contributes to the joint project *Online Collections*, which aims to show its collections on the web by means of an information platform with a view to making them known to a wider, more diversified audience.



**500**  
ART WORK PREPARED FOR ONLINE PUBLICATION



### 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, has been an editorial and research project in partnership with the Instituto de História de Arte of NOVA FCSH since 2014. It is a raisonné catalogue that lists, analyses and disseminates the Foundation's art exhibition history.

A website was launched in May 2021 with all the catalogues until 2016, for dissemination purposes. It represents an invaluable work tool for researchers and an important instrument for making exhibitions and their protagonists known to a wider audience. The remaining exhibitions until 2021 will be included during this year.



### Summer School

The *Calouste Gulbenkian Museum Summer School* is a space of sharing, debate and training that brings together experts from leading museums and cultural institutions.

Following the success of the first edition, in 2022 these gatherings will be dedicated to the subject "Museums and Communication". Over the course of two days, national and international experts will discuss the importance of language, the different means, strengths, and limitations of digital technologies in the research, interpretation and dissemination of knowledge about art collections.

 **4 000**  
PARTICIPANTS



### Renovation of the Jewellery and Decorative Arts Galleries of the Calouste Gulbenkian Collection

As the Museum continues to ensure the permanent exhibition of the Calouste Gulbenkian Collection, certain interventions and sporadic renovations will take place over the year in some of its exhibition rooms (namely those dedicated to jewellery and decorative arts). These will take new areas of research and fresh interpretations of the collections into account, thus fostering other opportunities to communicate to the public as well as visits from the public.



### Director's Choice / Escolhas do Diretor

*Director's Choice / Escolhas do Diretor* is an editorial line by Scala Publishers dedicated to the selection of museum directors' favourite works in their institutions. The collection currently comprises approximately 70 editions by acclaimed museums and collections from Europe to Asia to North America.

An edition dedicated exclusively to the selection by António Filipe Pimentel, Director of the Calouste Gulbenkian Museum, will be published in 2022. This publication is not only a unique opportunity to get to know the Director's vision through his selection of works but also a special souvenir for the public to remember the Museum and its Director.



### Accessible Art Day

*Accessible Art Day* will take place on 8 June 2022 in the knowledge that art is a powerful inclusive tool and given the different current debates on the issues of representativeness, equity and diversity in the artistic community. It will foster a day of reflection with professionals and experts on this very current issue.



The event *Art, Inclusion and Accessibility* aims to discuss accessibilities, the role of artists and programmes in bringing down barriers and working with artists with disabilities in the national and international art scene. A round table format with guests and experts is combined with workshops, visits and demonstrations of activities.



# Music

The concerts of the Gulbenkian’s two resident artistic 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.

The concerts away from the Foundation premises in the framework of the *Gulbenkian Itinerante* project are an important means of diversifying the audiences.

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

Also noteworthy is the contribution towards the artistic development of youth at the beginning of their career. This contribution is achieved through the organization of qualification activities and support for musical creation, embodied by the commissioning of new works by composers and their subsequent dissemination, sometimes in collaboration with international partner institutions.



## The Orchestra and Choir

The Gulbenkian Orchestra and Choir, resident groups of the Gulbenkian Foundation, present a very diverse set of programmes in the second part of the 2021/2022 Season (between January and June), highlighting their flexibility in the approach to different repertoires under the direction of conductors such as Lorenzo Viotti, Giancarlo Guerrero and Hannu Lintu.

In the 2022 *Gulbenkian Music Season*, the Gulbenkian Orchestra will present a total of 35 programmes, in 64 sessions. The Gulbenkian Choir will also perform in the season with a total of ten programmes (two *a cappella*) over the year in 19 sessions.



## Invited Artists

For 2022, several invited artists and groups will be presented in the *Cycles of Great Interpreters*, *Piano*, *Chamber Music (String Quartet Festival*, in collaboration with *Philharmonie de Paris*), *Contemporary Music* (concerts to be performed on the centenary of the birth of Iánnis Xenakis), *Met Opera Live* and *Jazz in August*.

The year began with a performance of *Mahler’s Symphony no. 1*, with Soprano Karita Mattila and the Gulbenkian Orchestra under the direction of Hannu Lintu. Special note also goes to the work on Bach in this programme, which were presented by the choreographer Anne Teresa de Keersmaecker and cellist Jean-Guihen Queyras.



## Sunday Concerts

Series of five programmes (ten sessions) with performances by the Gulbenkian Orchestra, designed for enjoying music in a more relaxed atmosphere. This project aims to attract diverse audiences with the presentation of better-known works from the classical repertoire and more eclectic programmes.





### Gulbenkian Orchestra Soloists

The Gulbenkian Orchestra is formed by professional musicians of great technical and artistic quality.



Over the season, they also perform in chamber music recitals, revealing their solo potential, thus leaving behind the anonymity that is intrinsic to their orchestra work. At the same time, their increased visibility contributes significantly to a greater appreciation and recognition of chamber music as a whole. In 2022, they will perform eight recitals with free admission.



**8**  
RECITALS



### Portugal-France Crusade Season 2022

The Calouste Gulbenkian Foundation is a partner of the Portugal-France Crusade Season 2022, promoting and supporting a significant set of initiatives that will take place in the two countries as part of the international affirmation of the Foundation's work.



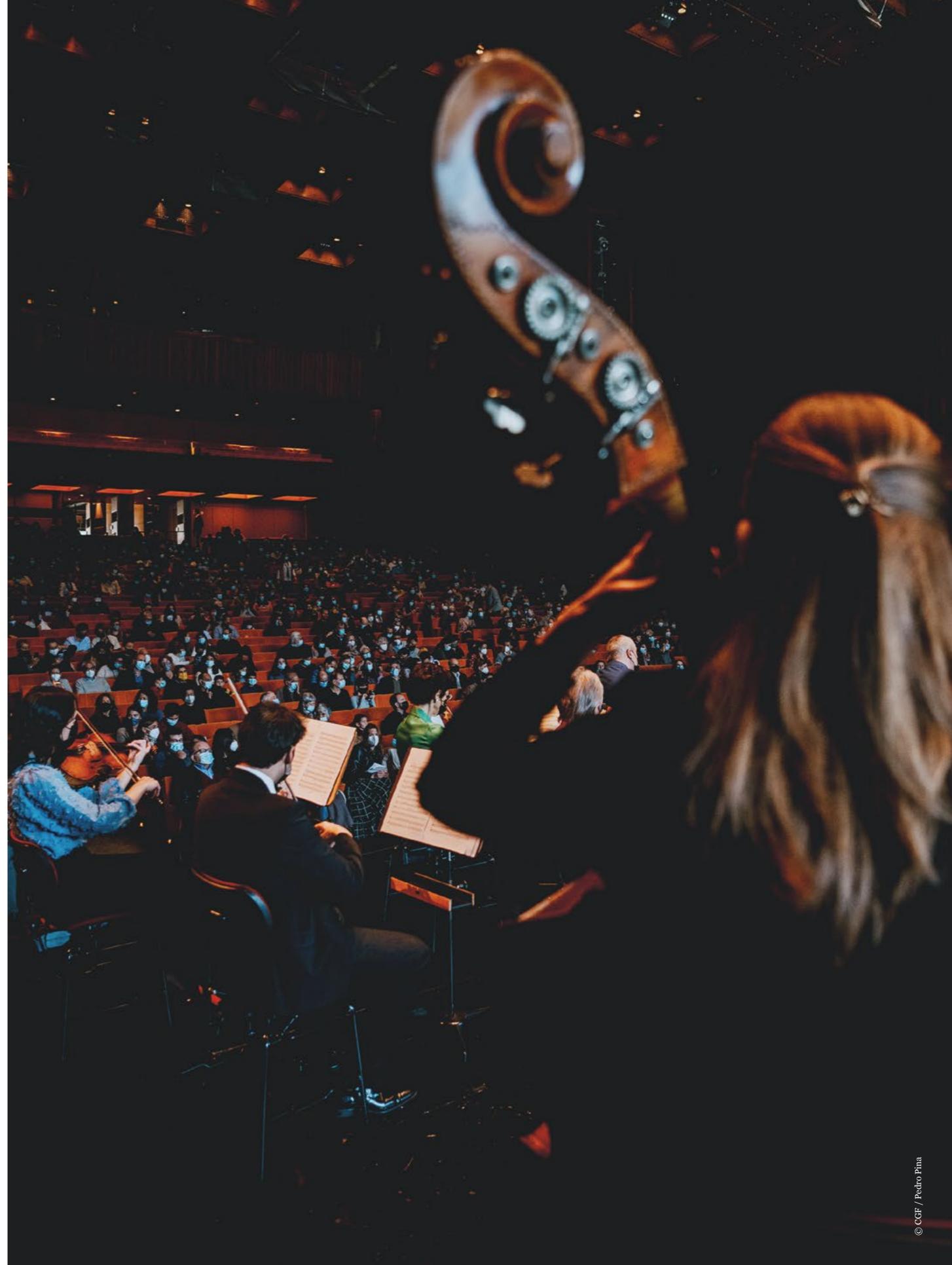
In addition to the cultural projects resulting from the Foundation's regular action in France, a specific programme was conceived for this Crusade Season. Special note goes to the opening concert on 12 February with the Gulbenkian Orchestra and pianist Maria João Pires at the Philharmonie de Paris, and the exhibition of masterpieces from the Gulbenkian Collection in a co-production with the Al-Thani Collection at the Hôtel de la Marine in Paris.

The programme supported by the Foundation will include an exhibition bringing the sculptor Rui Chafes, the film-maker Pedro Costa and the photographer Paulo Nozolino together at the Pompidou Centre for a dialogue between cinema, sculpture and photography that spans the plastic questions of the artists. Also noteworthy is the installation, in the garden of the Louvre Museum, of a monumental work in cork by Pedro Cabrita Reis, entitled *As Três Graças*, cofinanced by the Foundation.

In the scope of the Foundation's annual contest aimed at promoting exhibitions by Portuguese artists in France, the initiatives will include a retrospective dedicated to Maria Helena Vieira da Silva, solo exhibitions by Francisco Tropa at the Musée D'Art Moderne de la Ville de Paris, by Pedro Barateiro, Carla Filipe and a group exhibition by Mónica de Miranda, Sergio Carronha, Rita Sobral Campos and Musa Paradisiaca.

The exhibition *Tudo o que eu quero – Artistas portuguesas 1900-2020* (All I want – Portuguese Women Artists 1900-2020), on show at the Foundation in Lisbon last summer, will be at the Centre de Création Contemporaine Olivier Debré in Tours in the framework of the Crusade Season. Similarly, the exhibition *Europa, Oxalá*, which will travel from Marseille to Lisbon, will open at the Foundation in March.

The performing arts will also be present in the Foundation's activities with, for example, support for the Festival d'Automne.





# Libraries and Publications

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

The Foundation has been investing in the growing digitisation of its documental and editorial assets, with the aim of extending its reach and making its offer available to more people.



## The Art Library and Archives Collections

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

The BAA continues to make its collection more coherent and supports other libraries in Portugal by enriching its existing collections with new acquisitions, their treatment, conservation, and preservation and 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.

Over the year, the *Gulbenkian Archives* intend to continue with the processing of documentation with a view to reducing the backlog of analogue documents to be treated, thereby increasing the relevance and accessibility of the collection in line with the Foundation's policy to preserve memory.



## Online Art Library and Archives

In 2022, the Foundation will continue to significantly reinforce its services and the quantity, diversity and quality of the content published online. It will continue with the digitisation of around 84.000 documents from the special collections of the Art Library, so they can be made available to the public. This publication work is the result of continuous and systematic digitisation going back to 2000 and is financed by national and European resources from the Culture and Science sectors (for example, *ROSSIO project*). Today, the Art Library has around 917 thousand digitised documents, and the Gulbenkian Archives 150 thousand. This work has made it one of the most digitised research libraries specialising in art both nationally and internationally, allowing its contents to be available remotely to the general public.

The *Gulbenkian Digital Archive* project guarantees the uploading and storage of new files with documents, photographs, videos and publications from the Foundation's assets and liabilities so that they can be duly conserved.

In addition, the Foundation will continue to work in partnership with research centres on a set of contents resulting from digital curatorship (e.g., historical timelines, repertoires and directories, presentations, virtual galleries and exhibitions, videos etc.). The goal is to continue to invest in the contextualisation and interpretation of documents, and to encourage the non-specialised public to become involved in modern and contemporary Portuguese art, the museum collections and the historical and cultural legacy of the Founder and the Foundation.





### Library of the Delegation of France

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



In 2021, the Library introduced new dynamics through events in digital format, namely a series of conferences and debates on literature and literary studies, as well as social and human sciences, in partnership with diffusion networks, research centres and Portuguese language institutions in France and around the world. This will be maintained in 2022 with a view to promoting authors of the Portuguese language.



### Gulbenkian Editions

Since the 1960s, the Foundation has key published works for Portuguese culture, university education and knowledge in general.



Attentive to the digital transformation, the Foundation decided to adopt a new editorial policy in 2020, based on the digital format, with a view to making its Publishing Plan available to the general public. Similarly, editions and re-editions are now made primarily in digital format, with free and universal access, as long as copyright is safeguarded.

Work has begun on the reprinting of the most sought-after works and preparing the publication of some works in e-book format in the new virtual shop.

In the area of editions, special note goes to the conclusion of the publication of the *Obras Completas de Eduardo Lourenço (Complete Works of Eduardo Lourenço)*, an essential collection for a better understanding of one of the most important Portuguese thinkers in recent decades. Similarly, the publication of the *Obras de Fernando Oliveira (Works of Fernando Oliveira)* will also be concluded in 2022 and the publication of the anthology of the fundamental texts of the historians Luís Filipe Reis Thomaz, Miriam Halpern Pereira and Jorge Borges de Macedo is also planned.



### Magazine Colóquio/Letras

The magazine *Colóquio/Letras* began in 1971 under the direction of Hernâni Cidade and Jacinto do Prado Coelho.



Focusing mainly on essays and integrating multiple points of view, with research articles and critical interpretations of recently published books, *Colóquio/Letras* also includes unpublished poetry and contemporary fiction by both young and acclaimed authors. The magazine focuses almost exclusively on Portuguese literature.

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

Three numbers of the magazine *Colóquio/Letras* are expected to be published annually and we note, in particular, the special edition dedicated to the centenary of the birth of the Portuguese Nobel Prize winner - José Saramago in May this year.





# Support for Artistic Creation

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

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



## Acquisition of Works of Art

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

The acquisition of works of art for the Modern Collection, in 2022, will reflect the new guidelines underpinning the link with the CAM programme of activities. The focus is on accompanying and supporting the production of contemporary Portuguese artists with whom the Foundation works - without neglecting the representation of more historical artists and works – that appear as an opportunity for acquisition and are particularly relevant to the collection. As previously, the international acquisitions will continue to be linked to the exhibition programme, leading to a more coherent and comprehensive Collection.

The two works of art by the acclaimed artist Paula Rego that were bought in 2021 will arrive at the Foundation during 2022. One of these pieces is the iconic *O Anjo* (The Angel) which summarises her entire artistic programme. In addition to *O Anjo* (work dated 1998), the Foundation also acquired *O Banho Turco*, (The Turkish Bath) from 1960, the reverse side of which features a nude portrait of Paula Rego painted by her husband Victor Willing.

The exhibition and media potential of these paintings make them a unique complement to the CAM collection of Paula Rego works. They allow the Calouste Gulbenkian Foundation to consolidate its international position as the private institution with the largest and most significant collection of the artist, enhancing the historic liaison and deep professional and affective ties linking the artist to the Foundation since she held a Gulbenkian grant in the 1960s.



## Support for Musical Creation

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

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

For 2022, the Foundation plans to commission two new works from composers, who will be identified in due course.



### **Support for Creating Visual and Performing Arts and Cinema**

The Foundation fosters the creation of contemporary art, with special focus on new creators and stimulating the internationalisation of their projects.

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

In 2022, this support will take place through a unique contest to stimulate artistic creation, targeting artists and artistic structures working in the performing arts (opera, theatre, and dance), visual arts and cinema. In this way, each edition seeks to identify the main needs of the artistic sector, highlighting the dimensions not safeguarded by support for creation granted by the State and other funding entities in Portugal. To this end, the sector is consulted regularly to maximise the impact of the Foundation's support.

From this year, the Foundation also aims to increase the support for emerging contemporary creators and artists through programming at the Modern Art Centre which focuses on the production of new projects, thus contributing to the vitality, inventiveness and diversity of artistic practices. This support is exemplified by *Moldada na Escuridão*, an exhibition by the artist Hugo Canoilas.



### **Gulbenkian Exhibitions - Promoting Portuguese Artists in France**

Renamed *Gulbenkian Exhibitions* in 2021, this programme supports Portuguese artists in France, targeting French institutions, through the Foundation's Delegation in France. This support aims to encourage museums and art centres in France to have exhibitions by or including Portuguese artists. The project is based on the premise that such organisations are extremely well-accepted by the French public and the different legitimisation networks.

The 3<sup>rd</sup> edition of the *Gulbenkian Exhibitions* will run between March and April 2022.

The exhibition featuring the Portuguese artists Pedro Costa, Rui Chafes and Paulo Nozolino at the Georges Pompidou Centre in partnership with the Delegation in France is also framed in the context of support for Portuguese arts. This collective exhibition will give the Parisian public the opportunity to discover the works of these three artists, presented in the form of a renewed dialogue between cinema, sculpture and photography. Imagined and conceived by the artists as a mental and immersive journey, the exhibition revolves around the installation *As Filhas do Fogo*, by Pedro Costa and Rui Chafes, the film *Minino Macho, Minino Fêmea*, by Pedro Costa, and accompanied by a series of photographs by Paulo Nozolino.





### **Advanced Training in Cinema**

This initiative seeks to further the qualifications of cinema directors at the start of their career through an advanced training course created from scratch. To this end, the Foundation is preparing a course in directing and script writing for cinema and television in conjunction with the School of Arts of the Universidade Católica Portuguesa and RTP2. The project came about due to the training gaps identified in the field of cinema at a time not only of technological transition but also of the questioning of artistic practices and radical change in the consumption practices of cinema-lovers. The course will culminate with the making of a film featuring acclaimed professors and mentors.



### **Documentary on the Gulbenkian Ballet**

At the suggestion of Jorge Salavisa, former director of the Gulbenkian Ballet who died in 2020, 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. In a partnership with the RTP channel, the documentary *Um Corpo que Dança – Ballet Gulbenkian 1965-2005 (A Dancing Body – Gulbenkian Ballet 1965-2005)* had its premiere at the Calouste Gulbenkian Foundation on 25 January 2022.



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

As a tribute to Vasco Vilalva, the Calouste Gulbenkian Foundation decided to create an annual award – *Gulbenkian Heritage Prize – Maria Tereza and Vasco Vilalva* – worth 50 thousand euros. This prize distinguishes projects of excellence in the conservation, restoration, valorisation and dissemination of movable or immovable Portuguese cultural heritage.

The name of the award was changed to include the name of the Countess of Vilalva after her death: *Gulbenkian Heritage Prize – Maria Tereza and Vasco Vilalva*.

The 14<sup>th</sup> edition will take place in 2022 for which applications were submitted until 31 January.



## **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.

The Foundation has strived to develop this theme in recent years in the belief that it can act as a catalyst of social transformation and the building of fairer and more cohesive communities. It is therefore a good example of how the Foundation is able to pool its efforts, taking advantage of the synergies and added value of the entire organisation, intersecting its direct activities (museums and music) with its grant giving work (*Gulbenkian Programme for Sustainable Development, United Kingdom Delegations*, among others dedicated to this theme).

### Inclusive Museum

Museums are spaces with great social responsibility for cultural and identity representation as well as the building and validating of narratives, and they target all communities and individuals. Through their collections and exhibitions, the MCG and CAM are able to contribute to reflection on the questions of contemporary society, combating unequal access and opportunities and promoting spaces of diversity; moreover, they see themselves as places that promote inclusion accessibility and cultural democracy.

In 2022, the Foundation will strive to pursue and consolidate its current strategies, notably in terms of:

- Strengthening the digital and mobility strategy (initiatives “off premises”) with a view to achieving a greater geographical reach, overcoming travel difficulties and keeping the relationship with its audiences alive;
- Developing the practice of diversity, inclusion and access and the recognition of the Foundation’s leadership in this sector. In 2022, special focus will be placed on the creation of focus groups to listen to, reflect on and design a new accessible agenda, specifically aimed at the visually and hearing-impaired public;
- Regaining family audiences as well as children and youths and a more senior public, shaken by the pandemic and restrictions.

### Artistic Practices for Social Inclusion

Created in 2013, *PARTIS – Práticas Artísticas para a Inclusão Social* (Artistic Practices for Social Inclusion) is an initiative that aims at promoting equal access to artistic creation and cultural participation. It supports participatory arts that bring together professional and non-professional artists in creative, reflective, and shared learning processes. It seeks to recognize and value the role of participatory arts in the development of individual competencies, the reinforcement of a sense of identity and belonging and the construction of more sustainable and cohesive communities.

A new contest is planned for 2022 in partnership with the “la Caixa” Foundation, once again to support projects focusing on the social impact of different artistic practices. This will also be the last year of the projects supported in the 3<sup>rd</sup> edition of the PARTIS context (launched in 2019), and the second year of implementation of the projects supported in partnership with the “la Caixa” Foundation in the scope of the 1<sup>st</sup> edition of *PARTIS & Art for Change* (launched 2020).

At the same time, presentations of projects that receive support through various contests will take place at the Foundation and at different locations around the country. Emphasis is also given to the promotion of the *PARTIS Network*, which brings together cultural organisations focused on advancing this agenda of a shared liaison between art and community.



### Creative Civic Change

The *Creative Civic Change* initiative came to an end in 2021, and in 2022 it will enter its final phase, that of the evaluation of the results achieved. This project involves collaboration with four funders, a network of 15 communities across the United Kingdom, as well as artists and various arts organisations that seek to harness the “power” of the arts to bring about significant change. Together they strived to demonstrate the difference made when communities lead creative processes. A common objective lies at the heart of this programme: to generate deeper knowledge and understanding of what community-led cultural activity is. Although the communities are working at the local level, the network is having a national impact.

### Arts & Homelessness

The Foundation is one of the founders of *Arts and Homelessness International* (AHI), previously known as *With One Voice*, a movement with international reach to strengthen the capacity and sustainability of artistic organisations working with homeless people.

The main objective of this initiative is to combat loneliness in people who are, or have been, homeless. The pandemic has further intensified the isolation of these people, and the artistic community has come together in trying to address this question. A continuous survey of all artistic projects and activities, designed with and for people who have been homeless, has been carried out. In 2022, the creation of the *Hives & Hubs Network* will connect existing projects and activities to enable a vibrant exchange of global practices, focused particularly on developing nations. The aim is to disseminate the learning and best practices of these initiatives, ensuring their replication and legacy, inside and outside the UK.



### Barbican Centre – Barbican Futures Project

In 2022, the Foundation supports Phase 2 of the Barbican’s realisation of its civic purpose through the development, testing and delivery of the *Barbican Futures* project. This project is centered on the idea of a “shared vision for the future”. The objective is to align the social, civic, creative and commercial aspects of the Barbican Centre’s work, with the ambition to become a multi-disciplinary international arts center that prioritises the connection from its neighborhood to the world, investing in communities and facilitating the emerging talent of the future.





# **DEVELOPMENT AND SUSTAINABILITY**

**19.3 M€**



# Social Cohesion and Innovation

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

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

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

The studies on the most vulnerable which the Foundation has commissioned or participated in have led to the definition of the priorities for its work with this target population.

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

## Philanthropy and the Social Economy

The global philanthropic movement has undergone significant change in recent years both in terms of its protagonists and the intervention models and work instruments used.

As regards the protagonists, it should be noted that around 75% of the world's foundations are less than 25 years old. Contrary to the situation in the early 20<sup>th</sup> century, this movement has been led mainly by philanthropists from the technological sector who have formed foundations during their lifetime and for a limited period of time.

Key changes in the foundations' intervention models include the revising of investment policies to encompass impact investment practices in the management of their endowments; the growing trend towards core and unrestricted funding options; and more participative work models, notably including the potential beneficiaries in the discussion about the foundations' intervention strategy.

The philanthropic response to the pandemic crisis has accelerated the transformation process. Indeed, the balance of the results achieved has demonstrated the added value of a more flexible and less bureaucratic approach that is nearer to the organisations' needs.

The research and critical reflection on philanthropy has also increased, notably through research centres, international philanthropic associations and specialised consultancy entities.

Alongside its participation in the leading international philanthropic networks, the Foundation has formed an internal work group dedicated to the topic of philanthropy which takes advantage of its employees' knowledge about these matters. Its work will include the systematisation and regular sharing of knowledge about the area, as well as internal discussion and debate.

Simultaneously an inventory of the existing social economy organizations will be conducted, based on the data available within the Foundation's project database. Additionally, the group will also be responsible for regularly gathering information on the social economy sector, in order to keep the Foundation up to date on this subject.

## Children and Youths at Risk



### Rede CARE - Prevention and Support of Children and Youngsters, Victims of Sexual Violence

This CARE network offers specialised support for children and young people who have been sexually assaulted, as well as their families and friends. It has national coverage (including the archipelagos of the Azores and Madeira) and is coordinated by the Associação Portuguesa de Apoio à Vítima (APAV), - Portuguese Victim Support Association), in partnership with the Judicial Police (which identifies and flags the

cases), the Institute of Legal Medicine and Forensic Science (responsible for carrying out forensic analyses), and INEM and Comissão Nacional de Promoção dos Direitos e Proteção das Crianças e Jovens - the National Commission for the Promotion of the Rights and Protection of Young People. CARE provides legal and/or psychological support and facilitates the liaison between the different bodies involved in these processes.

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

In 2022, the prevention and support work will be continued through the specialised network for monitoring these cases all over the country. Particular emphasis will also be given to the advocacy work on improved public policies in this area, exploring possible partnerships with public organisms with a view to incorporating the methodology developed by CARE as a public response. New awareness raising activities and training courses are also planned providing training for around 500 professionals.

 **2 000** CHILDREN AND YOUTHS | **25 000** CONSULTATIONS | **76** TRAINING COURSES

## The Elderly



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

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

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

The results of this initiative will be defined and presented in 2022, notably as regards the promotion of good practices of ageing in the community and the capacity building of informal carers.

 **240** END BENEFICIARIES



### **Boosting Specialised Domiciliary Care for the Elderly**

The pandemic highlighted the need to improve the qualifications of carers for the elderly in institutional and community contexts. In light of this, the Foundation intends to map the best training and professional development practices for formal caregivers, and to promote their replication in different parts of Portugal in partnership with various universities and training entities. A survey has already been conducted on the current training offer in Portugal.

Therefore, the opportunities for collaboration with higher education institutions qualified in these matters will be explored from the end of 2021 into 2022, with a view to testing intervention methods in the community, including the training of caregivers. One thousand people are expected to receive training, with the support of five partners.

## Migrants



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

The OECD promotes an international collaborative study that seeks to evaluate the extent to which education systems efficiently and effectively manage the diversity of their students so that they can reach their full potential.

In Portugal, the *Strength Through Diversity* project, promoted by the OECD and overseen by the Directorate General for Education with co-financing from the Calouste Gulbenkian Foundation, aims to identify how education systems can be more equitable and inclusive, ensuring that all individuals are capable of engaging with others in increasingly diverse and complex environments.

The first phase of the project, which focused on the integration of immigrants and refugees in schools, provided the opportunity to learn lessons that can help countries implement or improve their policies to support integration. Now in the second phase, the *Strength Through Diversity* project has a more holistic framework; it seeks to analyse a wider range of dimensions of diversity and their intersections, including migrants and refugees as well as ethnic minorities and students with special educational needs. The goal is to guarantee that education systems are more open, adaptable and accessible to the needs of all students so as to assure their full inclusion. In 2022, the external evaluation of this initiative will be concluded. It is hoped that the resulting recommendations will inspire practical actions to be taken in this area in Portugal. For the Foundation, the final results of this study, along with other studies and publications and also its participation in international think tanks of this kind, will also allow it to understand what its priorities should be in its efforts to address the issue of the integration of migrants.



### Contributions to a Diversity Strategy in Portugal

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

This project seeks to identify and promote new models and practices that foster diversity in Portugal, notably as regards political and cultural representation and access to employment. It will culminate in a final publication summarising this discussion.



### Ubuntu Leaders Academy

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

The Ubuntu Method derives from the concept of “I am because you are; I can only be a person through other people.”. This method entails the use of different tools to work on five core dimensions: self-knowledge, self-confidence, resilience, empathy and service.

### 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 context, the Portuguese Working Group for Social Investment will be reactivated in 2022, in collaboration with the public sector, notably the Estrutura de Missão Portugal Inovação Social (Structure for Portugal’s Social Innovation Mission). This work group brings together some of the most influential Portuguese institutions in the social, public and private sectors for reflection and debate on new approaches to mobilising funding for social innovation in Portugal.



In terms of new financing instruments, the Foundation has essentially focused on three aspects:

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

Social Impact Bonds constitute a new funding model for innovative projects. Private investment ensures that innovative projects are supported and that, should they reach the initially contracted results, the investors are fully reimbursed.

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

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

The Social Impact Bond *Cuidar de Quem Cuida* is expected to come to an end in 2022; this bond sought to improve the quality of life of informal carers through monitoring and specialised training. The viability of investment in new social impact bonds will also be studied, notably in relation to the areas of employability and the prevention of chronic illnesses.

### – Venture Capital and Impact Investment Fund

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

The fund has invested 12.6 million euros in 20 impact startups in Portugal and Europe since November 2019. These startups use sustainable technologies and business models to address problems associated to education, health care, employability, production and consumption.

In 2022, 15 new investments are expected to be made, including in five new startups, with an investment of around 10 million euros, which is in keeping with the amounts invested in previous years. Special note goes to the digital solutions in support of energy transition and carbon accounting. A meeting is also planned between all the investors of the fund and the startups in the *Mustard Seed MAZE Fund* portfolio.

 **15**

NEW INVESTMENTS IN 2022 OF THE MUSTARD SEED FUND MAZE

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

### – Startup Accelerator Programmes

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

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

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



### Gulbenkian Digital Shift – Support for the Digitisation of Third Sector Organisations

The pandemic has increased the role of technology and the importance of digital processes in organisations. In collaboration with *MAZE*, the Foundation intends to accelerate the processes of digital transformation in the social sector in 2022.

Through support given to social organisations, which will be selected by tender, the Foundation aims to contribute to the implementation of better practices in the day-to-day management or digitisation of intervention models. It therefore intends to support/help organisations in simplifying processes and improving services, thus making the social sector better able to adapt to different contexts. Special emphasis is given to the issues of data collection and treatment in project management.

 **10**  
GRANTS AWARDED



# Climate Action, the Ocean and Circular Economy

The crisis triggered by the Covid-19 pandemic has highlighted the current development model's multiple vulnerabilities to unexpected shocks. It also demonstrated the disharmony between nature and human activities and underlined the strong interrelationship between the exploitation of resources, loss of biodiversity, extreme weather events, downturns in economic activity, inequalities and the deterioration in public health.

On the other hand, it has also made us more aware of the importance of adaptation and anticipation when managing the various crises, we are facing or will face. Resilience has become a key element in the construction of the future of humanity. The transition to a society with a climate-neutral impact is not only a pressing need but also an opportunity to construct a future underpinned by a symbiosis between society and the environment, based on a more responsible and humanist economic system capable of generating wealth and human well-being.

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

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



## Gulbenkian Prize for Humanity

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

The initiative's 2<sup>nd</sup> edition was concluded in 2021, with 113 applications from 48 countries. The prize was awarded to the Global Covenant of Mayors for Climate & Energy (GCoM), the largest global alliance comprising 10,600 cities and local governments, including Portugal, supporting climate leadership in cities. In 2022, the Foundation will promote the 3<sup>rd</sup> edition of this prize, aspiring to speed up the transition to a carbon neutral society, mitigate the negative effects of climate change for people, the environment and the economy, and foster a more resilient society that is ready to tackle the global changes of the future, protecting in particular the most vulnerable.



**120**

APPLICATIONS RECEIVED (ESTIMATED)



## Blue Economy

In 2022, the Foundation intends to continue to explore the economic value of the ocean – blue natural capital– and to support the development and use of innovative marine biotechnology solutions in the resolution of social and environmental problems. It will therefore promote two activities in partnership with the Oceano Azul Foundation:

- The 5<sup>th</sup> edition of the *Blue Bio Value* – an international entrepreneurship programme in the area of the blue economy. The aim of the initiative is to support the development of companies, products, and services based on the biological resources found in the sea, such as algae or bacteria, to respond to the real needs of the market (food industry, pharmaceuticals, cosmetics and biomaterials, for example), while protecting the natural ecosystems. With this programme, the Foundations join forces to help Portugal become a relevant international hub in the development of the most innovative marine bioeconomy, as well as to promote a more sustainable use of the ocean.
- Support for the building of the *European Hub – Blue Biotech* consortium, which brings together the key agents of the entire blue bioeconomy value chain - research centres and universities, blue biotech startups and large companies - with a view to ensuring the coordinated production of scientific knowledge and the development of technological solutions that can add value and serve the specific needs of key sectors of the economy such as the food industry, the bioindustry, environmental services and the health and well-being sector.

Also within the Blue Economy context, the Foundation decided to use new funding instruments.



In October 2021, Portugal Blue Fund made its first investment in the Faber Blue Pioneers Fund with the backing of institutional investors (the leveraged private capitals), such as the Calouste Gulbenkian Foundation, the Champalimaud Foundation, and Sociedade Francisco Manuel dos Santos. The fund, which will begin operation in 2022, aspires in the initial phase to invest in a portfolio of 20 to 25 companies that develop innovative high-tech solutions with a global reach in fields such as blue biotechnology, food innovation and sustainable aquaculture, ocean-cleaning technology, robotics and sensors, and the decarbonisation of multiple industries.



### Valuing the Ocean

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



In 2022, the Foundation will collaborate with international partners and networks to share and incorporate participation methods that strengthen the protection of the oceans and combat climate change, namely in the United Kingdom Overseas Territories (*UKOTs – UK Overseas Territories*).



### Disseminar o Papel do Oceano no Desenvolvimento Sustentável – the United Nations Ocean Conference

2021 saw the start of the United Nations *Decade of Ocean Sciences for Sustainable Development* and a conference of the utmost importance will be organised in Portugal in 2022: the “United Nations Ocean Conference”.

The Foundation intends to contribute actively to these initiatives through raising citizens' awareness, disseminating knowledge and engaging national stakeholders. It also foresees off-setting the carbon footprint of the “United Nations Ocean Conference” by supporting a project in blue carbon ecosystems' conservation and restoration. This reinforces the ocean's importance towards climate change action, also highlighting the Foundation's positioning in this area.



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

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



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

In 2022, the last year of this initiative, the focus will be on leveraging the results of the study *The Use of Water in Portugal*, and promoting countless activities such as:

- Boost a network of the sector's stakeholders (with more than 30 entities from the agro-food sector).
- Monitorization of the projects that won the first contest edition and publication of their lessons learnt.
- Launch of the 2<sup>nd</sup> edition of the contest for projects demonstrating good practices in irrigation water management, which aims to enable farmers to adopt water-efficient technologies.

 **400**  
END BENEFICIARIES



### Ponto de Transição – Reducing Energy Poverty

Portugal has one of the European Union's highest energy poverty rates, an indicator that reflects the financial inability to maintain housing adequately heated in winter or cooled in summer. Energy poverty is estimated to affect between 1.9 and 3 million people in Portugal, with the elderly and children being the hardest hit. This situation is likely to get worse with the increase in energy prices and the macroeconomic vulnerabilities now confronting Portugal.



*Ponto de Transição* is a Calouste Gulbenkian Foundation pilot project working in proximity with the communities with the aim of combating the energy poverty of Portuguese families at the local level, thus contributing to a fairer energy transition in our country. Through the project, a provisional space will be set up where citizens can obtain whatever information or advice, they require to improve the energy performance in their homes and to increase the thermal comfort of those people living in very cold homes in winter and/or very hot homes in summer.

This Foundation initiative will be tested in two municipalities in the Setúbal District and is partnered by Arrábida Energy and Environment Agency (ENA), the Environment and Sustainability Research Centre (CENSE) and the Association of Energy and Environment Agencies (RNAE). Following the preparatory work in 2021, the initiative will be officially launched on 17 February 2022.

 **240**  
END BENEFICIARIES



## Sustainable Gulbenkian

The in-house sustainable management project – *Sustainable Gulbenkian* - aims to substantially reduce the negative environmental impacts inherent to the way the Foundation operates. This initiative seeks to stimulate the implementation of in-house sustainable practices and to raise the awareness of partners, beneficiaries and visitors to the Foundation's physical space about the importance of a society aligned with the sustainable development goals.

In 2022, the following lines and intervention measures stand out:

- **Gulbenkian + circular** – 20% increase in the reuse of office materials and events and the continued implementation of various systems that permit a reduction of 50% to 70% in the use of paper in administrative processes (electronic invoicing, for example);
- **Food + green** – Increase in the offer of sustainable options on menus at events and in the canteen (menus with sustainable options for at least 20% of the events organised by the Foundation);
- **Mobility + sustainable** – Promoting the use of the bicycle for commuting purposes among employees living less than 10 km from the Foundation, (aiming to duplicate the number of employees using this means of transportation);
- **Sustainable events** – Conducting a Life Cycle Analysis of a cultural event at the Foundation to calculate the respective environmental impacts, and the subsequent publication of guidelines on how to make performances more sustainable;
- **Energy and decarbonisation** – Implementing an Energy Management System at the Foundation and achieving carbon neutrality in the Gulbenkian Buildings and Garden (by off-setting GHG emissions);
- **Gulbenkian Garden** – Certifying the Gulbenkian Garden with PEFC Portugal, which has a new standard that includes a sustainable management certificate for trees in urban areas. The Gulbenkian Garden will be the first green open space with this certification, after the pilot test;
- **Funding + green** – Implementing a new Code of Conduct for Suppliers;
- **Communication and Awareness Raising 360** – Publication of the Foundation's first Sustainability Report (referring to 2021); an environmental volunteering action for at least 40 employees; communication actions for visitors.

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

1. Comprehensive collection of environmental data on 2019 and 2020 for the preparation of a diagnosis of the environmental impact. Following an external review of the results in 2022, strategic actions will be conceived in relation to food, events, and circularity.

2. A study of the Foundation's organisational profile regarding accessibility and sustainable mobility.

Also in 2022, the Foundation intends to enrich its strategy by using the results of commissioned studies and the internal working groups as the basis for a set of concrete actions on circularity, reducing consumption, more sustainable food and mobility, and also events management and communication.





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

In addition, there is a growing need to encourage the mobilisation and active participation of citizens, and the organisations that represent them in public life, as well as the design of policies that take the real interests and needs of society into consideration. The increasing indifference to electoral participation, the distrust in some public policy measures, the passive reaction to some events in the news linked to human rights are examples of what needs to be combatted, fostering the empowerment and influence of civil society organisations.

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



## More Support for Civil Society<sup>1</sup>

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

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

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

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

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

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

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



**170**

PROJECTS APPROVED BY THE END OF 2022



## Human Rights Platform

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

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

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

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



with a conference, on July 22, open to the public at the Calouste Gulbenkian Foundation where the results will be presented. A guide of practices and methodologies adopted in the context of this project will be published and, if the evaluation so dictates, it will be used to apply in schools in Portugal through the Ministry of Education.

### New Skills and Leadership

The Calouste Gulbenkian Foundations intends to contribute to developing future professionals and leaders with greater awareness and responsibility and to stimulate the attraction and retention of talent to the social sector.

In recent years, there has been growing interest in topics such as social innovation, sustainability and social investment and they are increasingly present on international agendas. However, the academic training available on these matters has not kept up with the demand from organisations and the labour market.

Parallel to this, organisations in the third sector, which are largely responsible for implementing responses to the needs of our communities, often have governance and leadership models that are not professionalised and there are weaknesses in the planning, management and monitoring of the projects they put forward.

In this context, the Foundation seeks to promote the training of a future generation of leaders through its support of the *Gulbenkian Chair on Impact Economy*. This Chair of the Nova School of Business and Economics (Nova SBE), led by Pedro Oliveira, will launch the second edition of the Master in impact entrepreneurship in 2022.



### Democracy Pilot Projects

In the first trimester of 2022, the Foundation will present the *Study on the Political Participation of the Young*, which is described in more detail in the *Future Forum* chapter. Like the Foundation's other initiatives related to this topic, this study resulted in a wide range of articulations with the *Democracy Pilot Projects*.

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

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

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



### Education for Citizenship

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

Special emphasis goes to the following specific objectives:

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

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

The evaluation of the project is made by the European Wergeland Centre (EWC), a Council of Europe entity with head office in Norway. The project is scheduled to close in August 2022

Iceland  
Liechtenstein  
Norway

Active  
citizens fund

In 2022, these 3 methodologies will be tested for their ability to promote the democratic participation of Portuguese youth and a cycle of gatherings will be promoted alongside these pilot projects to discuss topics related to innovation in democratic processes.

 **+350**  
END BENEFICIARIES



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

European  
MEDIA AND  
INFORMATION  
Fund

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

In 2021, the Fund launched a tender for fact checking projects, which is permanently open. The tender will come to an end in June 2025 and evaluations will be made each year in February, June and October, including in 2022.

In February 2022, three tenders will be launched for areas of support for multidisciplinary research on disinformation; media literacy; and for research in the field of media, disinformation and media literacy. Applications must be delivered by 29 April. At the end of the year, in December, three new tenders are planned within the same areas for which the deadline for applications will be the end of February 2023.

To date, the fund has received 25 million euros in funding from Google (to support projects up to 2026), and it is open to contributions from other institutions that identify with its principles and goals.



### **“Night of Ideas”**

Another edition of the “Night of Ideas” will take place on 27 January in partnership with the French Embassy in Portugal. In addition to the inaugural conference and countless dialogues and conversations, the Gulbenkian Orchestra will give an opening concert to mark the start of the French Presidency of the European Union. This global initiative, proposed by the Institut Français, brings some of today’s most illustrious French and Portuguese thinkers, artists and scientists over an evening of short open access conferences. This year, the theme will be “(Re) building together a more united and stronger Europe”.



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### **Studies on the Cultural Practices of the Portuguese**

In 2021, the Foundation has commissioned a study on the cultural practices of the Portuguese from the Instituto de Ciências Sociais (ICS) da Universidade de Lisboa. It is the first study of this nature in this country and its primary objective is to portray the diversity of the cultural practices in Portugal.

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

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





# Preservation and Development of the Armenian Culture and Language

The Calouste Gulbenkian Foundation's mission includes the creation of 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 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 and promoting research in Armenian Studies.
- Supporting civil society and intellectual creativity in Armenia in order to consolidate a democratic culture.
- Assisting cultural and educational institutions in Istanbul and in other places that valorise the Armenian presence in Turkey.



## Tools and Initiatives for Learning the Armenian Language

The *Zarmanzan* annual summer educational programme is being planned to be held in person once again, in France, for 70-80 children and young adults, between the ages of 10 and 24. The summer “camp,” run entirely in Western Armenian, uses an approach of language acquisition through fun activities and workshops. It also has a teacher training component with INALCO in Paris.



**100**

BENEFICIARIES OF THE ZARMANAZAN PROJECT

The children's literature publication series, *Zartiss*, will produce an additional five books, completing the first cycle of translating global children's literature into Armenian.

A new programme is being launched to help creatives produce culture in Western Armenian. Called *In view* (or *Art Yeus* in Armenian), it will provide up to ten grants per year to individuals or small groups in support of cultural production and creativity in Western Armenian, reinforcing the intrinsic relationship between language and culture. The programme will encourage creative expressions of ideas, experiences and emotions in a wide range of media, including the arts, interdisciplinary and hybrid forms of expression, literature, critical essays, music, videos, installations, animation and any other form of cultural expression in Armenian.

The various digitisation initiatives will continue.



## Armenian Diaspora Survey

The *Armenian Diaspora Survey* is a major research project surveying the public opinion of four communities per year. The results from 2021 will be analysed and made available to the public, and four new communities will be surveyed: New York/New Jersey, Los Angeles, Detroit and Toronto. In the previous year, the survey was conducted in European cities, in 2022 the focus will be on North America.

A new major research initiative will be launched focusing on the post-war crisis in Armenian thought. The Nagorno-Karabakh conflict in the autumn of 2020 has shattered many beliefs and assumptions in the Armenian world. It has been a turning point in contemporary Armenian history. “What now?” and “Where do we go next?” are common refrains that Armenians around the globe are currently asking. New strategies and policies are needed, cemented by a new vision for Armenia, Karabakh and the Diaspora. The new initiative will contribute to the building of such a vision, the political and social thought that underpins it, and its eventual programmatic implementation.



### Civil Society and Democratisation in Armenia

The engagement with Armenia will continue on several levels. First, civil society support to NGOs working on issues such as women’s rights and youth engagement. For example, a project with the Women’s Support Centre will strengthen the response to domestic violence through police training, women’s support groups and advocacy. A new partnership with the International Catholic Child Bureau (BICE) will provide psychological care to traumatised children due to the 2020 Nagorno-Karabakh war. The programme will train “tutors of resilience” who in turn support children and their families to overcome the traumas of war manifested through anxiety and depression.

Second, the translation programme making key texts from western social sciences available in Armenian will continue with additional publications being completed: Edward Said, Antonio Gramsci, Simone de Beauvoir, Hannah Arendt, among others. A new volume, an anthology of important selections on diaspora studies globally is also being supported.

The possibility of instituting a summer school course on critical thinking in the social sciences is also being considered for 2022.



**5**  
GRANTS AWARDED

### Armenian-Turkish Relations

The Foundation will support projects that highlight the long history that is shared by Armenians and Turks. For example, support will be given to KarDes, a mobile application that enables users to get to know the Armenian heritage in Turkey through virtual guided tours. The app, which already covers over a thousand buildings and historic sites, will be expanded to include two new cities, hundreds of historic monuments and new virtual tours. The mobile application currently has over 24,000 downloads and this is expected to rise to 30,000.

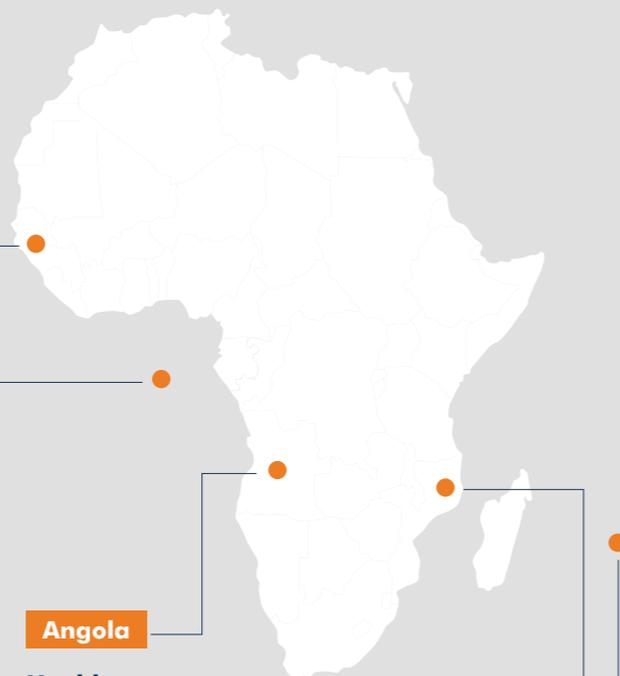


## Economic and Social Development in the PALOP and East Timor

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

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

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



#### Cape Verde

##### Health

- Boosting Research in Health Sciences

##### Education

- Better Quality Education in Mathematics

##### Art

- Internationalisation of the PALOP's Artistic Production

#### Guinea Bissau

##### Health

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

##### Education

- Development of Basic Schooling
- Better Quality Education in Mathematics

##### Art

- Internationalisation of the PALOP's Artistic Production

#### São Tomé and Príncipe

##### Health

- Advanced Training of Health Professionals

##### Education

- Support for Pilot Initiatives in Pre-School Education
- Better Quality Education in Mathematics

##### Art

- Internationalisation of the PALOP's Artistic Production

#### Angola

##### Health

- Support for Perinatal Care in Luanda
- Advanced Training of Health Professionals
- Boosting Research in Health Sciences
- Support Given to the Consolidation of CISA

##### Education

- Development of Basic Schooling
- Better Quality Education in Mathematics

##### Art

- Internationalisation of the PALOP's Artistic Production

#### Mozambique

##### Health

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

##### Education

- Support for Pilot Initiatives in Pre-School Education
- Better Quality Education in Mathematics

##### Art

- Internationalisation of the PALOP's Artistic Production

#### East Timor

##### Art

- Internationalisation of the PALOP's Artistic Production

## Education



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

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

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

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



**1 520**

BENEFICIARIES (CHILDREN)

**200**

BENEFICIARIES (EDUCATION PROFESSIONALS)



### Development of Basic Education

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

The proposed project seeks to:

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

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

In 2022, its final year, the manuals for primary school students and teachers' guides prepared in the first two phases of the project (between 2015 and 2020) will enter

the experimental phase, beginning to be used in classrooms. This project will be executed in partnership with Guinea-Bissau's Ministry of Education, University of Minho and The World Bank.

 **+200 000**  
BENEFICIARIES



### Higher Quality Education in Mathematics

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

The three master's courses in mathematics taking place in Angola, Cape Verde and Mozambique will be concluded and consideration is being given to supporting the first regional (PALOP) doctorate in this area. Support will also go to five new editions of post-graduations that do not confer a degree, fostering distance learning.

Using digital technology, a specialised training course will be developed with the University of Aveiro for basic and secondary education, as well as life-long digital training courses. The 3<sup>rd</sup> edition of the *Advanced Scientific Internships in Mathematics* for 10 higher education teachers from the PALOP will also be launched.

The 4<sup>th</sup> edition of the *Gulbenkian Mathematics Camps* will take place in São Tomé and Príncipe as well as the 2<sup>nd</sup> edition in Cape Verde. Also in Cape Verde, the 5<sup>th</sup> edition of the *Mathematic Vocations* will be launched and a group of young entrepreneurs in the digital area will receive support for the first time with Cape Verde Digital's endorsement. This is the government agency responsible for promoting entrepreneurship and innovation.

 **+450**  
BENEFICIARIES

## Health



### Advanced Training for Health Professionals

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

The pilot programme *Medicina Entre Pares* was developed with the aim of contributing to the improvement of health care in the PALOP and East Timor through strengthening the training in specific clinical areas given to their health care professionals. The programme is based on a mix of face to face and online training lasting 12 months. This teaching model means the ongoing training of medical specialists can be optimised and the relationships between health professionals from Portugal and the PALOP can be enhanced.

Within the scope of the *Ianda Guiné! Saúde* programme, cofinanced by the European Union and Camões – Instituto da Cooperação e da Língua, I. P., the Foundation manages and operationalises an advanced training model for 24 Guinean general practitioners in the clinical areas of anaesthesiology, general surgery and gynaecological surgery. There is also another advanced training project for 6 doctors in internal medicine, with a view to strengthening the health system and health care. The technical partners of this project are the School of Medicine of Universidade do Minho and hospital institutions associated to it; in Guinea-Bissau, it involves the Hospital Nacional Simão Mendes, Hospital Pediátrico São José, in Bôr, and Hospital de Cumura. The Medical Associations of Portugal and Guinea-Bissau are also partners.

 **+40**  
BENEFICIARIES



### Improving the Diagnosis and Treatment of Oncological Diseases

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

Priority will be given in 2022 to distance models for post-graduate training, namely implementing courses in oncological nursing, oncological surgery, pharmacy in oncology and medical oncology, involving trainees from Cape Verde and Mozambique. This training will be complemented by on-site internships in Portugal. The support and technical assistance for diagnostic, treatment and hospital registration systems will be maintained in a remote format, and the consolidation of local research into oncology will also be encouraged.



**3% Reduction**

IN THE MORTALITY RATE DUE TO ONCOLOGICAL DISEASES IN CAPE VERDE



### Boosting Research in Health Sciences

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

The Foundation intends to continue to help strengthen conditions for leadership in 2022 and to implement the PALOP health research agendas. To this end, it will continue and consolidate activities started in 2020:

- Funding of health research projects, selected in the scope of Training in Science Management, in partnership with the “la Caixa” Foundation. This joint initiative has the following objectives:
  - Strengthening the curriculum of PALOP’s research institutions and catalysing opportunities to access international partnerships.
  - Boosting the science management skills of the participants in Training in Management Science and fostering the transmission of knowledge in their institutions.
  - Promoting research on priority issues for the health of the population.
- Support for the development of PALOP researchers’ scientific careers, through the *ENVOLVE Ciência PALOP* initiative. This enables the creation and installation of four research groups in institutions in the PALOP, led by the selected researchers. This will motivate these young researchers to consolidate their scientific careers in their countries of origin, thus enhancing the scientific systems of these countries as well as the institutional links between Portugal and the PALOP.
- Offering short courses that develop the researchers’ transversal skills in the health sciences area, as per their request and thus reinforcing local investigation capabilities.

Following the *MAPIS* study (*Mapping of Research and Support in Health Sciences*), which took place in 2021, activities will be promoted to disseminate its results.

### Art



### Internationalisation of the Artistic Production of the PALOP

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

Between 2019 and 2022, the Foundation has supported four international artistic residencies in the fields of visual arts and dance, selected through the contests: Luuanda, in Angola; Catchupa Factory – Novos Fotógrafos, in Cape Verde; and UPCycles and RIR PALOP in Mozambique.

In the framework of the intervention *PROCULTURA – Promoting Employment in Income-Generating Activities in the Cultural Sector in the PALOP and East Timor* (co-financed by the European Union and Camões, I.P.), the Foundation has undertaken the management of the contest for the mobility of artists in music and performing arts since the end of 2019. The final edition of this contest will be in 2022 for artistic residencies taking place in 2023. In this context, the first public showing of these artists’ work will be given in Cape Verde, which will involve curators invited by the Foundation. 2022 will also be the first year of activities of the projects selected by the contest for the development of four hubs of contemporary artistic creation in the fields of music and performing arts in the PALOP and East Timor, which will receive support for 30 months beginning in 2022.

### Support for NGOs



### Support for Civil Society

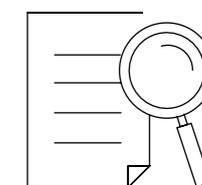
Given that NGOs are key actors in international development, the Foundation strives to help increase their effectiveness in the development processes of civil society in the PALOP.

In 2022, the Foundation intends to go ahead with the *Pair UP!* programme, which comprises an international learning visit by a Portuguese NGO employee to an NGO abroad, with the aim of improving the professional skills of these organisations and their institutional stability.

In partnership with The Portuguese NGO Platform, the Foundation conceived the *DevHack, Digital Solutions for Development* programme. This initiative’s main goal is to obtain a full understanding of the current situation of Portuguese NGOs’ digital development and to make their working situation known to technological companies capable of identifying digital solutions for their development problems and enabling them to tackle future digital challenges. In 2022 a meeting between NGOs (including organizations from the PALOP) and technological companies will take place to discuss these issues.



**4**  
ENTITIES EMPOWERED



# **SCIENCE, EDUCATION AND HEALTH**

**20.6 M€**



# Scientific Research

## Instituto Gulbenkian de Ciência

The Calouste Gulbenkian Foundation promotes world-class scientific research through the Instituto Gulbenkian de Ciência (IGC), a leading body in biological and biomedical research and in postgraduate and doctoral training. The IGC currently comprises 26 research groups and three scientific support cluster units.

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

The memorandum of understanding with the European Molecular Biology Laboratory (EMBL), concluded in December 2021, will strengthen the collaboration between the scientists from the two institutions on the study of organisms in their environment, particularly in the areas of cellular biology, physiology, theoretical biology and biophysics.

In addition to scientific research of excellence, the IGC will continue to promote activities in the two other strategic pillars such as i) 'collaboration and internationalisation' through its new Gulbenkian Collaborative Centre, which will open in the first quarter of 2022 and ii) 'impact in society' through a range of initiatives to take IGC science across borders (e.g., Lab in a Box, Lab in a suitcase, citizen science...).

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



### Research Groups

In 2022, the 26 research groups will make a comprehensive and interdisciplinary study of the relationship with the microbes that surround us; other scientific areas that support this knowledge will also be studied, such as the mechanisms of cell biology development and evolution.

This study of the microbes and their relationship with the host is an essential research area for Portugal and Europe; it is in line with the Sustainable Development Goals and has a significant impact on health, notably infectious and chronic diseases. This area seeks to understand the physiology and pathology of the organism in the context of the environment in which we live and its own evolution. It strives to discover, for example, how microbes are affected (their pathogenicity and evolution) by the environment and the host.

These research groups are assisted by a number of scientific support units grouped in three clusters (vivaria, imaging and cytometry, and systems biology) equipped with cutting edge technologies operated by highly specialised technicians.

 **26**  
RESEARCH GROUPS IN 2022



### New Research Centre

The end of 2021 brought a significant milestone – the signing of the concession contract between the Gulbenkian and the Lisbon Port Authority for the formation of the new IGC research centre on the effects of climate change on human health and the ecosystem. It will be situated in the future Ocean Campus in Pedrouços. The new space brings with it a fresh ambition and a new scientific project focused on understanding the body from an integrated perspective, looking simultaneously at the body and the environment in which it lives as key elements for maintaining health. Set in a location that can stimulate synergies between the different neighbouring institutions, the investment also involves strengthening the resident research teams, boosting cooperation with strategic scientific networks and ensuring a greater liaison between hospitals and industry. This strategy aspires to a future that is not only innovative but that makes a global impact.

Not only does this new centre represent a novel scientific vision, but it will also be supported by high quality infrastructures, a strong investment in innovation, the creation of networks and social involvement. To this end, the strategic partnership established with the European Molecular Biology Laboratory (EMBL) will be fundamental to the success of this new mission given the numerous synergies already found between the two institutes and the future plans to reinforce this area of research.



### **Training in Science**

The IGC has been a pioneer in promoting knowledge and in the training of future leaders at different stages of their careers.

It organises the Summer School which provides university students at the stage of making decisions about their future with the opportunity to conduct scientific research in laboratories.

Focused on contributing to the training of future leaders, the IGC already has over 25 years' experience of post-graduate training. The IGC will continue this training in 2022, through its *Doctoral Programme* which brings students into contact with a vast range of topics in biological sciences, fostering independent thought and criticism before the design of each student's own project. The programme will include courses in partnership with the Champalimaud Foundation and the University of Cologne/Max Planck Institute.



### **Gulbenkian Collaborative and Innovation Centre**

Set up in 2020 with the support of Oeiras Municipality, the Gulbenkian Collaborative Centre aims to establish the IGC and Oeiras region as a hub of science and innovation of international relevance.

The Gulbenkian Collaborative Centre will be the first of its kind in Europe and aims to promote the advancement of life sciences and enhance interdisciplinary and collaborative research, bringing together the different players linked to interdisciplinary scientific research – companies, medicine and society – in the same space. More specifically, the centre will:

- Offer opportunities for meetings that drive the formulation of new questions, hypotheses and experimental models.
- Provide the infrastructures and collaborative environment necessary to test innovative ideas, projects and products.
- Educate scientists and members of the public in collaborative and interdisciplinary science.

The centre will therefore promote activities in three fundamental areas: internationalisation, innovation and participation.



## **Health Challenges**

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



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

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

In 2022, the final year of the initiative, the monitoring and risk evaluation activities will be continued.

This initiative is conducted in partnership with ARS – Lisboa e Vale de Tejo and the National School of Public Health – Universidade NOVA de Lisboa.



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

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

The behavioural interventions developed for this purpose will continue to be applied; these are based on controlled studies and target the unnecessary consumption of antibiotics and benzodiazepines, and of preoperative tests, thereby preventing outbreaks of superbugs for example.



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

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

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



### STOP Infeção Hospitalar!

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



Following the *ex-post* evaluation of the project, and the slowing down of COVID-19, a new protocol was signed with the Directorate General for Health with the aim of replicating these successful strategies in 12 additional hospitals over the next three years with the support of the Institute for Healthcare Improvement.



### Gulbenkian Hub for AI in Health

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

In 2022, the Foundation will define its positioning in this sector, in which important opportunities are foreseen for philanthropic institutions, notably as regards the potential that new technologies can bring in the access, prevention and health prognosis of the population and the most vulnerable in particular.



### Ler+ dá Saúde

In 2022, the National Reading Plan project, *Ler+ dá Saúde*, will come to an end. The project was designed to foster literacy and health by promoting the book and reading in family health centres.

The aim of the project is to foster literacy and, therefore, the health of the young through counselling from doctors and nurses on family reading. It aspires to achieve a 75% increase in the regular practice of reading by parents and other carers and to assess the impact of the intervention on the practice of health care. The general Directorate of Health and the Aga Khan Foundation are the main partners of this project.





# Education Challenges

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

The evidence suggests that these factors are still decisive for success at school, 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.



## Gulbenkian Knowledge Academies

The Calouste Gulbenkian Foundation selected and supported a total of 100 projects since 2018, promoted in public and private non-profit organisations. These were aimed at fostering social and emotional skills, crucial to educational and professional success, in over 50.000 children and young people up to the age of 25.

Following the disclosure of the preliminary results of the external evaluation of the *Gulbenkian Knowledge Academies*, which indicate a significant increase in the participants' skills (for example creativity, problem solving, collaboration, amongst others), the focus in 2022 will be on the Academies' final evaluation, building dissemination products for different publics, the replication of best practices at national level and teacher training.



## Gulbenkian 25<25 – Support for Young Talent

In 2022, the 25 youths selected from among the *Gulbenkian Knowledge Academies'* participants will advance to the implementation of their social innovation projects in the areas of health and well-being, peace and social cohesion, sustainability, the circular economy, technology and humankind.

This project has the following partners: NGO ASHOKA, Accenture, CUF Group, Hovione and Microsoft.



## MyMentor Platform – Upskilling, Reskilling and Employment

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

In addition to the launch of the platform in 2022, employment workshops will be held for around 300 unemployed people in the Algarve region.

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



EMPLOYMENT WORKSHOPS AND LONG DISTANCE SUPPORT FOR  
**700**  
EMPLOYEES IN THE ALGARVE REGION



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

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

In light of this, the Calouste Gulbenkian Foundation launched the *GAP – Gulbenkian Aprendizagem* project, which helped improve the school performance of these children. The average grades increased and the unsuccess rates of the students who participated in *GAP* decreased more than 30%, when compared to the remaining students.

Following the excellent results obtained in the first generation of the initiative, in 2022 the project will be replicated in the Metropolitan Area of Porto, in partnership with the Associação MentorART.

A new learning catch-up pilot initiative will also get underway based on peer tutoring in the 1<sup>st</sup> cycle of basic education.



### **Gulbenkian Award for Adult Literacy**

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

In 2022, the two winning startups of the *Gulbenkian Award for Adult Literacy* – (Humans in the Loop and Tamo Junto), will advance to the national expansion phase. This support is granted in partnership with MIT.

Humans in the Loop offers refugees, displaced persons and other socially excluded groups training and employment opportunities in one of the most innovative industries in the market: artificial intelligence. Humans in the Loop, a Bulgarian startup, offers refugees, displaced persons and other socially excluded groups training and employment opportunities in one of the most innovative industries in the market: artificial intelligence.

Tamo Junto is an online platform for professional development and mentoring of micro-entrepreneurs free of charge, that originated in Brazil.



### **TUMO Centres for Creative Technologies**

In 2022, support will go to the setting up of the first *TUMO Centres for Creative Technologies* in Portugal. The centres adopt an innovative pedagogical model based on self-learning and collaboration between peers with the aim of promoting STEAM+ skills, professional skills and the entrepreneurial spirit.

The first *TUMO Centre* was founded in 2011 in Yerevan, Armenia, by the philanthropists Sam and Sylva Simonian. *TUMO* is a free and inclusive education programme that promotes cohesion and aimed at the participation of all, speeding up gender parity in key areas. It works as a complementary programme in out-of-school contexts. In Portugal, the project is promoted by Shaken not Stirred with the goal of reaching 40 thousand youths in five years.



## **Future Forum (Reflection and Outlook)**

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

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

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

## Reflection and Outlook



### Foresight Portugal 2030

The *Foresight Portugal 2030* project, coordinated by Professor José Félix Ribeiro (with a vast team of dozens of experts), got underway in early 2019 with the primary goal of presenting a set of contrasting scenarios of Portugal's evolution in the next decade. These scenarios seek to foster informed reflection and debate on the choices that appear to be fundamental to the future of Portugal in the coming decades.

In the public presentation of the output of the *Foresight Portugal 2030* project, which will take place on 18 February 2022, its dissemination and discussion will be promoted among the main entities interested in these matters (policy makers, CCDR, academia, organisations representing the Portuguese economy and society, journalists and the general public). It thus strives to contribute to an informed reflection on the various scenarios that can frame the definition, elaboration and implementation of national development plans.



### Study on the Average Salary in Portugal

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

This study will be presented and disseminated in the first trimester of 2022, fostering debate on the conducted diagnosis and the different possible approaches to the issue at hand.



### Conference of the Future of Relations between Portugal and Brazil

In the scope of the commemorations of the 200<sup>th</sup> anniversary of Brazil's independence<sup>2</sup>, and the 100<sup>th</sup> anniversary of the first air crossing between Portugal and Brazil<sup>3</sup>, an international conference is planned not to commemorate the past relations between the two countries, but to discuss the economic, political, scientific and cultural opportunities and challenges they will face in the near future.

**500**  
PARTICIPANTS



## Democracy



### Study of European Values

This is the oldest comparative and longitudinal study on attitudes and values in Europe. In Portugal, the 5<sup>th</sup> edition was coordinated by the researchers Pedro Magalhães and Alice Ramos, from the Instituto de Ciências Sociais of Lisbon University. This study is sponsored by the Calouste Gulbenkian Foundation, the “la Caixa” Foundation and the Fundação para a Ciência e a Tecnologia.

The presentation and discussion of this study will get underway at the start of 2022 in various Portuguese schools and universities (prioritising schools currently involved in projects about civic participation or democracy, promoted or supported by the Foundation).

A small teaching kit or manual will also be built that can be accessed on the *Future Forum* site and which will enable these topics to be debated and developed autonomously in schools.



### Conversations about the Future

In partnership with RTP3, the Foundation promotes and organises a series of conferences in which internationally acclaimed speakers have an open and informal debate on topics of fundamental importance to our near future. The *Conversations* will be held at the Grand Auditorium in the Foundation's Main Building, being afterwards broadcasted by RTP3. The speakers' main ideas are previously made available (text and videos) as *Gulbenkian Ideas*, in the Foundation's Future Forum's website.

The first series of *Conversations about the Future*, which takes place between October 2021 and April 2022, will debate the future of democracy, of equality, the new social movements, cities, religion and of pandemics.



### Study on the Political Participation of the Young in Portugal

The main goal of this study is to shed light on the key factors determining the political participation of the young in Portugal, based on a comparative analysis of their political participation, the strategies used by political parties to mobilise the young and also new forms of youth activism. The study is conducted in partnership with Universidade Católica Portuguesa, Instituto de Ciências Sociais of Lisbon University and the Universities of Porto, Minho and Aveiro.

The public presentation of the study will take place in March 2022. This will also provide the opportunity to present some projects and initiatives supported and/or promoted by the Foundation (related to participation and citizenship), and to have a wid-



<sup>2</sup> Officially established on 7 September 1822.

<sup>3</sup> Undertaken by Carlos Gago Coutinho and Artur de Sacadura Cabral between 30 March and 17 June 1922.

er debate about the very understanding of democracy and the political participation of the young, in general. This will be followed by the dissemination and discussion of the study in various Portuguese schools and university, with priority going to those already involved in projects on civic participation or democracy, promoted or supported by the Foundation.

### **Intergenerational Justice**

The strategy in 2022 will be to disseminate the main results and conclusions of the work conducted on this matter with the aim of bringing the issue of intergenerational justice to the public debate and political agenda.

Special note goes to the international conference, to be held on 22 March, which will cover the studies and projects undertaken over the last four years. It will bring together the community of researchers linked to intergenerational justice as well as all the relevant stakeholders from public institutions, academia and civil society to debate a new social contract that guarantees a fairer future for all generations.



**400**

PARTICIPANTS AT THE INTERGENERATIONAL JUSTICE'S FINAL CONFERENCE



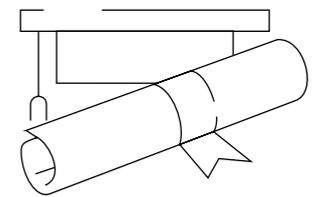
### **Methodology for the Evaluation of Public Policies**

The *Methodology for the Evaluation of Public Policies* was launched in 2021. This tool, developed in partnership with the School of International Futures, permits the systematic and impartial evaluation of the impact of public policies on the different generations. It will make more information available about the impact of long-term policies, generate new voices and perspectives that are currently not heard, and foster rigorous debate about topics that imply difficult decisions, as well as make the political choices with long-term impact more visible.

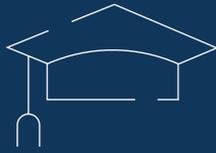
Following the launch of this tool, the Foundation will promote both its widespread use and the implementation of an institutional framework that encourages intergenerational justice criteria to be considered when defining public policies. Support will also go to institutions undertaking projects or actions related with its practical use.

Moreover, support will be given to the preparation of a national dialogue on *Portugal que Nós Queremos* (The Portugal We Want), a participative and inclusive process on a national scale, based on the scenarios from *Foresight Portugal 2030*, which will allow citizens to define the collective objectives for the future of Portugal with the aid of informed deliberation. It is inspired by similar processes internationally and represents an important step towards ensuring that the assessment of public policies is based on a collectively negotiated vision of what is “fair” for future generations and of the trade-offs between the present and the future.





# **GULBENKIAN SCHOLARSHIPS**



# Scholarships

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

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

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



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## Art and Culture

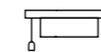


### **Scholarships for Training in the Arts Abroad**

The *Scholarships for Training in the Arts Abroad* provide annual support for talents in the visual arts, performing arts, music and cinema to embark on specialisation and professional development abroad. These scholarships give the students the opportunity to invest in their academic training, in theoretical research or technical training.

In 2022, the support for training abroad will be continued. Priority will be given to scholarships for courses for which there is no training offer in Portugal. In music, scholarships will be awarded in the sub-areas in which the national panorama is weakest, namely for training in the field of orchestral instruments.

The scholarships for artistic training will also continue, notably with support for the Antena 2 *Young Musicians Prize*, for the technical and artistic development of musicians with high artistic potential, and for the *ENOA scholarship*, supporting young artists in the field of opera.



**43**  
SCHOLARSHIPS TO BE AWARDED



### Gulbenkian Collection Research Scholarships

The new *Gulbenkian Collection Research Scholarships* are in-residence scholarships for researchers and artists. They seek to promote study and advanced research into topics associated with the life and work of Calouste Gulbenkian; the history of the Foundation and its philanthropic work; its art collections; its bibliographic, archival and scientific collections; and its architectural and landscape heritage.

The research and study on this heritage is of relevance to different types of public, namely national and international communities of artists, curators and researchers interested in different themes, historical periods and geographies, linked to both the art collections and the life and work of the Founder.



**10**

SCHOLARSHIPS TO BE AWARDED

## Development and Sustainability



### Gulbenkian Mais Scholarships

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

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

In 2022, the *Gulbenkian Mais Scholarship* will continue with around 400 scholarships being awarded. Priority will go to candidates with experience of contributing to the community (volunteering, work commitments, leadership activities, personal responsibilities, among others).



**400**

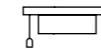
SCHOLARSHIPS TO BE AWARDED



### Support Grants for the Armenian Community

The University scholarship programme will continue, whereby scholarships will be provided to Armenian undergraduate students in developing countries, Armenian Studies graduate scholarships (MA and PhD) and short-term grants, as well as conference travel grants to young academics in Armenia.

The Bogazici University fellowship on Armenian studies is envisioned to continue as well, within the context of the Armenian-Turkish dialogue priority.



**200**

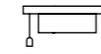
GRANTS TO BE AWARDED



### Scholarships for PALOP and East Timor

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

In 2022, the renewal of scholarships for academic training will continue for people from the PALOP and East Timor. PhDs will be the focus for the new grants awarded, thus ensuring alignment between the areas supported and the Foundation's priorities.



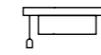
**50**

SCHOLARSHIPS TO BE AWARDED



### Grants to Foster Research and Training in Philanthropy and Social Innovation

In 2022, a pilot programme of *Grants to Foster Research and Training in Philanthropy and Social Innovation* will be created aimed at developing the following practices: making donations, volunteering, fund raising, the management of non-profit organisations and other aspects of philanthropic activity. To this end, grants will be awarded to doctoral and post-doctoral researchers who can provide evidence-based insights through applied research.



**10**

GRANTS TO BE AWARDED



### Gulbenkian Scholarships for Green Skills for Executives

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



In this framework, support has been given to projects focused on attracting and retaining talent in the tertiary sector, and training executives in the fields of social impact and sustainability.

Aimed at boosting the transition of the business fabric to a more sustainable production and consumption system, in 2022, 20 *Gulbenkian Green Skills Scholarships* will be awarded to SME Executives and Leaders to attend executive training courses in sustainability; this project is in partnership with the Católica Lisbon School of Business & Economics, ISEG/IDEFE, Porto Business School and BCSD Portugal.

 **+300**  
END BENEFICIARIES

## Science, Education and Health



### **New Scientific Talent Scholarships**

The *New Scientific Talent Scholarships* support a vocation for and capacity to innovate in science among students at Portuguese educational institutions. This programme allows each scholarship holder to work for one year with a researcher of recognised merit, who exercises the role of tutor. Over this period, the scholarship holder has the opportunity to develop his/her skills in particularly stimulating conditions thanks to an innovative methodology of identifying, developing and valorising scientific talents. This not only encompasses a scientific committee dedicated to each area and tutors selected in line with the research interests of the scholarship holders, but also a set of workshops where the scholarship holders can share their research and reflect together on trans-disciplinary approaches.

The *New Talents* programme will continue in 2022 with the aim of discovering the next talents in scientific research in areas at the frontier of knowledge.

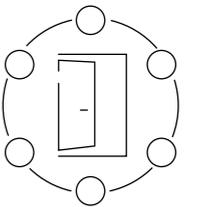
 **100**  
SCHOLARSHIPS TO BE AWARDED



### **Gulbenkian Scholarship Network**

The *Scholarship Network* aims to boost the diversity of the profiles and areas of the Gulbenkian scholarship holders and to create a common identity for all Gulbenkian scholarship holders based on a humanist and committed vision. In this way, it strives to create a community with a common purpose of sharing, mutual assistance and mentoring among the current and former scholarship holders. It therefore uses various initiatives for networking and personal development in group to create opportunities for learning and trans disciplinary, inspiring the Gulbenkian scholarship holders to be true agents of change in sectors of society ranging from science to artistic domains.





# **TRANSVERSAL INITIATIVES**



# 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.

This commitment is carried forward through the Foundation’s Music Service, the Calouste Gulbenkian Museum and Modern Art Centre.



## Museum and CAM

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

In 2022, a collaboration is planned with the Graça Morais Contemporary Arts Centre and the Sines Arts Centre for the presentation of an exhibition with works from the two Calouste Gulbenkian Foundation collections. These exhibitions were scheduled for 2021 but were postponed due to the restrictions imposed by the new coronavirus.



## CAM em Movimento

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

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

In 2022, the *CAM em Movimento* will launch yet another series of interventions in places like the siding surrounding the CAM renovation works, containers scattered around the city, advertising spaces, the magazine *Contemporânea*, among others. The Collection will also be on show in different cultural venues in the city such as the Alcântara Library.



## Music

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

In the context of the *Gulbenkian Itinerante*, in 2022 Gulbenkian Orchestra performances in Portugal are planned in Almada, Coimbra, Espinho, Marvão and the Azores, in addition to participation in the Festival Lisboa na Rua, organised by the Empresa de Gestão de Equipamentos e Animação Cultural (EGEAC).

Internationally, the Orchestra will also go on tour in Germany and Austria under the direction of Lorenzo Viotti, with presentations in Vienna, Munich and Cologne.

As for the Gulbenkian Choir, performances are scheduled in Halle and Blaibach in Germany, and in Strasburg and Paris in France.



# Young Gulbenkian

In the scope of its objective to prepare the citizens of the future, the Foundation has increased its focus on children and youths not only through its projects and the support allocated in the field of education, but also through the process of listening to young people linked to the Foundation's projects in diverse areas.

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

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



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## Gulbenkian 15-25 Imagina

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

2022 will see the start of a new edition of the *Gulbenkian Imagina 15-25 project*, which seeks above all to design an instrument to sound out young people that can permeate the programming and other areas of action of the Modern Art Centre. This initiative aims to contribute to the design of a vision of a more participative public and to programming and communication that can incorporate new voices and the contributions of the younger generations.



### Art and Ecology

CAM's participative artistic project invites artists to work with an intergenerational group of citizens in a process of creation and reflection on current artistic practices related to ecology, sustainability, nature and justice. The new garden expansion project sets the theme and serves as a space for creation and thought.



Other moments will also be marked over the year as opportunities to develop the issues addressed and to interlink projects, publics and participants.

 **40**  
PARTICIPANTS



### Portas Abertas - Open Doors

As a member of the European Concert Hall Organisation (ECHO) network, a set of prestigious concert halls in Europe, the Calouste Gulbenkian Foundation again welcomes the *Portas Abertas – Rising Stars* cycle to its stage. In a weekend with the most promising young European musicians, there will be six recitals presenting Ben Goldscheider, Isata Kanneh-Mason, Lucie Horsch, Johan Dalene, the Simply Quartet and the Kebyart Ensemble.



 **5 000**  
FREE TICKETS



### Gulbenkian Internship for Orchestra

This project promotes the individual and artistic skills of young Portuguese instrumentalists as orchestra musicians through the experience of a symphonic orchestra. The project allows the Foundation to bring new vitality to the national market of instrumentalists for orchestra and to rejuvenate the national orchestral community.



In 2022, this initiative will bring around 90 young instrumentalists together under the artistic direction of conductor Joana Carneiro, with tutoring from Gulbenkian Orchestra musicians. After an intense period of preparation, the participants will tour the country.

 **90**  
YOUNG INSTRUMENTALISTS



# Descobrir – Educational Activities

The mission of *Gulbenkian Descobrir* is to stimulate the full development of every 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.



### O Museu Vai à Escola

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

In 2022, the Foundation will further its programme that develops the relationship with public schools (with and without special needs), through a varied offer of workshops/visits in schools. Moreover, the offer of digital visits with live mediation will continue, thereby substantially broadening the geographic reach and accessibility and diversifying approaches (formats, content, topics, methodologies and age groups). This programme not only responds to the schools' needs at all levels of education but also fosters and enhances this public's relationship with the Modern Collection, which will only reopen in 2023.



+80  
SESSIONS



### Museu no Hospital

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

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

The Foundation currently works with the following hospitals: Dona Estefânia, Alcoitão, Santa Maria and IPO. In 2022, the project will continue largely in digital format so that it can continue to respond to the needs of the public. This year the programme includes workshops promoted by the Calouste Gulbenkian Museum, the Modern Art Centre and the Gulbenkian Garden.



### Música na Escola

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

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

In 2021, this initiative had to be postponed due to the restrictions imposed by the pandemic. It will resume in 2022, when it will include three visits to schools by members of the

Gulbenkian Orchestra, three preparatory workshops for the concerts and three concert programmes for schools.

1 500  
PARTICIPANTS

### Earth Day

International Earth Day is celebrated annually around the world to remind us of the importance of the Earth and its ecosystems to our lives.

It is our collective responsibility to foster harmony with nature and the Earth so that a fair balance can be achieved between the economic, social and environmental needs of the present and future generations of humanity.

On 23 April 2022, the Foundation intends to reflect on the challenges related with the well-being of the planet and all life that it supports, notably global citizenship, sustainable communities, and education as the foundation of a kind, responsible and fair society. This reflection will take place through film screenings, story-telling sessions, creative workshops for families, talks, bioblitzes, dances, concerts and guided visits.

### Jardins para a vida silvestre – cycle of visits

In our world today, there is increasing talk of the importance of green spaces as vital tools for biological balance and combating climate change.

In 2022, the Gulbenkian Garden is promoting a cycle of 11 workshops with experts on how to make our gardens, parks and land both in cities and elsewhere into more welcoming spaces for wildlife.

In these visits for the general public, spaces are seen not simply as places with a visual and microclimatic framework or even as places for food production, but also from their ecological perspective on a macro scale and for their contribution to the regeneration of natural life and to the balance of ecological systems.



# International Networks and Projects

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

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

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

## Participation in International Networks



### **PHILEA - Philanthropy Europe Association**

In 2021, the Donors and Foundations Networks in Europe (DAFNE) began being incorporated in the European Foundation Centre (EFC). This merger process of the two institutions, is predicted to be concluded in May 2022. This is a unique opportunity for the two organisations to come together and become a single source of data and knowledge on European philanthropy. The "new" organisation will be named **PHILEA - Philanthropy Europe Association** and is able to share a greater understanding of the role and value that philanthropy brings to society, engendering more collective action and impact among its members.

EFC was formed in 1989 to act as the voice of institutional philanthropy in Europe, and its vision is that of a resilient European foundation sector, marked by innovation, drive and cooperation among its 250 members and partner institutions, representing around 30 countries. As a leading platform for philanthropy in Europe, the EFC works to strengthen the sector and champion institutional philanthropy as a powerful means of effecting change.

The Gulbenkian Calouste Foundation, a member of EFC since 1996 and with a seat on its Management Committee and Governing Council, is involved in various thematic networks and communities of practice. It participates in its annual conference, and in 2021 this took place in Vienna between 18 and 20 October with the theme "From crisis to opportunity. How can philanthropy accelerate sustainable change?".

DAFNE was set up in 2015 and brings together associations of donors and foundations in Europe with the aim of providing a platform to share knowledge and learn from best practices. The Foundation supported DAFNE in a number of projects. With 30 member associations and a collective membership of over 10 thousand foundations and donors, the network supported the individual activities of its members, stimulating dialogue and cooperation between national associations.

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



### 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, namely on the role of philanthropy in contemporary society.

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



### Network of European Foundations

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

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

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



### – European Programme for Integration and Migration

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

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



### – European Venture Philanthropy Association

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

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



### Global Steering Group for Impact Investment

Led by Sir Ronald Cohen, this network brings together the leading international organisations in the impact investment sector, with the aim of promoting the shared agenda of this topic worldwide. The Global Steering Group for Impact Investment (GSG) provides technical support to national work groups in the G8 and invited countries and fosters both the stimulation of a global knowledge platform on the topic and the development of a global communication and positioning strategy.

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



### Theory of the Foundation

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

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

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

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



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



### European Council on Foreign Relations

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



An event on public health is scheduled to take place in Lisbon or Brussels at the start of 2022.



### Notre Europe – Jacques Delors Institute

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



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



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



### Friends of Europe

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



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



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



### Transatlantic Council on Migration

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



### European Policy Centre – Moving Europe Together

The Calouste Gulbenkian Foundation participates in the *Moving Europe Together* (MEET) project coordinated by the European Policy Centre (EPC), in the scope of the “Conference about the Future of Europe”. The aim of the project, which began in mid-2021, is to allow the voices of European citizens to be heard, notably those from eight member states of the European Union (Germany, Belgium, Denmark, France, Greece, Ireland, Portugal and Romania). This is achieved through local citizen *agoras*, that is, representative local assemblies, which are attended by MEPs and where European issues, such as the environment, are debated.



The work of the MEET project is intended to complement the conference and to increase participation in it, articulating the debates taking place both nationally and in Europe. The Portuguese part is operationalised through Nossa Europa – Citizenship Platform. The first phase addressing the methodology to be followed is already concluded and is now followed by the selection of the representative sample and the holding of *agoras* in Portugal.

The conclusions drawn from the local assemblies of the eight partners will be studied and disseminated at European level by EPC in 2022.



### Europa Criativa – Voices of Culture

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

### European Bauhaus

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



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## Board of Trustees

**Isabel Mota**, President (03.05.2022)

**Martin Essayan** (20.07.2025)

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

**José Neves Adelino** (19.02.2024)

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

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

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

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

**Rui Esgaio**, Secretary-General

February, 2022

\* Will initiate functions as President of the Calouste Gulbenkian Foundation on May 3 2022.

## Internal Organisation

### Board of Trustees

Remuneration Committee

Investment Committee

Audit Committee

Audit and Risk Management

Statutory Auditor

Secretary-General

Office of the President

Secretary of the Board

#### Artistic and Cultural Activities

Art Library and Archives

Gulbenkian Music

Calouste Gulbenkian Museum

Modern Collection

Gulbenkian Culture Programme

#### Scientific and Knowledge Activities

Gulbenkian Scholarships

Future Forum

*Instituto Gulbenkian de Ciência*

Gulbenkian Knowledge Programme

#### Social Development and Sustainability Activities

Armenian Communities

Gulbenkian Sustainable Development Programme

Gulbenkian Partnerships for Development Programme

Active Citizens Programme

#### Delegations

Delegation in France

United Kingdom Branch

#### Management

Central Services

Communication

Finance and Investment

Legal Office

Marketing, Systems and Digital Transformation

Planning and Strategy

Human Resources

# Useful Information

## Main Building

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

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

### Opening hours

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

## Calouste Gulbenkian Museum

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

Shop, Cafeteria

### Horário

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

## Modern Art Centre

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

Temporary Exhibitions Gallery Shop/  
Bookshop, Cafeteria

Closed for refurbishment.

## Art Library

tel: 21 782 3458  
artlib@gulbenkian.pt

### Opening hours

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

## Gulbenkian Garden

Av. de Berna, 45A  
1067-001 Lisbon

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

### Opening hours

Open every day, from sunrise  
to sunset

## Gonçalo Ribeiro Telles Interpretation Centre

Coffee shop, Ice cream shop

### Opening hours

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

## Instituto Gulbenkian de Ciência

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

Library

### Opening hours

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

## Delegation in France

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www.gulbenkian.org.uk  
info@gulbenkian.org.uk

## Transport

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

## CALOUSTE GULBENKIAN FOUNDATION

### 2022 Activities' Overview

**Coordinators** Luís Lobo Xavier, Margarida Espírito Santo, Carolina Matos. **Editorial Production** Clara Vilar.

**Translation** Rachel Evans. **Graphic Design** Formas do Possível. **Printing** Maiadouro. Lisbon. March 2022.

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