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CALOUSTE GULBENKIAN  
FOUNDATION

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2017

HIGHLIGHTS

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The short version of the Annual Report and Accounts, once again published, is a voluntary and responsible exercise of accountability, whereby we wish to inform our beneficiaries, in an intuitive and transparent way, about the choices we make, the programmes we develop and the projects we support.

The Calouste Gulbenkian Foundation is a unique and unified philanthropic institution that builds its identity in the diversity of its intervention – in the fields of art, science, education and charity – carrying out this always unfinished work with a vast network of national and international partners and with an exceptional set of qualified and dedicated staff members.

At both local and global levels, the Foundation increasingly affirms itself as an active change agent, channelling all its financial and non-financial support into building a more sustainable, more inclusive and more humane world. It is in this sense that I undertook three main commitments to guide my term of office (2017-2022):

A commitment to the future that allows us to adapt the Foundation to new times and anticipate the essential issues that determine both the changes in the structures of knowledge and the impacts of technology on society, to ensure the sustainability of our natural resources and of our social systems;

A commitment to the most vulnerable, those who most need our support and who, as such, should always be the primary beneficiaries of the Foundation's activity, which has a responsibility to include and reach all;

A commitment to culture – with art, science and education – which, as a means and as an end to our action, is the only stable and lasting foundation for building a more just, supportive and tolerant society.

It was already within the scope of these commitments that the Foundation has taken three key decisions that I would like to highlight here as part of the strategy we are pursuing.

The first decision has to do with the debate on the European project, whose fundamental premise is the maintenance of peace and solidarity – ideals that cannot be ignored when debating the future of Europe. The Calouste Gulbenkian Foundation is deeply committed to this task and, given that task, in collaboration and in dialogue with the leading national and European foundations and think tanks, it has been adopting an increasingly active attitude both to citizens and public authorities and European bodies.

The second decision has to do with strengthening and redirecting the role of science towards the transformation of society. This is, in fact, the new plan of the Instituto Gulbenkian de Ciência, whose current management team undertakes the following principles in its strategic management: excellence in research, especially in the field of life sciences; the disciplinary and cultural plurality of researchers; collaboration with the leading national and international research institutes; and impact-oriented intervention in global society.

Lastly, the third decision concerns the Foundation's close proximity to cultural activities and to the more distant and isolated populations, thus recovering the spirit of our old Travelling Libraries. It is in this sense that the Foundation is developing the Travelling Gulbenkian programme, with the aim of promoting greater access of all populations to cultural assets, through a greater circulation of our Collections and our Artistic Groupings.

Hoping that the projects and initiatives that we have chosen here will bring an increasing interest for the Foundation, I renew the invitation to visit us to everyone, to get to know us and to accompany us in this task of serving humanity in each person.

**Isabel Mota**

President of the Calouste Gulbenkian Foundation



# 2017 **Month by Month**

## January

Under the programme *Partis – Artistic Practices for Social Inclusion*, 17 projects of social intervention were presented, targeting at-risk children, youngsters, inmates and former inmates, immigrants, isolated or disabled people and long-term unemployed people, among other vulnerable groups.

## February

The report *Repair and Prepare: the Euro and Growth after Brexit* which was made by the Jacques Delors Institute and the Bertelsmann Foundation, was publicly presented at the Calouste Gulbenkian Foundation in Lisbon. It was attended by Mário Centeno, Enrico Letta and António Vitorino, among others.

## April

April 22nd – *Accessible Art Day* – was dedicated to families with children, youngsters and adults with special educational needs. They all set out to discover art, as a family, through multiple proposals in the Calouste Gulbenkian Garden and Museum that were designed to help bring closeness to and foster inclusion through art, by touching, smelling, listening, dancing, drawing or just observing.



## March

The implementation of the project *Integrated Care to Oncological Patients – Strengthening the Institutional Capacity of the Central Hospital of Maputo* was completed, with the coordination of the Calouste Gulbenkian Foundation and the financial support of the Camões – Institute of Cooperation and Language, the Millennium BCP Foundation and Millennium BIM, whose main objective was the specialised training of human resources, namely doctors, nurses and health technicians, in hospital and research institutions.

## May

A Call for Proposals was launched under the second edition of *Hack for Good*, whose theme was the creation and development of technological solutions to facilitate the social, cultural and economic integration of refugees in their host communities.

## June

The 2nd edition of *Summer Garden* was held in the Calouste Gulbenkian Foundation's Garden and Outdoor Amphitheatre, featuring movies, outdoor concerts, staged readings, dialogues, conversations and various activities for families, among many other initiatives, which once again brought together hundreds of people of all ages on a daily basis.



## July

On July 20th, the Foundation awarded the *2017 Calouste Gulbenkian Prize, ex aequo*, to the Hungarian Helsinki Committee and Jane McAdam, for their contribution to the defence and promotion of human rights, in particular of refugees. On the same occasion, the *2017 Gulbenkian Prizes* were also granted, in the categories of Knowledge, Sustainability and Cohesion, respectively, to the Portuguese Mathematical Society, to the Association for the Development of the Douro Viticulture and to the Pousos Musical Artistic Society.

## August

A holiday camp for children and youngsters has been held in the South of France with the aim of promoting and revitalising the use of the Armenian language in a playful and informal environment. In this four-week programme, 40 children aged 10 to 15 from ten different countries participated in the programme, using various technical and artistic activities to learn and apply the Western Armenian language.



## November

After the success of the exhibition *José de Almada Negreiros: A Way of Being Modern*, presented in 2017 in Lisbon, and visited by over 135 thousand people, the Calouste Gulbenkian Foundation presented another show, entitled *José de Almada Negreiros: Drawing in Motion*, at the Soares dos Reis Museum in Porto, in collaboration with this institution, which took place between November 2017 and March 2018.



## September

With music by Jonathan Dove and multimedia production signed by Marie-Eve Signeyrole, *The Monster in the Labyrinth*, a community opera for children, teenagers and adults, has gathered, over almost two years, around 300 amateur singers, in vocal and/or scenic rehearsals, which culminated in the presentation of three shows at the Grand Auditorium of the Calouste Gulbenkian Foundation.

## October

The new programme *Gulbenkian Mais Scholarships* was launched, aimed at youngsters who wish to apply for a university for the first time and have both the best grades and the lowest financial resources. More than a scholarship, this is a skill acceleration programme that enables the best students, but with fewer resources, to develop successful careers, thus promoting equal opportunities.

## December

In 2017, on the initiative of His Excellency the President of the Republic, the Calouste Gulbenkian Foundation challenged all Portuguese universities to present a research proposal on the topic of *Business Investment: Diagnosis and Solutions*. The final report, which was in charge of a consortium formed by the Schools of Economics of the Minho and Coimbra Universities, was presented in December at the University of Minho, aiming to contribute to a more informed look at the issue of business investment in Portugal, so as to make it more just and supportive.



Calouste Sarkis Gulbenkian was born on March 23rd, 1869, in Üsküdar, in present-day Turkey, in a wealthy family of Armenian traders. In 1887, he took a degree in Engineering at King's College, in London, and afterwards, he focused on the emerging oil industry, where he made an extraordinary fortune.

In 1902, he acquired British nationality, due to the persecution carried out by the Ottoman Empire to the Armenian communities in that period. Living between London and Paris, where he was Consul General of Iran, he continued to work on funding and exploration of oil wells, whose industry he helped build and develop, especially in the Middle East.

In 1939, he moved to Lisbon, again fleeing the war that once again broke out in Europe. The goal was to move to the United States of America, but a short-term illness, at first, and later, growing fond of the city eventually made him stay. During the 13 years he lived here, he significantly increased his fortune while developing his exceptional facets as an art collector and philanthropist.

Calouste Gulbenkian died in Lisbon on July 20th, 1955 and left a will expressing his wish for an international foundation to be created in his name and of Portuguese nationality, dedicated to charity, art, education and science. He also instructed that his remarkable art collection, which was then dispersed in several countries, would be gathered in that foundation's headquarters – which was to remain in the said city.



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# THE FOUNDATION

**The Calouste Gulbenkian Foundation, created by a testamentary provision of Calouste Sarkis Gulbenkian, is a Portuguese institution of private law and general public utility, whose statutory purposes, approved by the Portuguese State on July 18th, 1956, are charity, art, education and science.**

It is one of the foremost European foundations, both for the resources it owns and manages as well as for the transforming impact it has in society, developing its action both in Portugal and abroad, through direct and distributive activities. These are perfectly articulated by a shared vision and mission: to contribute to building a more just, supportive and sustainable society where citizens live and participate in, freely and consciously, with equal opportunities.

The Foundation has a Museum, which houses the Founder's private collection and a collection of modern and contemporary art; an Orchestra and a Choir; an Art Library and Archive; a Scientific Research Institute; and a Garden, which is a central area of the city of Lisbon where educational activities also take place.

In articulation with these cultural activities, the Foundation also fulfils its mission through innovative Programmes and Initiatives that create and develop pilot projects and support, through scholarships and grants, different institutions and social organisations.

Three priority areas were defined for the 2018-2022 period – cohesion and social integration; sustainability; and knowledge – which are reflected in a cross-sectional way throughout our intervention strategy.



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Natália Correia Guedes, National Academy of Fine Arts  
Manuel Maçaroco Candeias, Bank of Portugal

October 2018

INTERNAL ORGANISATION





## Social Development and Sustainability Activities

€24 MILLION



517  
GRANTS



1,171  
SCHOLARSHIPS

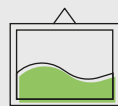


5  
PRIZES

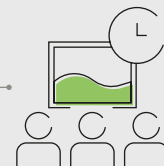


## Artistic and Cultural Activities

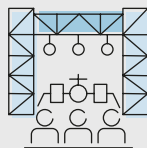
€29 MILLION



19  
EXHIBITIONS



466,840  
VISITORS TO THE MUSEUM  
AND TEMPORARY EXHIBITIONS



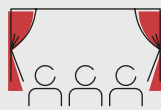
224  
CONCERTS

190,631  
SPECTATORS



3,783  
EDUCATIONAL ACTIVITIES

92,305  
PARTICIPANTS



53  
CINEMA AND CONCERTS

17,171  
ATTENDANCES



63,769  
LIBRARY READERS

# 2017

in numbers\*



## Scientific and Educational Activities

€14 MILLION



177  
CONFERENCES  
AND MEETINGS

19,061  
ATTENDANCES



48  
PUBLICATIONS

35,466  
HARD COPIES



16  
TRAINING  
COURSES

1,109  
BENEFICIARIES



2,016,829  
SESSIONS AT GULBENKIAN.PT

7,538,354  
PAGE VIEWS



€67 MILLION  
IN ACTIVITIES  
(Without Management Costs)

€23 MILLION  
MANAGEMENT COSTS

\* Activity-based costing perspective.



In 2017, the Gulbenkian Museum started a new programming model, according to which its temporary exhibitions are divided as follows, every year: *Major Exhibitions*, in the Main Gallery of the Foundation's Main Building; *Conversations*, in the Lower Gallery of the Founder's Collection; and *Project Space*, in the Modern Collection building. The Foundation also promotes *Other Exhibitions* during the year, within the framework of the activities of its various Programmes and Initiatives.

Exhibition  
*Beyond the Mirror*  
© FCG / Carlos Azevedo

## Major Exhibitions

### Sculpture on Film: The Very Impress of the Object

From 14.07.2017 to 02.10.2017

The exhibition explored the fascination that classical sculpture has exerted on a large number of contemporary film-makers and artists, reflecting the apparent contradiction between the artists' work made with moving images and their simultaneous interest in the absolute immobility embodied in classical sculpture.

### Beyond the Mirror

From 26.10.2018 to 05.02.2017

This exhibition, whose title refers to the world of Lewis Carroll's heroine, Alice Liddell, sought to demonstrate the polysemous presence of the mirror in the iconography of European art, especially in painting, but also other formats.

## Conversations Cycle

### Manuela Marques and Versailles

From 03.03.2017 to 22.05.2017

For the first time, the artist Manuela Marques presented to the public an unpublished set of photographs, the result of several months of wandering around the Palace of Versailles.

### Helmut Federle. Abstract Matter

From 08.06.2017 to 18.09.2017

This exhibition put the work and collections of 17th century Moroccan and Japanese ceramics of the Swiss painter Helmut Federle in dialogue with Islamic ceramics of the Founder's Collection.

### Ana Hatherly and the Baroque: In a Garden Made of Ink

From 13.10.17 to 15.01.18

Exhibition-essay that brought together works by the artist with objects, works and documents from different historical periods, shown as a visual journey that had as its starting point the Baroque's key categories.

## Project Area

### Tamás Kaszás. Joy and Survival

From 02.03.2017 to 15.05.2017

The exhibition brought together a set of works that, starting from a scenario of imminent ecological and economic collapse, gave rise to the creation of a work of fiction about an alternative future, built from the recovery and reinterpretation of a particular ancestral popular science.

### Emily Wardill. Matt Black and Rat

From 01.06.2017 to 28.08.2017

This exhibition showed two new films, a new series of sculptural reliefs and an unprecedented set of frames, in which "flames" (and fire) are presented as an action and transforming power.

### Marie José Burki. Sometimes Shadow, Sometimes Light

From 15.09.2017 to 20.11.2017

The exhibition consisted of a cohesive set of works – collage, photography and film – which, exploring simple narrative structures or made from the capture of singular expressive moments, focused on anonymous and banal figures or, conversely, inspired by well-known literary texts.

### Mariana Silva. Zoomorphic Eye – Camera Trap

07.12.2017 – 25.02.2018

The exhibition derives from our representations of Nature to propose a reflection on the mass extinction of animal species and the practices of capturing images in natural habitats, as well as on the human relationship with virtual images and technology.



Exhibition Mariana Silva. *Zoomorphic Eye – Camera Trap*.  
© FCG / Carlos Azevedo



## Other Exhibitions

### Ângelo de Sousa. *La Couleur et le Grain Noir des Choses*

From 25.01.2017 to 16.04.2017

The Delegation in France of the Calouste Gulbenkian Foundation held a major exhibition with the most emblematic works (painting, photography, sculpture and video) of this Portuguese artist, who was still unknown in France.

#### Portugal in the act

March 2017

A semi-permanent exhibition of the Modern Collection, which offered an introduction to the history of art and culture in Portugal in the 20th century, becoming the first comprehensive presentation of this Collection in over 25 years.

#### New Year Festivities:

##### Islamic Art at the Calouste Gulbenkian Museum

March and June 2017

This project promoted two temporary facilities in the Founder's Collection, entirely made from a selection of objects from the Islamic Art collection and dedicated to two important moments in the calendar of the Islamic world countries: *Noruz* (March: Persian New Year and early spring) and *Eid al-Fitr* (June: end of Ramadan).

#### Nowhere

09.04.2017 – 29.04.2017

For 20 consecutive days, the pianist Marino Formenti lived in a temporary house, built by the artist Ricardo Jacinto, in the Gulbenkian Garden, where he lived, breathed, slept, ate and where he sat at the piano and played in a contemporary and ruthlessly public and private space.

#### Graça Morais. *La Violence et la Grâce*

From 31.05.2017 to 27.08.2017

The third exhibition of the painter in our Delegation in France, focused on the artist's relationship with authors such as Sophia de Mello Breyner Andresen or Agustina Besa-Luís, who for forty years have followed her as partners and inspiration.

### Everything Collapses: Cultural Impacts of the Great War in Portugal

From 29.06.2017 to 04.09.2017

Promoted by the Gulbenkian Portuguese Language and Culture Programme, this exhibition, which took place in the Lower Gallery of the Foundation's Main Building, was organised in six thematic nuclei that sought to reconstitute the cultural and social impacts of the War in Portugal, both during the conflict and in the years that followed.

#### L'Exposition d'un Rêve

From October to December 2017

This exhibition had as its starting point twelve dreams commissioned from artists, film-makers and writers. Songs were later composed using those texts by the German composer F.M. Einheit, later translated into the space of the exhibition hall of the Foundation's Delegation in France according to geometric diagrams corresponding to drawings by artists such as José de Almada Negreiros, Philippe Decrauzat or Olivier Mosset.



▲  
Ângelo de Sousa exhibition. *La Couleur et le Grain Noir des Choses*.  
© A. Nicoli



▲  
Exhibition José de Almada  
Negreiros: *A Way of Being Modern*.  
© FCG / Carlos Azevedo



135,000 VISITORS

## José de Almada Negreiros: A Way of Being Modern

Main Gallery: From 02.02.2017 to 05.06.2017

This exhibition, curated by Mariana Pinto dos Santos, in collaboration with Ana Vasconcelos was based on a very comprehensive set of works by José de Almada Negreiros (1893-1970) and aimed to introduce different facets of this artist's work, integrating it in the experimental and hybrid condition of modern life. Painting and drawing were thus closely connected to the work he had done in collaboration with architects, writers, editors, musicians, set designers or directors, and cinema and graphic narrative, as well as others works and unpublished studies, which revealed the different facets of his artistic work process as a whole.



At the centre of each Gulbenkian Music Season are the concerts of its two resident ensembles, the Orquestra and Coro Gulbenkian, and an essential part of the programme is designed in the light thereof, with the collaboration of national and foreign conductors and soloists, of great international prestige. Both groupings, which for more than half a century have performed at the highest level, have diversified their projects in recent years, regularly making national and international tours and taking music to schools and other places where it is less common for it to be listened to.

**Great Performers Series / Great Voices Series / Early Music Series / Piano Series / Soloists of the Orquestra Gulbenkian Series**

Every year, Gulbenkian Music presents the best performers, the best voices, the best ensembles, pianists and soloists of the world music panorama, in different series.

**Open Doors / Rising Stars**

As part of the European network ECHO – European Concert Hall Organisation, this initiative invited the public, during an intense day, to enjoy a festive musical ambience in an informal atmosphere.

**Met Opera Live in HD**

The broadcasts of the Metropolitan Opera House in New York at the Great Auditorium of the Calouste Gulbenkian Foundation in Lisbon, exhibited live and with the highest technical conditions, have become an essential event of every new Season.

**World Music**

In this series, we approach and discover other peoples and cultures, different traditions and customs through music, making the planet smaller, but increasing our knowledge and our curiosity for others and respect for their differences.

**Jazz in August**

Since 1984, the Calouste Gulbenkian Foundation has annually presented a noteworthy showcase of the most creative and innovative proposals of jazz and improvised music.

**Generation Orchestra**

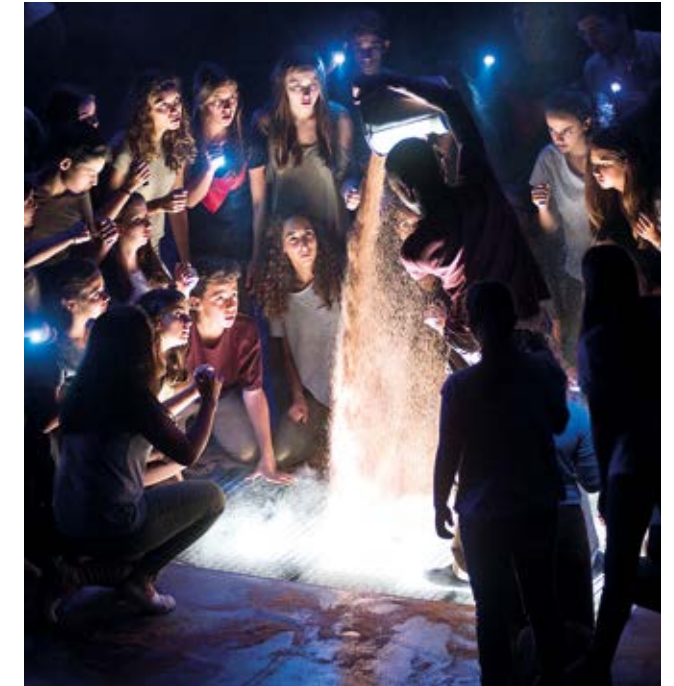
This initiative, supported by the Calouste Gulbenkian Foundation since 2007, fights school failure and dropout through the teaching of music. Once again, the End of Summer Internship Concert of the Generation Orchestras at the Foundation's Grand Auditorium involved students, families and teachers in a performance that was sold out.

**Carmina Burana**

The Coro and Orquestra Gulbenkian, with the collaboration of the Children's Choir of the Gregorian Institute of Lisbon, participated in an open-air concert in the Vale do Silêncio Park, in the Olivais neighborhood in Lisbon, within the scope of the Street Festival promoted by the Lisbon City Council. They performed the Carmina Burana cantata, by German composer Carl Orff, before more than 10 thousand people.

## The Monster in the Labyrinth

With music by Jonathan Dove and multimedia production by Marie-Eve Signeyrole, this community opera for children, teenagers and adults brought together about 300 amateur singers of different ages for vocal and/or scenic rehearsals that lasted almost two years, culminating in the presentation of three shows at the Great Auditorium of the Calouste Gulbenkian Foundation, on September 27th, 28th and 29th, 2017. In addition to the Coro and Orquestra Gulbenkian, the Youth Choir of the University of Lisbon, the teenage choirs from the Academy of Music Amateurs and the Santa Cecília Music Academy, the Euterpe Youth Choir and the Musaico Choir, as well as the adult choirs Polyphonia Schola Cantorum, Regina Coeli and Spatium Vocale.



3 PRESENTATIONS  
(+ 1 OPEN GENERAL REHEARSAL)  
= 4,000 SPECTATORS



Coro Gulbenkian and Orquestra – The Monster in the Labyrinth  
27.07.2017. © FCG / Márcia Lessa



### Science on Stage

In collaboration with the Health Marathon Association, we held the 3rd edition of this educational project, aimed at secondary school students and of vocational and secondary education throughout the Country, which intends to awaken young students' interest in knowledge, especially in health, while at the same time raising awareness on practising solidarity.

### FameLab

The encouragement and appreciation of science communication in an international context was the basis of the partnership with the British Council and the Living Science National Agency for holding the *FameLab* competition, which is the most popular international science communication competition for non-specialised audiences.

### Mathematics Summer School

The Calouste Gulbenkian Foundation supported this event, aimed at university teachers and students, both national and foreign, who attend courses with a strong Maths component. The training course, under the theme *Algebraic Topology*, had about 90 participants.

### Open Class – Good Practices in School and in the Classroom

Held in partnership with the Portuguese Mathematical Society, this project aims to show the best teaching practices in the Portuguese and Mathematics subjects by creating a free internet portal.

### 10 x 10 Project

This project completed in 2017 fostered the collaboration between artists and teachers from various disciplines of secondary education, with the goal of developing effective learning strategies in attracting attention and promoting motivation among students in the classroom.



Final do concurso *Ciência em Cena*.  
© Filipe Ferreira

### Health Literacy

This initiative was developed in partnership with IPA-TIMUP/i3S – Institute of Pathology and Molecular Immunology of the University of Porto, aiming to promote health literacy of secondary school students through non-formal content and learning modes.

### EAThink – Eating Locally, Thinking Globally

The international project *EAThink 2015* was concluded, which was implemented in Portugal by the Calouste Gulbenkian Foundation, with funding from the European Union, and the aim of working with schools to promote a healthy and conscious diet.

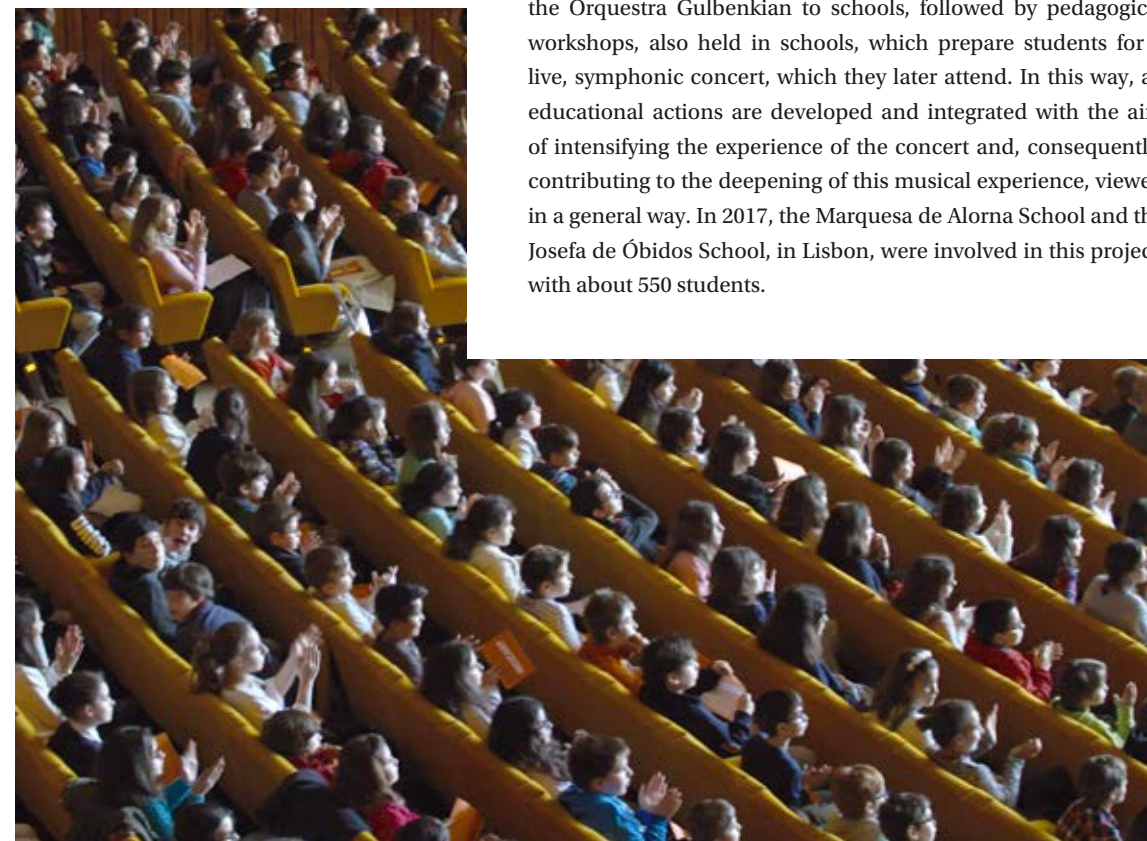
### Promoting Changes in Learning – Gulbenkian XXI School Learning Communities

Together with schools and other institutions, through curricular innovation and the development of the new technologies component, this project aims to adapt the learning skills to the professional skills necessary for the new job market.



### Music at School

This project aims to promote awareness of music and the act of listening with school populations of grades 5 and 6, creating equal opportunities for access to music, particularly among youngsters. Each cycle of the project begins with a visit by members of the Orquestra Gulbenkian to schools, followed by pedagogical workshops, also held in schools, which prepare students for a live, symphonic concert, which they later attend. In this way, all educational actions are developed and integrated with the aim of intensifying the experience of the concert and, consequently, contributing to the deepening of this musical experience, viewed in a general way. In 2017, the Marquesa de Alorna School and the Josefa de Óbidos School, in Lisbon, were involved in this project, with about 550 students.





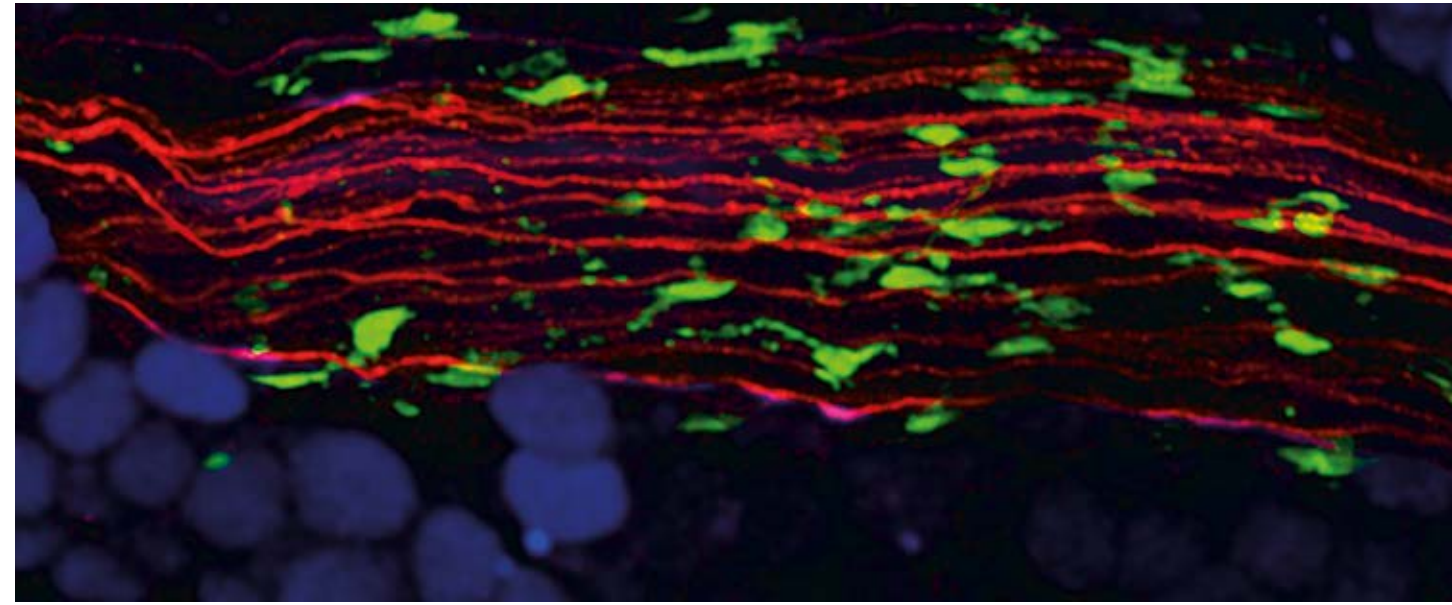
The Calouste Gulbenkian Foundation, in addition to the support it grants to specific projects within its various programmes and initiatives, promotes high quality scientific research through the Instituto Gulbenkian de Ciência (IGC), a leading institute in biological and biomedical research and postgraduate training, dedicated to scientific excellence and the training of a new generation of scientific researchers and leaders.



▲ Lab in a Box project Training of teachers from Cape Verde guided by Professors of the Instituto Superior Técnico (Higher Technical Institute). © DR

#### Study on Juvenile Diabetes

The scrupulous repetition of the experience reported in an important research on the suppression of immunity in juvenile diabetes, carried out by the Jocelyne Demengeot's laboratory of the Instituto Gulbenkian de Ciência, proved that this treatment does not work – and even aggravates diabetes – thus reinforcing the need of extreme attention when transferring laboratory protocols to the clinical area.



▲ Microscopic image of macrophages (green) associated with neurons (red) in adipose tissue (blue). © IGC / Roksana Pirzgalska

#### Study on the Genetics of Antibiotic Multi-Resistant Bacteria

The accomplishment of this relevant study, by the laboratory of Isabel Gordo at the Instituto Gulbenkian de Ciência, allowed to explain how the multi-resistance to antibiotics manages to persist, suggesting new targets to control these dangerous variants.

#### Study on the Resistance to Inflammatory Diseases

The development and execution of this study, under the responsibility of the Miguel Soares' laboratory at the Instituto Gulbenkian de Ciência, leads to a drastic rethinking of the management of patients with inflammatory diseases, such as sepsis, or of infections, such as malaria.

#### Lab in a Box

Several science researchers and communicators at the Instituto Gulbenkian de Ciência have developed this project, aimed at secondary school students in Africa, which enables easy and accessible experiments in biology, geology, physics, chemistry and ecology.

#### Information Sharing Among Researchers and Scientists

Through the partnership established between the Instituto Gulbenkian de Ciência and EU-LIFE, a large number of scientists in the field of life sciences gained easier access, not only to specialised knowledge but also to essential support functions, such as applications for scholarships, technology transfer and industrial partnerships.

### Discovery of Neuron-controlling Cells Responsible for Fat Loss

Ana Domingos' laboratory at the Instituto Gulbenkian de Ciência has discovered a new population of immune cells associated with sympathetic neurons that release norepinephrine (a neurotransmitter that induces fat mass reduction). These cells, called sympathetic neuron-associated macrophages (SAM), eliminate norepinephrine released by sympathetic neurons into the adipose tissue, preventing the reduction of fat mass and contributing to obesity. The scientific community and the national and international press have given considerable attention to this discovery, which has already been patented and opens new perspectives for the understanding of the neuronal mechanisms underlying obesity.



The Calouste Gulbenkian Foundation regularly awards a set of scholarships through which it aims to encourage excellence, promote knowledge and qualification and stimulate research in the Foundation's priority areas of intervention. Its main objectives are:

- i. To strengthen applied research in high-potential scientific and technological spheres;
- ii. To support the qualification and/or improvement in artistic areas of priority intervention for the Foundation;
- iii. Support the enhancement and development of human resources of the Portuguese-speaking African countries (PALOP) and of East Timor.



▲  
Campo de férias Wikipedia.  
© FCG / Vatché Demirdjian

#### Scholarships Granted for Applied Scientific and Technological Research

In order to strengthen applied research in high-potential scientific and technological areas in Portugal, 116 Gulbenkian Mais (Plus) scholarships were awarded; 37 scholarships for New Talents in Mathematics; 18 scholarships for New Talents in Quantic Technologies; 17 scholarships for New Talents in Artificial intelligence; 11 scholarships for short-term research projects; 9 university degree scholarships; 8 scholarships for support of internationalisation; 1 scholarship for research encouraging; 1 long-term scholarship for foreigners; and 1 Howard Hughes scholarship.

#### Scholarships Granted for Artistic Qualification and Improvement

Aimed at the development of projects of professional specialisation, enhancement and improvement in the artistic field, 35 fine arts scholarships were awarded; 32 music scholarships abroad; 29 scholarships for support of the visual arts; 18 scholarships for internationalisation in the visual arts; 4 scholarships for artistic residencies abroad; 5 music scholarships in the country; and 5 ENOA music scholarships (a European institution network whose aim is to train and support young opera artists and singers, early in their career).

#### Scholarships awarded in the Postgraduate Training Area in PALOP and East Timor

In order to support the recovery and development of the human resources of the Portuguese-speaking African countries and East Timor, 66 scholarships were awarded for advanced training, in particular for doctoral training, thus meeting the development needs of these partner-countries (Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe and East Timor).

#### Scholarships Granted under the Support to the Armenian Community and Language

In 2017, scholarships were awarded to 256 university students in the field of research and support to Armenian communities and language. The scholarship values ranged from €20,000 per year for some PhD students and a few hundred Euros for short-term scholarships for other types of studies.

#### Gulbenkian Scholarship Holders Network

The Gulbenkian Scholarship Holders Network continued to be developed, with the goal of fostering communication with and between old and new scholarship holders and fostering the systematic sharing of academic and professional information.

## New Talents and Gulbenkian Mais Scholarship Programmes



▲  
Meeting of New Talents in Quantum Technologies Scholarship Holders, in Aveiro.

As the pertinence of the model and methodology employed in the *New Talents in Mathematics* programme was verified, with very positive impacts on the Portuguese academia, their adaptation to areas related to mathematics working on prospective and disruptive subjects and responding to current advances scientific and technological was taken into consideration. In addition to the said programme, the *New Talents in Quantum Technologies* and *New Talents in Artificial Intelligence* programmes were created and, consequently, three new competitions were launched, which had active participation by the young university students in their respective scientific areas. A new scholarship programme – *Gulbenkian Mais (Plus) Scholarships* – was also initiated. It is aimed at young students from all over the country who, as they apply to the university for the first time, have a cumulative grade point average of more than 18 points and proven financial needs. More than a scholarship, this is a skills acceleration programme that prepares students for successful careers, promoting true equal opportunities.



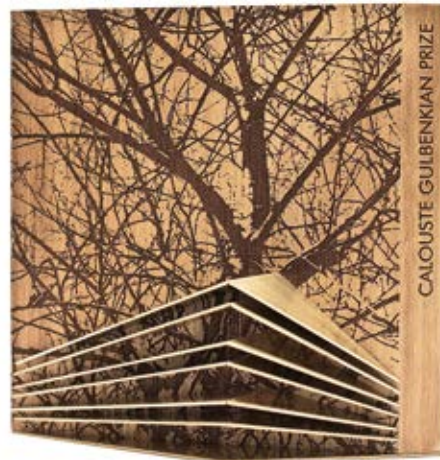




Gulbenkian Prizes 2017 Ceremony, 20.07.2017.  
© CGF / Márcia Lessa

### Calouste Gulbenkian Prize (Human Rights)

This prize, worth €100,000 was awarded, *ex aequo*, to the Hungarian Helsinki Committee, a non-governmental organisation providing legal support to migrants and refugees in Hungary, and Jane McAdam, an influential Australian Law professor and researcher, for their priceless contribution to the defence and promotion of human rights, in particular of refugees. Márta Pardavi, head of the Hungarian Helsinki Committee, said that she was “deeply honoured” to receive the award, which she saw as an important encouragement to continue leading the defence of human rights in Hungary, “in an increasingly xenophobic environment marked by growing political pressure over the independent civil society”. Jane McAdam also said she was “extraordinarily grateful” for receiving a prize that drew attention to the “urgency of positive responses that could ensure a safe and dignified life for refugees and other forced migrants”.



Calouste Gulbenkian 2017 Prize Trophy.  
© CGF / Márcia Lessa

### Gulbenkian Prizes (Knowledge, Sustainability and Cohesion)

The winners of these three prizes, worth €50,000 each, were the Portuguese Mathematical Society, in the category of Knowledge, the Association for the Development of the Douro Viticulture, in the category of Sustainability, and the Pousos Musical Artistic Society, in the category of Cohesion.

The Portuguese Mathematical Society was acknowledged by the *Mathematical Olympiads* project, an educational initiative of reference and of great national impact, that has promoted the taste for this subject among students for over three decades. The Association for the Development of the Douro Viticulture was awarded for its projects, developed in partnership with public and academic entities and business associations, to reduce the ecological footprint of its associated wine growers and promote the sustainable development of winemaking. The Pousos Musical Artistic Society was distinguished for the projects it developed in the field of social integration

through art, especially for the originality, consistency and innovative nature of its action in initiatives dedicated to the elderly.

### Vasco Vilalva Prize

The project that was distinguished was presented by the Brotherhood of Nossa Senhora das Preces, which intends to recover, preserve and enhance the gardens that surround the respective Sanctuary, in the village of Vale de Maceira, in Serra do Açor, municipality of Oliveira do Hospital, which were profoundly damaged by the October 2017 fires.

### Branquinho da Fonseca Prize

(*Expresso* Newspaper/Calouste Gulbenkian Foundation)

The winning works were *A Construção do Mundo* (Building the World), by Fábio Monteiro (children’s modality), and *Coisas que Acontecem* (Things that Happen), by Inês Barata Raposo (youth modality), and an honourable mention was also awarded to the original work *Carta ao Cavaleiro do Nada* (Letter to the Knight of Nothing), by João Marecos.



Gardens of the Sanctuary of Our Lady of the Prays. © Ricardo Silva



The problems of Europe, refugees, territory, sustainability, knowledge, education, health, art and social innovation are part of the agenda the Calouste Gulbenkian Foundation is deeply committed to and reflects on, in conjunction with other relevant foundations, think tanks, universities and knowledge institutions, both national and international. It was in that sense that, in 2017, we created the Gulbenkian Forum for Reflection and Debate, through which we increasingly want to affirm ourselves as a dynamic and open centre of thought and prospective analysis, which fits the problems of Portugal with those of Europe and the World.

**Presentation of the Report *Repair and Prepare: The Euro and Growth After Brexit***

This report, which was produced by the Jacques Delors Institute and the Bertelsmann Foundation, was publicly presented on February 22nd at the Calouste Gulbenkian Foundation in Lisbon, with the presence of Mário Centeno, Enrico Letta and António Vitorino, among others.

**International Conference: *Recognition of Qualifications of Immigrant and Refugee Skills***

An international conference dedicated to the recognition of qualifications and skills of immigrants and refugees was held in March at the Calouste Gulbenkian Foundation in Lisbon, promoted in partnership with the

Lisbon City Council and the High Commissioner for Migration. The conference, which was attended by national and international experts on this subject, resulted in a set of recommendations to make the system of integration of immigrants and refugees more efficient in Portugal.

**Seminar: *Migration and Health – What We Know Today, What Gaps in Understanding the Problem, and What Future Perspectives?***

Organised by the Institute of Hygiene and Tropical Medicine of the Universidade Nova de Lisboa, the NOVA Saúde, the Norwegian Institute of Public Health and the Calouste Gulbenkian Foundation, this seminar took place on June 8th at the Foundation's headquarters in Lisbon, with the aim of analysing

ways to improve the health and well-being of the migrant and refugee populations in their social integration.

**Colloquium: *Evocations of World War I***

From June 28th to 30th, the Auditorium 2 of The Calouste Gulbenkian Foundation hosted the seminar "Nobody Knows What They Want": The World War and the Crisis of the Portuguese Cultural Canons. Commissioned by the historian António José Telo, the event promoted a deep reflection and debate, in many pioneering aspects that are essential for understanding the impacts of World War I in life in the 20th century in Portugal.

**Study: *Portugal at the Centre***

With the publication of the book *Portugal at the Centre*, a series of three publications were completed (the former were *Northwest Global* and *A Metropolis for the Atlantic*), which intend to contribute to the reflection on the recent territorial and urban dynamics that occurred in Portugal in a functional metropolitan regions perspective, according to which the territory is viewed as a complex and constantly changing reality, reflecting the socio-economic and institutional dynamics of the different local contexts and players.

**Conference: *The Value of Oceans***

The Gulbenkian Oceans Initiative completed its work with an important conference, held on October 25th in Lisbon, which presented the main results of the interdisciplinary research, training actions and business and management practices developed.

**Study: *Higher Education in Portugal – A New Perspective***

This important study, promoted by the Calouste Gulbenkian Foundation and coordinated by Júlio Pedrosa, analyses the various aspects of higher education in Portugal, comparing it to other countries and identifying the critical factors and variables for the consolidation and development of a National Higher Education Network that serves the cultural, social and economic development of the country and its different regions.

**International Conference on Education**

This conference, held on October 23rd at the Calouste Gulbenkian Foundation in Lisbon, focused on the theme of innovation in schools and by schools, addressing the issues of creativity, imagination, the impact of new tech-

nologies, the paradigm of teaching, of the learning processes and how all these changes can be integrated into a mental framework in which teachers and students can explore new ways of thinking.

**Conference: *Home Palliative Care in Portugal: Yesterday, Today and Tomorrow***

Organised by the Calouste Gulbenkian Foundation to mark the end of the DINAMO project – Dynamizing Advanced Training and Research to Optimise Home Palliative Care in Portugal, on November 20th, this conference discussed the past, present and future of home palliative care in Portugal and in the world.

**Conference Cycle: *Tout se Transforme***

To mark the 50th anniversary of its presence in France, the Delegation in France of the Calouste Gulbenkian Foundation has organised a set of activities, including a series of conferences and meetings which, throughout the year, have brought prestigious Portuguese artists, writers, scientists and thinkers to Paris.

**International Conference: *Opening up to an Era of Social Innovation***

This conference, jointly organised by the European Commission, the Portuguese Government and the Calouste Gulbenkian Foundation, was held on November 27th and 28th at the Foundation's headquarters in Lisbon, with the aim of discussing and promoting social innovation in Europe.

**Study: *Corporate Investment and Economic Growth in Portugal***

In 2017, on the initiative of His Excellency the President of the Republic, the Calouste Gulbenkian Foundation challenged all Portuguese universities to present a research proposal on the topic of *Business Investment: Diagnosis and Solutions*. In March, the conference on *Entrepreneurial Investment and the Growth of the Portuguese Economy* was held at the Foundation, in Lisbon, before more than 400 people, triggering the initial reflection and the making of this study. The final report, which was in charge of a consortium formed by the Schools of Economics of the Minho and Coimbra Universities, was presented in December at the University of Minho, aiming to contribute to a more informed look at the issue of business investment in Portugal, so as to make it more effective and just.

**The Calouste Gulbenkian Foundation participates in associations and foundation networks and supports initiatives and projects by international organisations that at national and international level contribute to building a strong and active civil society and play a moderating and inspiring role in the debate and resolution of the main issues that affect the several communities they intervene in.**

#### **European Foundation Centre (EFC)**

The Calouste Gulbenkian Foundation participated in the creation of the *Arts and Culture Network*, promoted by the EFC, and was present at its 28th Annual General Meeting, whose conference, entitled *Courage to Re-Embrace Solidarity in Europe – Can Philanthropy Take the Lead?* took place between May 31st and June 2nd in Warsaw, bringing together more than 600 representatives from the philanthropy world.

#### **Network of European Foundations (NEF)**

As part of its participation in this foundation network, the Calouste Gulbenkian Foundation continued to support the following projects: *FutureLab Europe*, which aims to make young Europeans in their 20s and 30s aware of their responsibilities as European citizens by encouraging and supporting initiatives and plans to build a democratic and sustainable Europe; and *New Pact for Europe*, which is supported by a transnational consortium of European foundations, with the aim of promoting a broad European debate on the reform of the European Union in the face of the multiple challenges Europe faces today.

#### **Donors and Foundations Networks in Europe (DAFNE)**

The Calouste Gulbenkian Foundation supports and participates in this informal network of donor and foundation associations from 25 European countries, which meet to provide a platform for sharing knowledge and learning from best practices, creating an effective mechanism for cooperation, for the exchange of knowledge and for the networking of European philanthropic organisations.

#### **Transatlantic Council on Migration**

Led by the Migration Policy Institute, the Transatlantic Council on Migrations is a deliberative and advisory body whose purpose is to respond to specific requests it receives from Governments and other partners with innovative and viable recommendations. These recommendations are based on up-to-date and reliable information and tangible and measurable measures, through which it has a positive impact on immigration and integration policies worldwide. In 2017, the Calouste Gulbenkian Foundation actively participated in the two meetings organised on *Building Partnerships to Respond to the Next Decade of Migration Challenges*, which was held in February, in Oslo, and *The Future of Migration Policy in Volatile Political Landscape*, which took place in November, in Stockholm.

#### **European Programme for Integration and Migration (EPIM)**

The Calouste Gulbenkian Foundation participates in this joint initiative of eleven European foundations, which advocates for the promotion and facilitation of the integration of immigrants in Europe, including the financing of transnational projects to support asylum seekers and refugees and undocumented migrants. It was within the framework of the EPIM that the *Asylum Information Database* (AIDA) project was born, which consists of a database managed by the European Council on Refugees and Exiles that contains information on asylum procedures and reception and detention conditions in 17 Member States and 3 countries outside the European Union.

#### **Global Mental Health Platform**

This project was launched in 2012, in partnership with the World Health Organisation and the NOVA Medical School. It aimed to promote innovation in mental health policies in the Global Health Agenda, and its recommendations were subject to proof of concept in five countries, selected by the WHO (namely, Brazil, India, Georgia, Portugal and Cape Verde), with the collaboration of governmental institutions and local academies. The conference *The Future of Mental Health*, held in November at the Calouste Gulbenkian Foundation in Lisbon, concluded this project with the presentation of 32 policy options for the implementation of mental health policies worldwide.

#### **Partnerships in Music**

In the field of music, the Foundation has continued its collaboration with the ECHO – European Concert Hall Organisation, whose most visible aspect was the organisation of the *Rising Stars* Series, which supports the diffusion of talented young artists. Also in the field of opera and musical theatre, the ENOA association – European Network of Opera Academies – has allowed the mobility of early-career artists among member institutions, promoting their artistic improvement and the diffusion of their work.

#### **Other Partnerships**

Also worthy of mention are the partnerships established by the Calouste Gulbenkian Foundation with the Rockefeller Philanthropy Advisors to participate in the initiative *Theory of the Foundation*; with the United Nations High Commissioner for the Refugees (UNHCR), to provide emergency aid to the Rohingya population in Bangladesh; with the Association Global Platform for Syrian Students (APGES), to support Syrian students who wish to attend university courses; and with the Notre Europe – Jacques Delors Institute, with which a protocol of cooperation was signed to carry out a diverse set of initiatives.



Isabel Mota speaking at the Vision Europe 2017 conference.  
© Margherita Borsano, Gabriele Pacciotti

## **Vision Europe Summit (VES)**

This consortium, composed of 8 prestigious European think tanks and foundations (Bertelsmann Stiftung, Bruegel, CASE – Centre for Social and Economic Research, Chatham House, Compagnia di San Paolo, Calouste Gulbenkian Foundation, Notre Europe – Jacques Delors Institute and The Finnish Innovation Fund Sitra), meets annually to study and discuss some of the most pressing challenges facing Europe and its Member States in terms of public policies.

The third edition of the conference Vision Europe, held in November in Milan, focused on the theme *Winners and Losers of Globalisation*. Ideas and strategies were discussed and shared, and we hope that they can contribute to a better understanding of globalisation and a fairer distribution of its benefits. The debates underlined the need for a Fair Trade policy and the development of instruments for social policy and the labour market that enable citizens to deal with the challenges of change properly.



### Publishing Plan

The Calouste Gulbenkian Foundation's Publishing Plan has three main collections – University Textbooks, Classical Texts and Portuguese Culture –, created to make key texts from a wide range of areas of knowledge available to the Portuguese-speaking public, in reliable and affordable editions. Between 1962 and 2017, 1,885 copies of 1,174 titles were published with 5,885,822 copies being printed. An online sales system is being streamlined simultaneously, and some books have already been published in electronic format (e-book), such as the eight volumes of the *Guia de Portugal* (Guide to Portugal) and several works from the “Classical Texts” series. The print on demand modality has also been in use since 2016 to respond to specific requests for some publications. Also, in 2017, the preparatory works of several volumes to be published under the edition project of the Complete Works of Pedro Nunes, Fernão de Oliveira, Maria Helena da Rocha Pereira and Eduardo Lourenço continued.

### Archipathology

In 2017, the first nine treaties on *Archipathology* by Philip Montalvo (Paris, 1614) were published, by Colibri Editions, a work of enormous importance in the history of psychiatry and health sciences, whose study and translation, under the coordination of Adelino Cardoso, was funded by the Gulbenkian Innovation in Health Programme.

### Portugaliae Monumenta Historica

The Gulbenkian Portuguese Language and Culture Programme has supported the publishing of two more volumes of the New Series of the *Portugaliae Monumenta Historica*, under the responsibility of the Academy of Sciences of Lisbon, namely the *Martyrology of the Lamego Cathedral* and the *Book of D. Mumadona*.

### Colóquio/Letras Magazine

The Gulbenkian Portuguese Language and Culture Programme also supported the issue of the *Colóquio/Letras* magazine, a publication of reference in literary studies in Portugal, namely the No. 195, which included a thematic dossier on the poet and fiction writer Carlos de Oliveira, the No. 196, which revealed a set of unpublished letters exchanged between the poets António Ramos Rosa and Herberto Helder, and No. 197, dedicated to Luís de Camões.

### Manual for Changing the World

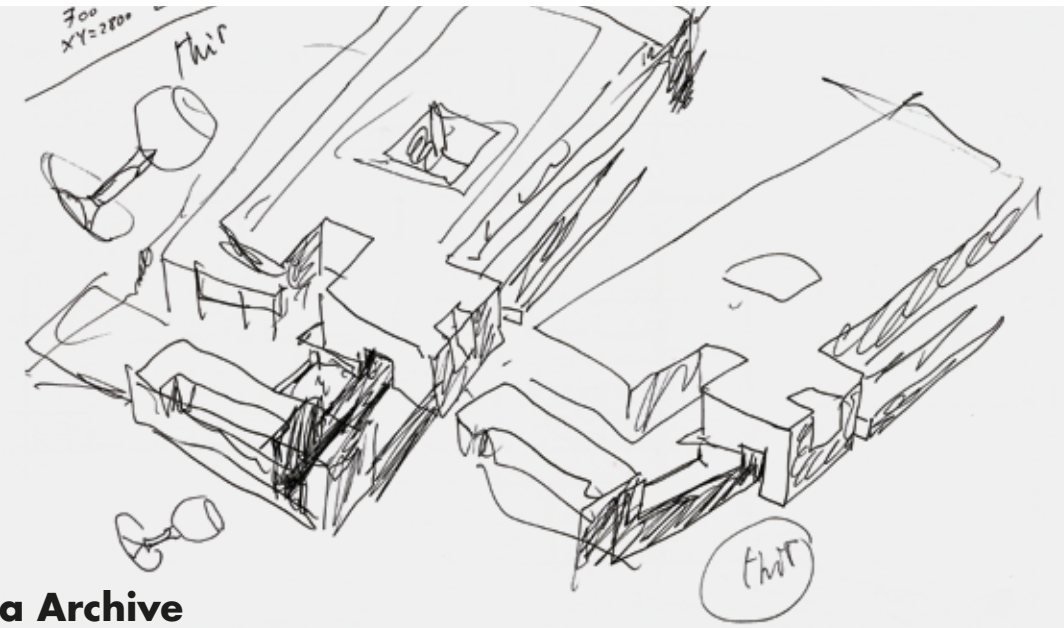
The Gulbenkian Human Development Programme supported the second edition of the English version of the *Manual for Changing the World*, developed by the Institute for Social Entrepreneurship, which includes several examples of successful social entrepreneurship projects, accompanied by a practical set of instructions to be applied to those projects.

### Armenian Publications

Although in 2017 there were still some printed editions, particularly in Armenia, the Armenian Communities gave priority to digital publications, supporting the digitalisation of photographs of Armenian monuments in Turkey and Nakhichevan by the French organisation Terre et Culture; the editing of texts by Zabel Yessayan, by the Digilib Library, of the American University of Armenia; and the digitalisation and online dissemination of all copies of the newspaper *Haratch*, based in Paris and published between 1925 and 2009 by the Association pour la Recherche de l'Archivage de la Memoire Armenienne.

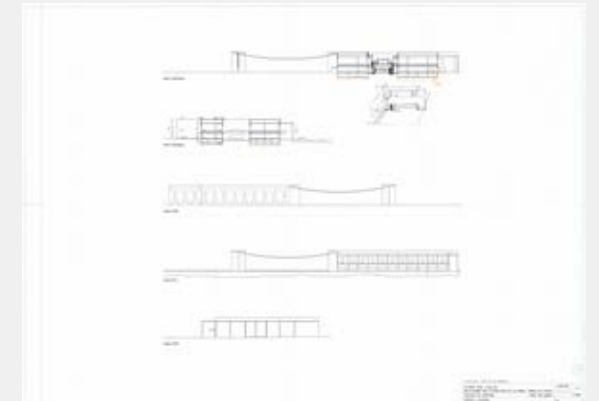
### Exhibition Catalogues

Within the scope of the Museum's activity, one should also highlight the publication of the catalogue of the exhibition *José de Almada Negreiros: A Way of Being Modern*, whose essays by different national authors, are an relevant contribution to the renewal of studies on this author; as well as the catalogue of Penelope Curtis' *Sculpture on Film: The Very Impress of the Object* exhibition; and the catalogue of the exhibition *Beyond the Mirror*, which included an introduction by the curator, Maria Rosa Figueiredo, and essays by Ana Paula Rebelo Correia, Paulo Pires do Vale and Henrique Leitão.



## Álvaro Siza Archive

At the express wish of the architect Siza Vieira, the entire professional archive (*Álvaro Siza Archive*) was shared by three institutions – the Canadian Architecture Centre, the Serralves Foundation, and the Calouste Gulbenkian Foundation – which initiated joint work, taking into account standardised treatment criteria and the public availability of the entirety of the architect's work. With regard to the part of the collection that belonged to the Calouste Gulbenkian Foundation, the intervention on 16 projects was already carried out, in a total of 6,874 documents, of which the following stand out: Casa Vieira de Castro (1984-1994), Casa António Carlos Siza (1976 -1980), the recovery of the house of the caretaker – Casa Vieira de Castro (1984-1985), Terraços de Bragança (1991), the Portugal Pavilion at Expo'98 (1995- 1998) and the set design project for the ballet *4 Opera Arias*, performed by the Gulbenkian Ballet (1996). Three of these projects are already available online, for viewing, from the Art Library catalogue.



▲  
Portugal Pavilion: sketch. Álvaro Siza. Lisbon 1997  
Portugal Pavilion: sections and elevations. Álvaro Siza, Lisbon, 1995  
Col. Archive Álvaro Siza, GCF-ALA

### Calouste Gulbenkian Museum Guide

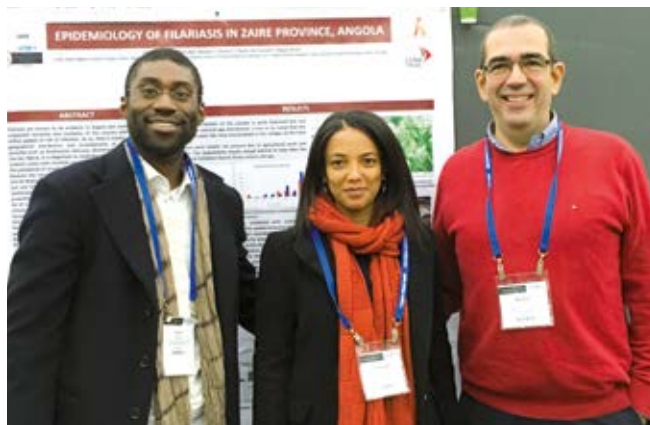
The Gulbenkian Museum Guide was also published in Portuguese and English, which for the first time covers the Founder's Collection and the Modern Collection, with the collaboration of all curators of the Museum and including several reproductions of artworks from the two Collections and multiple aspects of the permanent exhibitions, as well as of the Foundation's garden and buildings.

### Digital Sites and Projects

2017 was also marked by the redesign of the web pages dedicated to the Founder's Collection and the Modern Collection, with the creation of new options that allow following the Collections' current dynamism and the addition of more available content therein, and a 360° virtual tour was also created for the Founder's Collection.



The Calouste Gulbenkian Foundation aims to contribute towards reinforcing the skills of people and organisations in Portuguese-speaking African countries (PALOP) and East Timor, through the enhancement of its human resources and the strengthening of its institutions in the fields of education, health, health research, and arts. In line with the priorities of the partner-countries' development agendas and with Agenda 2030 and Agenda 2063 for Africa, the Foundation's action in this area has as its primary objectives: i. Strengthen the quality of health care; ii. Creating better conditions for the literacy and numeracy of future generations; iii. Promoting creativity; iv. Straighten civil society organisations



◀ CISA researchers at the ASTHM congress in Baltimore, USA.

#### CISA Project – Health Research Centre of Angola

CISA is the result of a partnership between the Angolan Ministry of Health, the Bengo Provincial Government, the Camões – Institute of Cooperation and Language, and the Calouste Gulbenkian Foundation, which aims to develop research in the area of health, contributing to a better understanding of the diseases and health problems affecting Angola and working as a catalyst for biomedical research, involving researchers in Angola and other countries, namely Portuguese. In 2017, the process of transition of the CISA management to the Angolan authorities was started, and, also, the studies and works that were still on the ground were completed. Six articles were published in international reference magazines and presentations were made at five international and two national congresses, and it is also worth mentioning British Petroleum's support to the study carried out in the area of nutrition, and the Angolan Development Bank's support for the creation of the microbiology laboratory at the General Hospital of Bengo.

#### Population-based Screening for Cervical Cancer, in Cape Verde

This pilot project resulted from a partnership between the Calouste Gulbenkian Foundation, the National Healthcare Directorate of Cape Verde and the Directorate-General of Health in Portugal, with the technical collaboration of the Portuguese League Against Cancer, the Institute of Pathology and Molecular Immunology of the University of Porto and the Portuguese Institutes of Oncology Dr. Francisco Gentil of Coimbra and Lisbon. The project trained four medical specialists (two gynaecologists and two anatomical-pathologists) and five pathological anatomy technicians; trained Cape Verdean gynaecologists (26) and nurses (30) responsible for screening, in the cities of Praia and Mindelo; and acquired essential equipment for the diagnosis and treatment of small lesions (colposcopes and electro-surgery devices), which allowed the testing of screening methodologies (to be implemented in the future at a national level) in three municipalities, in a total of almost 2,600 women, having already detected and treated 174 women with premalignant lesions.

#### RECEB Project – Curricular Reform for Primary Education, in Guinea-Bissau

RECEB is a partnership between the Ministry of Education, Higher Education and Scientific Research of Guinea-Bissau and the Calouste Gulbenkian Foundation, with technical assistance from the University of Minho and the co-financing of the Quality Education for All Programme, managed by UNICEF, which aims to promote the improvement of the quality and effectiveness of Primary Education in Guinea-Bissau through the revision and elaboration of the programmes of the subjects, the preparation of textbooks for students and guides for teachers, and the plan to follow up and monitor curriculum reform. Due to the importance of Portuguese as a second language in Guinea-Bissau, it was decided to include a complementary project of Reinforcement of Proficiency in the written Portuguese language, which is based on a methodology of cascade training.

#### Integrated Care to Oncological Patients – Strengthening the Institutional Capacity of the Central Hospital of Maputo (HCM), in Mozambique

This project – coordinated by the Calouste Gulbenkian Foundation, with the financial support of Camões – Insti-

tute of Cooperation and Language, I.P., Millennium BCP Foundation and Millennium BIM – came to an end with the extension of its influence to the new Radiotherapy service. Twenty professional development internships of doctors, nurses and health technicians were carried out at the Portuguese hospital and research institutions that partnered with the project in keeping with the focus on specialised training of human resources. The project is now in the final phase of external evaluation and analysis of its continuity terms.

#### RIQUEB Project – Institutional and Qualitative Consolidation of Primary Education in São Tomé and Príncipe

In February 2017, the Ministry of Education, Science, Culture and Communication of São Tomé and Príncipe received the 12 support guides for the initial and continuing training for teachers and directors of Primary Education schools in paper and digital versions. In addition to these projects in the area of teacher training, the preparation of guides and the production of school textbooks and programmes, this partnership also resulted in the reinforcement and institutional capacity building of the services of the Ministry of Education of São Tomé and Príncipe, which included technical support from Portuguese higher education institutions.

#### ForSA Project – Health Training in East Timor

The ForSA project is an initiative of the Calouste Gulbenkian Foundation that aims to improve the pedagogical and organisational capacities of the Medicine and Health Sciences School of the National University of Timor Lorosa'e, to support the preparation and implementation of degree courses in Pharmacy, Nutrition and Dietetics, and Biomedical and Laboratory Sciences. In this sense, we highlight the work developed for the start-up of the three courses, namely the support to the functioning of the management bodies, the courses' curricular revisions and the teaching of specific subjects. This project, which is managed by the Calouste Gulbenkian Foundation, is co-financed by Camões – Institute of Cooperation and Language, I.P., with technical advice from the Health Technology School of Lisbon.

**The Calouste Gulbenkian Foundation aims to contribute to reducing social exclusion intending to making our society fairer and more cohesive. Through innovative projects that test new responses to several social problems, our goal is to promote the integration and well-being of people and communities, strengthen the efficiency and effectiveness of third sector organisations, deepen knowledge and debate on social issues, to promote and propose solutions and influence public policies and behaviour change.**

#### **PARTIS – Artistic Practices for Social Inclusion**

This programme, created in 2013, funds projects that use artistic practices to build bridges between communities that usually do not cross paths and to promote the social inclusion of people in situations of vulnerability or exclusion. In the 2016-2018 period, 6 projects have been supported which, through music, theatre, photography, dance, circus arts, urban arts and plastic arts, are intensively involved in the integration of children and youngsters at risk, people with disabilities, institutionalised youth, young prisoners, unemployed persons and refugees.

#### **Inquiry into the Civic Role of Arts Organisations**

This inquiry into the Civic Role of Arts Organisations, promoted by the UK Branch of the Calouste Gulbenkian Foundation, aims to help understand the potential of this sector for community involvement and dynamism. In July 2017, the report on the first phase of the Inquiry, entitled *Rethinking Relationships*, was published, based on forty cases of inspiring practices of international and UK art organisations.

#### **Generation Orchestra**

The Calouste Gulbenkian Foundation has been a partner of the Generation Orchestra since its creation, in Portugal. Inspired by the National System of Youth and Children's Orchestras of Venezuela (El Sistema), this project fights school dropout and failure through teaching and the collective practice of music. In 2017, the Generation Orchestra was once again present at the Foundation's Great Auditorium, in Lisbon, as part of the activities of the *Summer Garden*, for a concert celebrating its ten years in Portugal.

#### **UBUNTU Academy**

Launched in 2010 to develop training and informal education activities for youngsters with a high potential for leadership, from contexts of social exclusion or with an aptitude to work in them, the UBUNTU Academy identifies and empowers youngsters through leadership to effectively transform their communities through projects of innovation and social entrepreneurship.

#### **1 Passo + (One More Step)**

This project aims to reduce recidivism and to effectively promote the social inclu-

sion of a group of adults and youngsters in detention or internment at the Linhó Prison Establishment and the Padre António de Oliveira Educational Centre, who are approaching the end of their sentences. The intervention is based on an innovative methodology – peer-based education and mentoring – carried out by the Johnson Semente Academy over three years. In July 2017, its third year of intervention started, accompanying 17 youngsters.

#### **CARE – Support Network for Children and Youngsters Victims of Sexual Violence**

Launched in 2015 under the management of the Portuguese Association for Victim Support, this project aims to build a network of support and referral of cases of children and young victims of sexual violence, supported by a partnership that can provide specialised assistance to victims and their families in an articulate way. The Judicial Police and the Institute of Legal Medicine and Forensic Sciences are partners of the initiative, taking on the training of the technicians involved. In this second year of activity, 135 children and young people were supported.

#### **Wave by Wave**

In the summer of 2017, together with the Padre António de Oliveira Educational Centre in Caxias, the Gulbenkian Human Development Programme financed Wave by Wave, a therapy pilot-project through surfing. The intervention, which took place on the Carcavelos beach, was coordinated by the Portuguese Association of Surf for Good. The project had the external evaluation of an element of the Social Adventure team, of the School of Human Motricity, which demonstrated the positive effects that this therapy can have on the well-being of children and youngsters.

#### **O Nosso Km<sup>2</sup> (Our Square Mile)**

This project was born out of the Calouste Gulbenkian Foundation's conviction that building strong neighbourhoods among citizens, businesses and local institutions are fundamental to solving community problems in a more effective and timely manner. In this sense, in 2017, the Foundation maintained its funding for the intervention of the EPIS Association in the Marquesa de Alorna School Cluster, in order to follow the students signalled by the school as being at risk of school failure or behavioural problems. It has also continued to support screening for hearing and vision of pre-school children and the 1st Grade of Primary

School of that School Cluster, in partnership with the Rotary Club Lisboa Estrela and the Higher Schools of Health Technologies of Coimbra and Lisbon; and continued the regular visits of elderly people of the Avenidas Novas area to the Calouste Gulbenkian Museum exhibitions, with the aim of reducing the loneliness rates of the elderly.

#### **Transitions in Later Life**

The UK delegation of the Calouste Gulbenkian Foundation, in partnership with the Centre for Aging Better, published the findings of seven pilot projects of the first phase of this programme, which helps people in mid and later life to obtain psychological and emotional support to deal with the changes associated with ageing. In addition to these findings, which revealed that their participants now felt better prepared and confident in dealing with future challenges and changes, podcasts and a video with the *Participant Stories* were also made available on the Delegation website, with the aim of reinforcing the importance of health and well-being issues at these ages.

#### **GEOfundos**

Significant stakeholders were involved in the creation of this platform to support social sector organisations in the search for funding opportunities and in the preparation of applications, such as the Calouste Gulbenkian Foundation, the EDP Foundation, Montepio, the PT Foundation, CASES – António Sérgio Cooperative for the Social Economy, IES – Social Business Scholl, Call to Action, Stone Soup and TESE, and PORTICUS later joined as well. With almost 700 funding opportunities diffused and 550 entities making use of the platform regularly, GEOfundos has already contributed to raising around €3.6 million. Due to its success and the various requests that have come from abroad, the project is expected to grow in 2018 to other countries.

#### **Social Investment Laboratory (SIL)**

Two initiatives to accelerate social projects were implemented in 2017: the *Impact Generator*, which trained 14 innovative projects, reinforcing its business models and attracting almost half a million Euros in social investment; and *Montepio Social Tech*, which focused on 10 technology projects with potential for social impact, in partnership with Montepio, Deloitte and Santa Casa da Misericórdia in Lisbon. Applications were also prepared and presented for the development of three other Social Impact Bonds as



part of the tool created for this purpose by the public body Portugal Social Innovation Mission Structure, which seek to provide new responses on employability and on work with children and young people at risk.

#### Hack for Good

The second edition of *Hack for Good* was held in June at the Calouste Gulbenkian Foundation, in Lisbon, which sought to promote the creation of the best technological solutions for the integration of refugees worldwide. The first prize was awarded to the *Portuguese Women in Tech* team, with the mobile application *CURA*, which allows migrants, especially women, to be connected anonymously with accredited medical doctors. The idea *Share Your Meal* ranked second place. It is a web platform to promote connections between migrants and local families living in the same city, by sharing meals. The COMPTA team won the third prize with the idea *IconSpeech*, a free app that uses iconography to create a universal language that allows breaking communication barriers.



▲ Arabic language and culture session in Leiria, provided by SPEAK project participants. © SPEAK Leiria

#### SPEAK Project

SPEAK is a program focused on integrating migrant communities and refugees, promoting an innovative exchange where everyone can enrol to learn or teach a language and culture.

In 2016, the Calouste Gulbenkian Foundation supported, in partnership with the Common Good Fund, the international expansion plan and growth of SPEAK. In 2017, the project reached nine cities – seven national and

two international – reaching about 2 thousand registrations. It is estimated that the project, which in 2017 was acknowledged by the Portuguese Government, can reach a total of 45 European cities by 2021.

#### Stop Hospital Infection! Challenge

This challenge, promoted by the Calouste Gulbenkian Foundation and the Directorate-General for Health, was launched in May 2015, aiming to achieve, within three years, a 50% reduction in the rate of hospital infections acquired in nineteen public or public-private health units. The overall results have so far been very positive, with an average decrease of more than 50% in the 4 types of infection analysed.

#### No to Diabetes! Challenge

The goal of this challenge is to prevent, within five years' time, 50,000 individuals at high risk of developing diabetes from developing it, as well as identifying 50,000 diabetics who do not know they are infected with diabetes. In 2017, the forming of teams of diabetes prevention managers was completed in the 24 municipalities that are part of the third phase of the challenge, and which have made it their mission to create initiatives to promote healthy habits within their communities. Survey data on citizens screened in participating municipalities, and they were referred to their Health Centre for clinical evaluation and a training programme, in a total of 33,538 cases collected.

#### OneLess Campaign

#OneLess is a campaign to eradicate plastic water bottles from the city of London. This campaign was presented in 2015 at the Calouste Gulbenkian Foundation's UK Delegation by Marine CoLABoration, a group of Non-Governmental Organisations working to promote the value of the oceans. As a result of the work carried out with the City Council and companies in London, large institutions such as the Borough Market and the Museum of Natural History will stop selling plastic water bottles, providing alternatives to visitors. On a more individual scale, the campaign also appeals to Londoners to use reusable containers and to share the benefits of drinking tap water with their co-workers and friends. The goal of #OneLess is that the use of reusable bottles becomes the social norm and that the systems and the infrastructures of the city allow for and assure this behaviour.

## ACTIVITIES SUPPORT FOR ARTS AND CULTURE

In addition to the permanent exhibitions of the Calouste Gulbenkian Museum, the Music Season concerts and the use of art as a form of intervention and social transformation, the Calouste Gulbenkian Foundation also promotes art and culture through support for temporary exhibitions, conferences, publishing, preservation and dissemination of books and granting subsidies for contemporary artistic and cultural creation, in general, through the promotion, diffusion and internationalisation of Portuguese art and culture in particular.



▲ Brothers Project, by Marco da Silva Ferreira, at the Chantiers d'Europe. © José Caldeira

#### Film Cycles at the Foundation

Considering the mission of promoting the access, understanding and the enjoyment of the Visual Arts and the historical and cultural legacy of the Foundation, the *Gulbenkian and the Portuguese Cinema* cycle was launched to publicise the work of artists supported by the Calouste Gulbenkian Foundation in recent years. There was a first edition curated by Miguel Valverde, and a second one, curated by Ricardo Vieira Lisbon, as well as two national anthologies with the films *Aos Nossos Amigos* (To Our Friends) by Afonso Mota and *Fábrica do Nada* (Factory of Nothing) by Pedro Pinho.



### Performing Arts and Cinema

The competitions for Performing Arts and Cinema support the internationalisation of projects by Portuguese creators and producers, or foreign nationals living in Portugal. In that sense, the following stand out:

- i. The *Cine Português Hoy – Gulbenkian* project, a special edition dedicated to Portuguese cinema curated by Maria João Machado and focusing on the latest national production, with presentations at MALBA and at the Universidad del Cine in Buenos Aires, and also in the Cinematecas of Montevideo, Mexico City, Bogotá, Quito and Santiago de Chile;
- ii. The project of research, transmission and construction of a chronology for contemporary dance in Portugal: *Para uma Timeline a Haver*, curated by João dos Santos Martins and produced by the Parasita Association, with presentations in Portugal and Brazil;
- iii. The Biennial Meeting of Performing Arts | (Re)union, curated by Sezen Tonguz and programming based on the work of PEPCC alumni (Forum Dança);
- iv. The presence of the BoCA Biennial in two Latin American countries, with the participation of John Romão in the International Seminar on Cultural Policies for Biennials and a masterclass and a performance in Buenos Aires.
- v. The editions dedicated to the history of the play *Performance in the Public Sphere*, from the project P under the centennial of the futuristic conference of Almada Negreiros, Ana Bigotte Vieira, and *Thinking Cosmopolitism and Sensitive Dissidence in Southern Europe 1950-1990*, by Ana Pais.

### GermInArte – Artistic Transformation for Social and Human Development from Childhood

In 2017, the *GermInArte* project consolidated the design and offer of two types of training – transitive training and immersive training – inspired by the *Manual for the Construction of Interior Gardens*, a product of the *Opus Tutti* project, supported by the Calouste Gulbenkian Foundation, whose aim was to intervene through art, especially music and poetry, in the education of children. The *Transitive Music for Children Training* took place in several localities of the country and gathered 300 trainees: kindergarten teachers, music teachers and teacher assistants. The *Dabo Domo Immersive Training* event involved 25 trainees and 50 families with babies. Workshops were held with foreign teachers specialised in the approach to musical learning theory for newborns and pre-school children and the *7th International Meeting on Art for Childhood and Social and Human Development*, which had 100 participants.

### Guardians of Memories

This project, which began in 2017, was developed within the framework of the *Project Factory* with the Marrazes School Cluster, in Leiria, and in partnership with the Philharmonic Society and the local Day Centre, in an intergenerational and collaborative dynamic. It focuses on issues of memory, migration and identity, which arrive through very different cultures (including Gypsy, Cape Verdean, Moroccan, which are also represented in the School), and the search for creation, concerning the Gulbenkian heritage, of a collective identity, representative of this community.

### Audiences with Special Needs

The work carried out with the special needs audiences in the Calouste Gulbenkian Foundation (in partnership with the educational departments of the Museum, Music and Central Services) grew exponentially in 2017, both in the programming for organised groups (done 154 times between visits and workshops in both Collections, for a total of 1,540 participants), and at the level of programming for families in the *Accessible Art* project (184 participants, with an increase from 7 families in 2016 to 49 families in 2017).

### Chantiers d’Europe

This festival is an initiative of the Théâtre de la Ville, in Paris, under the direction of Emmanuel Demarcy-Mota, which has the Calouste Gulbenkian Foundation’s support since 2013. It consists of a meeting point between artists, public and programmers, configured as a pole of cultural validation of the national performing arts, serving as a starting point and consolidation for the internationalisation of the creators who participate in it. Since its inception, more than 60 Portuguese projects have been presented in the areas of theatre, dance, music, visual arts, performance, puppets and animated forms, cinema, installations and literature.

### Dá Voz à Letra

The *Dá Voz à Letra* project, a competition to promote reading among young high school students, was held for the first time in the Delegation in France of the Calouste Gulbenkian Foundation, with the support of Camões – Institute of Cooperation and Language, I.P., and ADEP-BA – Association pour le Développement des Études Portugaises, Brésiliennes, d’Afrique et d’Asie Lusophones.

In a show with a screenplay by Helena Vasconcelos and elocution and movement of Graça Santos, the jury made up of Rita Blanco, Pedro Abrunhosa and Ruben Alves, voted for Bernardo Picão, 18 years old, a student of the Lycée Louis-le-Grand, to be the winner.

### Women in the Arts: Journeys of Disobedience

The International Colloquium *Women in the Arts: Journeys of Disobedience* took place in October in Auditorium 2, conceived and commissioned by the writers Inês Pedrosa and Patrícia Reis, integrated into a project called FEMA – Women’s Festival in the Arts. At the meeting, issues related to the affirmation of women in the arts were discussed, particularly in literature, music, film, visual arts and stage arts. The paths of the poet, novelist and activist Maria Teresa Horta, the writer Lídia Jorge and the painter Graça Morais were honoured; the works of Clarice Lispector and Fiamma Hasse Pais Brandão were evoked by the voices of the poet Filipa Leal and the actress and director Natália Luiza; the movie *The Party*, by the British director Sally Potter, also premiered in the Great Auditorium; the Portuguese translation of the book *I Killed Scheherazade: Confessions of an Angry Arab Woman* was launched, by Joumana Haddad, Lebanese writer and journalist. The exhibition *They Illustrate*, which included works by nine illustrators who won the National Illustration Award was also presented.

### Evocations of World War I

In June, the Auditorium 2 of The Calouste Gulbenkian Foundation hosted the colloquium “*Nobody Knows What They Want*”: *The World War and the Crisis of the Portuguese Cultural Canons*. Commissioned by the historian António José Telo, the event promoted a deep reflection and debate, in many pioneering aspects that are essential for understanding the impacts of World War I in life in the 20th century in Portugal. With the participation of twenty specialists, the colloquium allowed the analysis and discussion of the various impacts of the War on national life, from daily practices and representations, with the phenomenon of the emergence of mass culture at the beginning of the 20th century, up to the various artistic and erudite literary expressions. These aspects were later confronted with the manifestations of the political-ideological thought of the time, as well as with the religious sphere and mentalities.

### International Museum Day

The celebration of the International Museum Day (under the theme *Museums and Controversial Stories: Saying the Unspeakable in Museums*), promoted a series of talks in the Museum galleries. These talks debated topics as varied as invisibility and surveillance in the current society; the silenced history and the Portuguese political context in the artistic creation during the Estado Novo dictatorship; the intervening role of art; and LGBTQ (Lesbian, Gay, Bisexual, Transvestite, Transsexual and Transgender) gender and identity issues. It was within the scope of the programming related to this last theme that the Museum received the *Rainbow Award – Equality in Culture*, awarded by the ILGA Association (Lesbian, Gay, Bisexual, Trans and Intersex Intervention) for organising the visit *The Gulbenkian Collection Comes out of the Golden Closet? Queer Narratives in the Gulbenkian Collection*.

### Recovery and Enhancement of the Heritage of Portuguese Origin in the World

The Calouste Gulbenkian Foundation maintained its technical support and counselling activities in the context of projects for restoration and enhancement of heritage of Portuguese origin in the world. In that sense, it is worth mentioning the collaboration with the municipality of Arzila, through the presentation of a technical study, in the context of the *Rehabilitation of the fortified wall of the old medina of Arzila* project, to be undertaken by the Kingdom of Morocco. In partnership with the Government of India and the Portuguese Government, the Foundation supported the first phase of the *Goan Christian Art Museum Renovation Project*. There was also a collaboration with the Museum of the Island of Mozambique in the process of updating the inventory of the collection of the Sacred Art nucleus of that museum complex, also providing assistance to historical heritage rehabilitation projects in countries such as Angola, Mozambique and Namibia. Also, the *Restoration of the external façade of the Church of the Holy Rosary of Tescão* in Dhaka, Bangladesh, a building which had already been rehabilitated by the Calouste Gulbenkian Foundation in 2000, was exceptionally supported.



# SUPPORT FOR ARMENIAN COMMUNITIES



▲ Zarmanazan – holiday camps dedicated to the Western Armenian language.  
© FCG / Vatché Dermidjian

## Language, Culture and Education in the Diaspora

The Calouste Gulbenkian Foundation, honouring the memory of its Founder, seeks to create a viable future for the Armenian people by preserving and enhancing their culture and language. In this regard, in addition to the subsidies given to Armenian schools and to educational programmes in the diaspora, support was given: to the Howard Karagheusian Commemorative Corporation, which organises educational programmes for Armenian students with special educational needs in Lebanon; to the Association Enfance et Harmonie, for the publication of materials promoting language learning through music; to the education and continuing education departments of Haigazian University, as part of an initiative to retrain teachers for Armenian schools, also in Lebanon; and the Institute of Armenian Studies at the University of Southern California for the development of a scholarship programme for research on current Armenian topics.

## Support for Civil Society and Youth in Armenia

In collaboration with the Ministry of Diaspora of the Republic of Armenia, we continued our work on the integration of Armenian refugees from the Middle East through a scholarship programme for 450 displaced university students, co-financed by the Armenian General Benevolent Union and the St. Sarkis Charity Trust. In this

context, support was also granted: to the Armenian Higher Education Initiative for the organisation of an intensive summer course on *Changing Diasporas: Concepts and Approaches*; to Inkagir Magazine and Literary Society, for the production of contemporary literature in electronic and printed version; to the Jinishian Memorial Foundation, which promotes youth civic education; and to the Boon Cultural Foundation, for the development of an e-learning platform for civic education, with video lectures for students from all over the country.

## Promotion of the Armenian-Turkish Dialogue

In collaboration with the Hrant Dink Foundation in Turkey, the digitalisation and cataloguing of its books and archives on Armenian studies and minority rights were promoted; the acquisition of new books; and the organisation in Istanbul of a series of debates with various authors and publishers on Armenian culture. The Foundation also supported the Anadolu Kultur organisation in the preparation of two exhibitions, one in Turkey and one in Armenia, on the ancient Armenian city of Ani.

## Zarmanazan – A holiday camp for the Armenian language

Western Armenian, Calouste Gulbenkian's mother tongue, is classified by UNESCO as a language in danger of extinction. In 2017, the Foundation supported the holding of a holiday camp for children and youngsters in the South of France for learning the Armenian language in a playful and informal environment. The programme, which lasted four weeks, was called *Zarmanazan*, an Armenian expression meaning “wonderfully diversified”, which translates well into the atmosphere where 40 children from ten different countries, between 10 and 15 years of age, participated in various activities – crafts, music, theatre, dance, debates, video production, radio broadcasts, etc. All the activities were developed and communicated in the Western Armenian language, which allowed them to own it and learn it in a fun and enthusiastic environment.



ACTIVITIES

# SUPPORT FOR FIRE VICTIMS



© Atelier Mob

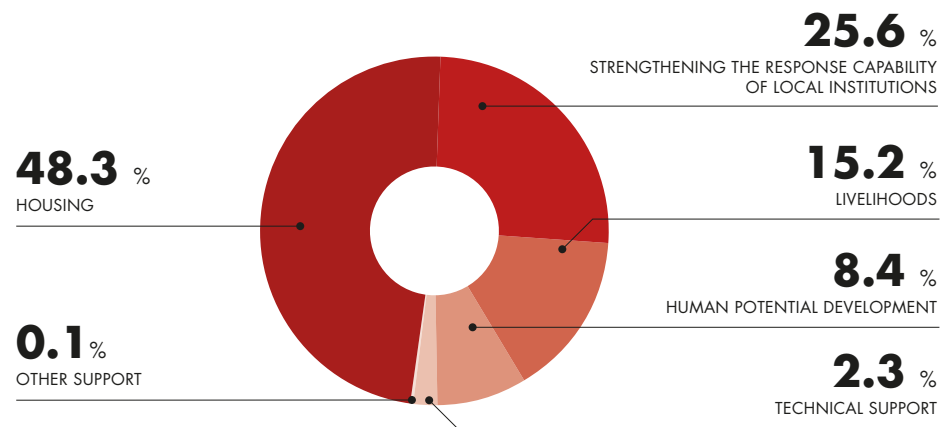
On June 17h, 2017, fires of major proportions and enormous violence occurred in the Central Region of Portugal, affecting mainly the municipalities of Pedrógão Grande, Castanheira de Pera and Figueiró de Vinhos, Góis, Pampilhosa da Serra, Sertã and Penela.

These fires, which had tragic consequences, both in the loss of human life and in material loss, left no one indifferent, and there were immediately several spontaneous movements of support and solidarity.

The Calouste Gulbenkian Foundation immediately provided €500,000 of its own funds to support the affected populations and was subsequently asked to manage the funds that, for the same purposes, were offered by several individuals and companies.

Donor Entity	Amount (€)
Calouste Gulbenkian Foundation	500,000.00
Caixa Geral de Depósitos	50,000.00
Caixa Geral de Depósitos (Support Account)	2,600,975.60
Caixa Geral de Depósitos (Paris Agency)	58,655.87
EasyJet	30,018.07
Altri	250,000.00
Navigator	250,000.00
Collège Anatole France (Student contributions)	503.50

The implementation and management of the *2017 Fire Affected Population Fund* has been a constant concern of combining post-emergence assistance to populations with support, in liaison with local, regional and national authorities, for initiatives and projects that simultaneously promote the improvement of the quality of life of the inhabitants of those regions, creating the necessary conditions and opportunities for those who choose to live and work in these territories can find a better future there.



COMMITMENTS ASSUMED AS AT 31 DECEMBER,  
BY AREAS OF INTERVENTION

© André Vieira





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fax: 21 782 3021 (main)  
GULBENKIAN.PT  
INFO@GULBENKIAN.PT

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

### Opening hours

Monday to Saturday: 9.30 am to 5.45 pm  
Concert days: 1 hour before the start and until  
the first interval  
Sunday: Closed

## Calouste Gulbenkian Museum

### Founder's Collection

tel: 21 782 3000 (main)  
MUSEU@GULBENKIAN.PT

Shop, Cafeteria

### Opening hours

Wednesday to Monday: 10 am to 6 pm  
Tuesdays and 1 Jan, 1 May, 24 and 25 December,  
and Easter Tuesday: Closed

### Modern Collection

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

Temporary Exhibitions Gallery  
Shop/Bookshop, Cafeteria

### Opening hours

Wednesday to Monday: 10 am to 6 pm  
Tuesdays and 1 Jan, 1 May, 24 and 25 December,  
and Easter Tuesday: closed

## 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 Science Instituí

Rua da Quinta Grande, 6  
2780-156 Oeiras  
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INFO@IGC.GULBENKIAN.PT

Library

### Opening hours

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

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## CALOUSTE GULBENKIAN FOUNDATION 2017 Highlights

**Coordination** Rui Gonçalves, Gonalo Moita, Clara Vilar . **Graphic Design** Formas do Possível  
. **Printing** GMT . Lisbon, November 2018

