

20

HIGHLIGHTS

20



CALOUSTE GULBENKIAN
FOUNDATION

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Message from the President —

Everyone has been profoundly marked by the events of 2020. How could anybody have anticipated the length and impact of the Covid-19 crisis that has had such a devastating effect on so many? Indeed, the serious consequences of the pandemic continue to be felt, above all among the most vulnerable in our society, which poses challenges that our Foundation has faced and must continue to face.

The 2020 activity plan was prepared in a different context and therefore had to be adjusted and reformulated over the year to accommodate not only the new needs and circumstances raised by the pandemic crisis, but also due to the need to cancel or suspend all performances and exhibitions until the lifting of the restrictions on gatherings of people in accordance with the guidelines set by the national authorities in May.

During the mandatory lockdown period in March and April, the Board of Trustees made the decision to strengthen society's resilience in the Foundation's main fields of intervention by setting up an Emergency Fund to disperse over 6 million euros. Dozens of initiatives in the Foundation's different areas of operation – Health, Science, Civil Society, Education and Culture – strived to be on the front line in the fight to mitigate the negative effects of the crisis among the most vulnerable populations, not only the sick but also the elderly, refugees, ethnic minorities and all those at risk of poverty. We were also able to contribute to the challenge set by the European Commission and the Portuguese Government to create a cooperation platform to raise funds in support of a global response to Covid-19.

The Foundation was able to revise its programme and implement these emergency actions in record time, a little less than a month, by the end of April. In addition to providing support for the most marginalised communities, it was also able to contribute to the

national capacity for the production of essential medical equipment. Its most structural actions were maintained thanks to the flexible management of the projects that were already underway and the launch of new forward-looking initiatives, such as support for the technological solutions to resolve health issues and scientific research.

In the field of science, the technological platforms and scientific skills of the *Instituto Gulbenkian de Ciência* were used to advance scientific knowledge about the virus and, in conjunction with other Institutions in the Lisbon area, we developed tests, namely serological tests, for mass production and administration, given that diagnostics was the strongest tool in the fight against the virus. The various grants attributed to IGC researchers this year, namely researchers from ERC and EMBO, are also to be commended as they testify to the recognition of the quality of research produced by our institution.

In 2020, the Calouste Gulbenkian Prize for Humanity dedicated to climate change was awarded for the first time. This prize of one million euros is perhaps the Calouste Gulbenkian Foundation's most symbolic project in the field of sustainability. In its first edition, the Prize was awarded to the young activist Greta Thunberg, who used it to help various institutions dedicated to the climate and sustainability, thus extending the Foundation's

reach further than would otherwise have been possible through direct interventions.

Two new directors were selected for the Calouste Gulbenkian Museum and the Centre of Modern Art (CAM), marking the beginning of a cycle of programming which, together with the Garden expansion works, we believe will foster a more open and closer link to the city and our audiences.

In the scope of the digital transformation project, the Foundation has decided in the last year to adopt a new editorial policy to give the general public access to both the classics of world culture and outstanding works from Portuguese culture. The editions and subsequent reissues will now be available primarily in digital format, with free and universal access. In this first phase, 52 titles ranging from Plato to Saint Augustine together with other great universal classics will be made available.

Our aim with this Report is to provide forthright and intuitive evidence of the work conducted by the Foundation over 2020, as well as accountability in line with the transparency principle we have always adopted and believe to be essential to the relationship with the beneficiaries of our actions.

Isabel Mota

President of the Calouste Gulbenkian Foundation



Calouste Sarkis Gulbenkian, at age 80, in Les Andalos. © ARR

The Founder —

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

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

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

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

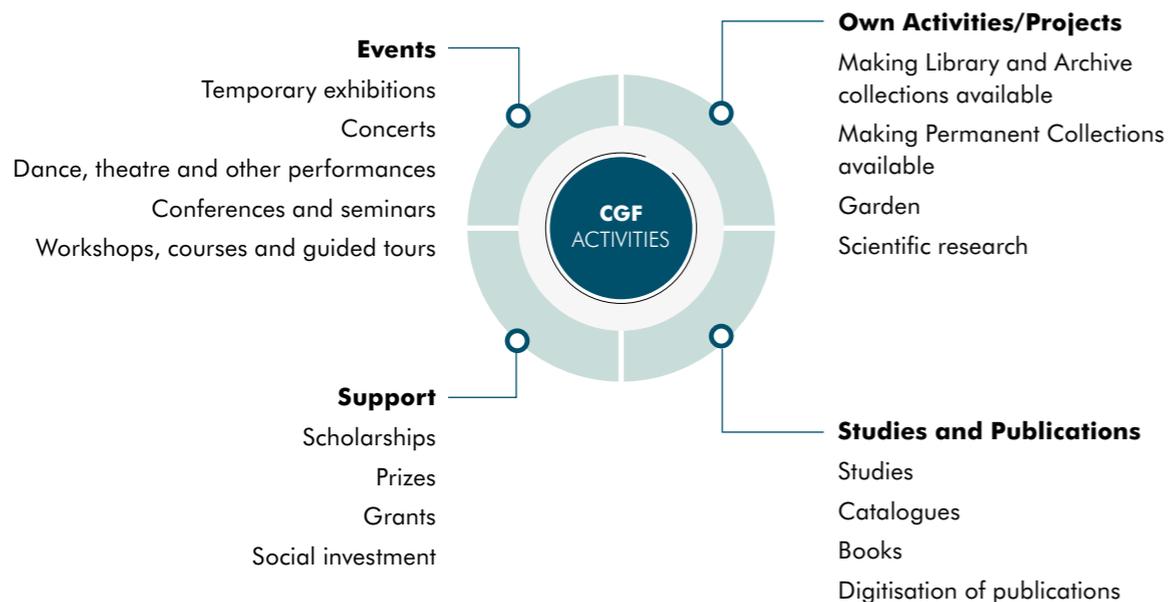
He died in Lisbon, on 20 July 1955, expressing in his will the wish to create a Foundation under his name, which would be dedicated, in Portugal and throughout the world, to charity, art, education and science. Headquartered in Lisbon, the foundation would house his impressive collection of art, at that time dispersed across several countries.

Gulbenkian 2020

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

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

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



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





© CGF / Ricardo Oliveira Alves

The Foundation’s activity is built on three lines: **Art and Culture**; **Development and Sustainability**; and **Science, Education and Health**, all expressing the Foundation’s commitment to society. There are also cross-cutting initiatives, highlighting activities and target groups that the Foundation wishes to address in a special way, notably:

- **Scholarships**, the main mechanism through which the Foundation grants support to diverse (individual or collective) entities, with the aim of enhancing their action in its 3 main lines.
- **Gulbenkian Itinerante**, an initiative that strives to extend the Foundation’s artistic programme to all audiences through exhibitions and concerts around the country and abroad;
- **Gulbenkian Convida**, which opens the Foundation’s programme to artists and curators from abroad, so that they can try out different and innovative interventions here;
- **Young Gulbenkian**, a project targeting the young;
- **Descobrir – Educational Activities**, promoting and undertaking educational activities and projects for all ages using the Foundation’s material and immaterial heritage;
- **Gulbenkian Digital**, which reflects the Foundation’s growing commitment to digital initiatives and solutions;
- **International Networks and Projects**, through which the Foundation collaborates, influences and participates in global actions..

An **Emergency Fund** of €6.4m was set up to boost society’s resilience to the consequences of the Covid-19 pandemic in the Foundation’s main fields of intervention (described in greater detail in the sub-chapter “Covid-19’s Impact on the Foundation’s Activities”). The aid granted by this Fund was allocated to the areas of health, science, civil society, education, culture and international cooperation.



Art and Culture

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



Development and Sustainability

- Social Cohesion and Innovation
- Climate Action, Oceans, and Circular Economy
- Society and Democracy
- Preservation of the Armenian Culture
- Economic and Social Development in the PALOP and East-Timor



Science, Education and Health

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



Transversalities

- Scholarships
- Gulbenkian Itinerante
- Gulbenkian Convida...
- Young Gulbenkian
- Descobrir – Educational Activities
- Gulbenkian Digital
- International Networks and Projects

2020

in numbers

(Provisional data)



Art and Culture

€28.7m



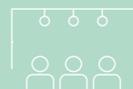
8

EXHIBITIONS



100 thousand

VISITORS TO THE MUSEUM, CAM AND EXHIBITIONS



18

CONCERTS

74 thousand

ATTENDEES



900

EDUCATIONAL ACTIVITIES

18

thousand

PARTICIPANTS

21

CINEMA AND OTHER PERFORMANCES

5 thousand

ATTENDEES



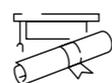
Development and Sustainability

€19.5m



400

GRANTS



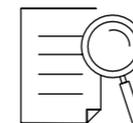
1 000

SCHOLARSHIPS



2

PRIZES



Science, Education and Health

€22.1m



18

PUBLICATIONS

11 thousand

COPIES



Gulbenkian Covid-19 Emergency Fund

€6.4m*



1.7 million

PEOPLE COVERED



1 150

ORGANISATIONS SUPPORTED

* This amount (€6.4m) is already contemplated in the distribution across the Foundation's 3 lines – Art and Culture, Development and Sustainability, and Science, Education and Health

2020 Month by Month

January

Beethoven 250 Years

In the year celebrating the 250th anniversary of the birth of Ludwig van Beethoven, the German composer was in the spotlight in concert hall programmes all over the world. In collaboration with the Paris Philharmonic Orchestra, the String Quartets Festival returned to the Grand Auditorium, presenting Beethoven's complete String Quartets, a series that the composer said had been composed for a "time yet to come". Written in three different periods of his life – between the ages of 27 and 30, 35 and 40, and finally in the last three years of his life – Beethoven's string quartets are unanimously considered to be one of the maximum expressions of his creative genius.



The Mettis Quartet at the Beethoven's String Quartets' performance, integrated in the Beethoven Year 2020 celebrations.
© CGF / Jorge Carmona

February

Gulbenkian Knowledge Academies

In this third and last tender, 33 additional projects were approved, reaching the initial goal of setting up about 100 Gulbenkian Knowledge Academies around the entire country.

Given that half of current jobs are at risk of being replaced by automation and robotics², that four out of five children starting out on their learning path will be employed in jobs that do not yet exist³ and that 40% of the competencies now considered key will be thought obsolete in the near future, Calouste Gulbenkian Foundation remains committed to supporting public and private non-profit organisations in the implementation of projects that enhance the social and emotional skills of people under the age of 25.

² OECD data
³ World bank data

March

Covid-19 Emergency Gulbenkian Fund

Following the declaration of the 1st State of Emergency in Portugal in March as a result of Covid-19, the Calouste Gulbenkian Foundation's Board of Trustees approved the setting up of a Gulbenkian Covid-19 Emergency Fund totalling €6.4m, allowing a range of initiatives to mitigate the negative impacts of the pandemic in a number of its action areas.

At this exceptionally serious time, Calouste Gulbenkian Foundation is living up to its mission by reinforcing its activity in support of the fight against a pandemic that calls the society as we have always known it into question.

Isabel Mota
President of the Calouste Gulbenkian Foundation

April

Relocation of the French Library and Delegation

In April 2020, the library facilities were relocated to the *Maison du Portugal* in the scope of the partnership made with the *Cité Internationale Universitaire de Paris*. The French Delegation offices also moved premises in the same month and are now located in the building of the *Fondation Maison Sciences de l'Homme* in central Paris.



May

Gulbenkian Ideas: "Covid-19: What's Next?"

How might the world change after this pandemic? In order to inform and enlighten the general public about the main consequences of the crisis triggered by Covid-19, the Foundation produced a set of short videos on the topic. The videos featured testimonies from national and international thinkers of recognised merit alternating with those made by young people aged between 15 and 30 who are involved in projects supported by the Foundation. The wide range of topics, chosen by each speaker, covered work, social relationships, justice, family, everyday life, politics, religion, environment, architecture, etc..



June

Report: Portugal Mais Velho (Older Portugal)

The Calouste Gulbenkian Foundation and the *Associação de Apoio à Vítima* (APAV – Portuguese Association for Victim Support) prepared the "*Portugal Mais Velho*" (Older Portugal) report between January 2019 and June 2020. The study aimed to identify loopholes in public policies and legislation in relation to the ageing of the population and violence against the elderly. It also set out good practices, and listed recommendations to improve the country's situation in this regard.

Thirty recommendations were made of which we highlight the call to integrate public opinion, the socialisation and experience of the elderly in the discussion of public policies, the review of the Succession Law, the fostering of an intergenerational spirit, appropriate training for directors of facilities for the elderly and the improvement in the monitoring process of institutions for the elderly.

July

Gulbenkian Prize for Humanity

The Calouse Gulbenkian Prize for Humanity is awarded annually. The prize of 1 million euros aims to distinguish people and/or organisations worldwide whose contributions to mitigating and adapting to climate change stand out for their originality, innovation and impact.

The first edition of this Prize was awarded to environmental activist Greta Thunberg. The prize is already being applied by the Thunberg Foundation in projects tackling the climate and ecological crisis and helping those hardest hit by its impacts.



August

Jazz 2020

Jazz 2020 replaced the 37th international edition of Jazz in August, which did not take place due to the current pandemic situation. This initiative included 10 concerts, 6 in Lisbon, at the Gulbenkian Foundation's Open-Air Amphitheatre, 2 in Oporto and 2 in Coimbra. The programme included some of the most relevant national projects of today, selected from among the recorded and live performances that marked the Jazz scene in Portugal in the past year.

At a time where many artists saw their projects cancelled or postponed, this edition was also a unique opportunity to support over 60 musicians and technical crews involved in the production of these concerts.

September

ERC Grants awarded to IGC researchers

In September, the European Research Council (ERC) announced the list of winners of the 2020 Starting Grants. This list includes Elias Barriga, lead researcher at *Instituto Gulbenkian de Ciência*, who receives 1.8 million euros to conduct research in the area of cell migration. In December the projects distinguished with the 2020 Consolidator Grants were disclosed. Maria João Amorim, Raquel Oliveira and Ricardo Henriques are the three *Instituto Gulbenkian de Ciência* researchers distinguished; their research projects, which focus on antiviral strategies, chromosomes and artificial intelligence, will be conducted over the next five years and represent a total investment of 6.8 million euros.



October

Gulbenkian Heritage Prize – Maria Tereza and Vasco Vilalva

This prize, worth 50 thousand euros, distinguishes projects of excellence in the area of conservation, restoration, valorisation or dissemination of the Portuguese cultural heritage of movable or immovable property of cultural value.

In 2020, the Prize was awarded to the functional and construction rehabilitation project, redesign of furniture and painting restoration of the Santa Isabel Church in Lisbon.

November

René Lalique and the Age of Glass. Art and Industry

The Calouste Gulbenkian Foundation's first exhibition dedicated entirely to René Lalique since 1988 exhibition brings together about a hundred objects – including pieces of jewellery, vases, decorative pieces and objects for day to day use – and reveals how the search for transparency was a ever-present in the artists' production.

Calouste Gulbenkian Museum holds almost two hundred pieces of René Lalique's work, including some of the most famous pieces of jewellery created by the artist. The origin of this magnificent collection goes back to the 1890s when Calouste Gulbenkian and René Lalique met. Their friendship, which

lasted half a century, led the collector to acquire almost all the pieces directly from the artist between 1899 and 1927.

December

Gulbenkian Mais Scholarships

The Gulbenkian *Mais* Scholarships strive to support the academic training of young people with recognised merit and high potential but also difficult economic circumstances, by allowing them to pursue their studies at the bachelor, master and integrated master levels.

In the 2020 edition, 200 additional scholarships were awarded (150 more than in the previous years), thanks to €200,000 support from the Vinci Group's Programme for Citizenship).



Covid-19's Impact on the Foundation's Activities

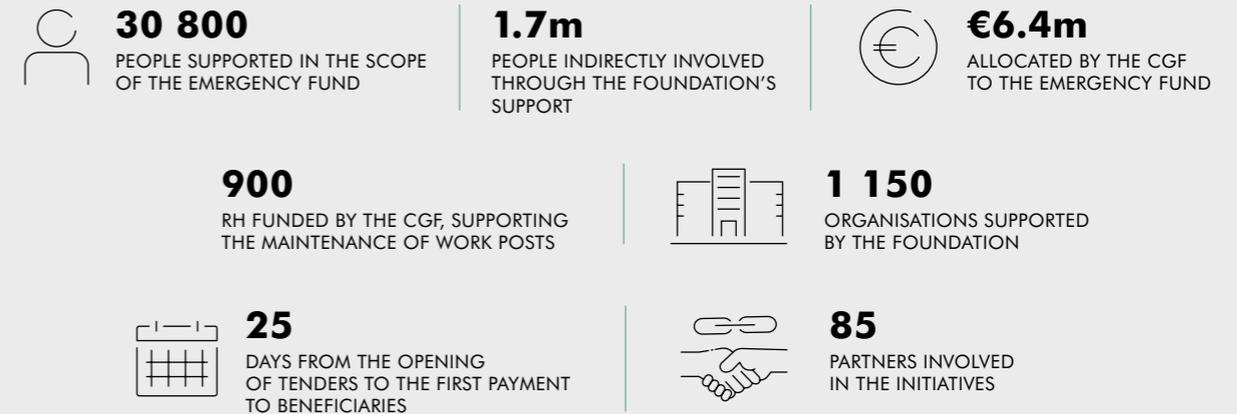
Following the declaration of the 1st State of Emergency in Portugal in March due to Covid-19, the Foundation's Board of Trustees approved the setting up of a Gulbenkian Covid-19 Emergency Fund on 23rd March that permitted a set of initiatives to mitigate the negative impacts of the pandemic in its various areas of action.

At the same time, many of the Foundation's activities needed to be reconfigured, notably those that involved direct interaction with the public. In this new scenario, it was decided to use digital alternatives to allow virtual access to the Foundation's facilities whenever possible and while the Foundation remained closed to the public until the end of April, and to redesign and adjust other initiatives to the lockdown environment of that period.

The Foundation allocated the sum of approximately 6.4 million euros to the Fund with the aim of enhancing Portuguese society's resilience in the Foundation's main areas of intervention. The aid allocated by this Fund targeted the areas of health, science, civil society, education, culture and international cooperation.

An internal task force formed to manage the Emergency Fund was able to ensure the implementation of the different initiatives as well as the payment of various forms of support to the beneficiaries between 23rd March and the end of April, that is, in just over five weeks.

These initiatives allowed the following overall results to be achieved, notably reaching 1.7 million people and supporting 1150 organisations:



High impact in the Media



The Fund allowed the following initiatives to be implemented (by area of action):



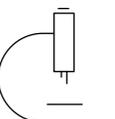
1

Health

- 1.1. Support for the production and co-financing** of the first **100 ventilators** produced in Portugal through the CEiiA.
- 1.2. Gulbenkian Soluções Digitais**, (Gulbenkian Digital Solutions) Tender, in partnership with EDP and Cuatrecasas, which supported **19 technological projects** to mitigate the effects of the pandemic.
- 1.3. Linha de Apoio à Saúde Mental (Mental Health Helpline)** in partnership with NHS24 and the Association of Psychologists, enabling 63 psychologists to provide their services free of charge.
- 1.4. Support to reduce the risks and minimise the harm caused by addictions**, through SICAD, underpinning the intervention of over 40 NGOs in the field.

2.1. Administration of **PCR/Diagnostic Tests**, through the *Instituto Gulbenkian de Ciência*, to health professionals and care home users in partnership with Hospitals and Social Security.

2.2. Support to the European Commission for the creation of the European Fund, Global Coronavirus Initiative, aimed at **research into a vaccine for Covid-19**.



2

Science



3

Civil Society

- 3.1. Gulbenkian Cuida** (Gulbenkian Cares) Tender, in partnership with the ISS, which allocates **support to around 70 IPSS** working with the elderly across the country.
- 3.2. Flexible management of the ongoing projects and scholarships**, resulting from applications for Foundation support, to assure their sustainability.
- 3.3. Support for the Food Bank** to boost its intervention capacity in the communities hardest hit by the pandemic.
- 3.4. Support** in partnership with ACM, I.P., aimed at **mitigating the effects of the pandemic among immigrants, refugees and ethnic minorities.**

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



4

Education



5

Culture

- 5.1. Tender for emergency aid for artists, technicians and cultural facilities**, benefiting over 1500 individuals and structures.
- 5.2. "Portugal entra em Cena"** (Portugal makes an Entrance), in partnership with the Ministry of Culture, allowing the **creation of a new online platform** that enables a supply of services that matches demand.
- 5.3. Compensation given to Cultural Mediators** for the pandemic's impact on their activity.

- 6.1. Acquisition of medical material** and personal protective equipment for the **Armenian Communities.**
- 6.2. Acquisition of personal protective equipment** for **Angola, Mozambique and São Tomé and Príncipe.**
- 6.3. Boosting of the diagnostic capacity** of the National Public Health Institute in **Cape Verde**, in partnership with Camões, I.P., and the National Public Health Laboratory of **Guinea Bissau.**
- 6.4. Support for the rehabilitation** of the medical oxygen production unit at Cumura Hospital, in partnership with Camões I.P., and the **purchase and donation of clinical material and equipment** and the restructuring of the laundry of S. José Paediatric Hospital in Bôr, both in **Guinea Bissau.**



6

International Cooperation

- 6.5. Assignment of 12 3D printing kits** to higher education, technology and research institutes in the **PALOP**, for the free supply of consumables to the health institutions involved in diagnostics and treatment.
- 6.6. Special support for 5 Portuguese NGDO** with projects funded by CGF in Guinea Bissau, Mozambique and São Tomé and Príncipe for the drawing up of contingency plans to tackle the pandemic.

These initiatives enabled the complementary mobilisation of 342,500 euros in donations from sponsors and other donors. We also highlight the Calouste Gulbenkian Foundation's partnership with the campaigns "*Unidos por Portugal*" (United for Portugal), with SIC and FPF, and "*The Voice Portugal – Unidos pela Voz*" (United by Voice), with RTP and CEiiA.

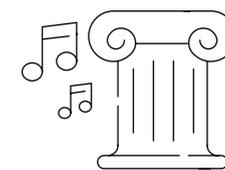
In addition to these initiatives, prizes were also attributed to the Armenian Community for the 30 best instruments in the Armenian language developed by teachers who give lessons online, and also the "Be Heard in Armenian" competition which awards 50 pieces on current affairs in Armenian.

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

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

Partners and patrons

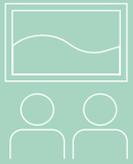




Art and Culture



€28.7m



Museum, CAM and Exhibitions

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

The works of the MCG and CAM are also exhibited in various cultural spaces across the country so that a large set of cultural assets can be accessed and enjoyed by a broader public. The MCG and CAM has undertaken an extensive programme of international loans, both nationally (in Lisbon, Oeiras, Oporto, Bragança, Guarda and Vila Franca de Xira), and internationally with concessions to institutions in Chicago, London, Marseille, Paris, São Paulo, and Rotterdam, among others.

Due to the Covid-19 pandemic, the Museum and CAM were closed between March and May, and CAM remained closed to the public for the rest of the year (it will be closed until the 1st quarter of 2022) as a result of renovation work and the enlargement of the Gulbenkian gardens.

The Modern Collection will be closed to the public between August 2020 and the 1st quarter of 2022 for reasons linked to the renovation work (“Vértice Sul Project”) of the Centre of Modern Art and the enlargement of the Gulbenkian gardens. During this period, some works will be placed on temporary loan in Museums and Cultural Facilities around the country so that this collection can be shared on an ongoing basis.

In the scope of the dissemination of the Founder’s Collection, special note goes to the edition of the catalogue “Illuminated European Manuscripts in the Calouste Gulbenkian Collection” (*Manuscritos Iluminados Europeus na Coleção Calouste Gulbenkian*).

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

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



7 EXHIBITIONS



— “Infinite Sculpture. From the Antique cast to the 3D Scan” exhibition view. © CGF / Pedro Pina



Manon de Boer. Downtime / Tempo de Respiração

The project by artist Manon de Boer proposes a look at experimentation and the creative process. The four films she presented focus on informal learning in childhood and youth and the breathing space required for creativity and imagination. The exhibition was visited by 3 thousand people between January and April.



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

In the 18th century, French furniture reached an unprecedented level of excellence. This exhibition highlighted some emblematic pieces of furniture with a view to showing what lies behind their execution and revealing how their manufacture and distribution became progressively industrialised. Although affected by the closure of the Museum due to the lockdown between March and May, the exhibition received 8 thousand visitors between March and September.



Infinite Sculpture. From the Antique cast to the 3D Scan

This project resulted from a dialogue between European historical heritage – the collections from two schools of art (*École Nationale Supérieure des Beaux-Arts de Paris* and *Faculdade de Belas-Artes da Universidade de Lisboa*) and the Louvre Museum – and the works of 18 contemporary artists, side by side, exploring the role of techniques from copy and moulding to the current three-dimensional digital printing. Inaugurated in September and running until January next year, it has received 14 thousand* visitors.

* Preliminary figures, under revision (data until mid-December).



— “René Lalique and the Age of Glass” exhibition. © CGF / Pedro Pina



René Lalique and the Age of Glass. Art and Industry

The Foundation’s first exhibition dedicated to René Lalique since 1988 focuses on the artist's relationship with glass, one of the materials he used most in his artistic practice. The selection of about one hundred objects, from the Founder's Collection and other museums and private collections, brings together pieces of jewellery, glass, and design objects. Inaugurated in October, it has received 6 thousand* visitors. It will remain open until February 2021.

* Preliminary figures, under revision (data until mid-December).



Music

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

Special mention must also be made of the activities aimed at raising awareness of the musical culture of the young, such as the *Música na Escola* project and workshops (see Young Gulbenkian chapter).

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

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

The Gulbenkian Music season was suspended on March 10 due to the Covid-19 pandemic. Even before the start of the new season in October, the Foundation had found innovative ways to make its musical offer available through various events in digital and online formats.



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CONCERTS



— “Evgeni Onegin” Opera, Gulbenkian Orchestra and Choir, 06.03.2020. © CGF / Márcia Lessa

Gulbenkian Music Season

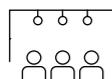


Orchestra and Choir

Presentation of the Gulbenkian Orchestra in the Gulbenkian Music Season over 2020, with a total of 37 programmes, in 75 sessions, with the participation of various conductors and guest soloists, including its principal conductor, Lorenzo Viotti.

Presentation of the Gulbenkian Choir in the Gulbenkian Music Season over 2020, with a total of 11 programmes (three of which “a capella”), in 17 sessions, with the participation of various conductors and guest soloists.

Gulbenkian Orchestra



37
PROGRAMMES

75
SESSIONS



11
PROGRAMMES

17
SESSIONS

Gulbenkian Choir



Invited Artists

Presentation in the Gulbenkian Music Season over 2020 of the Great Interpreters cycles (2 events), Piano (3 recitals), Met Opera (3 transmissions), Festival of String Quartets (6 recitals), Jazz 2020 (10 concerts), and also the opera Sleeping Thousand (ENOA).



Sunday Concerts

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



Gulbenkian Orchestra Soloists

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



2
RECITALS



Beethoven 2020 – 250 years

Marking the 250th anniversary of the birth of Ludwig van Beethoven in 2020, Gulbenkian Music programmed a series of concerts that contribute to a more fine-tuned and deeper look at the composer's work. The programme is based around the symphonies, string quartets and sonatas for piano. In 2020, the Gulbenkian Orchestra interpreted some of Beethoven's symphonies. In January, six highly prestigious string quartets led the performance of the complete string quartets in a single weekend, organised in collaboration with the String Quartets Biennial of the Paris Philharmonic Orchestra.



— Giancarlo Guerrero conducting the Gulbenkian Orchestra in Beethoven's Symphony No. 6, *Pastoral*, 15.10.2020. © CGF / Jorge Carmona



Libraries

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

Throughout 2020, increased efforts were made to make information available digitally.



— Conservation and restoration intervention on Raúl Lino's project for the Lisbon Zoo, "*Jardim zoológico dos pequeninos*".
© Sandra Garrucho, 2020



Art Library and Archives

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

The BAA provides reference and support services for readers, who were severely affected by the pandemic in 2020. Given this context and in the scope of the research, communication and dissemination activities, we highlight the bolstering of the projects and initiatives for the dissemination of contents online.

In 2020, the Art Library proceeded with the integration and processing of 3300 new titles of monographs and current journals (including catalogues of exhibitions in galleries in Portugal and abroad, *raisonnés* catalogues and independently edited artist books) and 1520 copies of periodicals on Portuguese and foreign art from its renowned collection. On the other hand, it received the donation of the documentary collections of the artists Alberto Carneiro, David de Almeida and Leitão de Barros.

With a view to making its collection more coherent and supporting other national libraries, the Art Library continued the process of selecting and redistributing works, offering over 15,800 copies to 11 beneficiary entities in 2020.



— Reading room at the French Delegation's Library, in *Maison du Portugal*. © Sandra Rocha, 2020



Library of the Delegation in France

In 2020, the Library relocated its facilities to the *Maison du Portugal* in the scope of a partnership with the *Cité Internationale Universitaire de Paris*.



The Library of the Delegation in France has a specialised collection in Portuguese in the areas of literature and literary studies, social and human sciences, art, and architecture. The Gulbenkian Library is an important meeting point for researchers interested in topics related to Portugal, showcasing what is produced in the publishing market in Portugal (and in other Portuguese-speaking countries), as well as a privileged location to welcome communities of Portuguese descent.



Support for Artistic Creation

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

The commitment to promoting and disseminating Portuguese culture worldwide is an action line the Foundation seeks to highlight in today's increasingly global context.

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



Acquisition of Works of Art

The works purchased annually by the CAM not only constitute significant support for Portuguese artists but are also a way of representing the history of Portuguese art in the 20th century. This year, the focus has been on filling some of the gaps in the modern art collection, including historical periods (notably early and mid-20th century), women, Portuguese artists working abroad, immigrant artists, among others. In 2020, we highlight the purchase of *Buni Amarelo*, *Azul, Roxo* and *Vermelho* by Joana Vasconcelos, and the video *Tree Identification for Beginners* by Yto Barrada; in addition, donations include the works by Augusto Alves da Silva and Julião Sarmento.



Support for New Artists

The Foundation supports contemporary artistic creation, with special emphasis on new creators and stimulating the internationalisation of the respective projects. It has made a marked difference to the panorama of cinematographic production, dance and theatre and contributed to the development of emerging creation, the retaining of creators in the national art scene and to the recognition of the artists' merit. In 2020, 131 applications were submitted, and support was given to 15 creators in cinema, 17 in dance and 14 in theatre.



Support for the Visual Arts

In 2020, the Delegation in France completed its first edition of the support programme for Portuguese artists in the country. The aim of these funds is to promote the Portuguese visual arts in institutional and commercial networks worldwide, and support projects in museums and other French artistic organisations of reference. In this first edition, the Delegation received 22 applications and the jury decided to support 8 institutions, including *Instituto Nacional de História de Arte* (INHA), for an exhibition entitled “*Resistência Visual Generalizada*”, featuring works by the artists Filipa César, Fernando Calhau, Ana Hatherly and Daniel Barroca, and *Le Creux de l'enfer*, for a monographic exhibition by the artist (“*Mur mur*”). This aid will be translated into exhibition projects with around 12 Portuguese artists over 2020 and 2021.



The French Delegation also supported the first monographic exhibition of the artist Diogo Pimentão in a public institution (FRAC Normandie Rouen) in France.



— “Moving Things” exhibition, by the artists João Fiadeiro and Violaine Lochu, at Villa Arson Nice © Rachael Woodson, 2020



— Painting project by Michael Biberstein that covers Santa Isabel Church's entire dome. © Paulo Catrica

The President of the Republic, Marcelo Rebelo de Sousa, awarding the Maria Tereza and Vasco Vilalva Prize to Father J.M. Pereira de Almeida, one of the coordinators of the restoration team at Santa Isabel Church, 12.10.2020. © CGF / Márcia Lessa



Gulbenkian Heritage Prize – Maria Tereza and Vasco Vilalva

The Prize distinguishes projects of excellence in the area of conservation, restoration, valorisation or dissemination of the Portuguese cultural heritage of movable or immovable property of cultural value, which encourage the preservation and restoration of heritage.

In 2020, it was unanimously decided to award the Prize to the functional and construction Rehabilitation project, redesign of furniture and painting restoration of the Santa Isabel Church, in Lisbon, in light of the excellence and aesthetic quality of the interventions, the multidisciplinary and dedication of the team involved, as well as the parish's involvement with a network of patrons and the community itself.

The Rehabilitation project of the building located at Rua da Boavista, 69 in Lisbon also received an honourable mention in recognition of the merit of the architectural intervention and the preservation of the patrimonial asset of the old building.

Starting with this edition, the prize is now named the Gulbenkian Heritage Prize – Maria Tereza and Vasco Vilalva.



Civic Role of the Arts

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

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



Inclusive Museum

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

In 2020, the regular programming for audiences with special needs (children, youths and adults) was maintained in the form of visits and workshops with specialised mediators. Special note goes to the visits and workshops in Portuguese Sign Language, the visits and workshops with an audio description and tactile path, and the training course for teachers and other education agents *Museu Acessível – Práticas artísticas com públicos especiais* (Accessible Museum – Artistic practices with special publics).



Artistic Practices for Social Inclusion

Set up in 2013, PARTIS – *Práticas Artísticas para a Inclusão Social* (Artistic Practices for Social Inclusion) is a support initiative for projects that strive to demonstrate the role the arts can play in the integration process and in the construction of fairer and more cohesive societies.



— Play "Estamos todos no mesmo barco", a collaboration of *Leirena Teatro* with young inmates from the Leiria Prison Establishment, presented at the event *Isto é PARTIS 2020*, 24.01.2020. © Carlos Porfirio

Support went to the following projects in 2020:

- **PARTIS 3rd edition:** 15 projects are underway involving 16 municipalities and over 150 partner entities. Aimed at making artistic practice with the community an increasingly common and generalised situation that is integrated in societal habits, the 2020 projects reach roughly 1300 direct participants, including: children and young people at risk (as in the case of the Ajuda String Orchestra project which works mainly with Roma families and their children), the disabled (in the LaB InDança project in Santa Maria da Feira which uses Dance to empower people, mainly those with cognitive, motor, visual or hearing impairments), single parent families (the case of the VELEDA project in Beira Interior which uses Theatre to work with single mothers) or Prison Inmates (such as the *Lado P* project that uses audio visual media to train young adults at the Caxias Prison Establishment).



- **Annual project exhibition event – “Isto é PARTIS” (This is PARTIS):** The 2020 edition, which took place in January, hosted 2 international workshops, an international conference and 7 performances/public presentations on the Foundation premises and elsewhere. They included a documentary, a fiction film, two plays for theatre, a musical performance, an installation and a guided tour of a project where several art forms were presented (dance, theatre, music, visual arts and cinema). These sessions attracted around 1700 people.

- **PARTIS & Art for Change:** The first tender was launched within the framework of the strategic partnership with the “La Caixa” Foundation, which will allocate 1.5 million euros over three years to artistic projects that have a social impact. A total of 16 projects were selected from the 132 applications, spread across 22 municipalities around Portugal. The projects encompass a total of 55 partners and expect to reach 1125 direct participants. The approved projects include six with children and young people, four with the elderly, three with the disabled, two with women, two with migrants and two with Roma people (some projects work simultaneously with more than one public). Multidisciplinary art is the most represented (seven projects) and a further six projects are dedicated to theatre, one to music, one to installation and one to design and manual arts.



— “Rasgar Silêncios” Project - Writing Workshops, promoted by Coolabora, CRL. © ARR



Rasgar Silêncios / Breaking Silences



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

This project began in 2019 and its conclusion is planned for December 2021. To date, it has involved 20 women who have survived domestic violence.



Laboratório de Arte e Cidadania / Laboratory of Art and Citizenship



The *Laboratório de Arte e Cidadania* proposes the development of spaces for artistic creation and civic participation, and it targets 70 youths under punitive-educational measures or in prison, prioritising those with low educational attainment or who have dropped out of school. This project, developed by *PELE – Associação Social e Cultural*, works on activating social and personal skills for inclusion and employability, with the aim of providing certification for young people who participate in artistic workshops (drama, music, visual arts). It adopts an innovative methodological approach, developed in partnership with the Faculty of Psychology and Educational Sciences of the University of Porto.

The project began in 2019 and its conclusion date was put back to December 2021 due to Covid-19 as direct contact with the prisoners was no longer possible. To date, 73 vulnerable individuals have been involved in the project.

This project and all others with this icon  are part of the Active Citizens Programme.



Development and Sustainability



€19.5m



Social Cohesion and Innovation

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

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

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

Linked to this agenda, the Foundation has placed growing importance on fostering a shared agenda based on social innovation and impact investment: areas which have always been a focal part of its action strategy, including:

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



Children and Youths at Risk,
the Elderly, Migrant Communities

Children and Youths at Risk



Specialised support for children and youngsters, victims of sexual violence – CARE Network

A specialised support network for children and young people who have been sexually assaulted, their families and friends. This network has national coverage (including the archipelagos of the Azores and Madeira) and is coordinated by the *Associação Portuguesa de Apoio à Vítima – APAV* (Portuguese Victim Support Association), in partnership with the Judicial Police (which identifies and flags the cases) – and the Institute of Legal Medicine and Forensic Science (responsible for carrying out forensic analyses). CARE provides legal and psychological support and facilitates the liaison between the different bodies involved in these processes.

Since the start of its operations in 2016, the network has provided support to 1500 children and youths (350 in 2020) who were victims of sexual violence. It has also conducted over 880 awareness raising activities (116 of which last year), involving around 19 thousand beneficiaries, as well as 76 training courses, with a total of roughly 1000 qualified professionals.



— Seminar "Passado, Presente e Futuro do Apoio a Crianças e Jovens Vítimas de Violência Sexual", promoted by CARE. © APAV



Wave by Wave – Fostering the mental health and well-being of children and youths through surfing

In 2020, the "Wave by Wave" project accompanied 79 children and youths in residential homes in the municipalities of Cascais, Oeiras, Lisbon and Sintra.

This project, which began in 2018 and will run for 3 years, focuses on developing children's and teenagers' mental health and well-being through surfing with the aim of encouraging the creation of positive bonds that will help these youths in their physical and psychological rehabilitation. The team, comprised of mental health professionals and surfing instructors, uses the beach as a therapeutic setting of consistency, continuity, predictability and intention.

In 2020, 49 sessions took place with these children and youths.

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



CadIN Setúbal – Support for low-income families with children with neurodevelopmental disorders and promotion of their integration in society

The Gulbenkian Foundation supports CadIN Setúbal in its clinical and social interventions in response to the needs of children with developmental disorders and integration problems from underprivileged areas in the county of Setúbal.

CadIN Setúbal monitored 66 youths in 2020, provided clinical care to 575 individuals, and social care to 110. They also met with seven families on three occasions to provide support in terms of reinforcing parental skills.



Activ@-te!

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

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

To date, approximately 160 youths have been involved in this project, which began in 2019 and is expected to last 36 months.



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The Elderly



Envelhecimento na Comunidade (Ageing in the Community) – Supporting institutions with projects focused on fighting isolation of the elderly

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

The current pandemic context made it more difficult to fulfil the over-riding objective of reaching the most isolated, those living in rural areas or in remote villages far from urban centres. However, these people were monitored by telephone and other means, and strategies were redesigned to ensure that basic care is provided and that isolation is mitigated.



Cuidar de Quem Cuida (Caring for the Carers) – Promoting the well-being of and supporting informal caregivers of the elderly with dementia and in post-stroke care

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

In 2020, 64 carers and 231 professionals received training, and 13 municipalities and 121 bodies were involved.

Cuidar de Quem Cuida has been jointly funded by CUF since 2019 in the scope of a Social Impact Bond, which provides for the monitoring, training and qualification of 240 carers in the north of the country over 3 years.



Cuidar Melhor (Caring Better) – Creation of multidisciplinary outreach responses for carers of people with dementia

In 2020, the *Cuidar Melhor* project, which supports people with dementia and their family and/or informal carers, received 535 people in its five technical offices in the municipalities of Cascais, Oeiras, Sintra, Almada and Peniche. In all, 480 consultations were given, as well as 10 training courses in which 73 people participated, and 7 awareness activities involving 265 people.

The project also supports the “*Café Memória*” initiative which brings together patients and carers, staff and volunteers in an informal setting where they can share and discuss any problems or constraints they are experiencing. The initiative has held 32 sessions involving a total of 2,755 people.



Café Memória





Portugal Mais Velho (Older Portugal) – Preventing violence against older people

In October 2020, the Calouste Gulbenkian Foundation and the *Associação de Apoio à Vítima* (APAV – Portuguese Association for Victim Support) published “*Portugal Mais Velho*” (More Elderly Portugal). Prepared over a period of one and a half years, the study aimed to identify loopholes in public policies and legislation on the ageing of the population and violence against older people. It also set out good practices, and listed recommendations to improve the country’s situation in this regard.

In addition to an extensive and in-depth analysis of related literature, over 80 professionals, 38 elderly people, and 4 informal carers or family members caring for elderly people were interviewed for the study.

Thirty recommendations were also published, of which we highlight:

- Legislative amendments that provide more comprehensive protection of the rights of the elderly;
- Integrated public policies fostering greater dialogue between health care entities and social security;
- Best practices, notably with regard to the training of family member carers and professionals and the encouragement of intergenerational relations.

Migrants

Work Up

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

This project came to an end in December 2020 and the results will be published at the start of 2021. Until the end of November 2020, 61 refugees/migrants had been involved in the project.

Estudo da Literacia em Saúde e Coesão Social em Populações Migrantes Literacy Study in Health and Social Cohesion in Migrant Populations

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

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Estudo sobre Força através da Diversidade: Educação para Sociedades Inclusivas Paper on Strength through Diversity: Education for Inclusive Societies

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

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

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

New Funding Instruments

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

This agenda has been developed primarily by providing support to MAZE, a structure that was created by the Foundation in 2013 with the aim of working with leaders in the public sector, entrepreneurs, and impact investors for the development of effective solutions capable of tackling social and environmental challenges.

In 2020, Maze accelerated 10 start-ups through the European impact start-up accelerator programme – Maze X, it leveraged investment for eight start-ups, and promoted capacity building actions in 17 municipalities.

Social Impact Bonds – Support for projects in the area of employability, the prevention of institutionalisation of children and youths, and support for informal caregivers

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

The Foundation currently invests in four Social Impact Bonds, three of which presented intermediate results in 2020, all reaching or surpassing the targets set.

- The “*Familia*” project – which strives to prevent the institutionalisation of children and youths by monitoring their families – achieved a 90% success rate, exceeding the target initially established by 30%.



- The **“Academia de Código” bootcamp** was able to guarantee entry into the job market of at least 11 students per class (18-20 students each) up to a maximum of 4 months after training in programming.
- The **“Faz-Te Forward” project** foresaw the integration in the job market of 40% of the youths (5 groups of 30) covered by the programme in the 6 months after the start of their participation, and with at least 6 participants from each group holding down their job for a minimum of 6 months; all the targets set were achieved and validated.



Investment in the Mustard Seed MAZE Fund

Participation in the capital risk fund and impact investment which initially amounted to 30 million euros, with the Calouste Gulbenkian Foundation as one of its reference investors (4 million euros). The fund will invest in impact start-ups in Portugal and Europe that use technology and sustainable business models to address social and environmental issues. This is the first social entrepreneurship fund approved in Portugal by the Securities Market Commission (CMVM). The European Investment Fund, AGEAS, BMW Asset Management, and *Banco Atlântico Europa* are among Europe’s pioneering bodies in impact investment that have also invested in this fund. To date, the Fund has invested in 10 Portuguese and European start-ups focusing on different fields of social and environmental impact, notably fostering employability, the use of new technologies in health care provision and in more sustainable production and consumption. Examples of the foreseen results of the projects supported include: integration of 2300 people in the job market; and a 1.3 million reduction in the number of hospital visits. The Fund has also managed to attract more investors, most notably EDP and Draper Esprit, and now sums a total of 47 million euros.



New Skills and Leadership

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

- **Gulbenkian Chair on Impact Economy:** Gulbenkian Chair at the Nova School of Business and Economics (Nova SBE), which includes the training programme for executives – Paradigm Shift. In 2020, this programme was attended by 33 individuals and 33 study grants were awarded.
- **Placement programme:** Partnership with Nova SBE with the aim of increasing the capacity to attract and retain talent in the tertiary sector. The programme will also strengthen the structure of social organisations and implement a culture guided by results-based contracts (Social Impact Bonds). Within the scope of this programme, in 2020 two young people from Nova SBE were placed in two partner social organisations: APAC and CDI Portugal.



Climate Action, Ocean and Circular Economy

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

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

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

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



— Publicity campaign for the 1st edition of the Gulbenkian Prize for Humanity. © CGF / Design: Change is Good.



Gulbenkian Prize for Humanity

In 2020, the Calouste Gulbenkian Foundation furthered its commitment to urgent climate action by awarding for the first time the Gulbenkian Prize for Humanity, worth 1 million euros. Over the next five editions this annual award is dedicated to Climate Change.

The Foundation received 136 nominations, 57 of which for individuals and 79 for organisations, which came from 46 countries from the five continents. Of these, 106 nominations were put forward by civil society and 30 by the jury for the Prize.

The young Swedish activist, Greta Thunberg, won the first edition.

The announcement of the winner received worldwide media coverage, notably from reference media such as CNN, BBC, Reuters, The Guardian, The Observer and New York Times.

Through the Greta Thunberg Foundation, approximately half of the amount awarded was used in 2020 to support 7 climate action causes in South America, Asia, Africa, and the Indian Ocean; examples include support for the victims of natural catastrophes on the African continent and fighting Covid-19 in the Amazon, Brazil.

By awarding this prize, the Foundation aspires to leverage and disseminate inspiring, innovative and replicable responses that contribute towards accelerating the decarbonisation of the economy, mitigating climate change, and creating more resilient societies with a greater capacity to regenerate.



Blue Bio Value – Blue Economy

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

A third edition of the programme was launched in 2020; 120 applications were received from over 30 countries, from which 14 start-ups were selected (10 international and 4 Portuguese). Winners of this online edition included the projects SaltyCo – an English textile company that has replaced fresh water with the most abundant resource on earth: salt water; Refix – a Spanish company that has developed an innovative drink using water from the Atlantic Ocean; and *Horta da Ria* – a Portuguese company that produces salicornia as a healthy alternative to salt.

Since 2018, Blue Bio Value has accelerated 42 companies from 15 different countries and awarded prizes totalling 135 thousand euros.

The programme's main partners are *Fábrica de Startups* and Blue Bio Alliance.



— Final presentation of the startups that participated in the 3rd edition of Blue Bio Value / “*Horta da Ria*” project.
© João Maria Catarino



Valuing the Ocean – To make connections and build relationships designed to help protect our ocean

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

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

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



O Uso da Água em Portugal: The Use of Water in Portugal – Observe, understand, and act with the key players

The study “O Uso Da Água Em Portugal: Olhar, compreender e atuar com os protagonistas chave”, published in 2020, was commissioned by the Foundation for The Consumer Intelligence Lab (C-Lab) to further the understanding of how water is used in Portugal and identify how this use can be made more efficient.

Based on interviews with 490 farmers, the study concluded that although most were threatened by water shortages, no changes were being made: only a small number of farmers say they have adopted advanced irrigation technologies to control the amount of water used. While research suggests that the shortfall in terms of technological training and investment is the main impediment to more efficient water usage, it also reveals that farmers feel there are no incentives to change behaviour. For example, no information or performance targets for water efficiency are required from the value chain companies to which farmers sell their produce.

The study also analysed consumer perception and behaviours. After interviewing over 500 consumers, it was concluded that there is little awareness of the influence of agriculture in the country's water consumption. Two challenges were identified for the common citizen: alerting them to the need for a more conscientious and responsible daily water consumption (20% of the total water used in the country goes to urban consumption), and raising awareness of the value of sustainable agriculture to water usage.

Based on this information, farming communities and several distribution companies have started designing an intervention and awareness strategy for more efficient water use by the agricultural sector, companies with high consumption and end consumers.



Food Initiative – Initiative on the role of cities in promoting a healthy and regenerative food system

An international project led by the Ellen MacArthur Foundation which promotes the idea of the circular economy of food in major cities. This concept is based on sourcing food grown regeneratively and locally, getting the most out of food products, and the sale of healthy foodstuff, both in terms of nutritional value and the way it is produced. The project began in 2019 and will run over 3 years. It is being implemented in London, New York, and São Paulo and accompanied by 17 cities from around the world, including Lisbon, Oporto and Torres Vedras.



A cities self-assessment tool was launched in 2020 to help cities understand the specific solutions they could adopt to develop a food system based on circular economy principles.

Big Food Workshop



The “Big Food Workshop” took place in June – an online event that brought together 30,000 participants from 100 countries over two days; the celebratory “World Food Day” conference in October reached 800,000 participants.

The Calouste Gulbenkian Foundation was one of the first organisations to join this initiative; other partners include the Compass Group, Danone, Doen Foundation, IKEA Foundation, Google, Mizkan, Nestlé, Novamont, Porticus, Veolia and Yara.

Lisbon European Green Capital

The Foundation hosted the official opening of the European Green Week on 19 October as part of the “Lisbon European Green Capital” initiative. Internationally recognised scientists and policy makers met at the conference to discuss how biodiversity can contribute towards society and the economy, namely through its role in supporting and stimulating recovery in a post-pandemic world, providing employment and sustainable growth. Over 600 people attended the event in person and remotely.

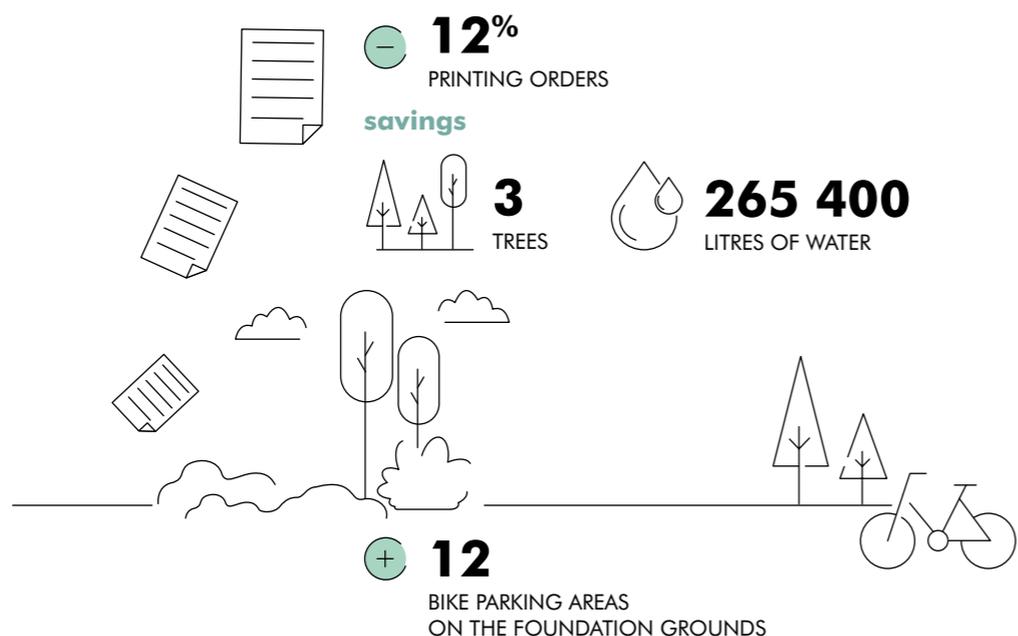


Sustainable Gulbenkian

The in-house sustainable management project “*Gulbenkian Sustentável*”, which aims to substantially reduce the negative environmental impacts inherent to the Foundation’s operation, was severely affected by the suspension of its activities due to the pandemic. Notwithstanding, the following results were achieved in 2020:

- On 29 January, the Foundation signed the Lisbon European Green Capital 2020 Commitment – Lisbon Climate Action 2030, in which it committed to implementing several measures, such as: increasing the number of charging points for electric vehicles; providing more bike parking areas; installing photovoltaic equipment to produce energy; and, promoting carbon neutral events;
- In July, the Follow-me Printing technology was introduced at the Foundation, a measure that aims to reduce print paper by the final order to print being given directly in the printer. In the second half of 2020, approximately 12% of a total of 224,300 printing orders resulted in non-prints or non-finished prints, equivalent to saving 3 trees and 265,040 litres of water, as well as avoiding 110Kg of CO₂ emissions;
- In September, works were concluded to increase the number of bike parking areas from 28 to 40 on the Foundation grounds;
- On 22 September, 45 employees participated in the internal webinar “*Almoce&Aprenda: Mobilidade Ativa*” (Lunch&Learn: Active Mobility).

The sustainable event management certification (ISO 20121) process for the *Gulbenkian Música 2020/2021* season was interrupted in March. It will be resumed once the necessary public health conditions are in place.



Society and Democracy

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

During the pandemic situation in 2020, the limitation of rights was justified on the grounds of public health. The most vulnerable were the hardest hit by the effects of the economic crisis and this further accentuated the need for a vigilant and active civil society in defence of the fundamental principles that govern collective life.

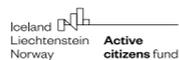
In addition, there is a growing need to encourage the mobilisation and active participation of citizens and the organisations that represent them in public life and in the design of policies that take the real interests and needs of society into consideration.

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

The Active Citizens Programme aims by 2024 to achieve a 20% increase in the number of citizens alerted to civic matters and human rights, to have 1700 vulnerable citizens covered by social and economic empowerment measures, 950 citizens covered by new social services, 1000 trained NGO professionals and 120 NGOs with approved empowerment plans.



Mais Apoio para a Sociedade Civil / More Support for Civil Society



The Calouste Gulbenkian Foundation, in a partnership with the Bissaya Barreto Foundation, has been chosen by the European Financial Stabilisation Mechanism to manage the Active Citizens Fund in Portugal. This Fund is part of the EEA Grants specifically targeting the support of Non-Governmental Organisations. This led to the *Programa Cidadãos Ativ@s* (Active Citizens Programme), funded by Iceland, Liechtenstein and Norway, with a budget of 11 million euros to be implemented over the 2018-2024 period and aimed at strengthening civil society in Portugal, boosting the long-term sustainability and capacity of NGOs and reinforcing their role in promoting democratic participation, active citizenship, human rights, and the empowerment of vulnerable groups.

In the scope of this Fund and with a view to ensuring greater support for Civil Society, the Foundation has subsidised projects promoted by Portuguese Non-Governmental Organisations that focus on the following: (i) Strengthening democratic culture and civic awareness; (ii) Supporting and defending human rights; (iii) Empowering vulnerable groups; (iv) Boosting the capacity and sustainability of civil society organisations.



Educação para a Cidadania / Education for Citizenship



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



In light of the atypical school year in 2020, the project was prolonged for a further 6 months, which will allow activities to be implemented during another school year. Not only will this time extension result in a more robust instrument for the evaluation of citizenship skills (metric), which is now in the trial and experimentation phase, but it also allows a 2nd group of students to be covered.

— “Education for Citizenship” project, promoted by Gonçalo da Silveira Foundation. © ARR



Preservation of the Armenian Culture

The Foundation’s mission is to create a viable future for the Armenian people in which their culture and language are preserved and valued. In this sense, CGF gives grants and scholarships to individuals and organisations around the world, in over 20 countries. The strategy is structured around four priorities: to revitalise and promote Armenian language and culture in the diaspora; to provide academic support to Armenian and Armenian Studies university students and researchers; to support civil society and intellectual creativity in Armenia in order to consolidate democratic culture; and to assist cultural and educational institutions in Istanbul and elsewhere that valorise the Armenian presence in Turkey.



— “On my way to buy eggs”, one of the books translated into Western Armenian, supported by the Calouste Gulbenkian Foundation. © ARR



Support for Western Armenian

While many of the language support activities continued throughout the year, the Foundation’s focus was on Lebanon during most of 2020, given the severe economic, health and security crises in the country.

A good part of the new strategy on education and language was implemented. As planned, three Armenian schools were selected through an open call for proposals to instigate major pedagogic initiatives. The teacher training programme could not start, given the pandemic. Instead, 550 tablets and computers were purchased for needy students to enable them to follow classes online.

The Lebanon strategy also included a programme to encourage young people to create culture in the Armenian language. This too was launched, and the number of prizes increased from the announced five to ten. Humanitarian aid – which was not initially planned – was also provided to three charitable organisations to deal with the most vulnerable in the community.

To deal with the lockdown in the spring, two new prizes were initiated globally. The first was to encourage Armenian language teachers to develop online teaching materials; the second was to encourage all Armenians around the world to express themselves about current issues in the Armenian language. Nearly 300 applications were received, about one-third of which received a prize of 500 dollars.

The *Zndoog* website with Armenian language pedagogic materials – with some 130 items to start with – was completed but its public launch postponed until the first quarter of 2021. Similarly, the project to create a Western Armenian treebank started and it continues.

The digitisation of the *Mkhitarist* collection of Armenian periodicals continues unabated, and the material is being transferred to the National Academy of Sciences of Armenia. A dedicated website is being created and should be ready during the first half of 2021.



Armenian Diaspora Survey

The findings of the Armenian Diaspora Survey were published as scheduled and presented to the public and the leadership of important organisations through a series of online seminars. The 2020 survey – in London, Paris, Detroit, and Rostov-on-Don (Russia) – has been prepared, but its actual start had to be postponed due to Covid-19 and the war between Armenia and Azerbaijan. The survey will take place during the first half of 2021.



Projects in Armenia

It was a very difficult year for Armenia. To cope with the Covid-19 pandemic, the Foundation provided humanitarian aid for medical equipment in the spring, in partnership with the government and international organisations.

The situation got much worse with the start of a major war with Azerbaijan over Nagorno-Karabakh (Artsakh) on 27 September. Additional humanitarian aid was sent to deal with refugees.

The war and Armenia’s defeat completely changed the Armenian public agenda globally, in addition to leading to a severe political and economic crisis. Because of the situation, initiatives supported by the Foundation for civil society and short-term travel scholarships to young academics in Armenia were put on hold.

The publication of the social science translations continued, with three books already out, and another two due in two months.



Support for the Armenian-Turkish Dialogue

Due to the pandemic, the Armenian Studies Fellowship at Bogazici University will start in September 2021 instead of 2020, although the selection process of the Fellow was completed. The *KarDes* app for Armenian and other minority places in Istanbul was successfully launched and is in full use.

However, the initiative of joint artistic projects and exchanges between Armenian and Turkish artists was cancelled, partly due to Covid-19, and partly due to the current political environment. Initiatives on the Armenian language – courses and website – continued, with the language courses being moved online.



Economic and Social Development in the PALOP and East-Timor

The Calouste Gulbenkian Foundation operates geographically in the five African Portuguese Speaking Countries – Angola, Cape Verde, Guinea-Bissau, Mozambique and São Tomé and Príncipe – and in East-Timor. It intervenes in specific areas of Education, (pre-school and primary education and improving maths skills), Health (maternal and child health, oncology, training of human resources and health research), the Arts (mobility of artists) and strengthening Civil Society, fostering knowledge, social cohesion and the sustainability of health and education services in these countries.

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

2020 was marked by the Covid-19 pandemic which had a significant impact on the activities in these countries, leading to the temporary suspension, postponement and reformulation of some projects and actions as well as the support and development of other unforeseen actions.



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

Health



CISA – Health Research Centre of Angola

The Foundation continues to assist the consolidation of CISA, (project co-financed by Camões IP), which now comes under the National Institute for Health Research, by supporting the implementation of its activities plan. Despite the countless difficulties arising from the pandemic, the CISA activities were gradually adapted with special note going to the following:

- The CISA structure remained operational and currently has 25 employees;
- 2 Covid-19 related projects were started, one of which in partnership with the Lucrecia Paim Maternity Hospital;
- CISA's participation in international networks was promoted and the dynamics of scientific production was maintained, resulting in the publication of 10 articles in international scientific journals;
- Three members of staff at CISA defended their doctoral theses;
- Online training sessions were given to strengthen the skills of CISA's human resources, as well as two thematic open webinars on drepanocytosis and nutrition.

The study on resistance to antimalarial drugs (“Malango” project) was also able to go ahead at the Mother and Child Health Centre in Mabubas, Bengo province. This project was co-financed by FCT/ Aga Khan Foundation.



Strengthening the Capacity of the PALOP's Scientific Systems

The Foundation supported short-term local training actions in Angola, Cape Verde and Mozambique with the aim of enhancing the skills of PALOP's researchers in the health area. Two on-site courses were given in science communication in Mozambique and Cape Verde, and an experimental course of short-term online training was started in light of the constraints due to Covid-19.

These courses address key topics that foster greater and better quality scientific production and communication of results. Over 150 researchers from various research centres and universities in the PALOP received training.

The tender was opened for the 3rd edition of the “Science Management Course” for PALOP researchers, in partnership with the “La Caixa” Foundation, and 19 candidates were selected.



— New incubators donated by the Calouste Gulbenkian Foundation as part of the project to support maternal and neonatal health at the Lucrécia Paim Maternity Hospital in Luanda. © ARR



Maternal and Child Health Care

There is continued great concern about both the maternal and child mortality rate in Angola and the poor quality and lack of clinical staff.

Since 2019, the Gulbenkian Foundation has coordinated the project providing perinatal care support at the Lucrécia Paim Maternity Hospital, Angola's main maternity and neonatal hospital (on average 80 children born daily); the main aim of the project is to reduce the neonatal death rate by at least 5%.

In 2020, despite the difficulties brought by Covid-19, it was possible to: i) place a technical assistant in the neonatology unit who provided management support for the organisation and improvements to the running of the Maternity service ii) provide an internship in Portugal for the head nurse of the service iii) install 10 new incubators and provide the disposable and protection material required due to Covid-19.

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

The partnership with the Foundation has been extremely beneficial. The sharing of practices between Angolan and Portuguese health professionals has led to the implementation of basic principles and this exchange of experiences has resulted in a fall in mortality.

Manuela Mendes, director of the Lucrécia Paim Maternity Hospital, Luanda, Angola



Specialised Training Programme for Doctors in Guinea-Bissau

In the context of the programme “*IANDA GUINÉ SAÚDE – reforço de saúde da Guiné-Bissau*” (improving health in Guinea Bissau), an advanced training Programme in Medicine is taking place between 2020 and 2022. It aims to provide Guinean general practitioners with an advanced training programme in the specific clinical areas of anaesthesiology, general surgery and gynaecological surgery.

The project will be implemented by the Calouste Gulbenkian Foundation in a technical and scientific partnership with the Medical School of the University of Minho, and it relies on the support of various hospitals as local partners as well as the Medical Associations of Portugal and Guinea Bissau.

The aim is to steadily improve the care given to the population without removing the doctors from the context in which the work, and to strengthen the maternal and child health system and care, fostering its decentralisation. Thirty candidates were selected and they begin their four-month theoretical training plan in January 2021.

This programme receives funding from the European Development Fund, and is co-financed by Camões – *Instituto da Cooperação e da Língua*, I.P.



— Awareness-raising action for Covid-19 prevention by the NGDO VIDA in Guinea Bissau, as part of the exceptional support to *Direção Nacional de Saude Comunitária e Medicina Tradicional*, aimed at strengthening institutions in need. © ARR



Oncology

As a result of the growing concern about cancer in developing countries, the foundation has been developing projects since 2013 to improve and consolidate the diagnosis and treatment of oncological diseases.

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

Due to limitations on international travel caused by Covid-19, the decision was taken in 2020 to build distance training models, notably in the area of oncology nursing and oncological surgery thus allowing specialised training to be maintained and complemented at a later date by internships.

The planned support for the purchase of equipment and technical assistance was maintained and this allowed new diagnostic techniques for breast and prostate cancer to be implemented in Praia, Cape Verde and the surgical capacity in breast cancer to be boosted in Mindelo, also in Cape Verde.

In Mozambique, the Pathological Anatomy service was reopened and the Magnetic Resonance service reactivated.

In 2020, it was possible to increase the number of oncological surgeries (+50%) and chemotherapy sessions (+30%) in Cape Verde, which was in part responsible for a 10% decline in the number of patients evacuated to Portugal.

In Mozambique, an independent study was published at the end of the year that points to a 53% fall in mortality from breast cancer since the implementation of multidisciplinary consultations in 2016. The “Onco-Mozambique” project that contributed to these outcomes is co-financed by Camões I.P., the Millennium BCP Foundation and BIM.

The introduction of new diagnostic techniques in breast and prostate cancer at the Central Hospital of Praia, Dr. Agostinho Neto, has only been possible thanks to the ongoing professional training supported by the Calouste Gulbenkian Foundation. This improvement could lead to a reduction in the mortality associated to these cancers, as it will allow for earlier detection and intervention locally.

Carla Barbosa, director of the Pathological Anatomy Service of the Dr. Agostinho Neto Hospital, Praia, Cape Verde

Education



Pilot Projects for Community Based Pre-School Education

Pre-school education has been found to be decisive to children’s cognitive improvement and school performance, but its generalisation has been hampered by difficulties in the partner countries, namely in terms of budget and qualified human resources.

In 2018, Calouste Gulbenkian Foundation launched a tender aimed at Portuguese NGDO for the presentation of pilot initiatives in pre-school education in the PALOP that combine digital solutions and informal local models of education.

The Foundation supports the following projects:

- The **project “Tchovar – (Empurrar) pela Educação de Infância nos Bairros de Maputo”**, (Pushing for Infant Education in Maputo Neighbourhoods) of the NGDO FEC, runs until December 2021 and encompasses 10 pre-school establishments in the Chamanculo district in Maputo. The project strives to improve children’s accessibility to quality pre-school education, with the training of education agents and school managers, the use of suitable working tools and the improvement in the quality of pedagogical research, as the basis for the review of public policy.
- The **project “Educadores em Movimento”** (Educators in Movement) of the NGDO AidGlobal runs until March 2022 in five communities in the Chibuto district, Gaza in Mozambique; it involves open air activities and is based on learning through nature and the use of the *Bibliotchova* – a travelling library with bilingual books and toys.
- The **project “Somos Moçambique II”** (We are Mozambique II) runs until June 2022, in the Manga neighbourhood of Beira. This project provides for the diagnosis, survey and rehabilitation of educational spaces, the training and qualification of pre-school education professionals and the holding of workshops for parents.
- The **project “Valorização da Educação Pré-escolar”** (Strengthening Pre-School Education) runs until November 2022 and takes place in three kindergartens in the municipalities of Neves and Santa Catarina. Promoted by the NGDO *Helpo*, the project foresees the production of contents using local stories and traditions, the training of teaching staff and of trainee teachers, the development of parental involvement and improvements to the quality of the installations.



Support for Higher Quality Education in Mathematics in the PALOP

In 2020, the Calouste Gulbenkian Foundation maintained its initiatives that contributed to the acquisition of better skills in the area of Mathematics through projects that not only improve the quality, qualification and diversification of the teaching of the science, but also give young people a taste for it and help make them better qualified for the digital economy. The focus was placed on two main lines:

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

- “*Vocações para a Matemática*” (Vocations for Mathematics) for students at the University of Cape Verde (UniCV). In 2020, two new students joined this mentoring programme to study and conduct in-depth research. The supervision of the students from the previous edition also continued.

Thanks to Vocations for Mathematics, our students now undertake scientific research and it has become part of their daily lives, their conversations and their dreams. We have witnessed how the programme completely changed the way of thinking and being of our students, who adopted a new vocabulary and a new mindset.

Telma Silva, UniCV university teacher



— 2nd edition of the “*Campos da Matemática*” in São Tomé and Príncipe. © ARR

- 2nd edition of the “*Campos da Matemática Gulbenkian*” (Gulbenkian Mathematics Camps) in São Tomé and Príncipe: In light of Covid-19, the initiative adopted a hybrid model with distance learning sessions led by teachers from the Portuguese Society of Mathematics and monitored by teachers from the São Tomé Mathematics Society. This 2nd edition had 30 students and enabled 12 teachers to improve their skills in the teaching of Mathematics.

Mathematics opens doors for my future and provides new opportunities. The work that the Foundation and the teachers have put into the Mathematics Camps has brought great added value to our learning.

Tiago Almeida, participant in the Gulbenkian Mathematics Camps

• Improvement in Post Graduate Training and Research:

- The tender was launched for the 2nd edition of “*Estágios científicos avançados em Matemática*” (Advanced Scientific Placements in Mathematics), in which 13 higher education teachers and researchers from the PALOP were selected for scientific placements in seven higher education institutions in Portugal. This aims to stimulate or consolidate the research work of these teachers in the field of Mathematics.

- The first editions of the three masters in Applied Mathematics at the Universities of Agostinho Neto, in Luanda, Cape Verde, in Praia, and Eduardo Mondlane, in Maputo, in partnership with the universities of Coimbra, Aveiro and Porto, respectively, changed to an online teaching format.
- The Foundation launched a new tender to provide support for post graduate courses (not conferring degrees) in higher education institutions in the PALOP in partnership with Portuguese institutions. Five post graduations in 3 universities were selected on subjects ranging from Applied Mathematics to Health, Agriculture, Business Management and Data Science.

Art



Internationalisation of Artistic Production in the PALOP

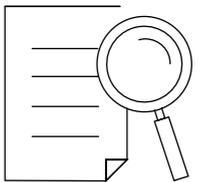
The professionalisation and technical training of artists in the PALOP is still lacking, as is their access to international (regional or continental) networks and this hampers their participation in artistic residencies.

Between 2019 and 2021, the Foundation is supporting 4 international artistic residencies in the areas of Visual Arts and Dance selected by tender. However, due to the Covid-19 pandemic, the second of these four artistic residencies planned for 2020 was postponed until 2021.

In 2020, the second edition of the tender to support the international mobility of PALOP artists took place with the aim of awarding travel allowances for participation in international artistic residencies. Twenty-five artists (12 from music, 10 from dance and 3 from performing arts) in the PALOP and East-Timor were selected from the 48 applications received.



— Djamilson Santos and Luciene Cabral in the dance artistic residence at *Estúdios Victor Córdon* in Lisbon, under the scope of “*PROCULTURA* - support for the international mobility of PALOP and East-Timor artists”. © ARR



Science, Education and Health



€22.1m



Scientific Research

Instituto Gulbenkian de Ciência (IGC)

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

The Calouste Gulbenkian Foundation promotes world-class scientific research through the *Instituto Gulbenkian de Ciência* (IGC), a leading body in biological and biomedical research and in postgraduate and doctoral training. The IGC currently comprises 26 research groups and 13 scientific facilities.

In 2020, science gained particular prominence in society and the world due to the pandemic. Through the IGC, the Foundation took on the major challenges of unlocking the secrets brought by the new virus and strengthening the national response.

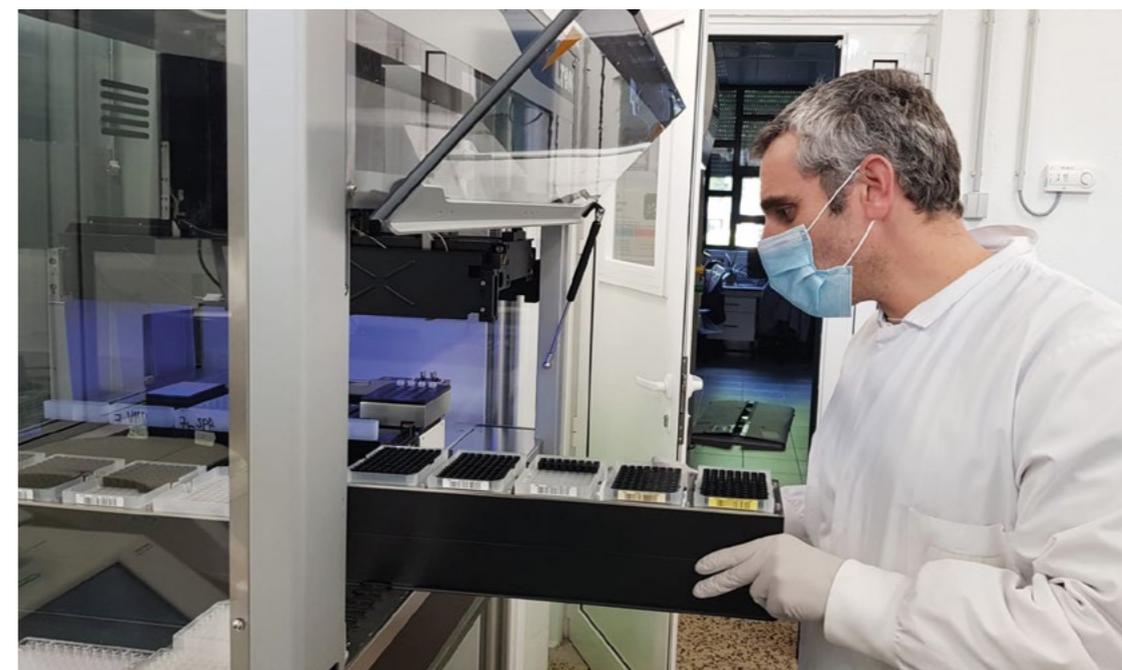
The Institute currently has 10 projects financed by the European Research Council (ERC). Also, in 2020, 2 "EMBO installation" projects, 1 "La Caixa Junior Leader" project, and 2 Marie Skłodowska-Curie projects were won bringing the total number of projects in place to seven. In short, in 2020, the IGC raised over 8 million euros in external funding, mostly from Europe.

The focus on Scientific Research is not limited to the work conducted by the IGC. The other Calouste Gulbenkian Foundation services also have initiatives with the same objective, notably in the PALOP, or the awarding of scholarships for new scientific talents in fields such as mathematics, quantic technologies or artificial intelligence.



26

RESEARCH GROUPS



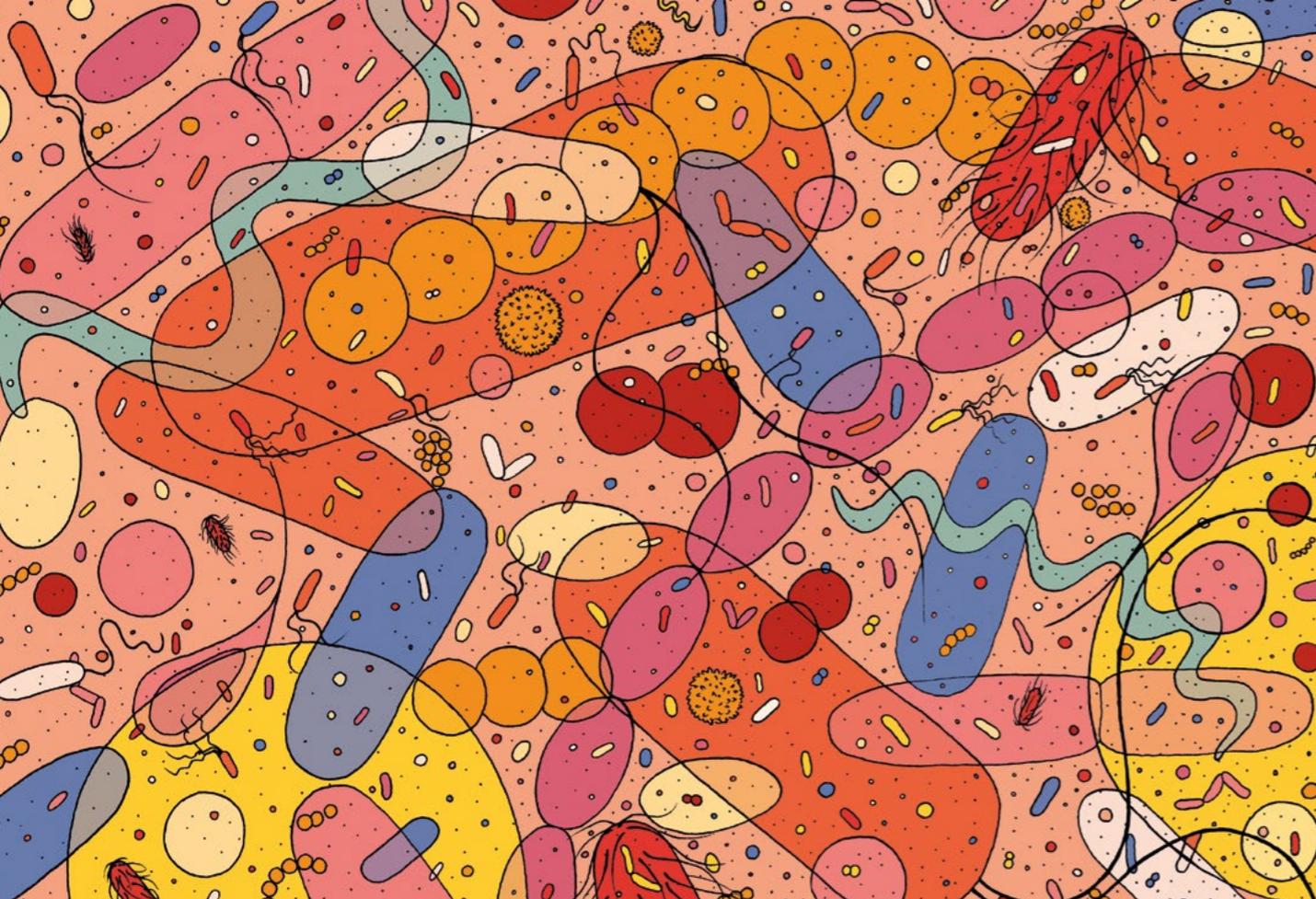
— IGC researchers involved in Covid-19 response research. © IGC, 2020



Research Groups

The IGC research focuses on studying how the organism is formed until its interaction with the environment, and its potential impact. The 26 groups currently in the IGC study a range of topics within this strategy, from molecular biology to immunobiology and evolution. In 2020, the IGC welcomed two new research groups in the area of super resolution microscopy and machine learning and in the area of computational and theoretical biology. On the other hand, 8 research groups left to join other national (IST, Nova SBE and I3S) and international institutions (Oxford University, Queen's University, University of Bern, etc.).

The year 2020 stands out for the success in obtaining 4 new research grants from the European Research Council (ERC), the most prestigious and competitive in Europe and therefore a distinguishing feature for the IGC. Two researchers, Caren Norden and Luís Teixeira, were elected new members of the revered EMBO – European Molecular Biology Organisation, making the IGC the national institute with the most members. It was also in 2020 that the Director of the IGC took office as the Vice President of EU-Life (European alliance of scientific research institutes), a prominent position both to enhance synergies and assure a stronger voice for science in European entities.



— Illustration. “Bacteria: good and bad”. A study that opens doors to the discovery of new therapies and treatments.
© Joana Carvalho, IGC 2020

Most Relevant Scientific Discoveries

The desire to gain knowledge is the essence of science and reflects IGC’s commitment to: “*Resolver os Desafios do Futuro, Hoje!*” (“Tackle the Challenges of the Future, Today!”). In 2020, the following results were obtained:

- Understanding the world around us helps define strategies for a more sustainable and safer future. This is why, for example, IGC researchers seek to understand the mechanisms that make plants decide whether or not to grow. A recent discovery, published in the scientific journal *Nature Plants*, revealed mechanisms that show how plants connect information about the availability of water in the ground to decisions regarding their growth. This is important data for the definition of strategies to develop more drought-resistant crops;
- Recent research has shown that each individual’s microbiota determines how long antibiotic-resistant bacteria remain in the gut: the resistance is rapidly eliminated for some, but not for others. The study published in the journal *Nature Ecology and Evolution* has underlined the need to implement more bespoke therapies and brings new perspectives to the paradigm of the evolution of gut resistance to antibiotics. On the other hand, another study published in *Nature Microbiology* has revealed a bacterium with a super-protective effect

that can reduce the risk of new infections. This knowledge brought new dimensions to the study, which will be extended to different antibiotics to explore the protective effect of this bacterium against other infectious agents;

- Focused on subjects that impact world health, IGC researchers strive, for example, to understand the profile of diseases such as sepsis. Curious about what a hormone hides that increases in many common illnesses (such as pulmonary or cardiovascular diseases), and that has aroused the particular interest of various laboratories and pharmacies as a possible treatment for obesity, they have discovered that this hormone reduces resistance to infections caused by bacteria and is a risk factor for sepsis;
- Finding ways to minimise the effect of diseases such as leukaemia has been the driving force of several ongoing projects at IGC. Researchers have recently identified a group of cells that regulate the development of other immune system cells – the T lymphocytes. The study published in the *Cell Reports* has shown how these cells develop, contributing towards better prevention or early diagnosis of illnesses for which information is still scarce.

Research and Emergencies in Public Health

In line with the work carried out by the Foundation and in response to the new needs brought by the Covid-19 pandemic, the IGC has taken on major challenges both in terms of obtaining more information on this virus, and strengthening the country’s response to it.

More than 10 new projects have started up to obtain answers about the virus and its effect on the population. Volunteer scientists have been working in hospital laboratories, testing the virus to assure a greater response capacity, and over 10,000 tests have been conducted at the IGC. A consortium headed by the IGC and involving 4 other research centres from the Lisbon and Oeiras region have developed a serological test using Portuguese material. Based on the work of 20 Portuguese experts, a National Serological Roadmap was defined that has been implemented in studies in two municipalities: Oeiras and Almeirim. The IGC has sequenced over 600 genomes of the virus opti-



— One of the research projects developed by IGC in response to the Covid-19 pandemic. © IGC, 2020

mising state-of-the-art technological platforms and harnessing national and international liaison.

This has also been a crucial time to bring science and companies closer together, notably with the technological licencing agreement of the serological test developed, but also to strengthen relationships among hospitals, bringing fundamental science more in line with emerging clinical needs.



Innovation and Technology Transfer

This Innovation Unit supports scientists working in the field of innovation and technology transfer. In 2020, the Unit supported 120 innovation projects which resulted in these scientific and technological collaborations negotiating and establishing over 70 agreements with hospitals (CHLO, *Hospital Fernando da Fonseca*, *Hospital D. Estefânia*, CUF, among others) and companies.

Special note goes to the recently signed protocol with CUF, part of the José de Mello Group, which seeks to promote research projects, the training of health professionals, the exchange of services and information, and support for technological innovation.

The Unit has also signed the first licencing agreement with the pharmaceutical company Medifar for a serological test developed as part of the Serology4Covid consortium, led by IGC.



Gulbenkian Collaborative Centre

The Collaborative Centre aims to foster and develop life sciences, enhancing interdisciplinary and collaborative research and exploring highly innovative projects which occupy a large space in research and innovation, ranging from fundamental research to proof-of-concept works.

In 2020, 8 sabbatical visits were made to the IGC. An international conference was also organised with the seal of the EMBO, one of the world's most prestigious scientific organisations, which was attended by over 90 international scientists from across the globe.

In the scope of the Centre's activities to attract and retain the most brilliant researchers, the Oeiras Municipal Council launched "Oeiras – ERC Frontier Research Incentive Awards", an incentive prize for scientific research with the collaboration of IGC.



Quantitative and Computational Biology

This new unit provides support for quantitative data analysis to more than 10 research groups and around 20 projects. It jointly organised 3 modules in the doctoral programme, contributing to the quantitative training of the doctoral students. It obtained funding to organise an EMBO workshop on machine learning techniques and artificial intelligence applied to scientific imaging.



Doctoral Training

The IGC has had a tradition in doctoral training for over 25 years. Indeed, the leaders of various national and international Institutions are alumni of this programme.

In 2020, the Doctoral Programme received 7 new students from Portugal, Brazil, India and Venezuela, a unique opportunity offering contact with a vast range of different topics in biological sciences that fosters independent and critical thought through various exercises before the students design their own projects. Around 600 students have now participated in the programme since its start; they come from different areas of life sciences, sociology, economics, mathematics and many others, thus providing an international setting of over 40 nationalities.



Summer School

Every year, undergraduate and master students are invited to develop research projects in the IGC laboratories. In 2020, the initiative took place in virtual format for the first time. This opportunity brought together 91 students from Portugal, Brazil, Cape Verde, Egypt, Slovenia, Spain, India, England and Serbia. The "Summer School", which is open to all students in Portugal and around the world, aims to inspire the students' curiosity, creativity and confidence. The programme is organised to explore basic research and innovation and to attract young leaders to pursue a scientific career.



António Coutinho Scholarships

The 2nd Edition of the António Coutinho Grants was launched in 2020, an initiative that focuses on cooperation, capacity building and the development of scientific research resulting from the partnership between the Calouste Gulbenkian Foundation, Merck and the Town Council of Oeiras. Two students, from Cape Verde and Mozambique, will develop research projects at the *Instituto Gulbenkian de Ciência* and at the Pharmacy Faculty of the University of Lisbon, respectively. The third scholarship was awarded to a teacher from Mozambique who will conduct his research project at the *Instituto Dom Luiz* at Coimbra University. Aimed at stimulating diversity within the scientific community, the scholarships promote diversity in the scientific community and encourage students, teachers, and young scientists from the PALOP to move forward in their careers.





Health Challenges

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

The Foundation's work in the health field in 2020 prioritised mitigating the effects of the Covid-19 pandemic, as described in the chapter "Covid-19's Impact on the Foundation's Activities".

In addition, the Gulbenkian Health Challenges continued to be implemented but were subject to major adaptations. These are pilot projects that seek to address complex problems of social interest by conveying the latest scientific knowledge to contexts of practical application in public health, an area that has been particularly hard hit in the recent pandemic.

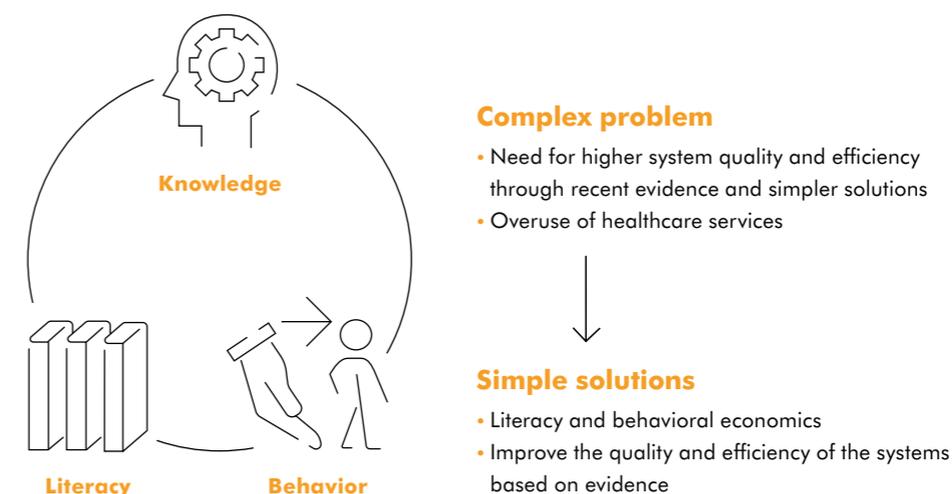


Boas Escolhas, Melhor Saúde / Good Choices, Better Health

This project seeks to bring a 20% reduction in the excessive and inadequate use of clinical care and treatment, associated to negative results in health and an increase in mortality and morbidity, and impacting the sustainability of health systems and the trust of citizens.

Simple and effective behaviour interventions are being tested through controlled studies (pilot projects) addressing the unnecessary consumption of antibiotics and benzodiazepines and use of preoperative tests, thus preventing outbreaks caused by superbugs, for example.

In 2020, 2 hospital centres (S. João; Trás-os-Montes and Alto Douro) and 5 Health Centre clusters from the North, Centre and Lisbon and Tagus Valley regions participated in the project, which will run until 2022.



STOP Baixo Peso / STOP Low Weight

Portugal has one of the highest rates of low weight births (9% of births vis-a-vis 6.5% in the OECD). These children are not only at greater risk of health problems and death, but also of developing special educational needs and chronic illnesses.

A range of factors contribute to low birthweight, including mental health (stress, anxiety and depression), smoking, the consumption of alcohol and domestic violence.

In 2020, the Foundation, in partnership with the Public Health Institute of the University of Porto, reached the end of the pilot phase of the "STOP Baixo Peso" project; it was concluded that 28% of pregnant women present at least one of the above-mentioned risk factors.

As soon as the pandemic conditions permit, the Foundation will go ahead with the implementation of the project. It aims to reduce the number of babies born with low birthweight by around 30%, in line with World Health Organisation targets.



Projeto Semente: Gravidez e Primeiros Anos de Vida Pregnancy and Early Childhood

The aim of this project is to foster mental health in pregnancy and early childhood in the Amadora and Sintra councils, under the coordination of a team of professionals from the Psychiatric Department of the Professor Fernando da Fonseca Hospital.

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

In 2020, the project focused on the training of professionals directly associated with the project and the professional training of the entire Mental Health Department of the Fernando da Fonseca Hospital: 6 doctors and psychologists received training in Perinatal Mental Health, given by the University of Barcelona, and 74 of the department's health care professionals received training in Perinatal Psychiatry given by staff from the Chelsea and Westminster Hospital (London, United Kingdom).

Due to the pandemic, consultations took place online and were reduced to the minimum, which hampered the application of the risk evaluation protocol. Nevertheless, 89 pregnant women were monitored.

At the same time, research work began on the impact of the mental health programme on pregnant women and those who had recently given birth; this will involve 80 pregnant women (40 beneficiaries of the project and 40 in a control group).



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

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

The exploratory phase took place in 2020 to identify the nudges that should be introduced in the Health Centres as soon as the pandemic situation is under control.



Education Challenges

In 2020, the Foundation sought to consolidate its impacts in the following areas in the field of Education:

- Mitigation of the effects of emergency distance learning on the loss of educational attainment;
- Mental health, social and emotional learning in children and the young;
- Lifelong learning, basic and transversal literacies in adults;
- Development of young talent, stimulating research.



GAP – Gulbenkian Aprendizagem / Gulbenkian Learning

In Portugal, the failure rate of students from disadvantaged communities is roughly five times higher than that of students from a more favourable social context.

There is a direct relationship between families' socioeconomic and cultural profile and the educational attainment of their children. During the forced closure of schools between March and June 2020, these children and youths were not only deprived of the face-to-face education they so needed, but the academic inequalities inherent to difficulties in accessing distance learning were accentuated.

This was the context in which the Calouste Gulbenkian Foundation launched the GAP Project – *Gulbenkian Aprendizagem*, an initiative that seeks to support at least 5000 basic and secondary education students from about 120 schools, helping them recover the loss of learning in Portuguese, English and Mathematics, as well as to develop vital self-study skills.

The project is partnered by the NGO “Teach For Portugal”, Portuguese Mathematics Society – *Sociedade Portuguesa de Matemática* (SPM), English Teachers' Association – *Associação de Professores de Inglês* and the Universities of Porto and Minho.

5 000 STUDENTS | **120** SCHOOLS



Gulbenkian Knowledge Academies

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

In 2020, 33 new projects were selected, thus meeting the initial goal of creating 100 Gulbenkian Knowledge Academies across the country.

The preliminary results of the projects, which already underwent a rigorous assessment, point to a significant increase in the level of the participants' skills vis-a-vis those of a control group, most notably in the areas of creativity, problem solving and communication.

Interest in determining how these projects contributed to the Mental Health of the children and young people during the mandatory lockdown led to an exploratory study involving more than 100 participants from the Academies. Over 80% of the children and youths in the 8-15 year age group and 70% of the youths in the 16-25 year age group evaluated the Academies' contribution to dealing with the Covid-19 pandemic as “Important” or “Very Important”.

33 NEW PROJECTS | **100** GULBENKIAN KNOWLEDGE ACADEMIES



National Network of Knowledge Academies

In 2020, the setting up of a National Network of Knowledge Academies with at least 100 projects across Portugal was completed. It mobilises over 10,000 children and young people up to the age of 25 through the fostering of social and emotional competencies based on scientific evidence.

In October 2020, the 3rd National Meeting of Gulbenkian Knowledge Academies took place, with the dissemination of the results from the projects in which the intervention and evaluation process had been concluded, as well as demonstrations and the sharing of experiences between projects.

100 PROJECTS | **10 000** CHILDREN AND YOUNG PEOPLE



Gulbenkian Award for Adult Literacy

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

In 2020, the CGF, working in partnership with the Massachusetts Institute for Technology (MIT), selected 2 startups as winners of the “Gulbenkian Award for Adult Literacy”: “Humans in The Loop” (BG) and “*Tamo Junto*” (We're together) (BR).

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



Support for Young Talent

Gulbenkian 25 < 25

In 2020, the selection began of 25 talented youths under the age of 25 from among the roughly 30,000 beneficiaries of the Gulbenkian Knowledge Academies, through a set of 5 challenges related with some of the most important topics for the near future: Health and Well-Being, Peace and Social Cohesion, Sustainability, Circular Economy, Technology and Humanity.

In partnership with ASHOKA, CGF set the challenges to inspire these young people to contribute actively to the resolution of local and global problems. In 2021, prizes will be awarded in the form of training scholarships to enhance their talent, as well as support for the implementation of the creative solutions.



Fórum Futuro (Reflection and Outlook) —

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

It is in this setting that the Foundation created the *Fórum Gulbenkian Futuro*, which focuses in particular on the disruptive issues of our near future not only in relation to the demographic, economic, political, democratic and environmental challenges, but also technological trends and Europe. These are identified and studied in collaboration with other European foundations, universities and think tanks in order to find the best way to embrace and confront them. The communication of the outcomes, supported by diverse texts and videos accessible in various formats, takes place through conferences and work meetings with experts, stakeholders and journalists, as well as conferences and other events for the general public, in person and on the Internet.

Conference: “Rethinking Society for the 21st Century”

The purpose of the conference, commissioned by João Caração, was to present the report “A Manifesto for Social Progress – Ideas for a Better Society”, produced by the International Panel on Social Progress (IPSP), with which the Foundation has collaborated since the outset.

The main message of this report is that justice can undoubtedly be embraced and cultivated in our societies and their social progress substantially improved through a constructive vision for society in conjunction with well thought out changes in the institutions and conventions.

The conference took place in the Calouste Gulbenkian Foundation in Lisbon on 9 January 2020 with the participation of José Tavares, Marc Fleurbaey, Olivier Bouin, Guya Accornero and Gustavo Cardoso.

Online Conference: “Health, Economic and Policy Responses to the Covid-19 Pandemic”

This conference, which took place on 6 April 2020, debated the enormous sanitary, economic and policy challenges raised by the Covid-19 pandemic with the participation of a noteworthy group of experts, notably Akiko Iwasaki, Filipe Froes, Alexander Stubb, Ricardo Reis, Kim Lane Scheppele, Paul Kahn and José Manuel Durão Barroso, among others.

Special Series “Gulbenkian Ideas: Covid-19: What’s Next?”

In order to inform and enlighten the general public about the main consequences of the crisis triggered by Covid-19, the Foundation produced a set of short videos about what could change in the world after this pandemic. These were published at a rate of 3 a week between May and August 2020 and featured the testimonies of national and international thinkers of recognised merit alternated with those from young people aged between 15 and 30 who are involved in projects supported by the Foundation.

The wide range of topics, which they themselves chose, covered work, social relations, justice, family, everyday life, politics, religion, the environment, architecture, among others. The participants in this initiative included such well-known authors as Daniel Innerarity, Hans-Peter Kriesi, Mónica Brito Vieira, Simon Kuper, Joseph Weiler, Luísa Schmidt, Paul Collier, Walter Russel Mead, Robert Post, and Ruth Rubio Marin; they were accompanied by a group of young Global Shapers and secondary school students.

In August 2020, there had already been almost 10,000 views of these videos and they can still be seen on the *Fórum Futuro* page of the Foundation’s website.



Foresight Portugal 2030

The Foresight Portugal 2030 project began at the start of 2019 with the primary goal of presenting, by the end of June 2021, a set of contrasting scenarios of Portugal's evolution in the next decade.

The first phase of the project, an exploratory outlook, was concluded in December 2020, and was able to analyse:

- The main issues not controlled by Portugal but which will have a major influence on the Portuguese economy and society in the short and medium term, namely the great social and political dynamics currently ongoing in the world and in Europe;
- The recent evolution of the Portuguese economy and society and the key challenges it faces as a result of the main domestic social and political dynamics, which, as such, are more susceptible to control in terms of their future transformation.

The second phase of the project, the strategic foresight, will follow in 2021 and should be completed by March the same year. Based on the work presented and discussed in the first phase, it seeks to build a set of three scenarios of the evolution of Portuguese society and economy for the 2020 to 2030 timeline. These scenarios aim to foster informed debate and reflection on the options that appear fundamental to Portugal's future in the coming decades.



Intergenerational Justice

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

2020 is marked by the presentation of the study "Home Ownership in Portugal from an Intergenerational Perspective", which evaluated the evolution of the access to housing of the various generations since 1970. The main conclusions were as follows:

- The weight of housing in families' average annual expenditure more than doubled in 26 years and, in contrast, the public expenditure on housing fell 42% between 1995 and 2017.
- The percentage of young people up to the age of 29 with their own home has declined dramatically since the turn of the century. It is estimated that only a 1/4 had their own home in 2017.
- The percentage of young adults (18-34) living in their parents' home has been steadily increasing. In 2018, it had already reached 64%.
- Unlike the previous generations, a small percentage of millennials are homeowners with a mortgage before reaching 30 years of age.
- In 2018, 55% of housing credit was held by people who would only repay this after they had retired.

The study was widely disseminated in the media (more than 40 news items with a potential total reach of nearly 6 million people) and in social networks (with a reach of over 1 million

people, and bringing about nearly 400 thousand interactions), thereby contributing to the initiative's objective of bringing intergenerational topics to the public debate.

The following studies were conducted in 2020 and will be made available at the start of 2021:

- "Public Finance in Portugal: an Intergenerational Perspective", aimed at determining the burden of the different generations in the State budget and public debt, and identifying the financial obligations left to future generations;
- "Labour Market in Portugal from an Intergenerational Perspective", with the aim of analysing the evolution of the labour market over the last decades in Portugal and identifying possible inequalities between generations;
- "Usage of Biophysical Resources in Portugal", in order to assess their use by different generations, and in relation to the planet's ecological limits;
- Identification of the political, social and economic conditions that allow policymakers to take measures that benefit future generations but impose costs in the present.

Finally, a methodological tool to assess the long-term impact of public policies in Portugal from the standpoint of intergenerational justice is in the final stage of development. This tool, available in 2021, will allow policymakers, the media and civil society in general to make a systematic evaluation of the distributive impact of public policies on the different generations.



Study on the Average Salary in Portugal

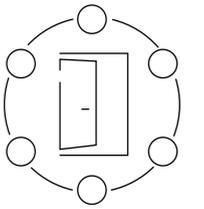
The Study on the Average Salary in Portugal is divided into two parts: (i) the first aims to obtain a picture of the average annual salary in Portugal and its recent evolution (2002-2018), including European comparisons; (ii) the second to envisage different scenarios for the evolution of the average salary in Portugal until 2030. The first part of the study was concluded in 2020; the presentation and final disclosure of the second part, which is now ongoing, is planned for the second quarter of 2021.



Study on the Political Participation of the Young in Portugal

The purpose of this study, which began in 2020, is to map and evaluate the intensity and forms of political participation of the younger generations in Portugal over the last three decades. The first part is made up of a comparative analysis, based on European Social Survey data; a face-to-face survey was also planned but had to be reformulated due to the Covid-19 pandemic. The survey, now conducted by telephone and online, should be concluded at the start of 2021. This will be followed by an analysis of the political parties' strategy on mobilising the young, focus groups and a survey of case studies of new forms of youth activism. The study will be made publicly available by the end of 2021.





Transversalities



Scholarships

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

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

In relation to development and sustainability, the Gulbenkian scholarships give priority to the promotion of education in disadvantaged communities that would not otherwise have access to schooling; this encompasses all levels of schooling (including the scholarships awarded to the Armenian Communities and the PALOP). The scholarships also foster sustainability through the development of related skills among leaders and professionals, raising their awareness and making them more responsible. These initiatives therefore help generate greater equality of opportunity in the societies where they are applied.

In the field of science and knowledge, the Gulbenkian Scholarships aim to stimulate studies in the areas of Mathematics, Quantic Technologies and Artificial Intelligence and also to support scientific research.

 **928**
SCHOLARSHIPS

Art and Culture



Gulbenkian Scholarships in Visual Arts and Artistic Residencies

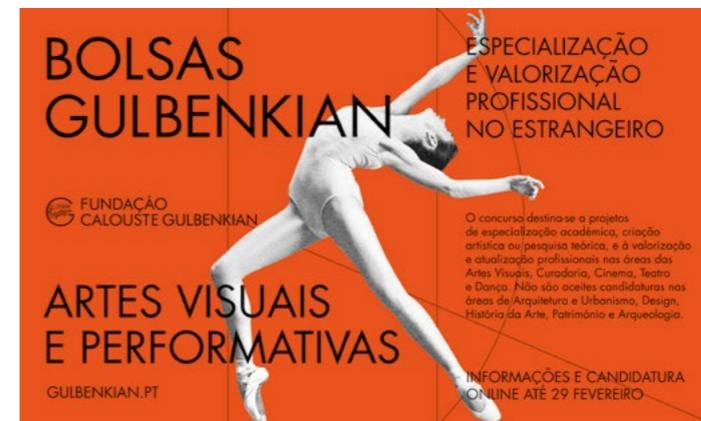
The scholarships supporting creation in visual arts funded projects for artistic production in Portugal that were presented to the public, as well as exhibition projects abroad with the participation of Portuguese artists. A total of 10 projects received support in 2020.

Scholarships for the development of experimental and innovative projects in the arts were also awarded to four foreign artists from Brazil, Chile and Argentina to attend artistic residency programmes in the following institutions: AiR351, in Cascais, *Carpintarias de São Lázaro*, in Lisbon, *Escola das Artes*/Portuguese Catholic University in Oporto, and *Mira Forum/Espaço Mira*, also in Oporto.



Scholarships for Specialisation and Professional Development Abroad in the Visual and Performing Arts

In 2020, 17 scholarships were awarded for training and specialisation abroad in the Visual and Performing Arts, with the renewal of 9 scholarships and the awarding of 8 new scholarships to scholarship holders in the visual arts (2) and in the areas of cinema, dance and theatre in countries such as Spain, France, Germany and the Netherlands.



— Image from the dissemination campaign for the Visual and Performing Arts Scholarships. © CGF / Design: Atelier d'Alves.



Gulbenkian Talentos em Música Scholarships

With a view to furthering the academic qualification and professional development of young musicians, 23 scholarships were awarded: 12 were renewals of scholarships and 11 new scholarships. They seek to allow the fine-tuning of artistic skills abroad in areas where the current national panorama is lacking, such as conducting of orchestras, double bass, viola and cello.

A further scholarship was also granted in collaboration with the *Antena 2* “Young Musicians” Prize.

Development and Sustainability



Gulbenkian *Mais* Scholarships

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

Following the large number of applications for the 2020 edition, it was possible to increase the number of new scholarships to 200 (150 scholarships more than in the previous years), thanks to the support of €200,000 from the Vinci Group's Programme for Citizenship and a budget increase from the Foundation.



Support Grants for the Armenian Community

Throughout the year, the programme of grants to support the Armenian Community continued, with some modifications. 93 scholarships were given to students from developing countries, 24 Armenian studies scholarships were given, and 36 Short Term Armenian Studies grants were made. However, the conference and travel grants were not utilised much this year due to travel restrictions. Instead, more grants were given in other categories.

PALOP and East-Timor Scholarships

In 2020, a total of 59 scholarships were awarded for master and doctoral programmes to graduates of higher education from Portuguese speaking Africa and East-Timor, as well as to students from São Tomé and Príncipe to obtain a bachelor's degree at Portuguese universities. These scholarships were aimed at specific areas of training, notably Portuguese Language, Information and Communication Technologies applied to Education, Exact Sciences and Health Sciences.

Gulbenkian Sustainability Scholarships: Green Skills for Executives

In 2020, the Foundation continued with the line of support for training in sustainability for executives that had been set up in 2019. Partnerships were established with 5 higher education institutions with the aim of developing leaders in Portugal with greater awareness and responsibility; 25 scholarships were awarded in 4 courses in the sustainability area.

The Foundation's support is attributed in the form of study grants covering the total amount of the fees for workers in SMEs and start-ups who have a potential and ability to influence the decisions in their organisations, thus compensating for the difficulty in investing in the professional training of their employees faced by these organisations.

Science, Education and Health



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

Scholarship programme aimed at stimulating a liking, capacity and vocation for thinking about and research in the areas of Mathematics, Quantum Technologies and Artificial Intelligence; 28 scholarships were awarded to bachelor and master students and a further 28 to the tutors of scholarship holders in 2020.

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



Gulbenkian Scholarship Network

The Gulbenkian Scholarships start from a scholarship as an individual achievement for a collective vision, creating a multiplier effect with links of mutual assistance and thematic and geographic collaboration through the Gulbenkian Scholarship Network. A new strategy was developed for the Calouste Gulbenkian Foundation's Scholarship Network in 2020.

The establishment of a new online platform for the Scholarship Network is based on the development of a set of activities, notably: study of the current location of former scholarship holders, meetings of scholarship holders, thematic network events (i.e. painting, music, science) and the promotion of collaborative platforms. Not only will these initiatives bring Gulbenkian scholarship holders from all over the world into contact, but also bring new scholarship holders together with national and international entities that can impact their careers.

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



Gulbenkian Itinerante

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

In 2020, some of the exhibitions and tours planned within the scope of this project were cancelled or postponed due to the pandemic.



Museum and CAM

The *Gulbenkian Itinerante* initiative has been systematically extending the access of audiences from all over the country to the works of art of the Museum and CAM. In 2020, two exhibitions were held as part of the continuing policy to disseminate its collections and form partnerships with other entities: “*Mares sem Tempo*” (Timeless Seas), at the Tavira Municipal Museum, which will be showing until February 2020 and “*Domínios do Olhar*” (Domains of the Gaze), at the Guarda Museum, exhibiting from February to August 2020, featuring artists from various eras such as Amadeo de Sousa Cardozo, Almada Negreiros, Nadir Afonso, and Helena Almeida.



Music

The Gulbenkian Orchestra and Choir can be heard up and down Portugal as well as abroad, bringing its activities to wider audiences and establishing regular collaboration with different national and international cultural agents.

Due to the pandemic situation in 2020, the tours planned in this initiative in Portugal and abroad were cancelled. The only concerts that took place outside of the Foundation were in Setúbal and Almada in January.

In an attempt to meet its goal of the geographical diversification of its activity, the Gulbenkian Orchestra programmed the live streaming of 17 concerts, which were kindly broadcast worldwide; these began with only a small group from the Orchestra but increased in number as soon as conditions allowed. The broadcasting of concerts was continued after the start of the 2020-2021 season.



— Premiere of “*Inferno*”, by Nuno da Rocha, Gulbenkian Choir and Orchestra, 23.01.2020. © CGF / Jorge Carmona



Gulbenkian Convida...

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



— “Night of Ideas 2020, Welcome to the Anthropocene” debate, with Erik Orsenna and Manuel Sobrinho Simões.
© CGF / Márcia Lessa



Night of Ideas

On 30 January 2020, the Calouste Gulbenkian Foundation hosted another “*Nuit des Idées*”, a joint initiative with the French Embassy and the French Institute in Portugal. The first edition of this event was in 2016.

The theme proposed for this year – “*Ser e Estar Vivo*” (Being Alive or, in French, *Être vivant*) – resulted in different lines of debate ranging from citizens’ involvement, scientific research and production, from moral and ethical questions to philosophical questions. The *Nuit* opened with a conference given by Professor Manuel Sobrinho Simões, followed by a series of interventions from known Portuguese and French figures over the evening. An estimated 2500 people attended this year’s event.

International Museum Day and Night

International Museum Day and Night is a European initiative calling on all museums to celebrate a set of shared concepts on the same day (18 May). In 2020, the chosen topic was diversity, equality and inclusion, which is why the Gulbenkian Museum joined this celebration with a set of online initiatives that brought different approaches to the subject and distinct interpretations of the collection. As the day coincided with the reopening of the Museum to the public after two months of lockdown, this was a particularly symbolic celebration.



— Creativity for the dissemination of the virtual exhibition “Curador por um Dia”. © CGF / Design: Andreia Constantino

In the scope of these commemorations, the following 3 round tables took place with curators and guests: “*Quantas Vozes tem um Museu?*” (How Many Voices does a Museum Have?), “*E Agora que as Portas Reabrem?*” (And Now the Doors Reopen?), “*Viver Tempos Incertos, Imaginar Tempos Certos*” (Living in Uncertain Times, Imagining Certain Times).

There were also several other participatory events: “*Curador por um Dia*” (“Curator for a Day”), the publication of 21 video testimonials about the museum works from members of the team (“*Uma Obra para Deixar o Sol Entrar*” – Works to Let the Sun Come In). Throughout the day, it was also possible to make an after-hours visit, listen to a traditional Persian tale and watch a music and dance performance, all within the context of the collection.



Summer Garden

The foundation invited an external programmer for the first time to design the 2020 edition of the Summer Garden. The invitation was extended to the *Associação Zé dos Bois* (ZDB) which presented a multidisciplinary and eclectic programme in January 2020 that was rich with diverse international proposals. However, the Foundation was obliged to rethink the entire project due to the pandemic situation caused by Covid-19. The partnership with ZDB was maintained but the international proposals were cancelled. It was replaced by an equally rich programme that respected the constraints imposed by the pandemic situation (social distancing and limitation of audience capacity) and which simultaneously prioritised Portuguese artists or those living in Portugal.

Designed to safeguard an inclusive space, the programme started from the Garden’s qualities to explore various pathways that covered the installation, the performance and the music. It also included a serigraphy workshop by *Atelier Arara*, 6 double concerts lasting 1 and a half hours in the Open Air Amphitheatre, 3 concerts with the Gulbenkian Orchestra (one in the Grand Auditorium and 2 in the Open Air Amphitheatre) and 3 performances in the Grand Auditorium, with 23 seats for an audience on the stage. It is estimated that around 3100 people were present at the event over the three weekends.



— “Summer Garden 2020” - Selma Uamusse concert. © CGF / Márcia Lessa



Young Gulbenkian

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

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

The Foundation also reinforces its commitment to the young through “Social and Educational Development Scholarships”, and other scholarships described in the Scholarships chapter.



— Debate session within the “Gulbenkian 15-25 Imagina” project scope. © CGF / Márcia Lessa



Gulbenkian 15-25 Imagina

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

The project combines different programming areas – Music, Museum, CAM and Garden – and is part of the strategy of listening to young audiences and promoting their participation in the planning, design and implementation of a new programme for a young audience. It is organised in three main phases: training (January-March); ideation/research for programme design (March-April) and implementation of the programme (May/June). July to September were dedicated to a reflection on the process and the production of a record/memoir about what they all learnt, highlighting the young participants’ input through recommendations/suggestions for the youth programme at CGF. In the scope of the programme proposed by the young people, 3 round tables managed entirely by the collective were held with guest artists and thinkers. They discussed the following topics: “Who do the Streets Belong to?”, “Do Bodies Inhabit Spaces or Do Spaces Inhabit Bodies?” and “If Art is a Form of Resistance, What is it Resisting?”. A video memory of the process was also recorded.

Gulbenkian 15|25 Participa

The Foundation intends to involve youths over the age of 15, beneficiaries of its initiatives, in the strategic planning of its priorities and actions. With the support of the NGO *ComParte*,



Museu no Hospital / Museum in Hospital

This project, which started in 2018, aims to meet the needs of hospitalised or outpatient students who cannot come to the museum. This is a very diverse public ranging from pre-school to secondary as the hospital schools receive students from all school years. The “*Museu no Hospital*” proposes creative workshops and the staging of history based on the regular educational programme and adapted to fit the specific characteristics of the audiences in each hospital unit. The project also seeks to contribute to the balance and mental health of the students and caregivers, with investment in training for the teams in hospitals whenever possible. The Foundation currently works with the following hospitals: D. Estefânia, Alcoitão, Stª Maria and IPO. In 2020, two activities went ahead in the hospitals but the remainder of the programme was suspended due to the restrictions imposed by the Covid-19 pandemic.



Música na Escola / Music at School

The “*Música na Escola*” project began in the 2017/2018 school year and continued in 2020 with visits by groups of Gulbenkian Orchestra musicians to schools (a total of 28 events), preparatory workshops for the Orchestra’s concerts (39 sessions) and a concert programme for schools (3 sessions). More sessions were planned but had to be cancelled due to the restrictions imposed by the pandemic.



Rising Stars/Portas Abertas (Open Doors)

In collaboration with the European Concert Hall Organisation (ECHO), an Open Doors day with a programme of 6 concerts with promising young musicians from various countries. The 2020 edition featured the Portuguese musician, João Barradas, (selected by the Gulbenkian Foundation, *Casa da Música* and *Philharmonie Luxembourg*).



Experimental Opera Laboratory for Children

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





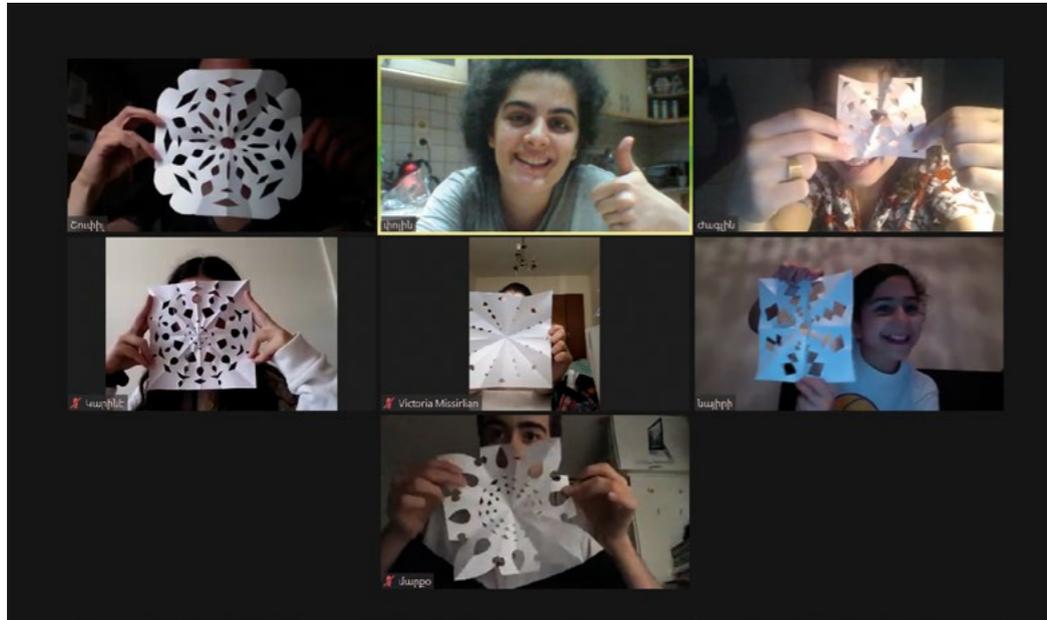
Young Musicians Festival

A festival organised by RTP/*Antena 2*, in collaboration with various entities including the Calouste Gulbenkian Foundation, which took place at the Foundation with the participation of the Gulbenkian Orchestra. In 2020, the Festival went ahead without an audience; the concerts were broadcast on RTP 2 and *Antena 2*.



Educational Activities in Armenian Communities

Due to the Covid-19 pandemic, the annual *Zarmanazan* summer camp devoted to Western Armenian immersion for students and youth (10 to 24 years old) had to be cancelled. In its place, an online “camp” was organised over a period of one month, bringing together nearly 80 children, teenagers and facilitators to spend creative time together virtually. Workshops, cultural activities and even end-of-the-day “assemblies” were all moved online, in a secure environment exclusive to the participants.



— One of the workshops of the “*Zarmanazan*” programme, carried out online. © ARR



Descobrir – Educational Activities

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



— Visit to the “Infinite Sculpture” exhibition. © Gonçalo Barriga



Educational Activities of the Museum, CAM, Music and the Garden

The Museum and CAM maintains a wide offer for schools, families, young people and adults focusing on diversity and inclusion, with regular programming for the public with special needs (in all its segments). The programme encompasses visits, conversations with guest curators, creative and artistic workshops, “*Histórias de Musear*” and tailor-made projects for specific schools and/or communities.

In 2020, this programme was severely affected by the restrictions imposed by the Covid-19 pandemic which resulted in the cancellation, postponement or complete reformulation of the various events on offer (marked reduction in audience capacities, strong focus on digital models). A total of 94 workshops took place (for schools, families and audiences with special needs), 389 visits (to the collections and temporary exhibitions, for schools and the general public) and 2 courses for teachers. A new programme with support material for teachers (videos and tutorials) was also launched as well as a new offer of live digital visits and off-site visits taking place in classrooms.

The Garden continues to organise a series of activities through workshops, visits, and courses for teachers using recreational and participative strategies to captivate, involve and retain all audiences: from schools and organised groups to children, youths, families, adults and people with special education needs.

In 2020, the Garden programme was also seriously affected by the Covid-19 pandemic, with some activities being reshaped and cancelled during the lockdown and revisions made to audience capacities. Nevertheless, it was possible to maintain most of the on-site Garden activities given they were held outdoors. The goal of the Educational Programme is to make the Garden, in its many and varied aspects, known for the invaluable asset it is, trying out new creative forms of teaching and learning in direct contact with the living world, and fostering an informed landscape culture.

In the area of Music, a series of activities was planned for diverse audiences, from children and families, schools and groups and adults; guided by specialised instructors, these activities foster the learning of musical concepts adapted to the age and formation of the group. They seek to offer pointers to stimulate dialogue, the learning and sharing of experiences with the aim of enhancing both the pleasure provided by musical objects and the musical experience.

The Covid-19 pandemic also had a direct impact on the Music education sector, causing a number of cancellations as well as changes to the audience capacities when on-site activities returned to the Calouste Gulbenkian Foundation.



— Visits to the Gulbenkian Garden, as part of the “*Jardins Abertos*” festival. © Gonçalo Barriga



“Encontros Entre Vizinhos” Meetings of Neighbours

The Meetings of Neighbours initiative is a project with the senior community of the Avenidas Novas neighbourhood, which is now in its fourth year. It aims to combat loneliness, foster lifelong learning as well as creative thought and art education as tools of empowerment and change through monthly meetings together with visits on specific topics and other dynamics in the context of the Museum and CAM.



Workshops “Aqui Eu Conto!”

In partnership with the Portuguese Centre for Refugees (*Centro Português para os Refugiados – CPR*), workshops were held for foreign students, migrants and refugees who come to visit the Museum and CAM for classes in Portuguese as a foreign language in which theatre and language learning intersect. In 2020, this initiative took the form of visits and a training course for education experts and teachers.



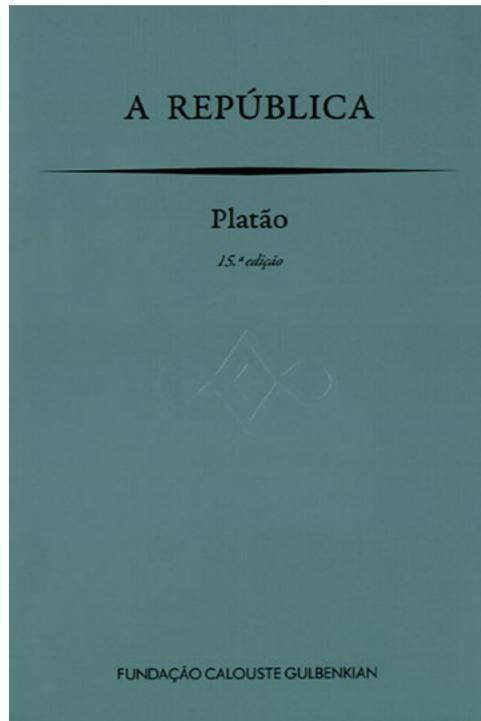
“Histórias de Musear” “Musear” Stories

The “*Musear*” Stories are small theatrical events that take place in the Museum gallery space in direct contact with the works. They are an encounter between works of art and children’s literature in a combination of movement, theatre, music and song. Aimed at families with children aged between 2 and 6 years, the projects result from commissions to artists – story tellers, actors, stage directors – and in most cases are original projects designed specifically to establish a relationship with certain works in the Museum and CAM collection. These stories are always accessible sessions and with Portuguese Sign Language support so are a vehicle for the inclusion of different audiences. Although four stories were programmed for 2020, due to the pandemic only the first went ahead in the planned format – “*E Se de Repente Fosse Tudo ao Contrário*” (And What If it Was Suddenly the Other Way Around) (Modern Collection). The others were postponed until 2021, or adapted to a digital format as they were part of the special offer created for “*Gulbenkian em Casa*” (Gulbenkian at Home) and “*Continuar a Descobrir*” (Continue to Discover), two specific areas of the programme in response to the restrictions imposed by the Covid-19 pandemic.



Gulbenkian Digital —

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



— Book cover designed by Sebastião Rodrigues for Plato's "The Republic", from Calouste Gulbenkian Foundation's collection of Classical Texts.



Gulbenkian Editions

The Foundation has been digitising its Classical Texts and Portuguese Culture collections so that they may be available to everyone free of charge. This decision was made following the Foundation's new policy to make classic world culture works, as well as renowned Portuguese literature, accessible to everyone. 52 Classical Texts have already been placed online and have been downloaded approximately 85 thousand times.



Digital Portals

The Plataforma9 (Plataforma9.com) and HPIP (hpip.org) portals promote equal opportunities and access to inclusive knowledge in the field of cultural studies. With users from all over the world, these two cultural portals primarily benefit students and teachers in Portuguese-speaking countries, contributing to the sharing of knowledge about common heritage and preserving the expression of diverse cultures in Portuguese. Mozambique and Angola significantly increased their use of these platforms in 2020 and became the countries most using the resource.



Art Library and Digital Archives

In 2020, the Foundation increased the number of projects and initiatives to disseminate its online Art Library and Digital Collections (BAA). Special note goes to two of these initiatives:

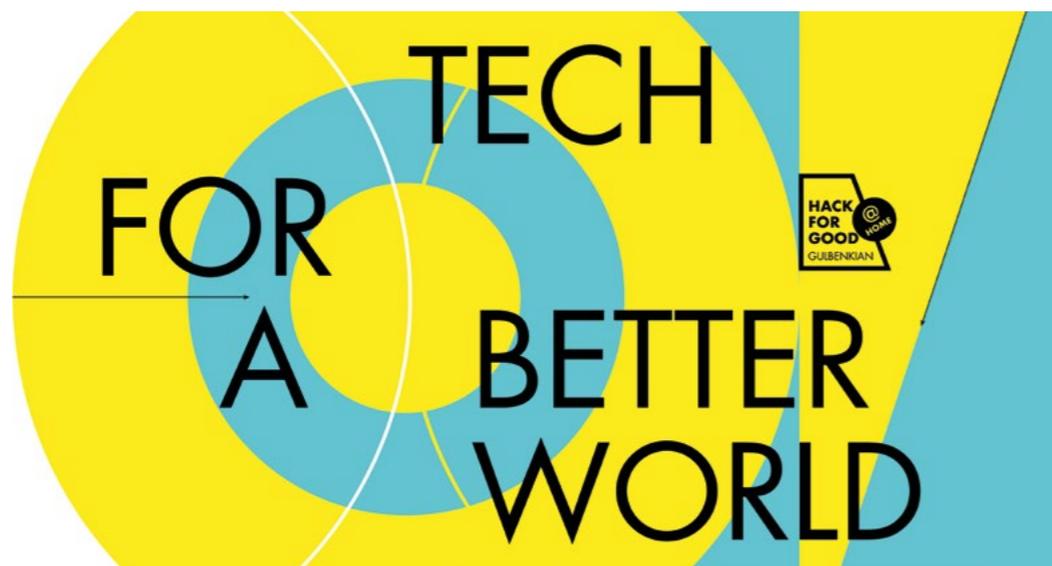
- The Best of books, journals, photographs and artist's books – documents that are part of the history of the Calouste Gulbenkian Foundation and are generally inaccessible to the public.
- Staged Nature: Zoo of Zoos – a virtual exhibition showing the role played by parks and zoos in contemporary cities, focusing on the Lisbon Zoo (*Jardim Zoológico de Lisboa*). The Foundation worked on this exhibition and made it available online as part of the project Future Architecture Platform, of which CGF is a member.



— Ana Vidigal, Untitled. 2019. Single copy (artist's book). © Helena Gonçalves and Catarina Garrido

Projeto ROSSIO – Free Access Digital Library

The CGF participates in the ROSSIO research infrastructure, a dissemination platform for open access digital content, which seeks to contribute to the excellence and internationalisation of research and teaching. Within the context of this project, in 2020 BAA added approximately 483 thousand new files to its archives from a variety of collections, assets and archives of its acquis, including: the Hein Semke collection, the Álvaro Siza Archive (part thereof) and the Manuel Tainha collection.



— Creativity developed for the "Hack for Good @ Home" initiative. © CGF / Design: Atelier d'Alves.



Technologies for Impact

To increase the support for initiatives that demonstrate the role played by technologies in facilitating solutions for social and environmental challenges, CGF launched the “Hack for Good @ Home”, a marathon of technological development (*hackathon*) which took place exclusively online. This event challenged the technological community to develop innovative technological solutions that contribute to improving the quality of life of the older population. The community responded with 200 applications, from which the 16 best proposals (corresponding to 59 participants) were chosen.

Over the year, the Foundation supported a further three *hackathons*: two on-site (in Lisbon and the Island of Terceira) and one online (jointly promoted by the Polytechnic Institutes of Tomar, Castelo Branco, Portalegre and Guarda), accounting for a total of 249 participants and 60 ideas.

These marathons received support from 112 mentors, specialised in different social and environmental fields.



Improving the Efficiency of NGDO – Digitalisation Programme for the 2020/2021 NGDO Development

The CGF together with the Portuguese NGDO Platform have devised a digitisation programme to be developed in NGDO, called “DevHack4Impact – *Soluções digitais para o Desenvolvimento*” (Digital Solutions for Development), aimed at providing Portuguese NGDO with the skills to face future digital challenges. The primary objective of this initiative is to bring these organisations closer to technological companies and digital experts, in particular in the PALOP, so that digital solutions can be found to address International Development issues. The initiative began in November 2020 and ends with the *Hackathon* in February 2021.



International Networks and Projects —

The Calouste Gulbenkian Foundation participates in national and international networks and partnerships, made up of foundations and other entities and organisations that pursue similar or related objectives and activities. In line with its strategy and in areas of international relevance, the Foundation also provides aid, through grants, in support of multilateral organisations and partnerships with foundations and think tanks.

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



© CGF / Ricardo Oliveira Alves

Participation in International Networks



European Foundation Centre (EFC)

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



The Gulbenkian Calouste Foundation is a partner of EFC and currently sits on its Board of Trustees. It is a regular participant in the annual Meeting, which did not take place this year due to the pandemic situation and has been postponed to 2021 (3 to 5 June in Vienna).



Donors and Foundations Networks in Europe (DAFNE)

The Calouste Gulbenkian Foundation supports this network of donor associations and foundations in Europe with the aim of providing a platform to share knowledge and learn from the best practices. With 30 member associations, representing over 10,000 foundations and donors, DAFNE supports the individual activities of its members, fostering dialogue and collaboration among national associations.



Network of European Foundations (NEF)

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



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



European Venture Philanthropy Association (EVPA)

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



In 2020, the Calouste Gulbenkian Foundation participated in the virtual meeting of the foundations' issue group, managed by EVPA in cooperation with EFC and with the participation of the following Foundations: Cariplo, Compagnia di San Paolo, CRT, Orange Fonds, Doen Foundation, King Baudoin Foundation, Botnar. CGF is also represented on the EVPA Board of Trustees. The Foundation's participation has brought greater visibility to its work in this area and strengthened partner relationships with the leading European foundations.



The Hague Club

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



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



Global Steering Group for Impact Investment (GSGII)

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

The annual conference, held in digital format in September 2020, discussed the role of impact investment in the post-Covid-19 recovery. On that occasion, a statement was released from the leaders of this sector with recommendations for the inclusion of impact factors in the design of a fairer and more sustainable future. In addition to the Calouste Gulbenkian Foundation, co-funding entities of GSGII include the Ford Foundation, MacArthur Foundation, Rockefeller Foundation, Omidyar Network, among others.



Global Alliance for SEL and Life Skills - KARANGA

The CGF is co-founder and member of the Steering Committee of the largest global network dedicated to research, training and advocacy on Socio-Emotional Learning. This network brings together public and private, non-profit and for-profit organisations from all continents. CGF is the only member from the Iberian Peninsula and, as such, it participated in major events in 2020 including the C20 Forum (a G20 initiative, Saudi Arabia) and the WISE Summit (Qatar Foundation), among others.



Marine CoLab

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

Activities in 2020 included an international ocean literacy campaign, a horizon scanning programme, and "Navigating the New Normal", a programme of work supporting the marine conservation sector to respond effectively to the increased challenges post Covid-19.

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



Creative Civic Change (CCC)

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

Despite the devastating impact of the pandemic on the arts and culture sector, the Creative Civic Change communities have shown that creativity is thriving at the local level. Many Creative Civic Change areas found ways to minimise the worst effects of Covid-19 in their communities, from sharing food and creativity packs, sewing masks, or using digital channels. The first learning report for the initiative was published in early December 2020, providing insights into this innovative initiative.



— "Creative Civic Change" initiative – Filwood Fantastic. © ARR

Participation in and Support for International Consortia and Think Tanks



European Council on Foreign Relations (ECFR)

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



In 2020, the Foundation renewed its strategic partnership with the ECFR. The year was essentially dedicated to reflection on pandemic-related issues and the agenda of the Portuguese Presidency of the Council of the European Union. As the planned in-person meeting proved impossible, the ECFR produced two policy briefs with the support of the Calouste Gulbenkian Foundation: one in June on the pandemic, which set out the positions of Portuguese public opinion as well as those of the populations of a large number of other member states; the second in October, published in Portuguese and English, regarding the Portuguese population’s expectations for the Portuguese Presidency of the Council of the European Union.



Also in the scope of this partnership, the Foundation participated in the Virtual Annual Council Meeting, on 29 and 30 June, when subjects such as European sovereignty and the impact of the Covid-19 pandemic were addressed.



Notre Europe – Jacques Delors Institute

This year, the Calouste Gulbenkian Foundation continued its long-standing partnership with *Notre Europe*, a European think tank founded in 1996, with the aim of contributing to the debate about the European Union through the production of analyses and proposals targeting European decision makers and a wider audience. In the scope of this collaboration, we highlight the following conferences: “*Construire un Avenir propre et Résilient pour les Villes Européennes*”, in June; “*Penser l’Europe unie avec Beethoven*”, in October; and in December “*États-Unis: Définir une Stratégie pour l’Europe*” at which the Trustee Carlos Moedas spoke on the topic “*Quel Avenir?*”.



Transatlantic Council on Migrations (TCM)

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



In 2020, the Calouste Gulbenkian Foundation allocated financial support to the Migration Policy Institute for the TCM’s work in the 2020-2022 triennium. Of the studies published by TCM, special note goes to “*Managing the Pandemic and Its Aftermath: Economies, Jobs, and International Migration in the Age of Covid-19*” by Demetrios G. Papademetriou, former jury member of the Calouste Gulbenkian Prize.



Paris Peace Forum (PPF)

The Paris Peace Forum is an international platform that was set up in 2018 with the support of President Emmanuel Macron to provide a response to the growing demobilisation of international multilateralism. Its goal is to foster institutional reforms, renew and reinvent partnerships, and create practical and innovative solutions to guarantee the sustainability of multilateralism. It also seeks to bring together policy makers, agents of civil society and entrepreneurs with ideas and solutions to the problems raised.



In 2020, the usual topics – peace and security, development, new technologies, inclusive economy, environment, culture and education – gave way to the issues of this exceptional year, essentially the international post-Covid-19 solutions in the areas of public health, the sustainable and inclusive economy, and climate change as part of the agenda for economic recovery.

This year’s edition took place in November. The President of the Calouste Gulbenkian Foundation, Isabel Mota, participated in the panel “*Accelerating the Transition to Clean Energy in the Wake of the Covid Crisis*”.



Partnership between the Foundation and the European University Institute of Florence

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



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



Making Asylum Systems Work in Europe

Consortium led by the Bertelsmann Foundation, with the scientific coordination of the think tank “*Migration Policy Institute – Europe*” and the partnership of the Calouste Gulbenkian Foundation. Through the publication of “*Chasing Efficiency: Can Operational Changes Fix European Asylum Systems?*”, in 2020 the consortium identifies, maps, debates and disseminates the lessons learnt from the so-called refugee crisis in Europe in 2015 and 2016, advocating adjustments to the Member States’ asylum policy, preparing them to make faster and more efficient responses should similar circumstances arise in the future.



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

Opening hours

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

Calouste Gulbenkian Museum

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

Shop, Cafeteria

Horário

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

Modern Collection

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

Temporary Exhibitions Gallery Shop/
Bookshop, Cafeteria

Closed for refurbishment.

Art Library

tel: 21 782 3458
artlib@gulbenkian.pt

Opening hours

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

Gulbenkian Garden

Av. de Berna, 45A
1067-001 Lisbon

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

Opening hours

Open every day, from sunrise
to sunset

Gonçalo Ribeiro Telles Interpretation Centre

Coffee shop, Ice cream shop

Opening hours

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

Instituto Gulbenkian de Ciência

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

Library

Opening hours

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

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Bus: 713, 716, 726, 742, 746, 756
Car park: Parque Berna
(underground car park)

CALOUSTE GULBENKIAN FOUNDATION

2020 Highlights

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