



CALOUSTE GULBENKIAN FOUNDATION

UK BRANCH
ANNUAL REVIEW 2010/11



THE UK BRANCH

The Calouste Gulbenkian Foundation's UK Branch was set up in 1956. Its purpose is to help enrich and connect the experiences of people in the UK and Ireland and secure lasting and beneficial change. It has a special interest in supporting those who are most disadvantaged. The UK Branch has a long history of being innovative and, as part of one of the largest European foundations and being located in one of the leading international cities, is well positioned to address transnational issues and act as an exchange for ideas.



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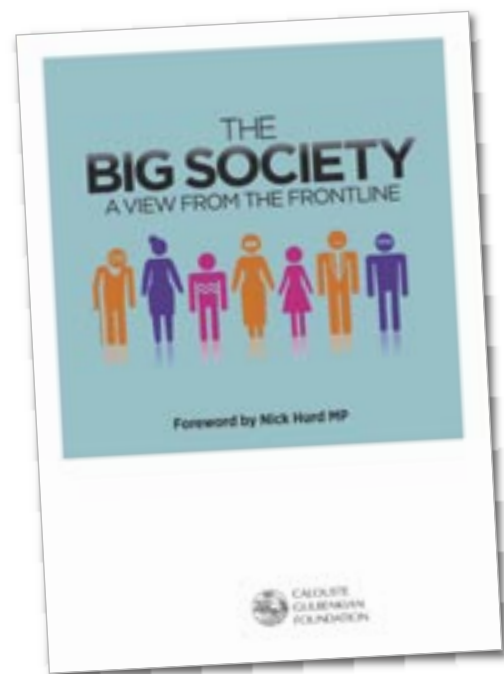
Front cover:
Gabriela Albergaria, detail of a
drawing, pencil on paper.
Photo: Torsten Leukert. Image
modified.

Left: IntergenerationAll
workshop at Hoxton Square.
Photo: © Thinkpublic 2010.

UK BRANCH DIRECTOR'S REPORT

CHALLENGES AND OPPORTUNITIES

With the advent in May 2010 of the coalition between the Conservative and Liberal Democrat parties, we were interested to learn what the change in government would mean in policy terms. We are pleased by the focus the Government is placing on developing the 'Big Society' with its promise of citizens and civil society organisations all playing an active part. The financial constraints on a sector 40 per cent of whose income now comes from public sources provide an inauspicious backdrop but, though we are sceptical that philanthropy can or should replace public funding, trusts and foundations will continue to play an important role: in shining the spotlight on issues; supporting innovation; and helping long-standing organisations to adapt, looking beyond the short-term challenges and seizing the opportunities that lie ahead. We have continued to build bridges between policy makers at every level of government and practitioners in the field and, in all of this, the perspective of organisations working on the ground and their beneficiaries will be essential.



VIEW FROM THE FRONTLINE

With this in mind, we commissioned a short documentary film in which five very different civil society organisations describe their work: how they connect to their communities; what they think the Big Society means and how they already demonstrate it in action; and, not least, what their 'big ask' of the initiative would be to help them and others do more. The aim of *The Big Society: A View from the Frontline* is to shift the debate from the philosophical to the practical and the local. All the organisations interviewed are the product of the ingenuity of individuals with passion and perseverance and who, working with others, form an essential part of our social fabric.

They show what can be done and, in this European Year of Volunteering, we especially celebrate the contribution made by individuals who give generously of their money and their time. If we are to build a bigger – and better – society, we all need to innovate more, collaborate more, showcase what works and maximise the beneficial impact of our work.

MAXIMISING SOCIAL AND CULTURAL VALUE

Demonstrating value will be critical to the future of organisations, and the sector, we work with. Over the year we have been developing our own framework for evaluating our performance as an organisation. The framework sets out the purpose clearly: to account for investment decisions by linking these explicitly to the aims and objectives of the Foundation and to clear performance measures, to monitor progress in delivering against aims and objectives and to assess and understand the impact of our investments. No less importantly, we want to capture learning for the purpose of continuous improvement and wider benefit.

This exercise feeds into our thinking about the nature of the relationship we seek with those whom we support. We have developed guidance on evaluation for our partners and we are also now working on guidance on partnership working. This connects to our continuing thinking about how best to disseminate the learning from projects – what works and what doesn't – and ensure a continuing legacy after we have moved on to pursue other objectives.

At the start of 2011 we revised our fourth strategic aim, Innovation. It is now a cross-cutting aim of Maximising Social and Cultural Value: to contribute to enhanced effectiveness of the organisations we

work with, maintaining an interest in developments in the sector and seeking to assist others in maximising social and cultural value. As part of this aim, we will continue to support social leadership and volunteering, greater collaboration across sectors and organisations, evaluation and learning. We should ensure that the work we do here supports our other aims and are increasingly trying to bridge divides between organisations and sectors we support.

REACHING ACROSS BOUNDARIES

We have been delighted over the past year to see how successfully our Hoxton Square offices have lent themselves to being utilised by our partners. The many events, conferences, seminars, launches and meetings held here bear witness to the broader convening role we set for ourselves: providing an independent place where groups can gather, share information and forge alliances. We have also welcomed our continuing association with the Clore Social Leadership Programme, who share our offices, as do the directors of the Making Every Adult Matter coalition and the recently launched Campaign to End Loneliness. We have all benefited greatly from the exchange of ideas and learning that these associations have brought.

As a foundation, we have an important role in helping exchange and share different approaches to policy and practice across international boundaries. We have worked hard to progress the joint UK-Portuguese programme focused on developing intergenerational relationships. Alongside this, the 'spring school' that we supported in Paris with the Young Foundation and Social Innovation eXchange (SIX), itself focused on developing innovative approaches to addressing the challenges of our ageing populations.

As part of my own role on the Network Building Committee of the European Foundation Centre, I contributed to a project looking at European collaborations and how these can be developed. As we scope new work and deliver on some existing programmes, we will be building an international dimension into all our activities and making the most of our position as part of a European Foundation with offices in three European cities.

These developments all demonstrate the value that can be brought, socially and culturally, even by a relatively small operation such as ours through taking a strategic approach which is innovative, international and involving. I remain grateful to colleagues in London, in France and in Portugal; together, we remain committed to doing all we can to ensure a bigger – and better – society for all.

A handwritten signature in black ink that reads 'Andrew Barnett'.

Andrew Barnett

CULTURAL UNDERSTANDING

To help improve people's perception of each other by providing opportunities for interaction through culture and between cultures...



Above and right: Liverpool Biennial, Gulbenkian European Commission. Cristina Lucas, video stills from *Touch and Go*, 2010. Filmed at: Europeasure International Ltd.

THROUGH CULTURE

The Liverpool Biennial brings the very best international and local art to the public through ambitious commissioning and the development of a collaborative model for engaging art, people and place. 2010 saw the culmination of our three-year support of the Gulbenkian European Commissions at the Biennial, which presents great art in a global context.

Artists have the ability to communicate their cultural experience and viewpoint directly through their work. In developing a new strategy to align the Foundation's arts activities more closely with its over-arching purpose of enriching and connecting the lives of individuals, we are looking at new ways of developing this skill in working directly with communities, without compromising artistic standards.

In 2011, we are supporting two projects developed by the Manchester International Festival. The first is the creation of a children's choir involving children from schools in north Manchester who will perform in a major new production, *That Day We Sang*, written and directed by Victoria Wood. The second brings together Manchester's Christian, Muslim, Jewish, Sikh and Hindu networks and some of the world's leading exponents of sacred music who will give concerts and recitals in sacred sites belonging to the five faiths.

The Foundation has commissioned an independent evaluation of the Manchester projects designed to assess their long-term creative, social and educational impact. Following on from these projects, we are inviting ideas for a new annual Gulbenkian arts award for projects, in this vein, that draw on international practice and/or create models which can be disseminated internationally.





The first Literary Translation Centre at the London Book Fair, 2010. Photo: Dave Weston, Post Photographic.

There are four audiences for our activity: translators, the publishing industry, the general public, children and young people. A series of pilot projects last year helped to map out the territory. These included supporting a new mentoring scheme to support promising emerging translators at the British Centre for Literature in Translation; the first ever Literary Translation Centre at the London Book Fair; and the development of a Portuguese strand at *And Other Stories*, a new venture to debate and promote literature in translation. These projects will become established in 2011 alongside other initiatives such as three-month residencies for translators at London's Free Word Centre, and *If:book/WingedChariot's* development of a series of multilingual digital stories and a piece of research into the impact of e-reading on learning.

Until recently, the work of contemporary Portuguese artists has been relatively unknown in the UK and during the last two years we have worked to highlight and promote it more widely as part of our ambition to encourage cultural interaction. In 2010, this included support for important exhibitions by João Maria Gusmão and Pedro Paiva at the Ikon Gallery in Birmingham, Paula Rego at the Foundling Museum in London, and Jorge Santos at Spike Island where he was artist in residence in 2009. A second group of UK curators visited artists' studios and galleries in Portugal; and discussions took place regarding the creation of a Portuguese visual art archive at the Tate Library. We continue to showcase contemporary art by Portuguese artists in our Hoxton Square offices, including works by João Penalva, Gabriela Albergaria and Jorge Santos.

Britain is today one of the world's most multicultural societies, but perhaps less than 2 per cent of the UK's publishing output is translated literary fiction – a far lower proportion than in most European countries. In response to this, the Foundation introduced a new strategy for the encouragement of multilingualism and promotion of literature in translation in the UK.



If:book/WingedChariot's multilingual digital stories for children.



In 2010 the Foundation published *Saudade*, the first anthology of fado poetry to appear in English, edited by the poet and educator Mimi Khalvati.

In 2010, the City of London Festival focused on music from Portugal and Portuguese-speaking countries as part of its ongoing 'trading places' theme, which makes connections between the City and other parts of the world. The Foundation played an active role as both sponsor and consultant, facilitating introductions for the festival's director on a planning trip to Portugal. The festival featured a programme of early to contemporary Portuguese music, including a Gulbenkian commission from a leading contemporary composer, Miguel Azguime's *(Th)inking Survival Kit*. Other highlights included the UK debut of the Portuguese Chamber Orchestra and a performance by Lisbon's Gulbenkian Choir. In 2010, the Foundation also supported the world premiere in London of a new opera commissioned from Portuguese composer Pedro Amaral. *O Sonho* is the story of Salome based on an unfinished play by the great twentieth-century writer Fernando Pessoa.



City of London Festival 2010, Portuguese Chamber Orchestra, Guildhall Old Library. Photo: Robert Piwko, City of London Festival.



Still from *Hannah* by Sérgio Cruz, a short film commissioned by South East Dance exploring the skills, ambitions and dreams of a young dancer and winner of Special Olympics medals for swimming and skiing



***O Sonho* by Pedro Amaral, performed at The Place in London by a company of Portuguese singers and the London Sinfonietta. Photo: Kevin Leighton.**

BETWEEN CULTURES

Levels of migration, whether economic or political, are huge local and global issues with far-reaching consequences. To help inform our thinking on this subject, we commissioned the consultancy MigrationWork to undertake a scoping study, reviewing the latest research on migration, examining activities currently undertaken by charitable organisations and identifying needs and gaps in provision. Early in 2010 the Foundation hosted at its Lisbon headquarters the British Council's Network Effect workshop on migration, 'Does Migration Shape our Perceptions of Europe', which focused on migration and integration policy and practice in the UK, Portugal and Canada.

During the year, we also supported research looking at issues around the experience of young Muslims in Britain. A study led by the British Council sought to identify the barriers preventing young Muslim participation in national or international youth exchange programmes, and to look for ways to encourage greater involvement. The Institute for Public Policy Research (IPPR) is currently conducting a pioneering project to map the madrassas – Islamic religious schools – in Britain in order to stimulate productive debate about their social role.

In Northern Ireland two reports were launched in 2010 that addressed the problems of new migrants. National Children's Bureau Northern Ireland published *New to Northern Ireland: A study of the issues faced by migrant, asylum seeking and refugee children in Northern Ireland*, and as a direct response to its findings formed a partnership with Barnardo's to



The Dialogue Café Association is a ground-breaking social venture to create an international network of cafés connected by state-of-the-art video conferencing technology and wall-sized high-definition screens to encourage people in different parts of the world to exchange ideas and share

knowledge without leaving their home cities. The first two cafés opened in Lisbon and Rio de Janeiro last year and the organisation hopes to have many more member cafés around the world by the end of 2011 – including one in London.

deliver the Diversity In Action NI (DIANI) project to improve the lives of ethnically diverse children and young people through practice support and policy development. In *Financial Inclusion among New Migrants in Northern Ireland*, the Information Centre about Asylum and Refugees and Citizens Advice Belfast highlighted the financial problems migrants face.



ENVIRONMENT

To support imaginative interventions that contribute to an increased understanding of the importance of habitat conservation for the protection of the environment...

In the past year the Foundation has been interested in developing an environment strategy which helps to find ways for people to benefit from a more sustainable relationship with the natural world and understand the value of its resources. This is focused on two areas: how to encourage the greening of the economy; and how to encourage a creative engagement with the natural world which has a positive impact on people's attitudes and behaviour.

GREENING THE ECONOMY

A number of initiatives in 2010 looked towards greening the economy through an increased understanding of the economic value of habitat conservation. Fauna and Flora International is working on the creation of an indicator that measures the use of ecosystem resources – water, air, forest and so on – and places an economic value on them. This work follows in the

footsteps of the UN report on *The Economics of Ecosystems and Biodiversity (TEEB)*, and aims to provide a means by which investors can assess the impact of a company's activities on biodiversity as well as the associated risks. As these values begin to feed into the considerations of the mainstream investment community, market forces will compel better management of these finite and delicate resources.

The Institute for Public Policy Research (IPPR) has completed the second year of a three-year project looking at how to create high-quality 'green-collar' jobs from the bottom up. Last year's activities included a scoping report and a one-day jobs summit with representatives from the trade unions, NGOs and local organisations. In 2011, a study trip takes place to San Francisco to learn from the successful Apollo organisation in the US, with the objective of setting up a national green jobs network in Britain on similar lines to Apollo.



Looking at the green jobs agenda from another perspective, environmental campaigner Colin Hines is working with financial institutions and NGOs in Britain and Europe towards the development of a 'Green New Deal'. This will address the financial crisis, climate change and high oil prices, with the aim of stimulating large-scale investment from the private sector in green jobs.

The think-tank Green Alliance works to make sure UK political leaders deliver ambitious solutions to global environmental issues. Their report, *New Times, New Connections: Civil society action on climate change*, looked specifically at how non-environmental organisations are engaging with environmental

issues. This approach acknowledges the fact that the voluntary and community sector has enormous reach into local communities, lending it great potential both for raising awareness and for generating practical action at grass-roots level.



From left: Barbara Byrd of the Oregon Apollo Alliance, Carey Oppenheim of Ippr, and Joel Rogers of the Center on Wisconsin Strategy open Ippr's Green Jobs Summit with presentations on Green Jobs initiatives taking place in the US. Photo: Ippr.

PUBLIC ENGAGEMENT

A core objective in 2010 was to promote the public understanding of the issues of habit conservation, with a view to increasing both political engagement with the issues, and effective participation in local activities. In response to research which identified the tendency of botanical gardens to look inward, to the care of their collections, rather than outwards to engage with visitors and local communities, Botanic Gardens Conservation International (BGCI) piloted the 'Growing a Social Role' project in Birmingham and Liverpool, testing new outreach approaches and, in the process, reshaping their own values and goals in order better to contribute towards positive social change and environmental awareness. With 'Seeds of Faith', BGCI is developing an online educational resource for school teachers and botanic garden educators which explores the links between plants and faith, focusing on Christianity, Hinduism, Islam and Humanism, in order to engage new audiences.



One of the drawbacks of urban and suburban living is the barrier it can create between humans and the natural environment. This can lead to what has been called 'nature deficit disorder', a range of adverse impacts on our physical and mental health and on education and personal development. The Royal Society for the Protection of Birds (RSPB) is developing ways to measure the extent and impact of nature deficit disorder in the UK and reviewing practical options to encourage engagement with nature. Its recommendations will be released in 2011.

Pond dipping at Rainham marshes RSPB reserve, London. Photo: David McHugh (rspb-images.com).



The Natural History Museum's three-year tree survey, launched in the summer of 2010, invites local participants to contribute to a national database of the trees in the UK's 'urban forest' – surveying and identifying trees in private gardens, streets and parks to provide scientifically useful data on the biodiversity and demographics of our trees. Rowan Tree. Photo: © Natural History Museum, London 2011.

Art can be a powerful tool to promote public understanding of issues with a scientific basis, and last year the Foundation made possible an Anglo-Portuguese collaboration between two artists who each undertook residencies at a scientific institute. Portuguese artist Gabriela Albergaria's work focused on the tree collection at Oxford University's Botanic Garden and Harcourt Arboretum, while British artist Rob Kessler, whose work spans many disciplines to engage with the world around us, was based in the cell imaging unit at the Gulbenkian Institute of Science in Lisbon.



Eden Project's 'Seeds, Soup and Samies' initiative, in which local families learn to 'grow their own', provides a case study in the BGCI report, *Towards a New Social Purpose: Redefining the role of botanic gardens*. Photo: Chris Saville, courtesy of Eden Project.



Left: Rob Kessler, Galium from *Morphogenesis*, created at the Gulbenkian Institute of Science to celebrate the International Year of Biodiversity 2010.

Gabriela Albergaria, *Dead Tree (Waiting)*, comprises a dead shingle oak buried up to the base of its crown, which is being permitted to rot in situ, Harcourt Arboretum, Oxford, 2010.



The three-year Gulbenkian Galapagos Artists' Residency Programme has highlighted the challenges faced by sites of conservation and natural heritage through the unique perceptiveness of 12 artists. They are Jyll Bradley, Paulo Catrica, Filipa Cesar, Marcus Coates, Dorothy Cross (with actor Fiona

Shaw), Alexis Deacon, Jeremy Deller, Tania Kovats, Kaffe Matthews, Semiconductor (Ruth Jarman and Joe Gerhardt), and Alison Turnbull. The programme concluded in 2010. A major exhibition of the artists' work will be shown in Liverpool, Edinburgh and Lisbon from 2012.

Isabela, Galapagos. Semiconductor: Ruth Jarman and Joe Gerhardt.

MIGRATION AND THE ENVIRONMENT

The Foundation is beginning to explore the theme of migration across a number of its interests, and last year two new initiatives looked at migration in the context of the environment. The Climate Outreach and Information Network (COIN) is developing a campaign around the politically sensitive idea of the environmental refugee – a category that so far has no legal status.

COIN's 'Defending Rights – Environmental Migration Programme' seeks to build coalitions so human rights and environmental groups work together on a common strategy around environmental migration. COIN aims to give migrants a voice in the UK climate change movement and encourage them to become ambassadors for their home communities.

The Foundation also hosted two seminars for the National Council for Voluntary Organisations to develop new thinking about how climate change has affected recent immigrant communities; what sustainability means for voluntary organisations; and how these might be combined in practice.

FULFILLING POTENTIAL

To help build relationships and reduce social exclusion in order to assist individuals, families and communities to fulfil their potential and contribute to society...

The Foundation is especially committed to improving the experiences of disadvantaged people and reducing social exclusion. We work proactively to meet this commitment by identifying the most needy and supporting partnerships of organisations to help them.



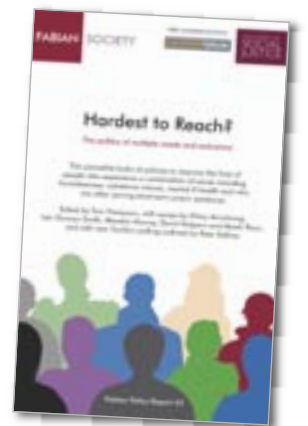
MAKING EVERY ADULT MATTER

We supported the formation of Making Every Adult Matter (MEAM) in 2009. MEAM is a coalition of four national charities – Clinks, DrugScope, Homeless Link and Mind – focused on people facing multiple conditions of homelessness, substance misuse and mental illness and/or who often become involved with the criminal justice system. An estimated 50,000 people in the UK fall into this category at any one time and they tend to bounce from one specialist agency to another or fall between the cracks with a cost to the wider society heavily disproportionate to their numbers. MEAM has called on the government to recognise these people's multiple problems and for local areas to establish more 'joined up' services to address their needs. Last year, the Foundation confirmed support of three pilot schemes that will work in local areas to coordinate existing services, improve outcomes

and deliver better value for money. Pro Bono Economics, a charity which brokers engagement from economists with the social sector, has arranged for global economics consulting firm LECG to analyse the economic benefits of the pilots, to help underpin the MEAM argument for a new, integrated policy and coordinated services at the national and local level.

Above: Thames Reach's London Street Rescue service in action. Photo: Thames Reach.

Below: Hardest to Reach? Essays on the politics of multiple needs and exclusions.



INTERGENERATIONAL PRACTICE

Ageing populations are of growing concern to policy makers all over the world and will undoubtedly have even greater impact in the decades ahead. The Foundation is responding on a number of fronts that allow us to take a long view and to concentrate on specific interventions that make a difference.

We are committed to developing and supporting new opportunities for social connections across all ages. Finding ways to improve contacts between the generations and seeking solutions to the problems of isolation and loneliness in an ageing population are major strands of our current work. The European Commission has designated 2012 as the European Year of Active Ageing and Intergenerational Solidarity and as an organisation based in three European countries, we are well placed to take part in the debate.

In 2010, the transnational IntergenerationAll programme began piloting a number of projects – in the UK and Portugal – concerned with: isolation and loneliness; dislocation from family and culture through migration; and the need for shared action to protect our environment. The programme is advised by the Beth Johnson Foundation, an organisation that has international expertise on intergenerational practice. Thinkpublic, the UK’s leading social design agency, is closely involved in mentoring the organisations and planning the pilot projects, which focus on involving the beneficiaries at the design stage, in order to create user-centred schemes. These will be evaluated and their lessons discerned by the Oxford Institute of Ageing, in order to share the knowledge gained with other service providers throughout the public and social sectors.



IntergenerationAll pilot projects. Left: A Significant Other – old and young come together at Bradbury Centre, Age Concern Kingston. Below left: City Gateway’s 100 Women project celebrates women’s lives and stories to help build better understanding across different generations and cultural groups and with the community around them. Photo: City Gateway, Tower Hamlets. Below right: Age UK Oxfordshire’s Intergenerational IT project at Northway Community Centre, Oxford. Photo: Holly Jones.



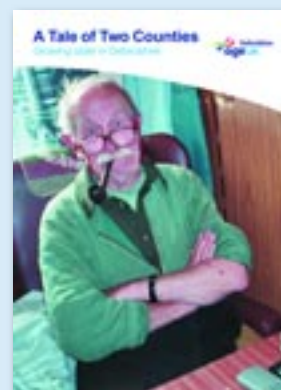
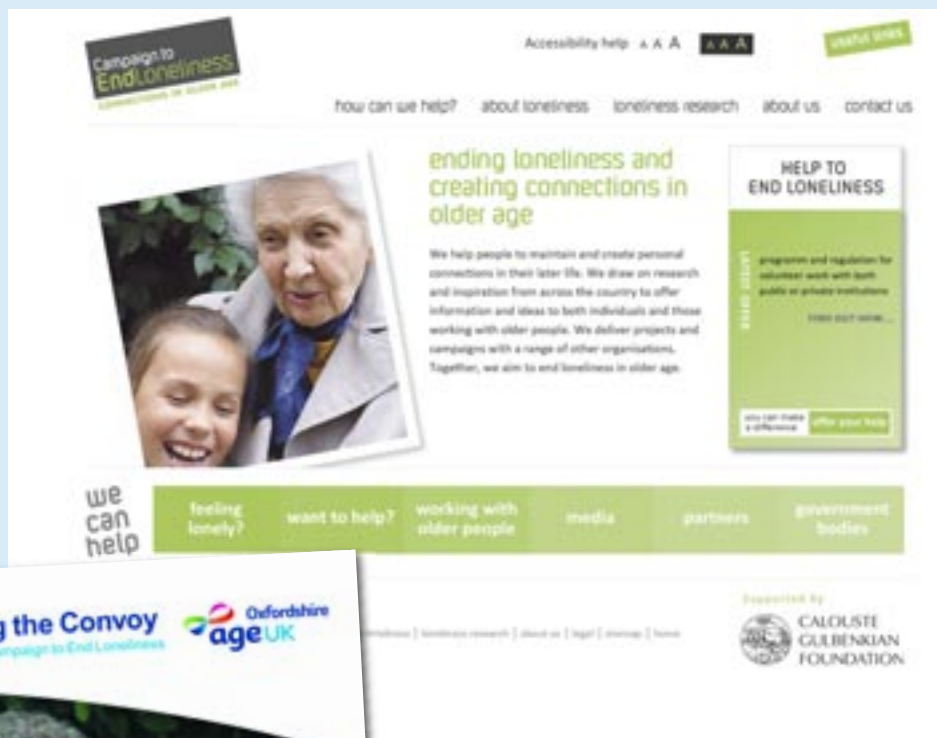
Above: Social design agency Thinkpublic ran co-design and prototyping workshops for the IntergenerationAll pilot projects. Photo: Thinkpublic.

Transnational dissemination of learning from intergenerational work is facilitated through the EMIL (European Map of Intergenerational Learning) project, which we support. EMIL is a Europe-wide network of intergenerational practitioners dedicated to sharing knowledge and best practice via an interactive website and through collaborative initiatives.

We also supported Grandparents Plus, which champions the role of grandparents as carers, to commission a transnational scoping study of the role of grandparents in families across the EU. The research will be conducted by King’s College London’s Institute of Gerontology.



The Campaign to End Loneliness was launched early in 2011 by Independent Age, Age UK Oxfordshire, Counsel and Care, and WRVS, with support from the Foundation.



Age UK Oxfordshire's report, *A Tale of Two Counties*, sets out the uneven experiences of older people in the county and offers a 10-point action plan.

ISOLATION AND LONELINESS

We know that at least 10 per cent of older people feel lonely often if not all of the time, and these levels have remained static for at least the past decade. While there are many excellent policies and practices which seek to address the causes of isolation, we believe a more concerted and coordinated effort is needed if we are to tackle this major psychosocial problem which affects an ever-growing demographic. As part of our commitment to developing strategies to reduce isolation and loneliness in old age, the Foundation funded and aided the set up of a major new initiative, the Campaign to End Loneliness. The aim of the Campaign is to raise awareness of the issues and build an evidence base for practical measures that government, service providers and individuals can take to tackle them. The Campaign was launched at the Foundation's London office early in 2011 with the four founding partners – Age UK Oxfordshire, Counsel and Care, Independent Age and WRVS – who invited other organisations to join the campaign.

INNOVATIVE APPROACHES TO AGEING AND SOCIAL COHESION

The Foundation seeks to identify key partnerships and innovative solutions in tackling social problems. In the past year we have worked with UnLtd, a social entrepreneurship charity, to develop a programme of Ageing Challenge Fellowships which will support individuals to address the issues of an older population through social enterprise. We also hosted at our Paris office a thematic study school on 'innovation and opportunity in an ageing society' convened by the Social Innovation eXchange (SIX), at which a wide range of experts explored the role of innovation in responding to demographic change.



Above: Participants at the 2010 SIX study school on innovation and opportunity in an ageing society. Photo: Social Innovation eXchange. Far left: UnLtd Engage offers Ageing Challenge awards for ideas to improve the social issues faced by older people. Left: Independent Age has pledged to tackle social isolation by getting older people online.



In 2010, we extended our sponsorship of the Action for Age prize for students administered by the Royal Society of Arts. The new award brief, 'Mind the Gap', focuses on how social networks might enhance our capacity to support the development of intergenerational

relationships and how design can contribute to catalysing weak or hitherto absent connections to create change. In Lisbon, ExperimentaDesign has selected 12 projects with a similar brief, creating bilateral links between Portuguese and UK design practitioners.

INNOVATION

To support exceptional ideas and unusual partnerships between people and organisations that might not otherwise come together...

FUNDING

We maintain a small funding stream open to general applications, which has helped us to remain alert to, and engaged with, the sectors in which we work and to retain an element of reactivity in our otherwise proactive operation. We use this fund in the main to identify new ways of supporting our three main strategic aims whilst recognising the need to support generic interventions that maximise social and cultural value or develop systems to share learning and better account for impact.

MAXIMISING SOCIAL AND CULTURAL VALUE

An important objective for the Foundation is to support and enhance the effectiveness of organisations and individuals working in the voluntary and community sector, in order to maximise social and cultural return through innovation, influence and improved leadership. We are also interested in developing the capacity of organisations to share learning and measure impact.

While it is relatively easy to make a quantitative evaluation of an arts activity – attendances, per capita costs, sales or ticket receipts and so on – it is much more difficult to measure the deeper impact of the arts on participants and audiences. The Foundation is supporting work by the University of Central Lancashire Psychosocial Research Unit to develop a new robust model to assess the impact of arts experiences on individuals and communities. As a long-term arts funder in the UK, Portugal and beyond, it would be very useful to the Foundation to have a robust model for this sort of evaluation – a model that would also help other funders and arts organisations.



The 2011 Clore Social Fellows with Director Dame Mary Marsh. Photo: Geoff Wilson.

BTCV, formerly the British Trust for Conservation Volunteers, has developed an online Management Information System (MIS) that records in real time all voluntary conservation activity in the UK. Internationally, BTCV has a vast team of green volunteers, involving 1.5 million people active at 75,000 different sites in the period 2009–13. Until now, however, the scale and nature of green volunteering in Britain have not been known. The new MIS is already being used by Natural England, Sustrans and the Ramblers, and is now being objectively assessed in a project supported by the Foundation to ascertain its potential use by policy makers. This project meets Foundation priorities in both Innovation and Environment, with the aim of developing a tool that could significantly improve the capacity and influence of the voluntary sector.

The Clore Social Leadership Programme is an initiative, inspired by the success of the Clore Duffield Foundation's Cultural Leadership Programme, which aims to identify, develop and connect aspiring leaders in the wider social sector who are working for the benefit of individuals and communities across the UK. The first 14 fellows were announced in October 2009, with the second cohort now in

place (fellowships run for a year full-time or two years part-time); the programme is at present based at the Foundation's UK offices in Hoxton Square, London. The Foundation is currently funding one specialist Gulbenkian Fellowship linked to its Fulfilling Potential theme – the Fellow will concentrate their programme on innovative approaches to policy and practical work with people experiencing multiple needs and exclusions.

In the run-up to the 2010 election the Foundation supported a summit for the sector under the aegis of the Association of Chief Executives of Voluntary Organisations (ACEVO) to consider the changed political landscape in the event of a Conservative-led government. The election of the new coalition government committed to its 'Big Society' agenda, which envisions a significantly larger role for the private and voluntary sectors alongside reduced social investment from local and central government, confirmed the importance of this summit.



ACEVO recognises the value in the voluntary sector sharing knowledge, ideas and practical experience to improve performance in all areas of activity. Last year, it commissioned consultant Margaret Bolton, an expert on voluntary sector policy matters, to report on the issue. A joint seminar was held with fellows from the Clore Social Leadership Programme to explore some of her findings on building and embedding learning strategies within organisations and the particular role of CEOs in this. The final report, *Learning to Succeed: Investing in learning in order to improve services and increase policy influence*, will be published in 2011.

The 2010 SIX study school on innovation and opportunity in an ageing society. Photos: Social Innovation eXchange.

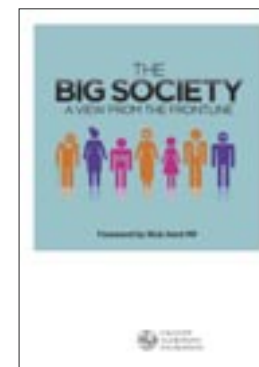


We are also working with the Social Innovation exchange (SIX), a network of more than 600 member organisations, to develop and operate an exchange programme linking individuals in African lusophone countries to social innovators around the world. In 2010 we supported and hosted, at our Paris office, a study school convened by SIX on 'innovation and opportunity in an ageing society'.

Recent Reports and Publications

Full information about the Foundation's publications can be found on our website, www.gulbenkian.org.uk/publications, and many can be downloaded free of charge. Central Books distributes trade and individual orders for recently published books. Postage and packing are charged at 20% of the total price, minimum of £1.50 to a maximum of £10. Prices are correct at time of going to press. Most books and reports published before 1986 are available from the Foundation.

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The Big Society A View from the Frontline

DVD and Booklet
Foreword by Nick Hurd MP
Edited by Nicholas Kent
Free from the Foundation (2011)
Film and free PDF download available at www.gulbenkian.org.uk
'BCHA's one big ask of the Big Society would be that we're very much included, that what we're doing already is recognised. We feel part of the Big Society and that we are creative and innovative.' Sarah Ward, Homelessness and Substance Misuse Manager, BCHA
'The Big Society represents an important opportunity for civil society organisations. At its core is the notion of shared responsibility where each sector of society can take part.' Lord Wei, Adviser to the UK Government on Big Society



Saudade An anthology of fado poetry

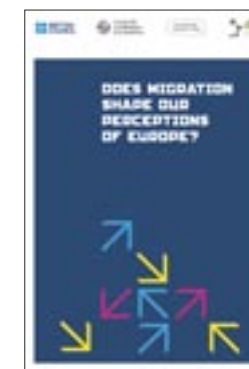
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ISBN 978 1 903080 13 9 (2010)
£8.50 192 pages
'Saudade – so difficult to translate the yearning soul of Fado music, Portugal's urban folk tradition.'



Towards Schools Where People Matter

A study of the Human Scale Schools project
John Harland and Barbara Mason
ISBN 978 1 903080 14 6 (2010)
£8.50 96 pages
A report evaluating the changes and effects of the developments by secondary schools to create more human scale schools in ethos and practice.

Books, reports and materials produced in 2010 that were funded but not published by the Gulbenkian Foundation are listed below



Does Migration Shape Our Perceptions of Europe?

British Council
Free PDF download available from www.britishcouncil.org

Families New to the UK Confident families in cohesive communities

4Children
Free PDF download available from www.4children.org.uk

Financial Inclusion among New Migrants in Northern Ireland

Information Centre about New Migrants and Citizens Advice Belfast
Free PDF download available from www.icar.org.uk

The Forgotten Age Understanding poverty and social exclusion in later life

Centre for Social Justice
Free PDF download available from www.centreforsocialjustice.org.uk

Grandparenting in Europe

Karen Glaser, et al.
Grandparents Plus
Free PDF download available from www.grandparentsplus.org.uk

Green and Decent Jobs**The case for local action**

Jenny Bird, Kayte Lawton and Kandida Purnell

Institute for Public Policy Research
Free PDF download available from
www.ippr.org.uk

Hardest to Reach?**The politics of multiple needs and exclusions**

Edited by Tom Hampson
Fabian Society
11 Dartmouth Street, London SW1H 9BN
ISBN 978 0 7163 3063 9 £9.95

**Independent and Interdependent
Sustaining a strong and vital
community and voluntary sector in
Ireland**

The Wheel
Free PDF download available from
www.wheel.ie

**Islamic Gardens in the UK
Dynamics of conservation, culture
and communities**

Sophie Gilliat-Ray and Mark Bryant
Centre for the Study of Islam in the UK,
Cardiff University
Published by Botanic Gardens
Conservation International
Free PDF download available from
www.bgci.org

**Measuring Social Value****The gap between policy and practice**

Claudia Wood and Daniel Leighton
Demos
ISBN 978 1 906693 48 0 £10
Free PDF download available from
www.demos.co.uk

Mother Tongues**An anthology of creative writing in
Portuguese and English**

By students from the Norwood School
The Arvon Foundation
emma.pask@arvonfoundation.org

**New Times, New Connections
Civil society action on climate
change**

Faye Scott
Green Alliance
ISBN 978 1 905869 37 4 £5
Free PDF download available from
www.green-alliance.org.uk

**New to Northern Ireland
A study of the issues faced by
migrant, asylum seeking and
refugee children in Northern Ireland**

NCBNI
Available from
www.ncb.org.uk/diani

**Older People, Technology and
Community**

The potential of technology to help older
people renew or develop social contacts
and to actively engage in their
communities.
Independent Age
Free PDF download available from
www.independentage.org.uk

**Safeguarding the Convoy
A call to action from the Campaign
to End Loneliness**

Age UK Oxfordshire
Free PDF download available from
www.campaigntoendloneliness.org.uk

**Spiral of Light
Portuguese music for strings and
marimba**

Arditti Quartet
Pedro Carneiro *marimba*
CD
ET'CETERA
KTC 1399
info@etcetera-records.com
www.etcetera-records.com

**A Tale of Two Counties
Growing older in Oxfordshire**

Age UK Oxfordshire
Free PDF download available from
www.ageconcernoxon.org.uk

**Towards a New Social Purpose
Redefining the role of botanic
gardens**

Jocelyn Dodd and Ceri Jones
Research Centre for Museums and
Galleries, University of Leicester
Published by Botanic Gardens
Conservation International
ISBN 978 1 905164 33 2
Free PDF download available from
www.le.ac.uk

**Young Muslims and Youth Exchange
Opportunities**

Our Shared Europe
British Council
Free PDF download available from
www.britishcouncil.org

Organisations Supported in 2010

CULTURAL UNDERSTANDING**And Other Stories**

£15,000 towards the costs of developing
a section dedicated to the promotion of
Portuguese literature within the And
Other Stories website, including the
creation of an advisory board featuring
established literary translators working
from Portuguese into English.

Arvon Foundation

£40,000 towards stage two of a pilot for
(M)Other Tongues, a new creative writing
programme for young people from
emerging communities in the UK to write
in their mother tongue and English,
exploring both languages and cultures.

**The British Centre for Literary
Translation, University of East
Anglia**

£5,600 towards the pilot of a new
programme to award six-month
mentorships to promising new literary
translators.

British Council

£20,000 towards the UK pilot of a research
study to explore factors affecting the low
take-up of youth exchange programmes
by Muslim young people and to identify
action that can be taken to address this.

Central Belfast CAB

£5,160 to extend its project – Financial
Inclusion of new migrants in Northern
Ireland – until the end of July 2010.

Free Word

£20,000 to cover the costs of Crossing
Cultures: Translating Tales, a programme
of two three-month residencies at the
Free Word Centre in 2011 for translators
based in and around London.

Glasgow School of Art

£15,000 to cover the costs of a visit to
Portugal by a second group of Irish and
UK curators, in December 2010, to help
promote Portuguese visual art in the UK
and Ireland.

if:book

£45,000 towards the development and
production of a series of multilingual
digital stories and an enhanced digital
writing application for schools, plus a
research piece into digital reading and
device use in the classroom.

**Information Centre about Asylum
and Refugees (ICAR), Runnymede
Trust**

£15,000 to publish, disseminate and
launch the final report for the project
Financial Inclusion of New Migrants in
Northern Ireland, undertaken in
partnership with Citizens Advice Belfast
(CAB).

**Institute for Public Policy Research
(IPPR)**

£40,000 towards a pioneering research
project, to map UK madrassas and initiate
productive debate about their social role.

International PEN

£10,000 towards public interaction
between international writers at Free the
Word! 2010, in London. International
PEN's third festival of world literature.

International PEN

£15,000 towards research leading to a
report on best practice in staging
international writing events, using
translation and contextualisation, to
make them more accessible to audiences.

**Literature Across Frontiers,
Aberystwyth University**

£15,000 to enable the participation of a
consortium of three not-for-profit
organisations – Literature Across
Frontiers, British Centre for Literary
Translation and Translators Association –
in the pilot year of the Literary Translation
Centre at the London Book Fair, April
2010.

**Literature Across Frontiers,
Aberystwyth University**

£15,000 to enable the participation of a
consortium of three not-for-profit
organisations – Literature Across
Frontiers, British Centre for Literary
translation, Translators Association – in
the Literary Translation Centre at the
London Book Fair, April 2011.

**Liverpool Biennial of Contemporary
Art**

£50,000 as the sixth and last payment
towards the costs of the 'Gulbenkian
European Commissions' at Liverpool
Biennial: International Festival of
Contemporary Art.

Manchester International Festival

£75,000 R&D support for two projects to
pilot new ways of involving less
advantaged communities with world-
class artists: the creation of a new
Manchester Children's Choir and Sacred
Sites, for multi-faith audience
engagement with international
musicians.

Mead Gallery, Warwick Arts Centre

£5,000 towards the R&D for an exhibition
of *Private View: A Returning Project* by
the Portuguese artist Miguel Palma at the
Mead Gallery and also at Coventry's
Heritage Motor Centre.

New Philanthropy Capital

£44,000 for a new kind of independent
evaluation which brings together
specialist arts and social change
assessment methodologies, as a model for
interdisciplinary evaluation in the future.

The Photographers' Gallery

£15,000 towards the cost of organising
This is Not a House, a touring exhibition
to be shown in galleries across the UK in
2011-2012 as part of a wider project by
Portuguese photographer Edgar Martins.

The Photographers' Gallery

£100,000 towards the commissioning of the next sequence of portraits of Londoners whose communities are competing in the 2012 Olympic Games, and to develop pilots in schools in five cities in England where children will create a portrait photograph resource to reflect the cultural diversity of their own localities.

The Runnymede Trust

£10,000 towards the costs of transferring the Information Centre about Asylum and Refugees (ICAR) from City University to the Runnymede Trust.

Triangle Arts Trust

£1,500 towards João Pedro Vale's participation in *Hydrarchy: Power and Resistance at Sea*, an international group exhibition at Gasworks, London, 2010.

**Central Innovation Fund
Collaboration with Gulbenkian
Music Department, Lisbon****Dialogue Café**

€100,000 towards the creation of a worldwide network of cafés furnished with telepresence screens, aimed to provide a forum for bridging divides between cultures.

London Sinfonietta

£37,000 to cover the costs of presenting the world premiere of the opera *O Sonho*, at The Place, in London, April 2010.

ENVIRONMENT**Artsadmin**

£20,000 towards *What on Earth?*, a sequel to the series of widely broadcast 3-minute artists' films *Darwin Originals* (2009), comprising 8 short films to explore the topic of the future of species.

**Botanic Gardens Conservation
International (Seeds of Faith)**

£39,000 to develop online educational resources for teachers and botanic garden educators which explore the links between plants and faith, focusing on Christianity, Hinduism and Islam, to engage new audiences and promote public understanding of the value of the environment.

**Botanic Gardens Conservation
International (Growing a Social
Role)**

£60,000 to promote the social role of botanic gardens throughout the UK, through research dissemination and pilot projects in which botanic gardens examine and reshape their philosophy, values, goals and practices in order to realise their potential to contribute towards positive social change and environmental awareness.

**Climate Outreach and Information
Network (COIN)**

£50,000 (in two instalments over 2010 and 2011) towards the cost of its Defending Rights – Environmental Migration Programme, building a platform for civil society engagement on environmental migration issues.

Fauna and Flora International

£50,000 towards the cost of activities to help mainstream the consideration of biodiversity and ecosystem services into investment analysis, thereby triggering market forces to protect the environment.

Galapagos Conservation Trust

£100,000 for the development of an exhibition, a culmination of the three-year Gulbenkian Galapagos Artists' Residency Programme, to be shown at leading contemporary galleries in Liverpool and Edinburgh and at the Centro d'Arte Moderna, Lisbon.

Green Alliance

£40,000 to undertake focused, participative studies into third sector action in two pilot areas to identify ways of unlocking more diverse and integrated engagement on environmental issues to maximise impact and effect change.

**Colin Hines (Earth Resources
Research)**

£50,000 towards the cost of a three-year project working with financial institutions and NGOs in the UK and Europe to develop the 'Green New Deal', joined-up policies to solve the triple crunch of the credit crisis, climate change and high oil prices, securing significant private investment to roll out city-wide green jobs programmes.

Homeless Link (Thames Reach)

£11,000 towards the cost of a 3D virtual version on Second Life of the 'Places of Change Garden' created by homeless people for the 2010 Chelsea Flower Show, giving wider and more diverse audiences interactive access to the garden and its themes.

**Institute for Public Policy Research
(IPPR)**

£50,000 to implement the next phase of its 'bottom-up' green jobs strategy: to increase knowledge among local level organisations through roundtable discussions and a US study trip, seed new collaborations, and develop guidelines to take ideas forward in practice.

**National Council for Voluntary
Organisations (NCVO)**

£15,000 for initial scoping work to develop new thinking about (i) the impacts of climate change in recent immigrant communities, (ii) the application of the 'sustainable organisation' thesis to UK charities, and (iii) how these might combine into practical voice and action on the ground.

NVA

£30,000 towards the implementation of environmental job creation activities in the one hundred acre Kilmahew Woodlands, Firth of Clyde, Glasgow, an area which has experienced the worst effects of chronic poverty and poor housing.

**Royal Society for the Protection of
Birds (RSPB)**

£30,000 to develop a robust metric to assess the extent and changes in 'Nature Deficit Disorder' in the UK and review the policy and practical options available for reversing the trend in engagement.

**The Ruskin School of Drawing and
Fine Art**

£5,000 as a contribution to a discussion and event to coincide with the publication of a new artist's book by the Portuguese artist Gabriela Albergaria, following her residency at the Oxford Botanic Garden.

**Central Innovation Fund
Collaboration with the Gulbenkian
Institute of Science, Portugal****Botanic Garden and Harcourt
Arboretum**

£20,000 for the UK base of a cross-cultural inter-disciplinary artists' residency project undertaken with Portuguese colleagues inspired by International Year of Biodiversity 2010.

FULFILLING POTENTIAL**Age UK Oxfordshire City and
County**

£5,300 to publish and disseminate research papers from the Isolation Symposium to support the launch of the newly established Coalition Against Loneliness.

The Beth Johnson Foundation

£1,000 to hold two expert seminars on intergenerational practice in Shared Sites with expert in the field, Shannon Jarrett.

Counsel and Care

£50,000 for the first year of a two-year grant to establish and operate a Coalition Against Loneliness.

Grandparents Plus

£6,665 towards the publication and presentation of findings from the EU Scoping Study on Grandparenting at a roundtable event and at the Michael Young Family and Kinship Memorial Lecture.

Grandparents Plus

£31,750 to support an in-depth comparative study of the role of grandparents in family life across a number of EU member states.

Homeless Link

£154,000 to develop the pilot programme; support and part-fund three local areas to implement pilot coordination-style services for people with multiple needs and exclusions; and coordinate learning, evaluation and dissemination.

Homeless Link

£55,000 to continue support for a joint working group of four agencies serving people with multiple needs and reporting on ways in which such people are currently poorly served by existing services and how this could change.

Human Scale Education

£149,903 third payment towards the costs of this educational charity, the Foundation's partner on the Human Scale Project, so that it might effectively promote human scale education independently of the Foundation at both school and policy level.

Independent Age

£5,374 for additional costs incurred during the development phase of Boom TV, in partnership with Inclusive Digital. Boom TV is a new, not-for-profit, public service web TV channel aiming to address older people's needs.

London Early Years Foundation

£15,000 to undertake research into measures to incorporate intergenerational working practices in Children's Centres, in partnership with the Beth Johnson Foundation.

London Youth

£12,000 in collaboration with the Beth Johnson Foundation to deliver a series of workshops with young people around the issue of age.

**Central Innovation Fund
Ageing and Social Cohesion
Programme
Collaboration with Gulbenkian
Programme for Human
Development, Lisbon****Action in Rural Sussex**

£17,000 to train young people in historical research skills including oral history, and to support them in looking back 50 years into their community's history alongside older people.

**Age Concern Kingston-upon-
Thames**

£17,000 to partner older male volunteer mentors with secondary school boys in order to alleviate the sense of alienation and isolation often experienced by both.

Age Exchange

£17,000 to create an ongoing intergenerational programme for the communities of Enfield Island and Edmonton.

Beth Johnson Foundation

£40,000 towards the costs of establishing a European-wide network of intergenerational practitioners to share and thereby improve best practice within the field of intergenerational learning.

City Gateway

£17,000 to set up an innovative scheme to break down barriers between cultures and generations in Tower Hamlets through a combination of corporate responsibility and ethnography.

Lambhill Stables

£17,000 to set up a programme of intergenerational activity with three themes: community garden and local food, community art and heritage and community space and leisure.

Oxford Institute of Ageing

£30,000 for the evaluation of the IntergenerationAll (Entre Gerações) programme in the UK and Portugal.

Quarriers

£17,000 to set up a pilot volunteer befriending project benefiting around 20 children affected by parental substance misuse enabling them to fulfill their potential.

Relationship Scotland

£17,000 to develop an intergenerational mediation service, focused on bringing grandparents closer to their grandchildren where contact has broken down.

Urbivore

£17,000 to develop a social enterprise model of ornamental and urban food and agricultural production which can be scaled through parks and public spaces.

We Are What We Do

£17,000 to recognise the value and experiences of older people and reconnect them with others in their local community by bringing generations together around their shared history and cultural heritage.

INNOVATION

Association of Chief Executives of Voluntary Organisations (ACEVO)

£7,000 to support the costs associated with organising a pre-election summit for the third sector. The initiative aims to discuss what the effects will be in the third sector if a Conservative Government is formed and the role the sector may play in this new political landscape.

Association of Chief Executives of Voluntary Organisations (ACEVO)

£15,000 to create tools to support the launch and publication of the *Learning to Succeed: Investing in learning in order to improve services and increase policy influence* report by Margaret Bolton.

British Trust for Conservation Volunteers

£15,000 to assess the wider potential of its bespoke Management Information System for policy makers, researchers and other organisations to identify larger scale patterns and longitudinal trends in e.g. volunteering and pro-environmental behaviour.

Catch 22

£25,275 to set up and run the initial phase of Catch22 Youth Foresight Unit. This unit will be based on the scoping of existing foresight initiatives from government, business and the third sector and aims to pioneer the involvement of young people in this kind of programme. They will work with foresight specialists and other experts exploring future trends and their implications to the strategic planning of organisations working with young people.

Clore Duffield Foundation

£45,000 towards the costs of establishing two Gulbenkian-funded Fellowships to work in areas of interest to the Foundation and to engage directly with it.

Community Action Network

£25,000 to assist the Social Stock Exchange (SSE) in the development of Rulebooks, required legal and procedural documents governing the conduct of issuers and companies listing on SSE.

Family and Parenting Institute

£15,000 to research and develop an effective method for evaluating how a voluntary organisation maximises the voice of its constituents and beneficiaries to influence and change public policy.

Grassmarket Project

£25,000 towards the second year of a three-year study of a project with 'disaffected' youth in London to examine the mechanisms behind GMP's unique method of using drama to help integrate the 'very hard to reach'.

Psychosocial Research Unit, University of Central Lancashire

£45,000 towards the development of a new research model to assess the impact of arts experiences on individuals, communities and other publics, using as comparative case studies four UK visual arts institutions.

Social Innovation Camp

£8,000 to develop MyCRB, an umbrella body to provide a low cost and efficient CRB checking service for the voluntary sector.

UnLtd – The Foundation for Social Entrepreneurs

£50,000 to develop the Ageing Challenge Fellowships programme that aims to promote social entrepreneurship to address issues of an ageing society, particularly encouraging older social entrepreneurs.

Young Foundation

£42,750 over two years for the development and operation of a social innovators exchange programme run by Social Innovation eXchange (SIX).

Young Foundation

£15,000 towards the costs of the Spring School on 'Innovation and opportunity in an ageing society' held by the SIX network to be held at the Centre Culturelle in Paris.

Your Square Mile

£15,000 to a local pilot of coordinated community action in Shoreditch and Hoxton.

Financial Summary UK Branch 2010

DISTRIBUTION OF 2010 GRANTS BY FUNDING THEME

		No. of Grants		Amounts	
Cultural Understanding	Art	11	(15%)	£405,500	(18%)
	Education	6	(8%)	£80,600	(4%)
	Social Change	5	(7%)	£90,160	(4%)
Fulfilling Potential	Art	0	(0%)	£0	(0%)
	Education	1	(1%)	£149,903	(7%)
	Social Change	12	(16%)	£358,089	(16%)
Enviromental Change	Art	3	(4%)	£125,000	(6%)
	Education	2	(3%)	£69,000	(3%)
	Social Change	9	(12%)	£326,000	(15%)
Innovation	Art	1	(1%)	£45,000	(2%)
	Education	0	(0%)	£0	(0%)
	Social Change	11	(15%)	£281,025	(13%)
Central Innovation Fund	Art	2	(3%)	£57,000	(3%)
	Education	0	(0%)	£0	(0%)
	Social Change	11	(15%)	£223,000	(10%)
Total Grants		74	(100%)	£2,210,277	(100%)

BREAKDOWN OF TOTAL EXPENDITURE

	2010	2009	2008
Arts Grants	£632,500	£750,925	£736,590
Education Grants	£299,503	£395,940	£587,990
Social Change Grants	£1,278,274	£934,450	£576,556
Direct Activities and Grant Costs	£140,170	£174,730	£430,380
Total Grants/Direct Activities	£2,350,447	£2,256,045	£2,331,516
Staff Costs	£471,637	£594,726	£594,205
Administrative Costs	£242,620	£311,673	£302,881
Total Overheads	£714,257	£906,399	£897,086
Total Expenditure	£3,064,704	£3,162,444	£3,228,602

DIRECT ACTIVITIES AND GRANT COSTS

Costs associated with grant giving	£126,203
Publications costs	£13,967
Total	£140,170

About the Foundation



Calouste Sarkis Gulbenkian.

The Foundation's Headquarters in Lisbon.

WHO WAS CALOUSTE GULBENKIAN?

Calouste Sarkis Gulbenkian was an Armenian born near Istanbul in 1869. He conducted much of his work in Britain, taking British citizenship, lived in France and finally settled in Portugal. He was influential in the early development of the oil industry. He was multicultural and multilingual and spent a lifetime bringing people together from different cultures and nationalities. This is reflected in his art collection, a unique mixture of Eastern and Western art now displayed at the Foundation's headquarters in Lisbon.

WHAT IS THE CALOUSTE GULBENKIAN FOUNDATION?

On his death in 1955, Calouste left his collection and fortune to a foundation set up as a private institution of public utility under an act of the Portuguese Government. Although he gave extensively to Armenian causes he told his primary trustee that he wanted his Foundation to benefit 'all humanity'. Its headquarters are in Lisbon and it has offices in London (the UK Branch) and Paris. It has assets of around €2.8 billion and an annual budget of over €100 million.

WHAT WORK DOES IT DO AND WHERE?

The Foundation acts in four areas – arts, education, science, and social welfare – by giving grants and scholarships and through its own projects and initiatives. Most activities are in Portugal but the Foundation's impact is felt more widely and it is becoming increasingly international in fulfilment of its founder's wishes. It works extensively with other major European Foundations.

In Lisbon, in addition to the museum containing the founder's collection, the Foundation runs a modern art centre, an art library, an orchestra and choir. It also has an international research centre based in the outskirts of Lisbon.



Calouste Gulbenkian Museum.

HOW IS THE FOUNDATION GOVERNED?

The Foundation is governed by a board of trustees the majority of whom must hold Portuguese nationality. The board has always included a member of the founder's family. His grandson is Honorary President and his great-grandson, Martin Essayan, a British citizen, is now the third generation to serve on the board. He is trustee for the UK Branch.

HOW CAN I FIND OUT MORE?

For further information, consult the Foundation's website www.gulbenkian.pt or the linked website for the UK Branch www.gulbenkian.org.uk



UK Branch Personnel 2010/11

Director

Andrew Barnett

Programmes

Deputy Director **Siân Ede**

International Officer **Isabel Lucena**

Project Officer **Louisa Hooper**

Project Officer **Annabel Knight**

Communications

Head of Communications **Felicity Luard**

Communications Interns **Shaneke Chambers, Yasemin Yildiz**

Finance and Administration

Head of Finance and Administration **Elizabeth Freeman**

Office Manager and PA to the Director **Rob Clyne**

Finance and Administration Assistant **Barbara Karch**

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