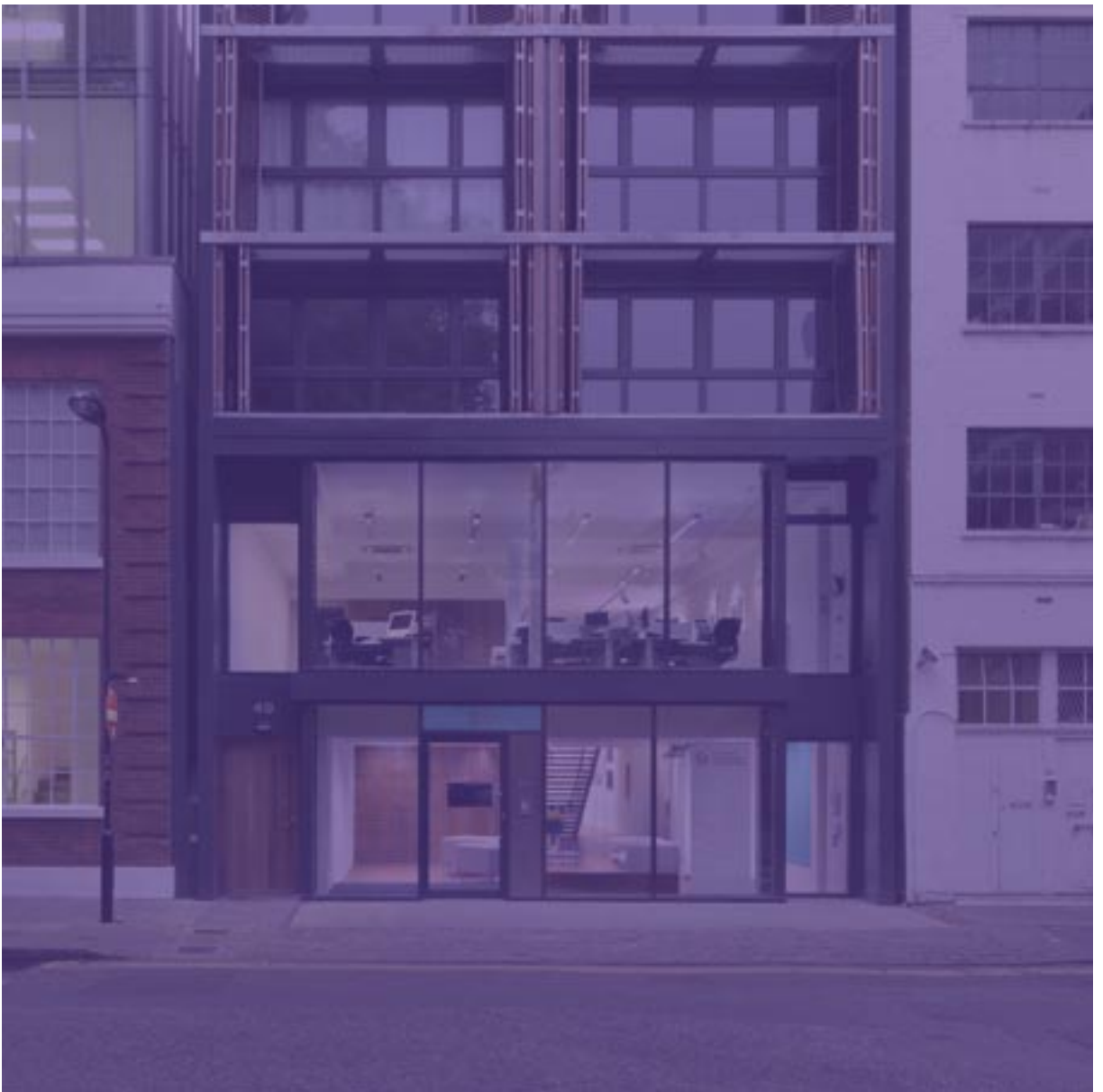




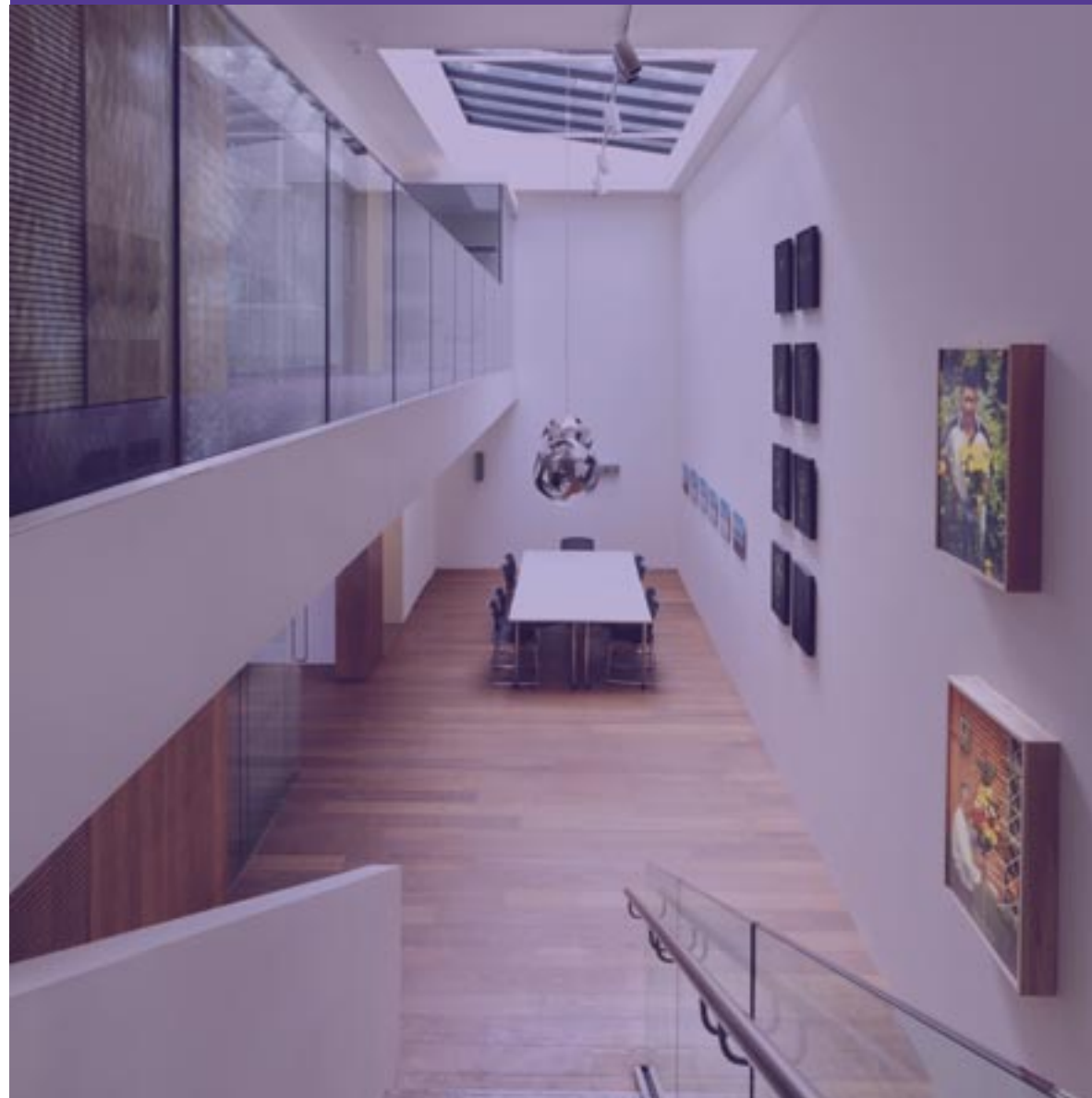
# CALOUSTE GULBENKIAN FOUNDATION

UK BRANCH  
ANNUAL REVIEW 2009/10



## 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.



# CONTENTS

<b>2</b>	<b>UK Branch Director's Report</b>
<b>4</b>	<b>Our Work</b>
4	Fulfilling Potential
10	Environment
15	Cultural Understanding
20	Innovation
<b>23</b>	<b>Recent Reports and Publications</b>
<b>25</b>	<b>Grants Awarded in 2009</b>
<b>29</b>	<b>Financial Summary UK Branch</b>
<b>30</b>	<b>About the Foundation</b>
<b>32</b>	<b>UK Branch Staff</b>

Front cover and left:  
The UK Branch offices  
in Hoxton Square.  
Photos: Alex Delfanne.

# UK BRANCH DIRECTOR'S REPORT

## 2009 - YEAR OF CHANGE AND CHALLENGE

The political and economic situation in the UK is unfolding with interest about what the recent change of government will mean in policy terms and concerns in the third sector about the impact of large cuts in public expenditure.

The review of our own activities, which led to changes we began to implement in 2009, enabled us to think more deeply about these issues. It also prepared us for the reduction Trustees agreed in our 2010 budget, made necessary by the, we hope temporary, impact of the economic downturn on the Foundation's investment income. As a result, we decided to focus more on those areas identified as strategic priorities:

- fulfilling potential – exploring, and helping address, the needs of the most vulnerable people in society, young people, and the increasingly large population of older people (and the relationship between them);
- helping protect the environment;
- helping improve cultural understanding.

During the year, we completed a substantial refit of the property acquired for the Foundation in Hoxton Square and moved into the still deprived but regenerating area of Shoreditch.



From General Public Agency's *Social & Cultural Survey: Shoreditch & Hoxton*.

Moving offices, while symbolic of our repositioning, was not what our strategic review had been about. The review had revealed that we needed to make four key changes in direction:

- to achieve greater impact by working to these more focused, and purposeful aims and objectives;
- to develop a greater international focus as part of an influential European Foundation, renewing and strengthening our relationships with colleagues at the Foundation's headquarters in Lisbon and at the Centre Culturel Gulbenkian in Paris;
- to work in a more connected and involving way with our partners, grantees and neighbours, giving a smaller number of larger grants and following these through more systematically;
- to re-emphasise the Foundation's long-standing – and often influential – support for innovation.

## INNOVATION

Helping ensure that we are a catalyst for innovative practice remains a continuing feature of our work across our three strategic aims. Though becoming more proactive in the selection of organisations we support, we retain an open fund for unsolicited ideas. The fund is important to us because it ensures that we do not reject potentially innovative ideas simply because they do not fit within our three strands of work or remain blind to work undertaken by organisations of which we were previously unaware. But we have been disappointed by the quality of the applications and we tended to support projects that fitted our primary aims or addressed generic issues in the voluntary sector such as leadership and sector-wide learning.

## MAXIMISING AND MEASURING IMPACT

Now that our broad strategy is in place, the dominant theme going forward is on how best to maximise the impact of our work. We renewed our emphasis on social, cultural and educational change; we are about making a lasting difference and one which reaches beyond the locality of a particular project – and beyond the period of our necessarily limited support. To achieve this, we need to put in place strategies and deploy a range of tools throughout the duration of a project or programme. These include:

- clarifying more explicitly the problem we are trying to address and the gap we are trying to fill;
- developing partnerships, and nurturing potential advocates, to give reach to messages emerging from our work;
- capturing the wider learning – the what works – from our necessarily small interventions;
- developing communication strategies at the outset of work;
- thinking about, and building in, legacy including how best to replicate or scale-up ideas and to position other funders to support this;
- agreeing at the outset an indication of what outcomes we hope to achieve.

Measuring outcomes is an increasingly important theme both for charitable foundations and the third sector as a whole – all the more so in the era of certain decreases in government spending and the need to demonstrate value – and it underlines the timeliness of work we have commissioned from DEMOS on the capacity of the third sector to measure performance.

## THE INTERNATIONAL DIMENSION

Central to our change in direction was the belief that we should strengthen our relationship with our colleagues in Lisbon while at the same time moving beyond a solely Anglo-Portuguese axis to address issues of wider, common concern – the need for greater cultural understanding, to develop transnational learning as to how excluded groups and individuals can best fulfil their potential, and to protect our threatened environment – helping to bolster the Foundation's reputation as a serious player in European philanthropy.

We began work on a series of joint projects with Lisbon and supported bids to the new fund established by Trustees for projects that are innovative, international, involving of a leading partner, and cross-functional. For example, we are working in collaboration with our colleagues in Lisbon on a range of transnational projects that promote intergenerational connections, specifically for the benefit of older people – such as 'Action for Age' with the RSA and ExperimentaDesign, the launch of 'Intergenerational' pilot projects in partnership with Thinkpublic, and the support of the European Mapping for Intergenerational Learning (EMIL) network.

We also began to participate in wider networks, beyond the UK and Ireland, including my own involvement in the European Foundation Centre's network-building committee, through our membership of EUCLID, the umbrella body for chief executives of third sector organisations in Europe, and also through hosting the Woburn Place Collaborative meeting which looked specifically at where and how foundations can work internationally to contribute to their aims.

## INVOLVING PARTNERS AND COLLEAGUES

The adoption of a new approach to grant-making means developing new ways of engaging with our partners – whether grant recipients, other foundations and third sector organisations or, indeed, our neighbours.

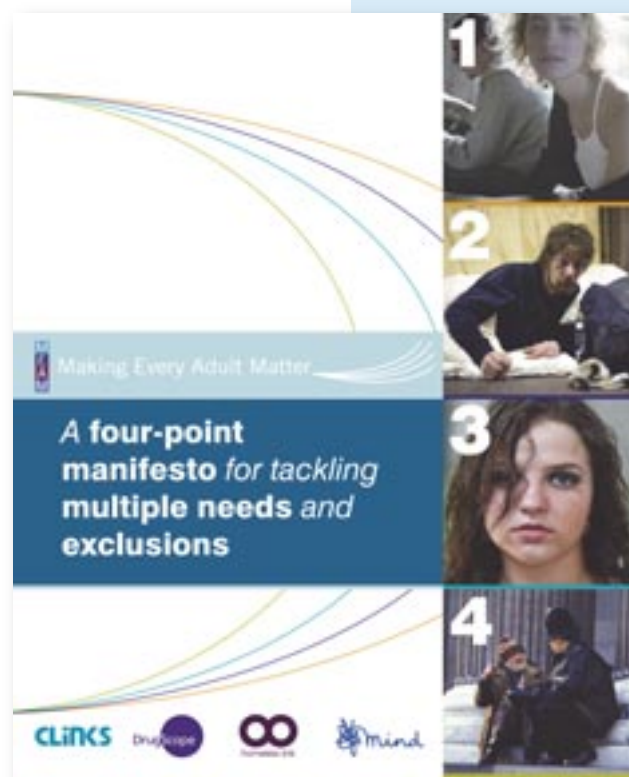
Hoxton Square is an exciting place to be in 2010 – on the edge of the City of London and part of the revival of the East End. The architecture of the building – open, lit by natural light, contemporary in its design and drawing inspiration from our headquarters in Lisbon – reflects our ambition to build the Foundation as outward-looking, international, and committed to social, educational and cultural change. In September, we were delighted to open our new home to our neighbours in Hoxton, to host a public cultural evening in the square, and to welcome our Trustees, many travelling from Lisbon, the following day for the formal opening of the building.

2009 was a year of considerable change for us. I want to acknowledge the professionalism of my colleagues who have demonstrated continued loyalty and passion, and considerable flexibility, in adjusting to new working practices and the reconfiguration of roles, accompanied by the departure of some long-serving colleagues and a necessary reduction in our administrative costs. I am grateful, too, to our Trustees – and our UK Trustee Martin Essayan in particular – for their support in helping us begin to translate our shared vision for the Foundation into reality.

Andrew Barnett

# 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, particularly focusing on: the young in school, relationships between young and old, and those most at risk of dropping out of society ...



## MAKING EVERY ADULT MATTER

There are many whose experiences are impaired by the inter-related problems of homelessness, mental ill-health, substance misuse and periods spent in detention. The Foundation is supporting 'Making Every Adult Matter' (MEAM), a groundbreaking cross-sector coalition of four national membership charities – Clinks, DrugScope, Homeless Link and Mind – focused on policy and practice change for people with multiple needs and exclusions.

In 2009 the coalition launched a four-point manifesto calling on the next government to define the group; accept the social and economic case for action; develop a national policy framework to support local action around 'joined up' services for this group; and measure national progress. MEAM hopes that the government will lay out its thinking in a multiple needs Green Paper early in the next Parliament.

In 2010 the MEAM coalition will develop and evaluate a series of service pilots in local areas that will bring the manifesto to life, help frontline agencies and statutory partners develop a more coordinated response, and improve the circumstances of people with multiple needs and exclusions.



## OLDER PEOPLE

**Supporting and foreseeing the contributions individuals make to their communities requires a long-term vision of how demographic change alters day-to-day lives. With this in mind, in 2008 the Foundation began a focused programme of work on ageing. In 2009 this was developed with a range of local, national and transnational projects.**

We recognise that a positive experience of ageing will not only rely on economic security but also on wellbeing and a sense of connection to others. As such, ending loneliness in older age remains a priority, and in 2009, we started to investigate issues around loneliness and isolation with a view to supporting and participating in the development of a coalition to combat the problem.

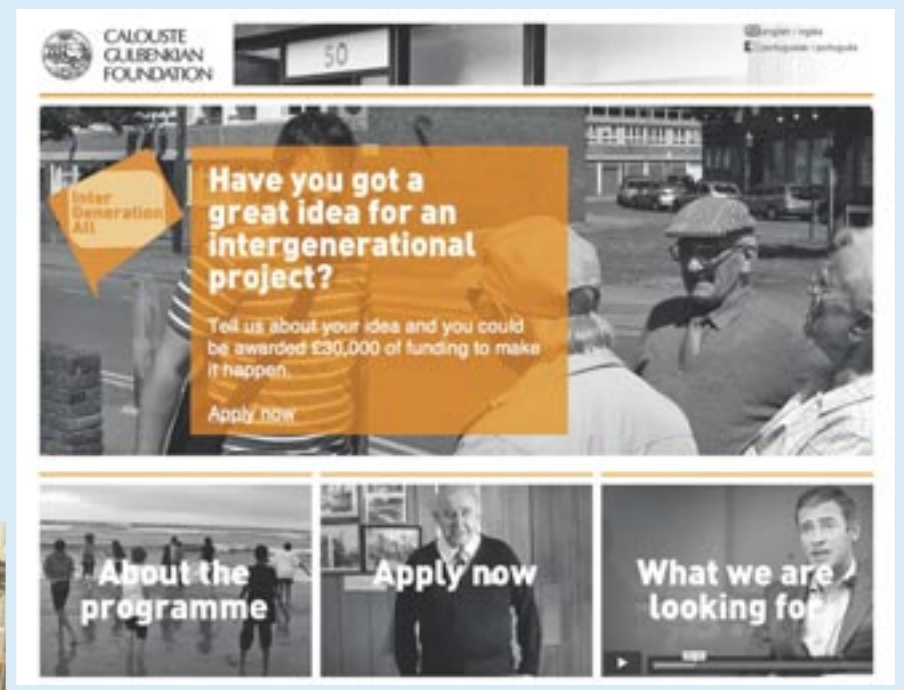
With the ever increasing reliance we have on new technologies and the potential they bring in connecting those at a distance, we felt exploring the use of ICT to be key to securing inclusion of older people both now and in the future. Following the publication in May 2010 of the results of the Independent Age report on attitudes and obstacles to the use of new technologies, we will further explore the role of ICT in tackling social isolation, drawing on insights gained from the survey. Additionally, we welcomed the launch of an in-depth report by the Institute for Public Policy and Research (IPPR), *The Politics of Ageing*, which focused on wellbeing and the implications for policy and supported a further, similar, study by the Centre for Social Justice.

**Age Concern Oxfordshire is mapping the local community as a basis for understanding the needs inter-relationships of the older population and as a guide to priority actions in tackling loneliness.**  
Photo: M Godel.

With the Gulbenkian Programme for Human Development, in Lisbon, we continued to explore new approaches to intergenerational practice with projects benefiting from the use of design principles to build the service around the user, based on a scoping report conducted by the Oxford Institute of Ageing.

One such initiative launched a range of pilot projects with the support of the UK-based service design agency Thinkpublic, which will 'co-design' project activities with users and other stakeholders. Another saw the RSA team up with ExperimentaDesign in Lisbon on 'Action for Age'. This project challenged design students to invent service solutions for older people in the UK and Portugal while comparing different cultural approaches and settings; in 2010 we will support an extended second edition of the project.

**Calls for innovative Intergenerational projects, a joint initiative in London and Lisbon, in collaboration with design agency Thinkpublic.**



Design students from the UK and Portugal collect the stories of older people in Lisbon, as part of the 'Action for Age' project. Photo: Vincenzo Di Maria.

We also launched a four-year initiative supporting the European Mapping for Intergenerational Learning (EMIL) network which will ensure best practice is replicated and new projects formed across European borders.

The results of all this work will be shared at a major conference in Lisbon as part of the EU Year for Intergenerational Solidarity in 2012.



### HUMAN SCALE SCHOOLS

In 2006, the Foundation established the Human Scale Schools project, in collaboration with the educational charity Human Scale Education and with additional support from the Paul Hamlyn and Esmée Fairbairn Foundations. The incentives for the initiative were the persistent increase in the number of large, impersonal secondary schools, particularly in the last decade, and growing evidence that students

learn best in small-scale settings where they are known as individuals. The project's aim was to help large secondary schools experiment with, and evaluate, different kinds of human scale practices, such as the creation of schools within schools or mini-schools. The Labour Government's Building Schools for the Future programme (BSF) provided the opportunity to encourage schools to incorporate human scale concepts into the design of their new buildings.

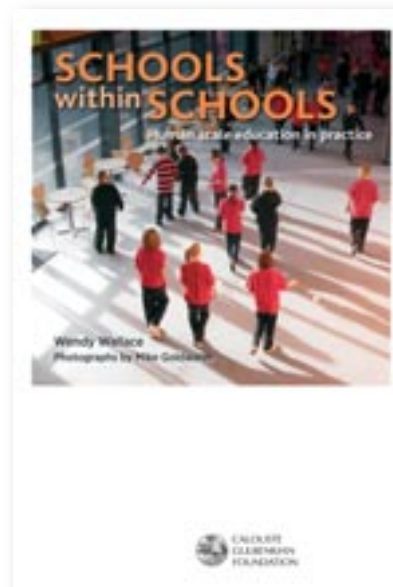
**The newly completed Washington School site, Tyne and Wear. The design and organisational structure of this BSF-funded school is based on the human scale school philosophy. Photo: James Austin.**



Between 2006 and 2009, the final year of the programme, we have: supported almost 40 schools; published a book of case studies of funded schools – *Schools within Schools: Human scale education in practice*, and a number of Occasional Papers, commissioned a television series for Teachers TV; taken large numbers of teachers to schools in both the US and Scandinavia; organised two national conferences and established an e-bulletin for the network of schools. The case for a more human scale approach to secondary education was widely discussed in the media, and was made to all three political parties ahead of the election. The Conservative Party made a commitment to human scale education in its 2008 policy document *Reforming Public Services*.

For human scale practices to be more widely adopted, schools need a properly resourced organisation to guide and support them. From 2010, this work will be taken forward by the charity Human Scale Education, which has received a major grant from the Foundation to enable it to 'scale up' to meet this challenge.

**Pupils at Stantonbury Campus in Milton Keynes, one of the first schools to adopt human scale principles in its organisation and curriculum. Photo: © Mike Goldwater.**



**Publications and Occasional Papers supported by the Human Scale Schools programme (see pages 23–4).**

# ENVIRONMENT

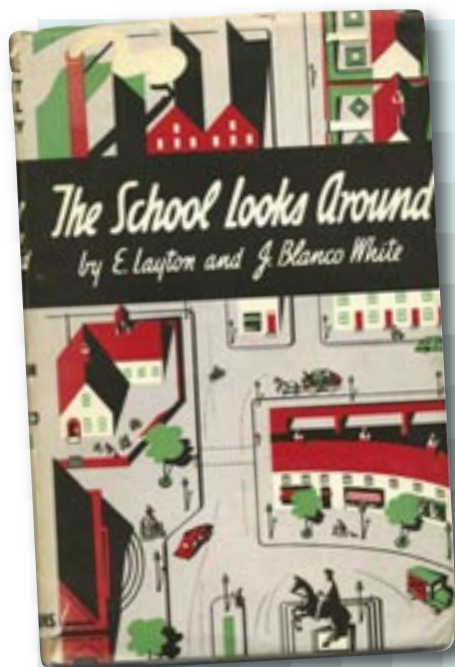
To support imaginative interventions that contribute towards the protection of the environment, and explore how environmental change affects the way we live...

**The Foundation is developing its thinking under this theme. The breadth of the subject is immense and, in 2009, we embarked on a process of research and consultation to define the areas in which our funding can bring about beneficial change in the lives of individuals and communities. Over the year, we have sought to support projects that encourage a public awareness of and involvement with the natural environment, with a view to influencing local and national policy and practice.**

## PUBLIC ENGAGEMENT

A major project with the Natural History Museum promotes a 'citizen science' theme. In partnership with the Woodland Trust, the NHM is launching in 2010 a nationwide tree survey for the general public to identify and map their local trees – in streets, parks and gardens – and to feed this information into the NHM's database using Google maps and other media. The aim is to encourage people to become actively engaged in environmental monitoring in a way that both contributes to the advance of scientific knowledge and gives the public a route to inform policy decisions.

In a mapping initiative for young people, General Public Agency has employed an innovative model from the 1940s – *The School Looks Around* (1948) – which encouraged schoolchildren to survey, protect and influence their local area. GPA's pilot project for two secondary schools will create contemporary records of changing urban and rural environments in the UK.



Glasgow-based NVA are involving school-leavers from disadvantaged areas in a major regeneration project to transform a 100-acre derelict woodland site at Kilmahew in the Firth of Clyde, setting up a model that can be replicated by other organisations.

Two new research projects by Botanic Gardens International (BGCI) – investigating social inclusion policies within botanic gardens and the viability of establishing Islamic gardens – seek to involve and inspire diverse local communities in matters of plant conservation and biodiversity. The research findings will be debated at the 4th Global Botanic Garden Congress in Dublin in June 2010.

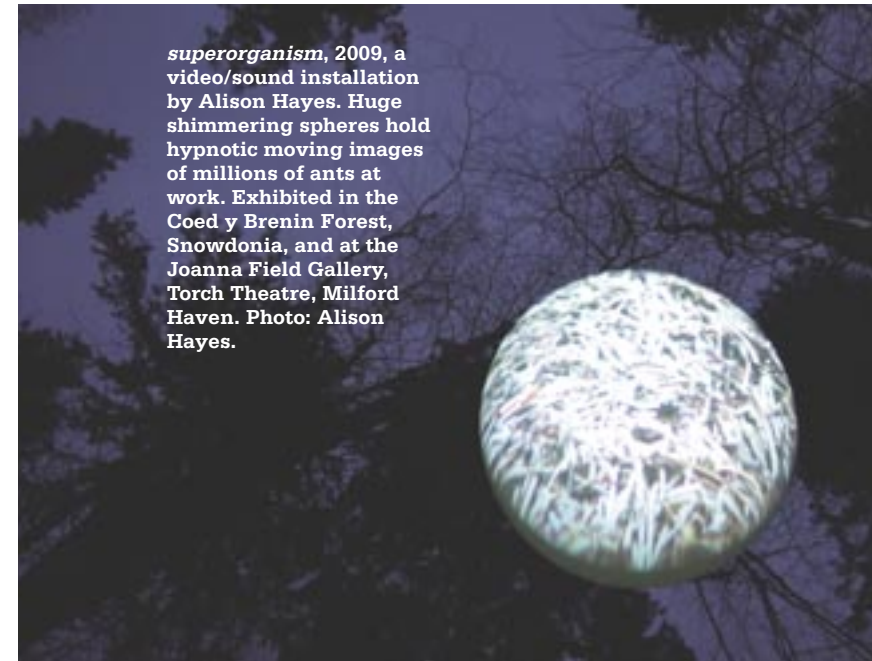


**ART AND BIODIVERSITY**

Drawing on our experience of facilitating arts and science collaboration, we have initiated two experimental projects. In a cross-cultural pilot project inspired by International Year of Biodiversity 2010, artists' residencies have been established at the Botanic Garden and Harcourt Arboretum, University of Oxford, in the UK, and at the Gulbenkian Institute of Science in Portugal. The aim is that these collaborations between artists – Portuguese artist Gabriela Alergaria in Oxford and British artist Rob Kessler in Lisbon – and scientists will enable both sides to take new perspectives on their own work and make the processes of each more accessible to the public.

The Gulbenkian Galapagos Artists' Residency programme, established in partnership with the Galapagos Conservation Trust in 2007, involves artists' unique perceptiveness to highlight the challenges, local and global, faced by sites of conservation and natural heritage. Artists from a variety of disciplines visit the Galapagos, touring the islands with a naturalist, undertaking research with scientists, and engaging with local people. An exhibition of their work will take place in 2011 in the UK and subsequently in Portugal. Artists in the programme include: Dorothy Cross (accompanied by the actor Fiona Shaw), Marcus Coates, Jyll Bradley, Kaffe Matthews, Tania Kovats, Alexis Deacon, Semiconductor, Alison Turnbull and Jeremy Deller.

*The New Plant Hunters, Santa Cruz, Galapagos, 2008, by Jyll Bradley.*



*superorganism, 2009, a video/sound installation by Alison Hayes. Huge shimmering spheres hold hypnotic moving images of millions of ants at work. Exhibited in the Coed y Brenin Forest, Snowdonia, and at the Joanna Field Gallery, Torch Theatre, Milford Haven. Photo: Alison Hayes.*

In a transformative public art initiative with an environmental theme, New York artist Alastair Noble involved local people in 'mapping' the small, now uninhabited Isle Martin in North-West Scotland – the second in a series of six worldwide projects. The island's topographical contours were plotted by planting indigenous Rowan trees, at the same time fulfilling one of the Isle Martin Trust's missions of reforestation. Mapping Arcadia, hosted by An Talla Solais, Ullapool Visual Arts in partnership with the Isle Martin Trust, has created a permanent artwork on the island.







The UK public debate for World Wide Views on climate change on the 26 September 2009, facilitated by Involve. Participants worldwide were involved in similar debates.

## CLIMATE CHANGE

The Foundation has funded a number of initiatives to build grassroots support for policies to promote behaviour change and the transition to a low-carbon economy. In a large-scale scoping study, Green Alliance is investigating the extent to which third sector organisations not directly concerned with the environment are nevertheless engaging with climate change issues and acting as agents for change. The study complemented and fed into the government's Third Sector Taskforce on Climate Change, which published its first report in March 2010.

The Institute for Public Policy and Research (IPPR) is developing a new strategy for creating 'green collar' jobs in UK cities, mobilising grassroots organisations, including trade unions and the third sector, to effect change, an approach that has been successfully pioneered in the United States.

In the run-up to the 15th Conference of the Parties (COP 15) in Copenhagen in December 2009, 100 British citizens debated and voted on issues of climate change policy at an event facilitated by the 'Participation Organisation' Involve. On the same day, groups in 38 countries from Nigeria to Bangladesh, the United States to New Zealand, came together in a worldwide public consultation exercise. Their consensus views on policy and action were subsequently fed into the discussions at COP 15.

# CULTURAL UNDERSTANDING

To help change people's perception of each other by providing opportunities for improving understanding through culture and between cultures...



## THROUGH CULTURE

The term culture is broad and as a Foundation based in a European country with a global diaspora, we recognise the fact that encounters in public life are increasingly viewed from an international perspective. Imagining how different people live, work, think, feel – whether the gap is geographical, economic, cultural or age-related – has always inspired

unique forms of expression through the arts. In 2009, we gave final support, from a longer-term commitment, to two high-profile international visual arts festivals – Tate Triennial, where Gulbenkian Curator Nicolas Bourriaud explored the idea of 'Altermodern', the global, the diverse, the instantaneous; and Liverpool Biennial, where we have supported a series of arresting new public art commissions from European artists.

*Altermodern: Tate Triennial, 2009. Gallery view with The projection room (Triple Bluff Canyon), 2004, Mike Nelson, and Untitled, 2008, David Noonan, courtesy of the artists. Photo: Tate Photography.*



Top: *Helena Almeida: Inside Me* at Kettle's Yard, 2009, installation view. Photo: Courtesy Kettle's Yard, University of Cambridge.

Above: João Maria Gusmão and Pedro Paiva, *On the Movement of the Fried Egg and Other Astronomical Bodies*, Ikon Gallery, Birmingham, 2010.



Paula Rego, *Oratorio*, 2008-09, top right panel, mixed media. *Mat Collishaw, Tracey Emin & Paula Rego: At the Foundling*, Foundling Museum, London, 2010. Photo: Courtesy of the artist and Marlborough Fine Art.

Although all artists work internationally, we believe that Portuguese contemporary art may be 'the best-kept secret in Europe'. The Foundation is therefore implementing a three-year visual arts strategy which aims to highlight work which should be much more widely known.

In the first year we were very pleased to support a haunting exhibition of the work of Helena Almeida – commissioned by Kettle's Yard in Cambridge and the John Hansard Gallery in Southampton. The Foundling Museum in London

commissioned, alongside Tracey Emin and Mat Collishaw, Portugal's best-known painter Paula Rego, whose disturbing images so appropriately suit the troubling history of the original Foundling Hospital. And the Ikon Gallery in Birmingham hosted the UK debut of younger artists João Maria Gusmão and Pedro Paiva, who represented Portugal at the Venice Biennale 2009. Among other commissions we have on display at our Hoxton Square building the work of Paulo Catrica, Edgar Martins and Rita Soromenho, Portuguese artists resident in the UK.

The first of three tours for British curators to Portuguese galleries and studios took place in 2009, with a view to their establishing partnerships and gaining ideas for possible shows, collaborations or residencies. A permanent archive of contemporary Portuguese art is also planned at Tate Modern in London.

In 2010 the Foundation is introducing a new theme promoting literature in translation. The UK has a poor reputation compared with other European countries for reading translated literature, and we believe the wider availability of foreign writing, including for young people, will help broaden understanding of different cultures. We will be working in partnership with international literary organisations and developing platforms for the promotion of translated literature at UK book fairs and festivals.

The triennial Calouste Gulbenkian Prize for translation from the Portuguese – one of eight translation awards organised by the Society of Authors and the British Centre for Literary Translation – was won in 2009 by Peter Bush for his translation of *Equator* by Miguel Sousa Tavares (Bloomsbury).



(M)Other Tongues, a bilingual creative writing pilot workshop for Portuguese-speaking pupils from Norwood School in South London, at the Arvon Foundation in Yorkshire. Photo: Susana Moreira Marques.

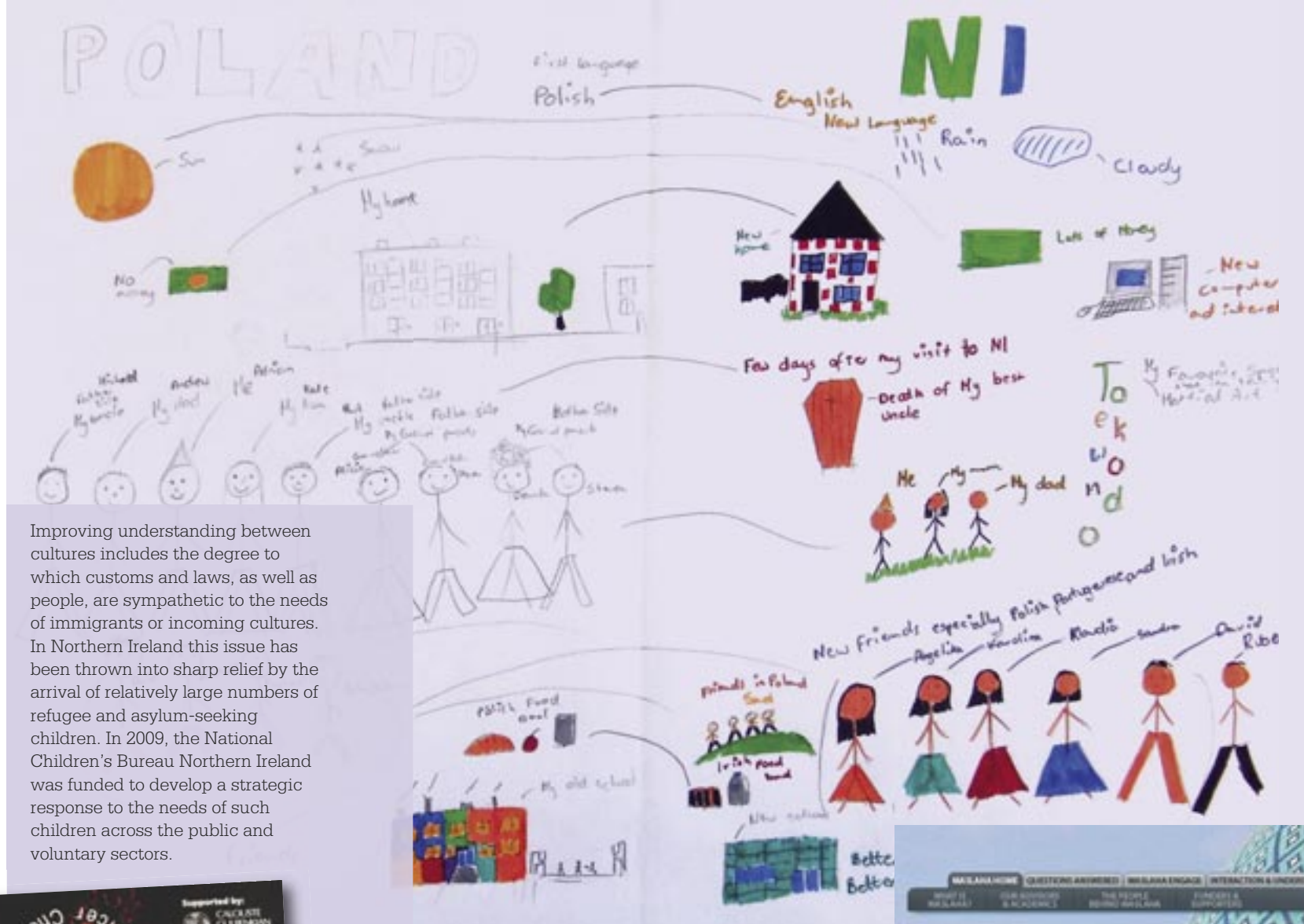


*Saudade: An anthology of fado poetry* (see page 23). Eighteen of our finest poets – versed in the art of translation but mostly coming to the music for the first time – have created versions in English of the poetry on which fado songs are based. Launched at the London Book Fair and at the City of London Festival, whose theme in 2010 focuses on Lusophone music and musicians. CoLF carries forward, in a range of musical genres, our previous support for the Atlantic Waves festival of contemporary Portuguese music.

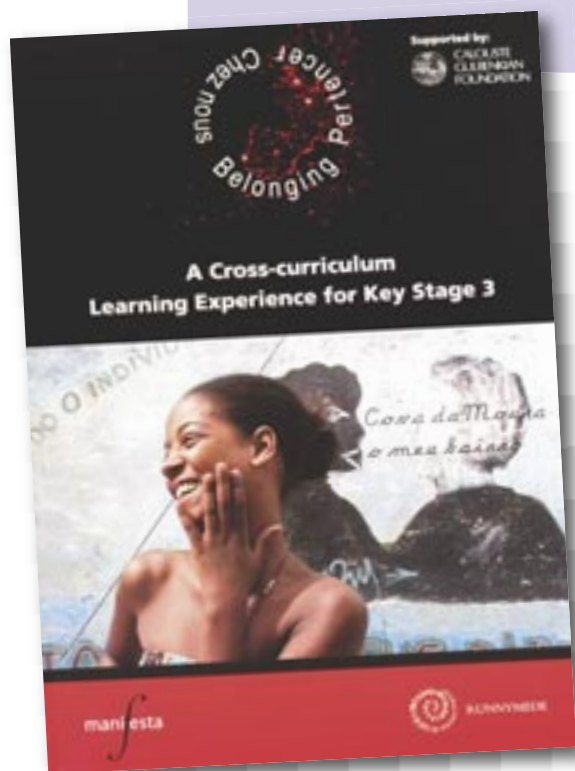
**BETWEEN CULTURES**

Escalating migration is one of the greatest and most profound challenges of our time. In addition to contributing to the organisation of the British Council's Network Effect conference on migration – 'A Worldview on Europe', we have commissioned a report in the UK to identify issues of cultural misunderstanding caused by cross-global migration, and to pinpoint key areas where the Foundation can act and add value in the future.

Improving understanding between cultures includes the degree to which customs and laws, as well as people, are sympathetic to the needs of immigrants or incoming cultures. In Northern Ireland this issue has been thrown into sharp relief by the arrival of relatively large numbers of refugee and asylum-seeking children. In 2009, the National Children's Bureau Northern Ireland was funded to develop a strategic response to the needs of such children across the public and voluntary sectors.



Cultural isolation can also be experienced within a well-established culture. For example, young Muslims who need guidance on aspects of Islamic teaching may feel isolated from the more traditional beliefs of their families. A major grant to the Young Foundation allowed for the further development of the innovative Maslaha project, a unique web-based resource (www.maslaha.org) that addresses some of the central questions that affect British Muslims, as well as providing clear and accessible information for non-Muslims.



In London, Paris and Lisbon the different arms of the Foundation worked together on the ambitious transnational 'Belonging' project, initiated by Manifesta with the Runnymede Trust. Young people in migrant communities in each of the cities explored their sense of belonging to the neighbourhoods in which they live through the making of short films. The films were screened on national TV networks, at events and festivals across Europe and at a roundtable on 'The Inter-ethnic City' at the UN Headquarters in New York. A series of lessons at Key Stage 3 was designed to accompany a selection of the Belonging films.



# INNOVATION

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

**Initiated in 2009, the Innovation Fund – our only funding stream open to general applications – has helped us to remain alert to, and engaged with, the sectors in which we work, where there is much greater experience than we have internally, and to retain an element of reactivity in our otherwise much more 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 assist the development of greater capacity and effectiveness in the third sector.**

## THIRD SECTOR INNOVATION

At this time of financial uncertainty, the public and private sectors are looking for new approaches to social and economic questions and to political engagement. Third sector organisations have a key opportunity to influence public policy, but those who have not yet learnt to convert their practice into clear political communications, or to measure and demonstrate value, may miss this opportunity altogether. Concerned with these issues, the Foundation, in consultation with key organisations, has commissioned two potentially influential pieces of research. A report from the Association of Chief Executives of Voluntary Organisations (ACEVO) will highlight how best to capture and translate innovative practices into policy, which in turn will help voluntary organisations to contribute to the development of social policy. Secondly, the think tank Demos is reviewing the capacity of the third sector to measure and demonstrate social value.

## SHARING IDEAS

As part of a European Foundation based in Lisbon, Paris and London we are especially able to benefit from the sharing of ideas and practice with partner organisations in Europe and the wider world, and to participate in international discussion forums.

The Summer School on Social Innovation held by the SIX network, which we support, was in 2009 hosted at the Foundation's headquarters in Lisbon. SIX, coordinated by the Young Foundation, is a network of 15 core partners and some 250 associate organisations worldwide set up to enhance current networks across the field of social innovation. The Summer School aims to advance the sharing of knowledge and experience between its participants thereby improving the impact of their future activities.



Similarly, the British Council Network Effect conference on migration – ‘A Worldview on Europe’ – also held at the Foundation in Lisbon, in January 2010, brought together practitioners in the field of migration from Europe and North America to share best practice and make recommendations for a grassroots approach to migration and community integration.





In selecting our funding partners and projects we look for qualities we value. The work of Grassmarket Project (GMP), for example, is cross-sectoral and highly innovative, it is international and independent in approach yet rooted in partnership, and is committed to securing beneficial change in the lives of the most disadvantaged in society. In order to provide a model for other organisations to replicate its groundbreaking theatre and film-production work, GMP are initiating a three-year study of a project with immigrant youth in London to examine and document the key mechanisms of its unique method.



GMP workshops for The Block project. Young people work alongside professional actors, weaving art out of their experiences – a process that has proved to have a very positive impact on their approaches to education, creativity, personal responsibility and integration into society. Photos: GMP

## SOCIAL ENTREPRENEURS

The Foundation has always been prepared to back people as well as projects and from our earliest days have sought to effect change through the activities of talented and enterprising individuals. We continued with this tradition in 2009, funding two Gulbenkian Fellowships in the Clore Duffield Social Leadership Programme, an

initiative to develop and encourage emerging talent in the third sector. We also supported Unltd's Ageing Challenge Fellowships Programme – to find, fund and provide practical, personal, leadership and project development support to individuals with entrepreneurial solutions to the issues faced by an ageing society – an innovative approach that fits with our core aims.

## Recent Reports and Publications

Full information about the Foundation's publications can be found on our website, [www.gulbenkian.org.uk/publications](http://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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### Saudade An anthology of fado poetry

Edited by Mimi Khalvati  
Selected by Vasco Graça Moura  
With translations by  
David Constantine, Elaine Feinstein,  
Don Paterson, Fiona Sampson,  
George Szirtes and many others  
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.'

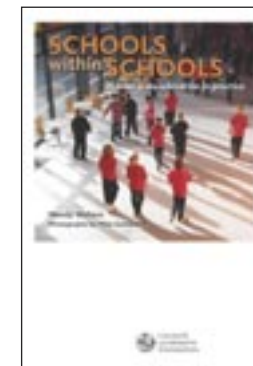


### Intergenerational Relationships Summary of main findings

Ipsos Marketing (2009)  
Free 24 pp

### Reports on expert seminar series: Dementia

**Intergenerational Issues  
Isolation in Older Age**  
(2008)  
Free 16pp



### Schools within Schools Human scale education in practice

Wendy Wallace  
Photographs by Mike Goldwater  
ISBN 978 1 903080 12 2 (2009)  
£8.50 112 pp  
'Small is better. Teaching is 75 to 80 per cent about relationships. If you know people, you can influence them.' Teacher at Brislington Enterprise College, Bristol



### Urban Village Schools Putting relationships at the heart of secondary school organisation and design

James Wetz  
ISBN 978 1 903080 11 5 (2009)  
£8.50 112 pp  
'After more than 30 years working in state education, 16 of these as a head teacher of two large secondary schools, I am convinced that the current design and organisation of many secondaries thwart our best efforts to support young people and institutionally exclude those most in need of academic enrichment.' James Wetz



### Dark Matter Poems of space

Edited by Jocelyn Bell Burnell and Maurice Riordan  
With new poems from Julia Copus, Greg Delanty, James Fenton, Leontia Flynn, John Kinsella, Antjie Krog, Nick Laird, Bill Manhire, Kathryn Maris, John McAuliffe, Jamie McKendrick, Paul Muldoon, Robert Pinsky, Deryn Rees-Jones, Neil Rollinson and Tom Sleight  
ISBN 978 1 903080 10 8 (2008)  
£8.50 240 pp

**No Fear****Growing up in a risk averse society**

Tim Gill  
ISBN 978 1 903080 08 5 (2007)  
£8.50 96 pp  
'Reviews key aspects of modern risk aversion for children... Tim's timely book is a must for anyone lobbying for a more child-friendly public realm.' Alan Sutton, *Play Today*

**Books, reports and materials produced in 2009 that were funded but not published by the Gulbenkian Foundation are listed below.**

**Are we the champions?****Designers and the co-creation of public services**

Michael Evamy  
A report on the RSA Design Directions project Action for Age  
RSA Design & Society, 8 John Adam Street, London WC2N 6EZ  
E: design@rsa.org  
Free PDF download available from www.rsadesigndirections.org

**ArtSmart****Developing and accrediting young people's creativity**

A toolkit for accrediting an arts based approach through the Youth Achievement Awards  
CD  
UK Youth, Avon Tyrrell, Bransgore, Hampshire BH23 8EE  
E: yaamaterials@ukyouth.org  
Free PDF download available from www.ukyouth.org

**Belonging Educational Materials A Cross-Curriculum Learning Experience for Key Stage 3**

The Runnymede Trust and Manifesta, 7 Plough Yard, Shoreditch, London EC2A 3LP  
E: info@runnymedetrust.org  
Free PDF download available from www.runnymedetrust.org  
ISBN 978 906732 22 6

**Falling into Place**

Heather and Ivan Morison  
Book Works, 19 Holywell Row, London EC2A 4JB  
W: www.bookworks.org.uk  
ISBN 978 1 906012 09 0 £12.95

**Get It****The power of cultural learning**

Rick Rogers  
Feedback and recommendations from a public consultation by the Culture and Learning Consortium  
Cultural Learning Alliance, c/o Clore Duffield Foundation, Studio 3, Chelsea Manor Studios, Flood Street, London SW3 5SR  
E: info@culturallearningalliance.org.uk  
Free PDF download available from www.culturallearningalliance.org.uk

**Human Scale Education Occasional Papers series:****Human Scale by Design**

Mike Davies  
ISBN 978 1 898321 09 5

**Human Scale Thinking at the Heart of a Large School**

Mark Wasserberg  
ISBN 978 1 898321 09 5

**School Structures – Size Matters**

Max Haimendorf and Jacob Kestner  
ISBN 978 1 898321 10 1  
Human Scale Education, Unit 8, Fairseat Farm, Chew Stoke, Bristol BS40 8XF  
E: info@hse.org.uk  
Free PDF downloads available from www.hse.org.uk

**Litterbugs****How to deal with the problem of littering**

Professor Alan Lewis, Polly Turton and Thomas Sweetman  
Edited by Ben Caldecott  
Foreword by Bill Bryson  
Policy Exchange, Clutha House, 10 Storey's Gate, London SW1P 3AY  
E: info@policyexchange.org.uk  
W: www.policyexchange.org.uk  
ISBN 978 1 906097 42 4 £10.00

**Making Every Adult Matter****A four-point manifesto for tackling multiple needs and exclusions**

MEAM Project Director, 50 Hoxton Square, London N1 6PB  
E: oliver.hilbery@meam.org.uk  
Free PDF download available from www.meam.org.uk

**Poverty Pathways****Ethnic minority women's livelihoods**

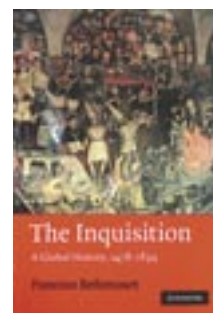
Fawcett Society, 1–3 Berry Street, London EC1V 0AA  
E: info@fawcettsociety.org.uk  
Free PDF download available from www.fawcettsociety.org.uk

**Social & Cultural Survey****Shoreditch & Hoxton**

General Public Agency  
General Public Research Unit, 10 Stoney Street, London SE1 9AD  
Available from Calouste Gulbenkian Foundation  
E: info@gulbenkian.org.uk  
ISBN 978 0 9563668 Free

**Stage**

Dorothy Cross  
Exhibition catalogue  
Shrewsbury Museum & Art Gallery, Barker Street, Shrewsbury, Shropshire SY1 1QH  
E: adrian.plant@shropshire.gov.uk  
W: www.shrewsburymuseums.com

**PORTUGUESE PUBLICATIONS****The Inquisition****A global history, 1478–1834**

Francisco Bethencourt  
Published by Cambridge University Press, The Edinburgh Building, Cambridge CB2 8RU  
W: www.cambridge.org  
ISBN 978 0 521 84793 3 Hdbk £65  
ISBN 978 0 521 74823 0 Pbk £22.99

**Dedalus reprints:**

Dedalus Limited, 24–26 St Judith's Lane, Sawtry, Cambridge PE28 5XE  
E: info@dedalusbooks.com  
W: www.dedalusbooks.com  
**Lúcius's Confession**  
Mário de Sá-Carneiro  
Translated by Margaret Jull Costa  
ISBN 978 1 873982 80 8 £8.99

**The Mandarin and Other Stories**

Eça de Queiroz  
Translated by Margaret Jull Costa  
ISBN 978 1 903517 80 2 £7.99

**The Tragedy of the Street of Flowers**

Eça de Queiroz  
Translated by Margaret Jull Costa  
ISBN 978 1 873982 64 8 £9.99

**Grants Awarded in 2009****CULTURAL UNDERSTANDING****ACME Studios**

£5,000 towards artist's development costs related to the annual Gulbenkian London Residency.

**Bridport Arts Centre**

£12,000 towards the production and presentation of an exhibition of work by Carlos Noronha Feio at Bridport Arts Centre, Dorset, in early 2011, including the commissioning of an Afghan war-rug manufactured by Casa dos Tapetes in Arraiolos, Portugal.

**City of London Festival**

£20,000 towards research and development, including the commissioning of a new work to be presented during the Lusophone themed City of London Festival, June–July 2010.

**City of London Festival**

£100,000 towards the production and presentation of a City of London Festival focused on Portugal and the Lusophone world, to take place from 21 June to 9 July 2010.

**The Foundling Museum**

£25,000 towards an exhibition of work by artists Paula Rego, Tracey Emin and Mat Collishaw on the theme of childhood at the Foundling Museum, London, from 27 January to 4 May 2010.

**Free Word**

£11,500 towards launch events for the Foundation's new publication: *Saudade – An anthology of fado poetry* at Free Word, a new literary centre in London.

**Hay Festival**

£7,000 towards the costs of presenting *Illustrations.pt*, a major exhibition of Portuguese contemporary illustration for children's books at the Hay Festival, Wales, 21–31 May 2009.

**Ikon Gallery**

£18,500 towards the first exhibition by Portuguese duo Paiva and Gusmão in the UK, at the Ikon Gallery, Birmingham, 3 February to 21 March 2010.

**Kettle's Yard**

£30,500 towards the first solo exhibition of Portuguese artist Helena Almeida in the UK, at Kettle's Yard, Cambridge and John Hansard Gallery, Southampton in late 2009 and early 2010, respectively.

**Liverpool Biennial of Contemporary Art**

£100,000 as the third instalment of £100,000 per annum from 2008 to 2010 to be paid towards costs of 'Gulbenkian European Commissions' at Liverpool Biennial: International Festival of contemporary Art.

**Manifesta**

£5,000 for dissemination activities for the Belonging Project, a transnational youth media initiative for young people from immigrant urban communities piloted in London, Paris and Lisbon.

**Mead Gallery**

£15,000 to cover the costs of a visit to Portugal by British and Irish curators in December 2009, in order to help promote Portuguese visual art in the UK and Ireland.

**Migration Work CIC**

£20,000 to cover the costs of a scoping study aimed to reveal underdeveloped areas within the field of migration, including a report identifying key players, outlining possible areas of intervention for the Foundation and proposing the next steps to be taken.

**National Children's Bureau Northern Ireland**

£60,000 to develop a strategic response across the public and voluntary sectors to the needs of refugee and asylum seeking children.

**PARSUK**

£5,000 towards the costs of LUSO 2009, the third annual encounter of UK-based Portuguese students and researchers, at Imperial College, London, 27 June 2009.

**The Photographers' Gallery**

£100,000 towards a second year of development of The World in London (working title), a large-scale public art project, involving 205 portrait commissions of Londoners from nations competing at the London 2012 Olympic and Paralympic Games.

**Shoreditch Trust**

£15,000 towards putting on a free cultural event for the local community in several venues across Hoxton Square, on 30 September 2009.

**South East Dance**

£9,650 towards the production of *Hannah*, by Portuguese film-maker Sérgio Cruz, a dance film exploring the skills, ambitions and dreams of a young dancer and Olympic athlete with Down's syndrome.

**Tate Modern**

£10,000 towards the first retrospective of work by Portuguese film-maker Pedro Costa in the UK, at Tate Modern, 25 September to 4 October 2009.

**Young Foundation**

£60,000 towards the costs of enabling the Maslaha Project, an Islamic web-based information service, to develop an online advisory service for schools as well as classroom resources for teachers.

## ENVIRONMENT

### Botanic Gardens Conservation International

£44,850 for research into social exclusion and inclusion within botanic gardens in the UK and Ireland, to culminate in debate at the 4th Global Botanic Garden Congress in Dublin in June 2010.

### Botanic Gardens Conservation International

£32,775 towards research to determine the viability of establishing Qur'anic Gardens in the UK, adapted from models in the Arabian Peninsula. The research will be presented to the international botanic garden community at the 4th Global Botanic Garden Congress in Dublin in June 2010.

### Galapagos Conservation Trust

£24,000 towards the development of a Galapagos Garden for the Royal Horticultural Society's Chelsea Flower Show in 2011.

### Galapagos Conservation Trust

£100,000 towards i. the final year of the Gulbenkian Galapagos Artists' Residency Programme, ii. the research and development process for an exhibition or series of events in 2011/12 to display and broadcast the outcomes of the programme, to include an exhibition at CAM, Lisbon, in 2012.

### General Public Agency

(Development Trusts Association) £30,000 towards the costs of a programme of environmental surveys by pupils in a selection of schools with a view to bringing to life the school neighbourhoods and offering a model to other schools.

### Green Alliance

£60,000 to conduct a large-scale scoping study and produce a map reflecting the various responses to climate change of third sector organisations.

### Involve

£15,000 towards British citizen participation in a process to elicit global discussion on climate change policy in order to make an impact on decisions taken at the 15th Conference of the Parties (COP 15) in Copenhagen, December 2009.

### Ippr

£45,000 to research and develop a new strategy for creating 'green collar' jobs in UK cities to help meet environmental objectives and generate new opportunities in regions of economic disadvantage, thereby gaining wider public support for policies to halt climate change.

### Natural History Museum, London

£90,000 for an England-wide tree survey to inspire people to become active guardians of the natural world while contributing to the advance of scientific knowledge which will give them a route to inform policy decisions.

### NVA

£20,000 towards the creation of an environmental training programme based at Kilmahew Woodlands, Firth of Clyde, Scotland, to offer employment to young people in the surrounding areas, some of whom have experienced the worst effects of chronic poverty and poor housing.

### Sheila McKechnie Foundation

£23,000 for a third and final year of funding for an Environment Award to include support for the Award winner and for research and promotion activities to enhance the Award's impact.

## FULFILLING POTENTIAL

### 4Children

£16,000 to run two Fresh Thinking for Families seminars as part of the Family Commission and produce policy development on two key areas of family policy: intergenerational relationships and families new to the UK.

### Age Concern Oxfordshire

£7,700 to host a symposium to assemble existing evidence on isolation and loneliness, gain an understanding of priority groups, and disseminate a summary report to drive concerted action for a new coalition.

### Age Concern Oxfordshire

£13,500 to carry out a comprehensive mapping of the local community as a basis for understanding the needs inter-relationships of the older population and as a guide to priority actions in tackling loneliness.

### Centre for Social Justice

£50,000 to produce the 'Elder Care' report, a research project on the current and emerging needs of older people in Britain that will lead to policy recommendations for tackling problems of elder care provision.

### Counsel and Care

£3,500 to develop an operational model for a coalition to tackle loneliness following research into existing coalitions and campaigns. It will conclude with a report and recommendations for taking forward the potential new coalition.

### Fabian Society

£15,000 to commission and publish a collection of essays on multiple needs and the challenges this presents to government and public services, with contributions from partners such as the Centre for Social Justice and the Institute for Government and linked to the work of the Making Every Adult Matter (MEAM) coalition. A launch will be included to publicise the collection amongst key stakeholders, opinion formers and policy makers.

### Grandparents Plus

£17,000 to conduct a scoping study into a large-scale comparative piece of research to assess the role of grandparenting across the EU and with reference to the USA.

### Homeless Link

£56,000 to set up a joint working group of four agencies serving people with multiple needs and report on ways which such people are currently poorly served by existing services and how this could change.

### Human Scale Education

£21,240 for the administrative costs in 2009 of the Foundation's Human Scale Schools initiative.

### Human Scale Education

£278,000 (over two years) to allow for the scaling up of this educational charity, the Foundation's partner on the Human Scale Schools project, so that it might effectively promote human scale education independently of the Foundation at both school and policy level.

### Human Scale Education

£41,850 to enable the Foundation's Human Scale Schools project to take groups of teachers from schools funded by the project to schools in Scandinavia in order to develop further their knowledge of different human scale practices, particularly in the field of pedagogy.

### Independent Age

£32,750 for 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.

### Institute for Government (IfG)

£5,000 to run a high-level policy seminar on the issue of multiple needs and the challenges this presents to government and public services, linked to the work of the Making Every Adult Matter (MEAM) coalition.

### Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA)

Up to £42,000 to promote the second edition of the student awards programme Design Directions – Action for Age, which looks at the role of design in meeting older people's needs.

### Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA)

£20,000 towards the start-up costs of the Open Source Alliance for 21st Century Education, an organisation committed to fostering and disseminating innovative educational practice in schools.

### St Aelred's Catholic Technology College, Newton-le-Willows

£15,000 to develop with pupils, teachers and the local community a variety of human scale strategies prior to the school, in conjunction with a neighbouring school, becoming a new-build Academy.

## INNOVATION

### Association of Chief Executives of Voluntary Organisations (ACEVO)

£30,000 to produce a report detailing how third sector organisations can best manage their practice to successfully affect government policy.

### Audio Visual Arts North East (AVANE)

£15,000 towards R&D costs for the Coal Fired Computer, an artwork/exhibition highlighting the human cost of continuing reliance on coal, developed in partnership with regional mining, heritage and health organisations, local steam enthusiasts and technology groups.

### Clore Duffield Foundation

£45,000 towards the costs of establishing two Gulbenkian-funded Fellowships, by which name they would be known, to work in areas of interest to the Foundation and to engage directly with it.

### Co-operation Ireland

£30,000 for the development of a virtual project whereby disparate communities meet on a bespoke island in Second Life to explore conflict and reconciliation issues.

### Daycare Trust

£25,000 to develop the Childcare Advance – Ealing Pilot Project, an innovative pilot that will help low-income parents living in Ealing and the surrounding boroughs to meet the high costs of up-front childcare fees, enabling them to move into work.

### Demos

£15,000 to produce a report on the capacity of the third sector to measure and demonstrate social value.

### Faith Based Regeneration Network

£28,000 towards the costs of developing and piloting a quality standard, development framework and assessment tool for faith based voluntary organisations.

## Financial Summary UK Branch 2009

**Fevered Sleep**

£25,000 for the research costs of *On Ageing*, a theatre production about the ageing process created through extensive research involving both older and younger people, scientists and medical experts.

**Grassmarket Project**

£25,000 towards a three-year study of a project with immigrant youth in London to examine and document the key mechanisms behind GMP's unique method of using drama to help integrate very hard to reach young people from challenging environments across the world.

**Hayward Gallery**

£20,000 to continue the Foundation's action research into neuroscience and the arts through a four-day festival and symposium, with public interaction, for artists working in dance and the visual arts to engage with neuroscientists to explore the relationship between body and mind.

**Mission Models Money**

£15,000 towards the development of a major new national policy framework that will enable arts and cultural organisations to build their financial resilience.

**UnLtd**

£135,000 (over three years) to develop the Ageing Challenge Fellowships programme that aims to promote social entrepreneurship with and for older people.

**Wellcome Trust**

£10,000 as the Gulbenkian contribution towards research activities for a joint project which will culminate in a high-profile exhibition in London and Lisbon in 2013, provisionally called *Edges of Consciousness*.

**CENTRAL INNOVATION FUND**

(A new, Foundation-wide, fund for initiatives that are innovative, multi-disciplinary, international, and involve working with other leading institutions.)

**Age Concern Oxfordshire**

£30,000 towards the development of an intergenerational pilot project involving young students to work with older people, using young people's expertise to improve older people's IT skills.

**Age Concern South Tyneside**

£30,000 towards the development of an intergenerational pilot project involving young people, volunteers and older people on how to make the best use of ICT.

**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.

**Botanic Garden and Harcourt Arboretum**

£30,000 for the UK base of a cross-cultural inter-disciplinary artists' residency project, undertaken with Portuguese colleagues, inspired by International Year of Biodiversity 2010.

**Oxford Institute of Ageing**

£30,000 to support initial scoping of intergenerational initiatives in the UK and Portugal, to identify best practice, gaps and opportunities to improve interventions.

**DIRECT ACTIVITIES**

Foundation Publications £94,414  
Other Activities £2,074

	2009	2008	2007
Arts Grants	£750,925	£736,590	£819,000
Education Grants	£395,940	£587,990	£502,911
Social Change Grants	£934,450	£576,556	£573,183
Direct Activities and Grant Costs	£174,730	£430,380	£403,827
<b>Total Grants/Direct Activities</b>	<b>£2,256,045</b>	<b>£2,331,516</b>	<b>£2,298,921</b>
Staff Costs	£594,726	£594,205	£557,498
Administrative Costs	£311,673	£302,881	£392,540
<b>Total Overheads</b>	<b>£906,399</b>	<b>£897,086</b>	<b>£950,038</b>
<b>Total Expenditure</b>	<b>£3,162,444</b>	<b>£3,228,602</b>	<b>£3,248,959</b>

**DISTRIBUTION OF 2009 GRANTS BY FUNDING THEME**

		No. of Grants	Amounts
Cultural Understanding	Art	17 (25%)	£479,150 (23%)
	Education	2 (3%)	£65,000 (3%)
	Social Change	3 (4%)	£85,000 (4%)
Fulfilling Potential	Education	6 (9%)	£221,090 (11%)
	Social Change	11 (16%)	£258,450 (12%)
Environmental Change	Art	3 (4%)	£156,775 (8%)
	Education	4 (6%)	£109,850 (5%)
	Social Change	4 (6%)	£218,000 (10%)
Innovation	Art	5 (7%)	£85,000 (4%)
	Social Change	8 (12%)	£243,000 (12%)
Central Innovation Fund	Art	1 (1%)	£30,000 (1%)
	Social Change	4 (6%)	£130,000 (6%)
<b>Total Grants</b>		<b>68</b>	<b>£2,081,315</b>

**DIRECT ACTIVITIES AND GRANT COSTS**

Costs associated with grant giving	£78,242
Publication costs	£94,414
Conferences	£2,074
<b>Total</b>	<b>£174,730</b>



## About the Foundation



Calouste Sarkis Gulbenkian.

### 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 €3 billion and an annual budget of around €100 million.

The Foundation's Headquarters in Lisbon.



### 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](http://www.gulbenkian.pt) or the linked website for the UK Branch [www.gulbenkian.org.uk](http://www.gulbenkian.org.uk)

## UK Branch Staff 2009/10

### Director

**Andrew Barnett**

### Programmes

Deputy Director **Siân Ede**

Assistant Director **Simon Richey** (to September 2009)

International Officer **Isabel Lucena**

Project Officer **Louisa Hooper** (from September 2009)

Project Officer **Annabel Knight** (in Lisbon on exchange July 2009 to March 2010)

Project Officer **Luís Jerónimo** (in London on exchange September 2009 to March 2010)

Grant Administrator **Jackie Radberg** (to December 2009)

### Communications

Head of Communications **Felicity Luard**

Publications Officer **Louisa Hooper** (to September 2009)

Communications Interns **Danielle Meiners, Shaneke Chambers**

### Finance and Administration

Head of Finance and Administration **Elizabeth Freeman**

Facilities Manager **Jayne Anne Eustace-O'Flynn** (to March 2010)

Office Manager and PA to the Director **Rob Clyne** (from April 2010)

Finance and Administration Assistant **Barbara Karch** (from January 2010)

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