

# **I. Activities Report**

In keeping with our customary procedures, the following is a summary of activities – grants, subsidies, scholarships and departmental initiatives – for the year 2009.

The criterion used for the presentation involves firstly publishing the reports of those departments whose activities are carried out above all in Portugal, which are ordered according to the Foundation's four main objects of Charity, Arts, Education and Science. These are followed by the international departments and overseas branches. After this comes the report on one last project continuing under the category of "Transverse and Innovative Projects" and the chapter examining the activities of the Gulbenkian Programmes, which are designed to achieve more structured, integrated actions over a more clearly defined time horizon. Following this, a new chapter is presented – "New Interventions" – which reports on innovative projects that meet at least two of the following requirements: they are transverse projects cutting across the Foundation's different statutory aims, take place in more than one country, are developed in the form of a partnership, and involve either distributive activities or activities designed for the funding of other institutions from the non-profit sector. Finally, the chapter describing the activities of the support departments is presented.

**Lisbon, 3 May 2010**







An underwater photograph showing a dense field of smooth, rounded stones in various shades of grey, brown, and tan. The water is clear and blue. On the right side, there is a vertical strip of more stones, some of which are covered in green algae or seaweed.

**la. Portugal**



✦ Gulbenkian Prize Award Ceremony. Speech by the United Nations High Commissioner for Refugees, António Guterres.





The Office of the President is the support structure for the president of the Board of Trustees and participates in implementing the projects undertaken within the scope of the Presidency, supporting the representation of the Foundation in the organisations of the foundation sector and guaranteeing the administrative management that results from internal and external requests made to the president.

### Gulbenkian Prizes

On 20 July 2009, the Office of the President organised the award ceremony for the presentation of the Gulbenkian Prizes for Art, Charity, Science and Education, as well as the Calouste Gulbenkian International Prize, and also provided support for the panel deciding on the latter prize.

The Gulbenkian Prizes were awarded to the dancer and choreographer **Vera Mantero** (Art), to **Chapitô** (Charity), to the researcher **Maria João Saraiva** (Science) and jointly to **Fundação CEBI – Fundação para o Desenvolvimento Comunitário de Alverca** and to **Obra da Rua** (Education).

The Calouste Gulbenkian International Prize, which in 2009 was designed to recognise institutions or individuals that made important contributions towards ensuring respect for difference and intercultural, inter-ethnic and inter-religious dialogue, was awarded jointly to the **United Nations High Commissioner for Refugees** (UNHCR) and the **Peace Research Institute in the Middle East** (PRIME).

The winners of the Gulbenkian Prizes were chosen on the basis of the recommendations made by five independent panels composed of the following people:

#### Calouste Gulbenkian International Prize

Jorge Sampaio (president), Fernando Henrique Cardoso, Prince Hassan bin Talal, Hubert Védrine, Vartan Gregorian, José Gomes Canotilho.

#### Gulbenkian Art Prize

João Marques Pinto (president), José Gil,

Raquel Henriques da Silva, Salwa Castelo-Branco,  
Jorge Silva Melo.

#### **Gulbenkian Charity Prize**

António Barreto (president), Dom Manuel Clemente,  
Alexandre Castro Caldas, Cristina Louro, Daniel Sampaio.

#### **Gulbenkian Science Prize**

Fernando Lopes da Silva (president), Alexandre Quintanilha,  
Augusto Barroso, Luís Magalhães, Manuel Nunes da Ponte.

#### **Gulbenkian Education Prize**

Maria Helena da Rocha Pereira (president), Guilherme d'Oliveira Martins,  
João Filipe Queiró, Lúcia Jorge, Vítor Aguiar e Silva.

### **Activities**

The Office of the President monitors the activities inherent in the Calouste Gulbenkian Foundation's participation in other institutions and networks of foundations that stimulate the development of the foundation sector at both a national and an international level, foster cooperation between foundations, and also make it possible for the Foundation to act as a facilitator in the debate on the great European and/or world themes. In 2009, the following activities were amongst the most important at an international level:

- › Support for the participation of the Foundation's president at the 20th Annual General Assembly and Conference of the European Foundation Centre (EFC), over which he presides, held in May, in Rome, on the theme of "Fighting Poverty – Creating Opportunities", and in the commemorations of the 20th Anniversary of the EFC, which took place in November, in Berlin, on the theme "Moving European Philanthropy Forward".
- › Support for the activities of the Network of European Foundations (NEF), an operational network of European foundations for the implementation of common projects, through the participation of the Foundation's president in the NEF's general assemblies and by replying to and forwarding requests made by the network's partners. Both in this area and others, the Office of the President closely monitored the completion of the project co-funded by the Foundation, "Strategies for Impact in Philanthropy", of the Centre for Social Investment of the University of Heidelberg, the results of which will be published in 2010.
- › Support for the participation of the Foundation's president in the 50th Meeting of The Hague Club, an informal network of presidents and chief executive officers of the major European foundations, which was founded in 1971. This group meets annually to discuss the role of philanthropy and the management of foundations. The 2009 meeting was held in the Hague.
- › Support for activities at the Alliance of Civilisations, a United Nations project that supports the development of projects that promote understanding and reconciliation between cultures at a global level and particularly between Muslim and Western societies, through a network of partnerships. In 2009, the Office of the President supported the organisation of the meeting "Israeli and

Palestinian Dialogues – A People to People Approach”, chaired by Jorge Sampaio, United Nations High Commissioner for the Alliance of Civilisations, which brought together 45 mainly Palestinian and Israeli experts at the Foundation’s headquarters, with the aim of producing a white paper on the Israeli-Palestinian conflict. The Office of the President also gave support to the president’s participation in the Second Forum of the Alliance of Civilisations, which was held in Istanbul in April.

- › Continuing cooperation with the European Policy Centre, with its headquarters in Brussels and the most highly regarded Euro think tank, through the granting of strategic support of € 100,000 per year to the “Europe in the World” programme, from 2009 to 2011.
- › Continuation of funding of € 100,000 per year, from 2008 to 2010, for the “HELPIIN” project, a Portuguese network of partners from the private sector and non-governmental organisations, which, coordinated by the Office of the United Nations High Commissioner for Refugees (UNHCR), will seek to raise funds for the three African countries worst hit by food shortages among refugees: Djibouti, Kenya and Eritrea.

At a national level, the Office of the President continued to support the Foundation’s president in his role as Chair of the Portuguese Foundation Centre (PFC), particularly by giving its support to the monthly board meetings and to the implementation of the activities proposed by the Board of Directors of the PFC for 2009, most notably:

- › Support for the organisation and the participation of the president in the “Community Resources and Foundations” forum, which was held in May 2009, in the castle of Santa Maria da Feira.
- › Participation in the Organising Committee of the 6th Meeting of the Foundations of the Community of Portuguese-Speaking Countries (CPLP), which was held in September in São Tomé and Príncipe and discussed the theme of “Valuing the Human Factor in Development Processes”. The meeting was organised by the Mãe Santomense Foundation.
- › Technical support and funding for the Portuguese version of the book *Philanthropy in Europe – A Rich Past, A Promising Future* and the publication of the book that brings together the papers presented and the conclusions of the 10th National Meeting of Foundations (Coimbra, June 2008).
- › Support for the production of materials to be used in the PFC’s internal and external communication, in association with the Communication Department, in particular the PFC’s Statutes and Principles of Good Practice.

## International conference

In association with the Gulbenkian Environment Programme, the Office of the President was involved in preparing the international conference **“Environment at the Crossroads. For a Sustainable Future”**, which was held on 27 and 28 October 2009 and organised by Viriato Soromenho-Marques, the coordinator of the Gulbenkian Environment Programme.

The conference discussed different aspects of the global environmental crisis, seeking to establish essential balances for a more sustainable world. In four main conferences and three thematic panels, a group of

highly-regarded experts, including Sir David King, Gilles Lipovetsky, Julie Packard, Malini Mehra, Miranda Schreurs and Jonathon Porritt, among others, discussed issues related with biodiversity, agriculture, happiness and the hyper-consumerist society, the state of the environment and economic development, and the policy changes necessary for a more promising and environmentally balanced future.

In April 2009, the Office of the President organised the launch in Portugal of the book of the international conference, *Podemos Viver Sem o Outro?* (Can There Be Life without the Other?), which was held in October, 2008. This book was co-published with Tinta-da-China and accomplished two fundamental objectives: the production of a high-quality publication and the achievement of greater dissemination of its contents to a wider audience in Portugal. In 2009, the English version of this book was launched by Carcanet Press.

## **Legal matters**

The Office of the President provides legal support for the president and the Board of Trustees in the drafting and negotiation of protocols and contracts with national and international institutions under the scope of the Foundation's activities. In addition to this, it monitors the evolution of the legal system applicable to foundations both in Portugal and in the European Union. At this level, the Office of the President monitored and responded to the public consultation process carried out by the European Commission following on from the publication of the European Foundation Statute Feasibility Study, presented to the Commission in February 2009 by the Max Planck Institute for International Private Law, of Hamburg, and by the Centre for Social Investment, of Heidelberg.

The Office of the President gave continued support to the participation in the European debate on VAT because of the many cases in which foundations of public utility are considered to be final consumers and taxed accordingly, thus making it impossible for them to reclaim the VAT they have paid.

## **Permission for use of premises**

Managing processes to allow third parties access to the premises for the holding of national and international conferences, meetings, colloquiums, seminars, congresses, workshops, book launches and/or other initiatives, whose authorisation depends on the Foundation's president, are centralised in the Office of the President, working in conjunction with the Central Services Department.

Priority is given to requests from non-profit institutions whose aims correspond or contribute to the achievement of the Foundation's statutory objectives. In 2009, the total amount involved in granting free use of the premises, which is considered in material terms as amounting to a subsidy, was € 114,066, while the revenue from granting permission to use the premises in return for the payment of a charge totalled € 86,637.

## **Grants**

The Office of the President is responsible for managing the grants attributed by the president to other institutions and projects.



The Office of the President awarded a total of € 60,600 in voluntary funds to support the activities of other philanthropic organisations, which included € 50,000 for the European Foundation Centre and € 10,000 for the PFC.

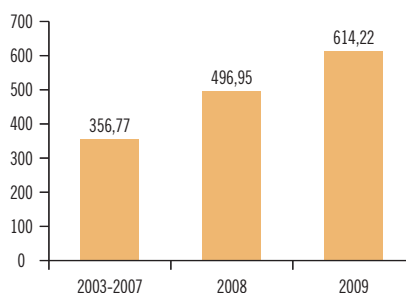
Under the scope of the Direct Administration Reserve (DAR), which is divided among the Foundation's four statutory areas, the Office of the President directly awarded a total of € 448,845 in grants and scholarships, as well as a total of € 207,913 for projects co-funded by the Foundation's other departments. Some of the most important awards were:

Institution	Amount	Project description	Country
Manoel de Oliveira	€ 100,000	Film <i>Singularidades de Uma Rapariga Loura</i> . (multi-year subsidy of € 200,000 for 2008-2009).	Portugal
Manoel de Oliveira	€ 100,000	Film <i>O Estranho Caso de Angélica</i>	Portugal
Institute of Museums and Conservation	€ 55,000	Funding to produce the catalogue for the exhibition "Encompassing the Globe: Portugal and the World in the 16th and 17th centuries".	Portugal
Casa da Achada Association – Mário Dionísio Centre	€ 30,000	Funding for the development of the project Casa da Achada Association – Mário Dionísio Centre.	Portugal
Chemnitz University of Technology	€ 15,000	Funding for the international conference "Ideas of Europe/Ideas for Europe".	Germany
(Portuguese National Library)	€ 15,000	Funding for the exhibition "Paper Stars. Astronomy Books from the 14th to the 18th century", which was part of the commemorations for the International Year of Astronomy (2009).	Portugal
Dean's Office of the University of Lisbon	€ 12,000	Funding for the conference of the Internationale Gesellschaft, Hegel-Marx für Dialektisches Denken, "Universalism, National Questions and Conflicts Concerning Hegemony".	Portugal
Eça de Queiroz Foundation	€ 12,000	Funding for the publication of two volumes of literary essays on the work of Eça de Queiroz: <i>Madame Bovary de Gustave Flaubert e o Primo Basílio de Eça de Queiroz</i> and <i>Bocejos Queirozianos</i> , 50% from the Direct Administration Reserve and 50% from the Gulbenkian Portuguese Language Programme.	Portugal
25 de Abril Association	€ 10,000	Funding for the research project "The Military in the Transition to Democracy in Portugal".	Portugal
Portuguese Society for 18th-Century Studies	€ 10,000	Funding for the organisation of the Young Researchers' Seminar "Europe and the Colonial World in the 18th century".	Portugal
SEDES – Association for Economic and Social Development	€ 10,000	Funding for improvements to the head office of SEDES – Association for Economic and Social Development	Portugal
TERRATREME Filmes	€ 10,000	Funding for the project for the DVD distribution of five films produced in Portugal, four of which are documentaries supported by the Foundation: <i>Bab Sebta</i> , <i>Visita Guiada</i> , <i>Santos dos Últimos Dias</i> , <i>Via de Acesso</i> and <i>Jardim</i> .	Portugal
Portuguese Academy of Engineering	€ 6,000	Funding for the organisation of the Second International Seminar on Seismic Forecasting.	Portugal
O Bando Theatre Company	€ 5,000	Funding for the production of the play about the 25 April revolution, presented at the 35th anniversary celebrations of this date.	Portugal
Camões Secondary School	€ 5,000	Funding for the programme of the 100th anniversary celebrations of the School's building, "Liceu Camões 100 Anos a Aprender" (Camões Secondary School, 100 Years of Learning).	Portugal
Association for the Promotion of the Abel Salazar House-Museum	€ 5,000	Funding for the documentary entitled <i>Instituto de Ciências Biomédicas Abel Salazar – Passado e Presente de Uma Escola Humanista</i> ("Abel Salazar Institute of Biomedical Sciences – the Past and Present of a Humanist School").	Portugal
Os Músicos do Tejo Cultural Association	€ 5,000	Funding for the première of the Portuguese baroque opera <i>La Spinalba</i> , by Francisco António de Almeida, at the Are More Festival in Vigo.	Portugal

## **“Archives of the Calouste Gulbenkian Foundation” project**

On 13 February, 2003, the Board of Trustees of the Calouste Gulbenkian Foundation took the decision to begin the treatment and cataloguing of the Foundation's archives, with the aim not only of ensuring their preservation, but also of eventually making their contents available. The strategy that was adopted at that time was to give priority to the cataloguing of the archives of the now extinct departments. Besides a documentary description, it was also decided to submit these groups of documents to a process of disinfection and reconditioning, and, for this purpose, materials were selected that had physical and chemical properties that were appropriate for the conservation of documents. The reconditioning of the archives was also designed to result in a significant saving of storage space.

**Calouste Gulbenkian Foundation Archives Centre  
Documents treated**  
Accumulated rate (metres in length)



From the beginning of the project to the start of 2009, the treatment of the following archives had already been completed:

### **Archives of the Presidency**

This is the documentation produced and received by the various bodies and departments that either belonged to or operated under the scope of the Foundation's Presidency. It consists of documents that were produced and received by the holders of the position of president within the personal/private sphere of their activity; and documents that were produced and received by these same people when exercising other managerial duties at the Gulbenkian Foundation before taking over as president.

The total size of these archives was initially 84.72 metres in length, when measured in a straight line. They are now totally organised in their original order and their descriptions have been recorded both electronically and in paper form. This group of documents consists of the archive of the Presidency Department, part of the archive of the Office of the Secretary of the Board of Trustees, the “Ferrer Correia” and “Victor Sá Machado” archives and the archives of the “Sales Desk”.

The new conditions have resulted in a 37% reduction of the space previously required for the storage of these documents.

### **Archive of the former Oil and Gas Department**

This archive includes the following sub-archives: António Boaventura de Sousa, Correspondence, Mr. Denton, Miscellaneous, Robert Gulbenkian, and Companies. Many of the documents relating to Kevork Essayan and dealing with the beginning of the Gulbenkian Foundation are included in the “Miscellaneous” sub-archive. The size of this group of documents was initially 102 metres in length, but after reconditioning they now occupy only 80 metres of shelves.

### **Archive of the former Middle East Department**

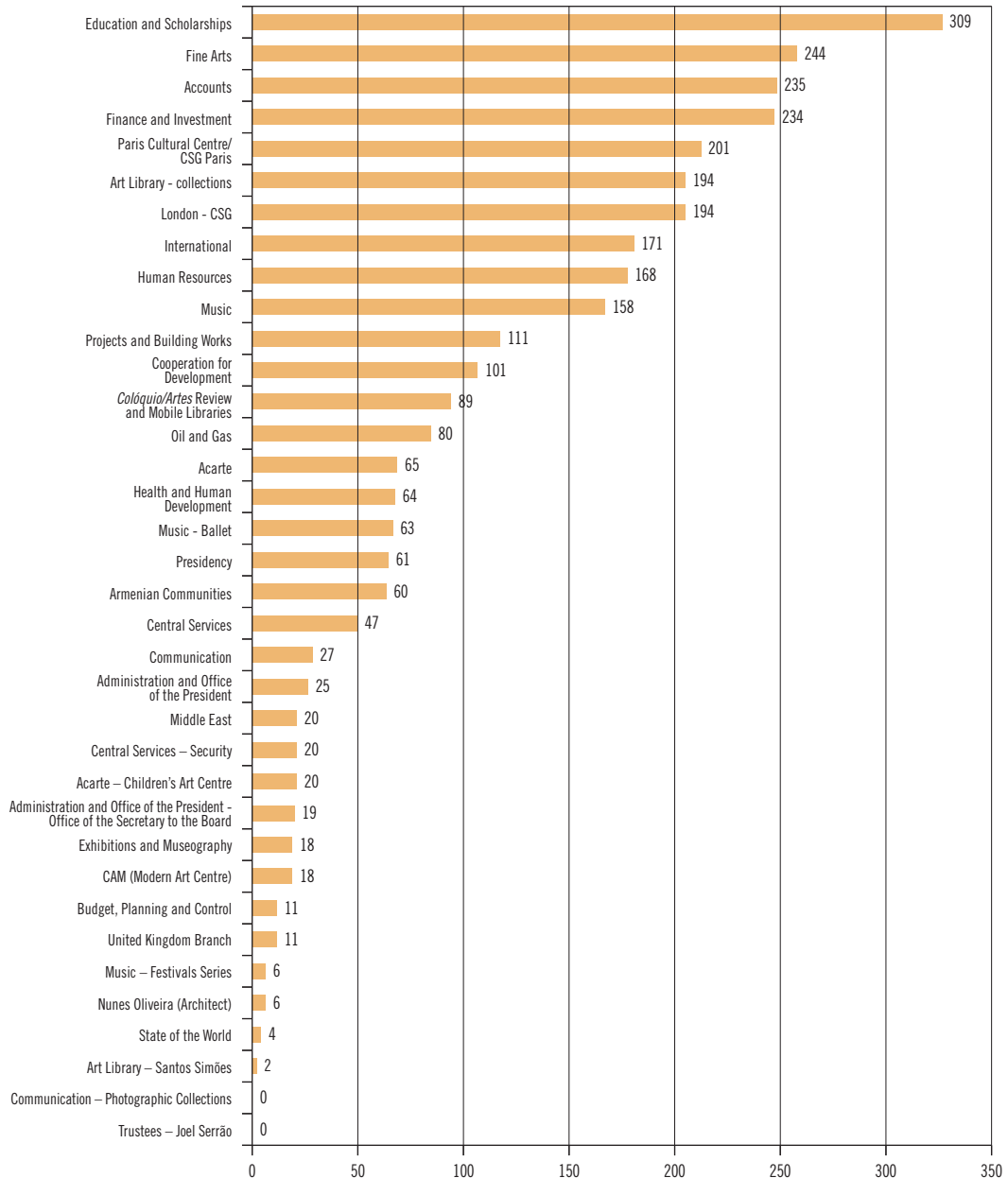
This archive comprises 19.89 metres of documents, all of which have already been fully catalogued and reconditioned.

### **Archives of the former Cooperation Department**

This group of documents includes the following archives: the former Overseas Department,

### Documentation housed in the Archives Centre of the Calouste Gulbenkian Foundation

[size – metres in length]



the former Cooperation with the New African States Department, the former Cooperation for Development Department and some documents from the International Department. The size of these archives at the beginning of the document treatment process was 130.05 metres in length. After treatment, the size was reduced to 100 metres in length.



## **Collection of Gulbenkian Foundation Diplomas**

Ninety-seven documents were described, reconditioned and included in the Archive of the Office of the Secretary to the Board of Trustees. During the course of 2009, the following results were achieved from this operation:

### **London Archives**

This group of documents includes various archives, namely the Calouste Sarkis Gulbenkian – London Archive, the Gulbenkian companies archive and the archive of the London Secretariat. For many years, these documents were stored in London, and were transferred to the Foundation's stores in Carnaxide roughly five years ago, later being subjected to a cleaning and purification process. They are currently stored at the Foundation's headquarters. One hundred and twelve of the original 131 crates have already been opened and all the documents have been cleaned and reconditioned. A description has been made of the documentation contained in 63 of these crates (Calouste Sarkis Gulbenkian Archive).

### **Paris Archives**

The documents stored at the Calouste Gulbenkian Cultural Centre, in Paris, comprise various archives, namely the Calouste Sarkis Gulbenkian Archive – Paris, the archive of the Commercial Chancery of the Imperial Embassy of Iran in Paris, the Gulbenkian companies archive and the archive of the Paris Cultural Centre. Currently, documentation measuring roughly 201 metres in length is already to be found stored at the Foundation's archive centre. Work began on the cataloguing and description of this archive in October 2008 and, by the end of 2009, roughly 33 metres of documents had already been described.

### **Archive of the Fine Arts Department**

This archive measures 244 metres in length, with more than 50% of documents corresponding to the series of Specialisation Scholarships, Research Grants and Subsidies. These documents have already been treated and reconditioned. Work has begun on the treatment of other series, with 19% of the documents metres already stored in the Foundation's archive centre. The treatment of this archive, which began in 2006, was considered at that time to be a priority due to the need to support the research that preceded and sustained the "50 Years of Portuguese Art" exhibition.

### **Gulbenkian Ballet Archive**

The documentation in this archive measures roughly 62.5 metres in length, consisting of textual documents (wardrobe, production, courses, workshops, tours, programmes, press clippings, auditions), photographs, moving image recordings and sound recordings. It should be stressed that most of this documentation is audiovisual in nature. Work began on the treatment of this archive in November 2008 and, by the end of 2009, 19.5 metres of documents had already been treated.

### **Archive of the former Exhibitions and Museography Department**

This archive has an estimated size of 18 metres in length. In 2009, 0.12 metres of documents were treated, in accordance with the internal requests that were made for consultation.

### **Archive of the Music Department**

This archive has an estimated size of 164 metres in length. In 2009, 0.81 metres of documents were treated, corresponding to the files of the "Festivals" series.

### **Photographic Collections of the Central Services Department**

This collection comprises 5,067 negatives and 6,655 prints, essentially representing the history of the construction of the buildings that constitute the Foundation's headquarters, the Calouste

Gulbenkian Museum, the Gardens and the José de Azeredo Perdigão Modern Art Centre. Besides ensuring that each image is catalogued and recorded, this intervention has also involved conservation treatment, including cleaning and reconditioning. Those images that were considered relevant have also been scanned, thus making it possible to ensure their better recovery and reuse.

The first phase of treatment work began in December 2008 and ended in April 2009. The entire collection was catalogued, cleaned and reconditioned, with 2,438 images being scanned. The remaining images, numbering 2,780 in total, will be scanned in the course of next year.

### **Photographic collections of the Communication Department**

This is a collection of images that are stored in the Communication Department, documenting all the different types of activities undertaken by the Calouste Gulbenkian Foundation, both in Portugal and abroad. This vast collection comprises more than 25,000 images that need to be catalogued, recorded and subjected to conservation treatment, including cleaning and reconditioning. Those images that are considered relevant also need to be scanned, thus making it possible to ensure their better recovery and reuse.

In view of the size of this collection, this project will take 28 months to be completed. Roughly 30% of the total number of images in the collection are expected to be scanned.

Work began on this project in September and, by the end of 2009, 5,030 images had been treated, ensuring their material preservation and conservation and with a (preliminary) description being provided of each one. 300 of these images have already been scanned.

These various projects for the treatment, data processing and reconditioning of archives and documentary collections – in some cases already completed and in other cases still in progress – have already had a very positive impact on the conditions for the safeguarding of this group of documents, as well as their access for research purposes. These archives represent an essential source of information for keeping alive the memory and the identity of this institution, as well as for providing a record and description of its activities. It should be mentioned that, during 2009, the archive received 480 requests for documentation from the Foundation's departments and 74 requests for documentation to be used for research purposes, from sources outside the Institution.

During 2009, the Foundation's archive centre received four university students on internships. Three of these were students from the master's degree course in Documentary Information Sciences at the Faculty of Social and Human Sciences of the New University of Lisbon, and one was from the master's degree course in Documentary Sciences at the Lusófona University.

### **Project for the Inventorying of the Archive of the former Overseas Ministry**

Between 2006 and 2009, funding of € 260,000 was provided for the Project for the Inventorying of the Archive of the former Overseas Ministry, which was carried out in association with the Ministry for Foreign Affairs, the Ministry of Finance and Public Administration, the Ministry of Science, Technology and Higher Education, and the Ministry of Culture, through the Directorate-General for Archives. The academic side of the project was coordinated by the researcher José Mattoso. Under the scope of this project, a virtual repository was set up, which can be consulted at the website "Inventário dos Arquivos do Ministério do Ultramar" (Inventory of the Archives of the Overseas Ministry), which is available at the following address: <http://arquivos.ministerioultramar.holos.pt/source/presentation/index.php>.