

ANNUAL  
REPORT  
2010



CALOUSTE  
GULBENKIAN  
FOUNDATION











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LISBON 2011



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## Board of Trustees

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\* Resigned from office on 30 April 2010

\*\* Took office on 30 April 2010

## President's Letter

Transparency and the rendering of accounts are the fundamental values upon which the Calouste Gulbenkian Foundation is built. For this very reason, ever since the very beginning – firstly with the President's Reports and subsequently, under the current format, with the Annual Report and Accounts – we have periodically reported upon the multiple activities that we undertake and which, over the years, have expressed the priorities that we have adopted as our own. This is not some uncritical ritual that we perform as a result of a formal or legal obligation to which we are subjected. The publication of this report forms an essential part of the Foundation's decision-making process since it allows us to carry out a continuous and ongoing assessment of both the scale and the impact of our interventions.

In view of the extent of the problems that exist and the scarcity of philanthropic resources, the main risk involved in any of the interventions undertaken by an institution such as the Calouste Gulbenkian Foundation results from a short-term temptation, or, in other words, from the option of immediately responding to the most evident needs without any concern about understanding their causes. Modern philanthropy does not seek to relieve the symptoms of problems, but rather to contribute to eliminating their causes and in this way helping to eradicate their effects.

Only by undertaking a permanent analysis of these problems will we be able to envisage an approach that corresponds to the demands of the responsibilities deriving from our declared mission. We are aware of the special obligations that are beholden upon our Institution and so we think that information about the performance of our activities should be shared with all those who are legitimately interested in what we do. In the following pages, readers of the Annual Report and Accounts will find detailed information about everything that, throughout the course of the year, has represented the fruits of our labours. Our aim is to provide a complete report about our activities, which allows us not only to understand the different variables of our interventions in these areas, but also to project and plan their future evolution.

In the context that I have already mentioned – that of permanently validating the premises on which our different activities are based – the Foundation seeks to find innovative formulas for approaching the problems with which we are faced on a daily basis. The transnational nature of many of these problems has raised the question of the lesser effectiveness of isolated actions and underlined the advantage of setting up partnerships, as well as the integration of the Foundation in networks of philanthropy, in order to gain the benefits of scale and to increase the impact of our interventions. By acting in association with different actors from both the public and private sectors,

in Portugal and abroad, we have actively contributed to the renewal not only of the commitment arising from the Foundation's international genesis, but also of its vocation to assume the role of a facilitator and leader in tackling the most pressing issues facing our contemporary society.

An example of this approach and of the importance that, at the Foundation, we give to the question of learning and to incentivising our constant improvement as an institution can be seen in the line of action that we created in 2010 with the aim of supporting projects or programmes that seek to contribute to finding answers to complex problems, involving various countries in areas in which the Foundation is well positioned to intervene with a significant impact and, simultaneously, to contribute towards increasing our skills and capacities in these areas. This is a challenge that has been issued to the Foundation's departments and programmes, to which they can contribute with projects that adhere to the following set of criteria: they must be strategic, or, in other words, they must propose an intervention in areas in which there are significant needs; they must be transverse or multidisciplinary; they must be transnational, or, in other words, they must involve activities that are undertaken in two or more countries, depending on coordinated action or the sharing of practices between the countries involved; they must be developed in partnership, or, in other words, they must involve work that is undertaken jointly with at least one other foundation or another organisation of major importance; and, finally, they must be distributive, or, in other words, all or part of the project must be guaranteed by outside entities.

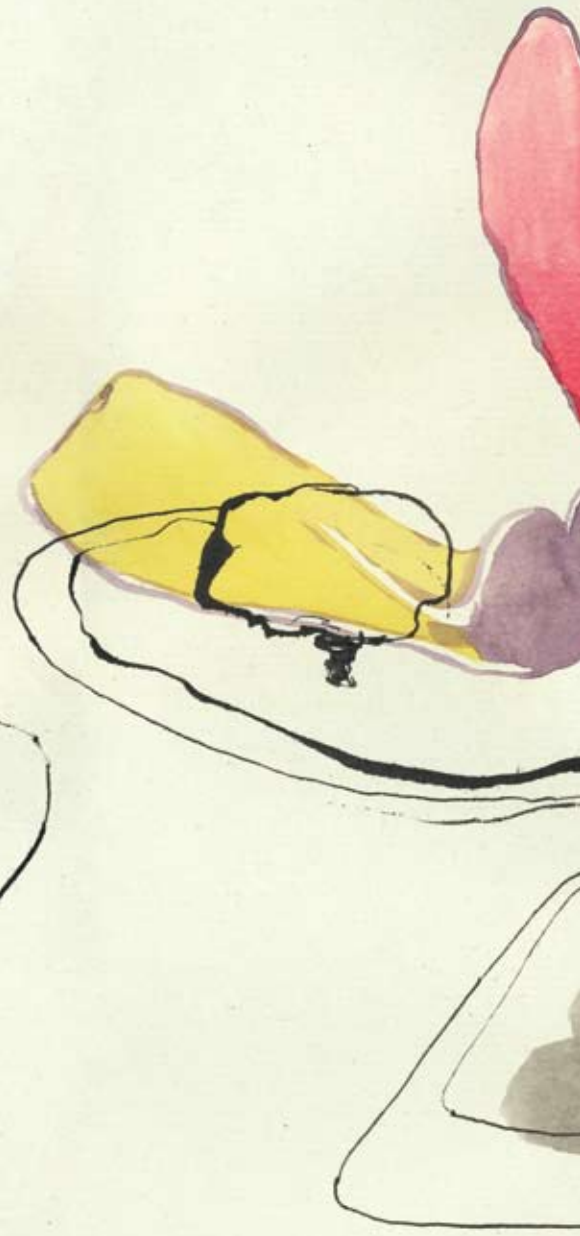
At a time of great uncertainty and volatility, another of our concerns is to defend the Foundation's heritage, guaranteeing both the independence and continuity of the Institution. As far as the value of its property and assets is concerned, the Foundation has continued the recovery that began in 2009. We have managed to achieve a full return of roughly 8% on our investments, including Partex Oil and Gas. As at 31 December 2010, the Foundation's total assets amounted to 2,930 million euros, which represents an increase of 4.6% in comparison with 2009.

Aware of the fact that philanthropy is a continuous challenge without any guarantees of immediate success, we develop all our activities according to the fundamental values of openness, transparency, collaboration, innovation and assessment, in a constant search for results. We hope that the contents of this report reflect these values.

## **Emílio Rui Vilar**

*President of the Board of Trustees*







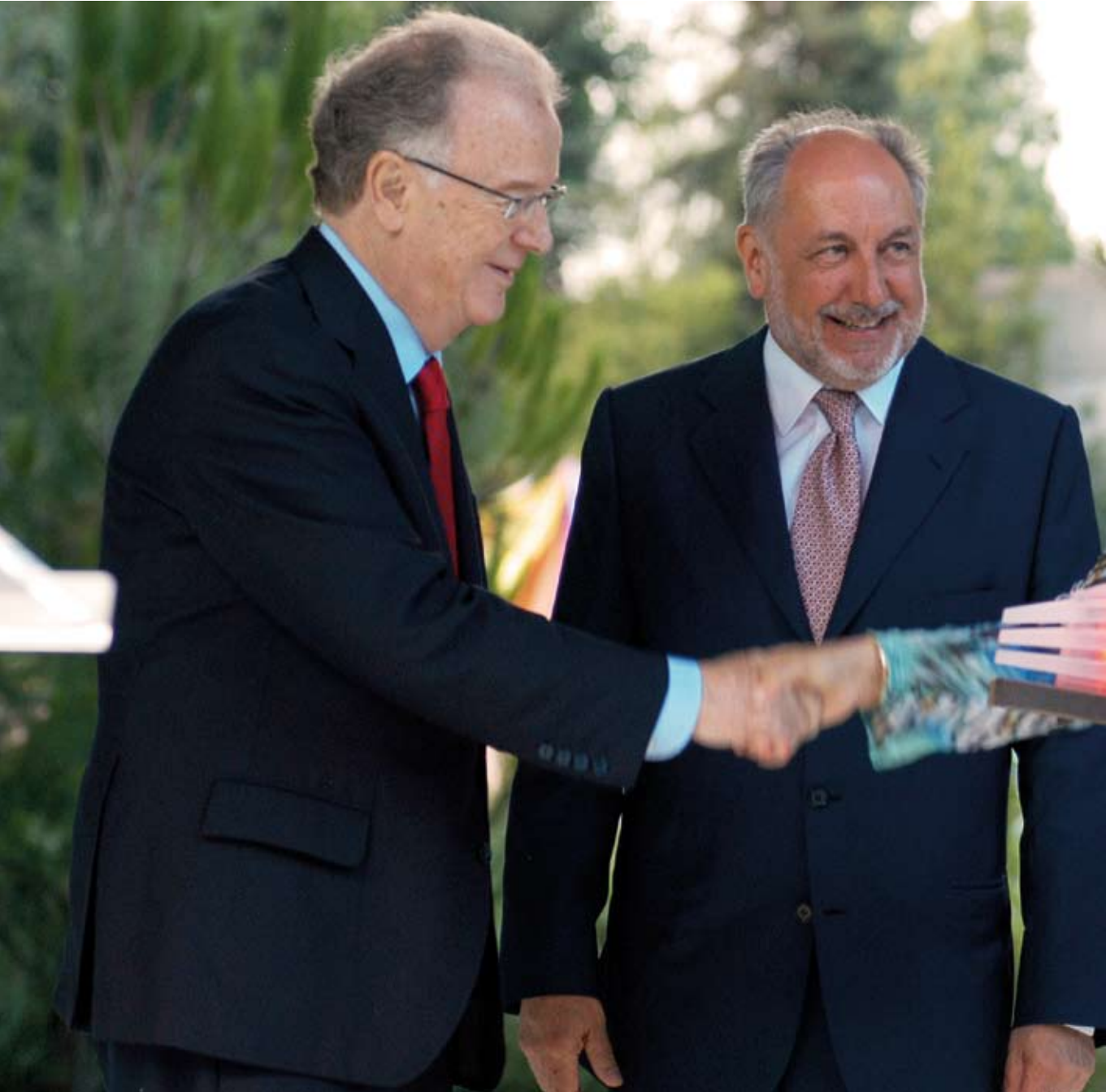


## I. Activities Report

In keeping with our customary procedures, the following is a summary of activities – grants, subsidies, scholarships and direct initiatives – for the year 2010.

The criterion used for the presentation involves firstly publishing the reports of those departments and programmes 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 reports of the international departments and overseas branches. After this comes a chapter that groups together the transverse programmes and "New Interventions", this latter section reporting on the 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, 5 May 2011**



✦ Gulbenkian Prize Award Ceremony. The International Prize being awarded to Beth Parke, Society of Environmental Journalists (USA).

## Office of the President



The Office is the support structure for the president of the Board of Trustees with the following main duties: to monitor and participate in the implementation of projects that are part of the presidential remit; to support the institutional representation of the Foundation and its participation in the organisations of the foundation sector; to provide legal assistance for the Foundation's activities; and to guarantee the administrative management that results from internal and external requests made to the president.

### Gulbenkian Prizes

On 20 July, 2010, 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 set designer **Cristina Reis** (Art), to the university professor and specialist in European Union Law **Miguel Poiares Maduro** (Science), jointly to **ARIA – Associação de Reabilitação e Integração Ajuda** and to **Associação de Mulheres Contra a Violência** (Charity), and jointly to **ACTA – Companhia Teatral do Algarve** and to **Academia de Música de Viana do Castelo** (Education).

The Calouste Gulbenkian International Prize, which in 2010 was deigned to recognise crucial contributions in the area of biodiversity and environmental protection, was awarded jointly to the **Society of Environmental Journalists (USA)** and to the **Institute for Alpine Environment (Italy)**.

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

#### Calouste Gulbenkian International Prize

Jorge Sampaio (president), Lord Robert May, Hans Joachim Schellnhuber and Viriato Soromenho-Marques.

### **Gulbenkian Art Prize**

João Marques Pinto (president), José Gil, Raquel Henriques da Silva, Salwa Castelo-Branco and Jorge Silva Melo.

### **Gulbenkian Charity Prize**

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

### **Gulbenkian Science Prize**

Fernando Lopes da Silva (president), João Ferreira de Almeida, Jorge Gaspar, Jaime Reis and Luís Cabral.

### **Gulbenkian Education Prize**

Maria Helena da Rocha Pereira (president), Guilherme d'Oliveira Martins, João Filipe Queiró, Lúcia Jorge and 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 foundation networks that stimulate the development of the foundation sector at both a national and an international level, foster cooperation between foundations, and also allow the Foundation to act as a facilitator in the debate on the main issues that affect the different societies in which it operates and in any interventions undertaken in this area. In 2010, the following activities were amongst the most important at an international level:

- › Support for the Foundation president's participation in the activities of the European Foundation Centre (EFC), over which he presides, namely at the 21st General Assembly and Conference, which was held in Brussels in June on the theme of the relationship between the foundations and European Union institutions.
- › Support for the Gulbenkian Foundation's participation at the Foundation Week, which took place between 31 May and 4 June in Brussels. This event, which was held for the first time in 2010, sought to create an opportunity for European foundations to show the general public what type of activities they organise. Around 25 European foundations were represented, and the Calouste Gulbenkian Foundation was represented through the exhibition "Darwin's Evolution", which covered an area of 150m<sup>2</sup>.
- › 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.
- › Participation of the Foundation's president in the 51st Meeting of The Hague Club, an informal network of presidents and chief executive officers of the largest European foundations, which, since 1971, has met annually to discuss the role of philanthropy and the management of foundations. The 2010 meeting was held in Stockholm.



› 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, particularly between Muslim and Western societies, through a network of partnerships. In 2010, The Office of the President supported the organisation of the First Summer School of the Alliance of Civilisations, which was held at the University of Aveiro between 15 and 22 August, on the theme “Bridging Hearts, Opening Minds and Doing Things Together”. In addition to a subsidy of € 3,500, which funded the participation of three people, the Office also organised a visit to the Gulbenkian Foundation for all the Summer School participants.

› Continuing cooperation with the European Policy Centre, the most prestigious Euro think-tank based in Brussels, via strategic support worth € 100,000 a year between 2009 and 2011, especially for the Europe in the World Programme.

› Participation in the Global Philanthropy Leadership Initiative (GPLI) task force, co-chaired by the Foundation’s president, whose goal is to draw up an agenda for global philanthropy in three priority areas: (i) to improve the legal and fiscal framework of global philanthropy; (ii) to develop models and increase the level of collaboration of global philanthropy; (iii) to identify political moments and the catalysts of dialogue with policy-makers and multilateral organisations. The GPLI boasts the presence of 20 representatives from organisations affiliated with the EFC, the Council on Foundations (COF) and the Worldwide Initiatives for Grantmaker Support (WINGS). The first formal meeting of this initiative took place in Brussels, between 8 and 10 November, 2010.

› Conclusion of the multi-year partnership, lasting from 2008 to 2010, with a grant of € 100,000 per year to the “HELPIN” project, a Portuguese network of partners from the private sector and non-governmental organisations, which is coordinated by the United Nations High Commissioner for Refugees (UNHCR) and seeks to raise money 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 board meetings and to the implementation of the activities developed by the PFC’s Board of Directors for 2010, most notably:

› Support for the organisation and the participation of the president at the 11th National Foundations Meeting, which took place at the premises of the António de Almeida Foundation on 7 and 8 May in Porto and focused on the theme of “For an Inclusive Society – the Role of Foundations”.



✦ 7th Meeting of the Foundations of the Community of Portuguese-Speaking Countries – Ceremony at the Real Gabinete Português de Leitura, in Rio de Janeiro.

› Participation in the Organising Committee of the 7th Meeting of the Foundations of the Community of Portuguese-Speaking Countries (CPLP), which took place between 12 and 16 September in São Paulo and Rio de Janeiro and discussed the theme of “Diversity for Transformation – the Role of Foundations in Social Development”.

› Technical and financial support for the Portuguese version of the book *Global Philanthropy* and the publication of the book that gathers together the papers presented and the conclusions drawn at the 11th National Meeting of Foundations (Porto, May 2010).

## “Major Conferences 2010” Cycle

In 2010, the President inaugurated a new programme of conferences dedicated to major world issues, led by well-known international figures, who, in geographical and cultural terms, represent different perspectives that help us to understand the past better, question the present more incisively and look to the future.

On 19 January, 2010, the “Gandhi, India and the World” conference was led by Tara Gandhi, the granddaughter of the founder of modern and independent India, Mahatma Gandhi. Tara Gandhi has contributed to the defence and preservation of her grandfather’s ideals, a man who was a pacifist and defender of *satyagraha*, which means the “path of truth” and preaches protest and struggle through non-violence. In Lisbon, in dialogue with Maria João Seixas and Rosa Maria Perez, Tara Gandhi spoke about how it was urgent for humanity to find a new path that incorporates the principles of peace and non-violence.

On 6 September, 2010, the “Brazil and the World” conference was led by Mailson da Nóbrega, ex-minister of Finance of Brazil (1988-1990) and one of the most respected contemporary Brazilian economists. In dialogue with Carlos Câmara Pestana and Teresa de Sousa, Mailson da Nóbrega spoke about the Brazilian economy and policy in the current world context and about the prospects for Brazil as an emerging power.

Concluding the 2010 conference cycle was the “China and the World” conference, which took place on 24 November and was led by Christine Loh, CEO of the Hong Kong think-tank Civic Exchange. In dialogue with Carlos Gaspar and Fernanda Freitas, Christine Loh focused on the most urgent challenges confronting contemporary China, particularly from a geostrategic and economic perspective.

In September 2010, the Office launched the book (co-published with Esfera do Caos) of the international conference “Environment at the Crossroads. Aiming for a Sustainable Future”, which took place in October 2009, thus concluding the Cycle of Annual International Conferences. In 2010, the English version of this book was published by Carcanet Press.

## Legal matters

The Office of the President provides legal support for the president and the Board of Trustees when outlining positions and drafting, revising and negotiating protocols and contracts with Portuguese and foreign institutions within the field of the Foundation’s activities. In addition to this, it monitors changes in the legal system applicable to foundations, both in Portugal and in the European Union.

## Premises provision

Managing access by third parties to the Foundation’s premises for national and international conferences, meetings, colloquiums, seminars, congresses, workshops, book launches and/or other

events, whose authorisation depends on the Foundation's president, is 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 objectives match or contribute to meeting the Foundation's statutory goals. In 2010, the total amount involved in free premises provision, which is considered as a subsidy, was € 113,690, while the revenue from premises provision requiring the payment of a charge totalled € 61,846.

## Grants

The Office of the President is responsible for managing the grants awarded by the President, whether these are study or research grants for individuals or subsidies awarded to other institutions and projects.

The Office of the President awarded a total of € 60,000 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 Portuguese Foundation Centre.

Under the scope of the Direct Administration Reserve, which is divided among the Foundation's four statutory areas, the Office of the President directly awarded a total of € 268,474 in subsidies and scholarships, as well as a total of € 234,388 for projects co-funded by other Foundation departments. Some of the most important awards were:

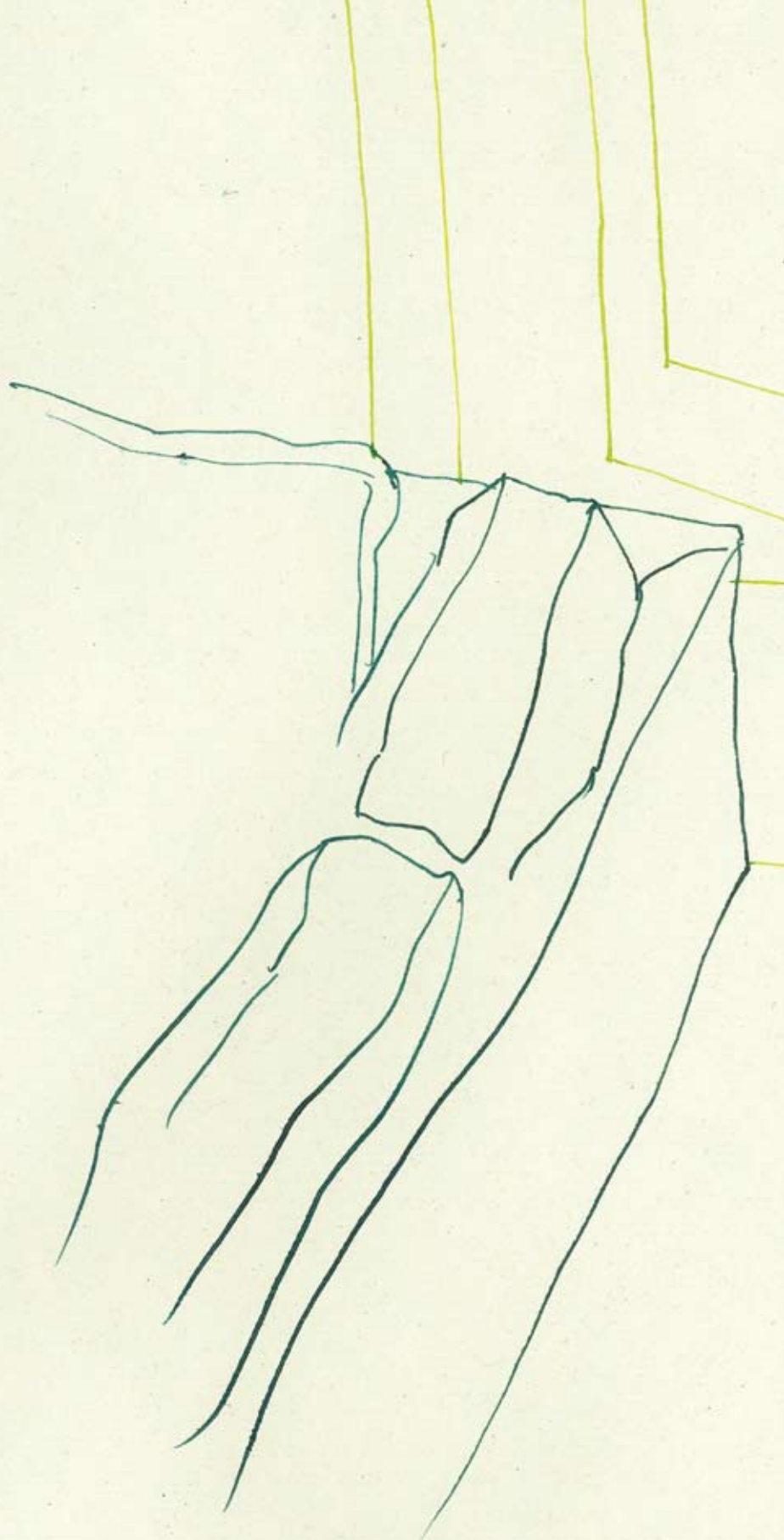
Beneficiary	Amount	Project description	Country
King Hussein Foundation	€ 100 000	Funding for the purchase of mobile mammography equipment as part of the National Programme Against Breast Cancer in Jordan.	Jordan
UNHCR – United Nations High Commissioner for Refugees	€ 100 000	Last instalment of the multi-year subsidy of € 300,000 for the helpin refugee support project.	Switzerland
Teresa Villaverde	€ 50 000	Filme <i>Cisne</i> .	Portugal
João Botelho	€ 50 000	Filme <i>do Desassossego</i> .	Portugal
Rui Sanches	€ 30 000	Grant for the research project for the book <i>Como Alpinistas, a Aventura da Arte no Século XX</i> . 50% awarded by the President's Direct Administration Reserve and 50% by the Education and Scholarships Department. Multi-year subsidy of € 60,000 for 2010-2011.	Portugal
Cabido Catedralício de Évora	€ 30 000	Funding for the renovation of the Colégio dos Moços da Sé de Évora building for the later installation there of the Tesouro (Cathedral Treasury). Last instalment of the multi-year subsidy of € 90,000 for 2008-2010.	Portugal
University of Porto	€ 12 000	Funding for the renovation of two Addison globes to be included in an exhibition that was part of the Commemorations of the Centenary of the University of Porto.	Portugal
25 de Abril Association	€ 10 000	Funding for the research project "Os militares na transição para a democracia em Portugal" ( <i>The Military in the Transition to Democracy in Portugal</i> ). Multi-year subsidy of € 20,000 for 2009-2010.	Portugal
EGP – University of Porto Business School	€ 9 500	Funding for two scholarships to attend the postgraduate course in Managing Non-Profit Organisations.	Portugal
Imoedições – publisher	€ 7 500	Funding for the "Impulso Positivo" project. Multi-year subsidy of € 7,500 in 2010 and € 10,000 in 2011 and in 2012.	Portugal
Portuguese Foundations Centre	€ 5 000	Funding for the Portuguese edition of the book <i>Global Philanthropy</i> .	Portugal
Núcleo Impulsionador das Conferências	€ 5 000	Funding for the organisation of the "5th Military Cooperative Conference – the Portuguese Military in Africa".	Portugal
Religious Freedom Commission	€ 5 000	Funding for the attribution of the Religious Freedom Award, 2010.	Portugal
Alliance of Civilisations	€ 3 500	Funding for 3 people to participate in the Alliance of Civilisations Summer School.	Portugal





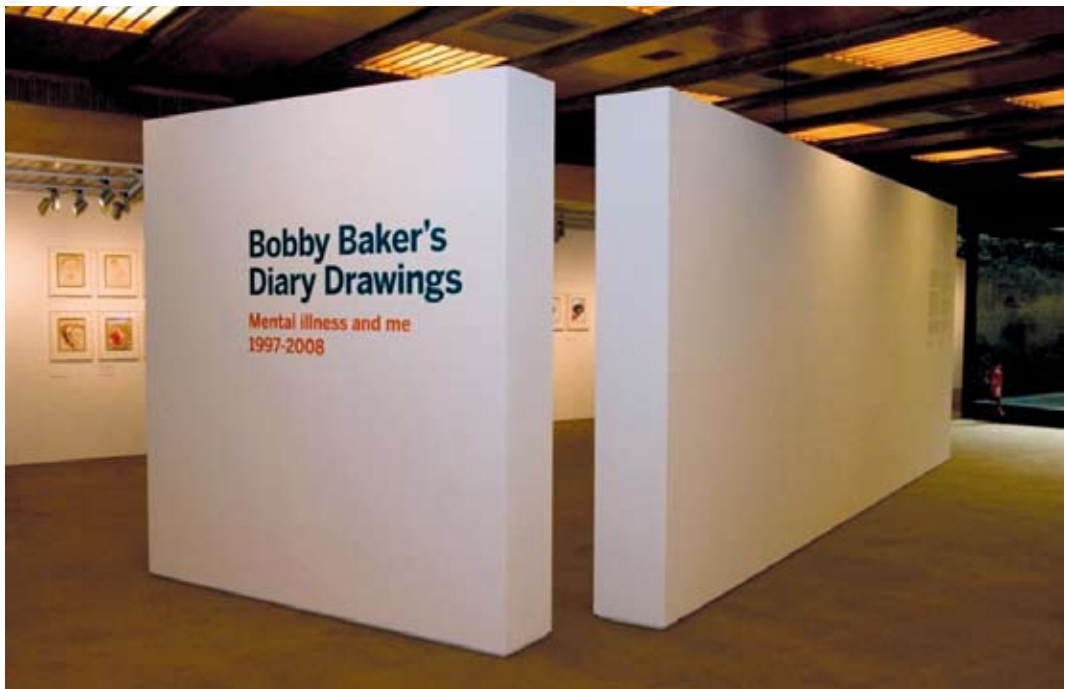
**Ia. Portugal**





# Charity





📍 Exhibition "Bobby Baker's Diary Drawings: Mental illness and me".



## Health and Human Development Department

In 2010, the Health and Human Development Department (SSDH) continued to pursue its policy of helping to promote, disseminate and improve interventions in the health area.

The following areas of intervention were given priority:

- › research;
- › technological modernisation;
- › humanising healthcare;
- › training professional healthcare providers;
- › global health.

	Amounts in euros
Personnel costs	507 283
Operating costs	85 506
Subsidies and grants	2 146 357
Departmental activities	200 037
<b>Total</b>	<b>2 939 183</b>
Receipts	7 385

### Activities undertaken

#### Research

The largest amount of financial investment was afforded to the support given to research into diseases, health determinants, health services and policies and their social interfaces, being awarded both for continuity projects and the implementation of new initiatives.

#### Continuity projects

Continuity was given to the monitoring (annual assessment) of projects begun in 2008 and 2009, relating to competitive funding processes in the areas of Clinical Microbiology (five projects), Oncology (15 projects) and Neglected Tropical Diseases (four projects).

A final assessment was made of those projects that had already been completed (Palliative Care 2004, Prevention and Control of Influenza 2005, Control of Hospital Acquired Infections 2006). This procedure was seen as being indispensable for monitoring this distributive activity and for reflecting on the importance of initiatives of this type within the context of the activities undertaken by other public and private funding agencies.

#### New initiatives

The Department also lent its support to technical and scientific areas that traditionally have difficulty in obtaining funding through the normal channels. Five new projects were chosen in this area:

### **Portuguese Observatory of Health Systems**

Project of the National School of Public Health intended to contribute to reflection on health governance and the implications of health policy on public opinion, professional organisations and the evolution of the health system in general.

### **Biolaw**

Project of the National School of Public Health to research into health law and bioethics in public health and health management, providing a complement to earlier interventions in areas involving the interrelationship between health professionals and citizens.

### **Information technologies**

Project of the Centre for the Research and Study of Sociology of the Higher Institute of Social and Business Studies (ISCTE), designed to understand the relationship between health information and communication technologies and citizens.

### **ETHOS**

Project of the Institute of Bioethics of the Catholic University of Porto, which seeks to “establish a multidisciplinary approach to the complex challenges of modern-day society and the ethical aspects of life sciences”.

### **Geração XXI**

Project of the Institute of Public Health of the University of Porto, which seeks to identify the characteristics of pregnancy and the early phases of childhood that determine a person’s development and state of health.

### **Humanising healthcare**

The Department strengthened its activities in areas seeking to identify improved access to end-of-life care. Special attention was paid to the funding of palliative home care projects with innovative partnerships.

### **Palliative Home Care Unit of the Planalto Mirandês**

Support for the creation of the Palliative Home Care Unit of the Planalto Mirandês (Mogadouro, Vimioso and Miranda do Douro), in partnership with ARS Norte (the Northern Regional Health Administration), the local authorities and the Misericórdias (charitable institutions) of the three municipalities. This financial support is designed to guarantee the sustainability of the Palliative Home Care Unit and its subsequent integration into the National Network for Integrated Continuous Care.

### **Symposium on Palliative Care**

In partnership with the JB Fernandes Memorial Trust I (Rockefeller Philanthropy Advisors) two symposia were organised on Palliative Care, one in Lisbon and the other in Beja (at the Beja Polytechnic Institute). Each symposium consisted of three lectures and an equal number of workshops: pain management, palliative care in cancer patients, and communicating “bad news”.

### **National Programme of Advanced Training in Chronic Pain**

In partnership with the National Network for Integrated Continuous Care, the Portuguese Oncology Institute in Lisbon, and the Grunenthal Foundation, support was given to a three-year programme for the training and qualification of roughly one thousand health professionals in the management of chronic pain.

### **Gulbenkian MSc and PhD Scholarships for Palliative Care**

A partnership was begun with King's College London/Cicely Saunders Institute for a programme of academic training in Palliative Care, which includes MSc and PhD scholarships and associated research programmes. Over a five-year period, the partnership is designed to evaluate models, practices, costs, quality and choices in the field of Palliative Care. The academic degrees will be awarded by the University of London, with the supervision of King's College London, while the fieldwork will be undertaken partly at the Palliative Home Care Units supported by the Calouste Gulbenkian Foundation.

### **Support for Patients' Associations**

A competitive application process was launched to provide support for patients' and relatives' associations undertaking their own social intervention initiatives. Based on the innovative nature and the consistency of the interventions proposed by the applicants and their potential for sustaining future activities, 12 projects were selected from the 56 applications received.

### **Training and information in healthcare**

The aim of this activity was to promote the qualification of healthcare professionals in new forms of training in clinical gestures and communication. The most important subsidies were those granted to:

#### **Care of Older People in Portugal: Time for Geriatric Medicine**

Jointly organised by the European Union Geriatric Medicine Society and the Geriatric Study Centre of the Portuguese Society of Internal Medicine, this event brought together some of the most important specialists in the organisation and promotion of healthcare for older people.

#### **Introduction to the diseases of ageing**

Support for the undergraduate course in Geriatrics at the Lisbon Faculty of Medicine, with the publication of a book that included the contributions of students.

#### **SER programme**

This programme was composed of workshops held with groups of 10-16 participants aged over 60, designed to promote healthcare for the elderly users of ten health centres in the Lisbon and Vale do Tejo region.

#### **Workshop "Dementia, the other side of the mirror"**

This meeting was held at the premises of the Calouste Gulbenkian Foundation, examining the question of primary healthcare that deals with the early signs of dementia and can support its different contexts, particularly home care.

#### **Advanced training in Haemato-Oncology**

Strengthening of the funding given to the Portuguese Association against Leukaemia, in order to maintain the Support Programme for Advanced Training in Haemato-Oncology, a protocol that has already been under development for four years.

#### **Almodôvar – the healthiest municipality**

Multidisciplinary and intersectoral intervention project, designed by the Almodôvar Municipal Council and the Fernando de Pádua Foundation, intended to promote health, improve the quality of life and prevent diseases among the population of the municipality's eight parishes.

### **Casa dos Marcos**

The new project developed by the Raríssimas Association is a shelter for children and young people affected with “rare diseases” and faced with a lack of home support programmes and specific rehabilitation programmes. The financial support provided by the Department was destined for the purchase of medical equipment for the physiotherapy unit.

### **Inter-Institutional Master’s Degrees**

Support for the International Master in Mental Health Policy and Services, organised as a partnership between the Faculty of Medical Sciences and the World Health Organisation, and for the Master in Clinical Research organised in partnership with the Northwestern University of Boston.

### **Scholarships**

Twenty-two scholarships were awarded to enable researchers to attend courses, conferences and symposia abroad. The candidates were selected through two half-yearly competitive application processes.

### **Global Health**

Given the global dimension of health, the following initiatives were supported in order to strengthen international cooperation and networks:

#### **Breast cancer screening in Jordan**

A mobile unit was donated for breast cancer screening among the population of Jordan, in response to a request made by the King Hussein Cancer Foundation. The high rate of this form of cancer in that country, coupled with the deficiencies in the existing screening and early diagnosis procedures, justified the intervention, which will benefit roughly 15,000 women each year. This project, which reinforces the Foundation’s vocation for international philanthropic intervention, was undertaken in partnership with Partex Oil and Gas.

#### **TBVI (Tuberculosis Vaccine Initiative) Foundation**

The partnership with the TBVI Foundation, which forms part of a network of European universities, research institutes and the private sector, is designed to develop new vaccines that are accessible to all countries. The support provided by the Department was designed to contribute towards promoting innovation and excellence in the responses that are given to the new human problems in global health and resulted in the collaboration now taking place between the Molecular and Cellular Biology Institute of the University of Porto, the Department of Microbiology and Infection Control of the Vrije Universiteit Medical Centre and the Netherlands Vaccine Institute.

#### **Global Health Europe Platform**

In keeping with the theme of Global Health, the Department continued its support for the website of the Global Health Europe Platform under the scope of the European Partnership for Global Health, at the initiative of the European Foundations Centre, as a contribution to a new model for health governance.

#### **2nd International Conference on “Neglected Tropical Diseases: Hidden Successes, Emerging Opportunities”**

In partnership with the health component of the Gulbenkian Development Aid Programme, this event, promoted by the European Foundation Initiative for Neglected Tropical Diseases, took place at the premises of the Calouste Gulbenkian Foundation. Its aim was to select the candidates for the post-doctoral programme in Neglected Tropical Diseases.



## Departmental activities

In order to stimulate greater discussion and reflection on health themes considered relevant for modern-day society, the Department promoted the following initiatives as part of the Gulbenkian Health Forum “Mind Faces – The Different Faces of Mental Health”:

- › The Gulbenkian Health Forum 2010 discussed the main issues currently existing in the field of mental health, namely scientific progress, pathology patterns, responses and organisational models. The scientific programme consisted of four sessions (mental health and science: new contributions; prevalence and impact of mental health problems in modern-day society; mental health: the new responses; mental health: challenges for the future). The curator responsible for the organisation of this forum was J.M. Caldas de Almeida.
- › The exhibition “Bobby Baker’s Diary Drawings: Mental illness and me, 1997-2008” consisted of a display of 158 drawings made by the British artist, who suffered from a mental disease, throughout a course of treatment leading to her recovery.
- › The film cycle “Cinema and Mind (13x) Larger than Life”, curated by João Mário Grilo, was held in partnership with the Centre of Modern Art and the Portuguese Film Institute (Cinemateca Portuguesa), showing 13 films with complex plots dealing with the human mind.
- › The documentary *Photomaton*, by Tiago Pereira and Sofia Ponte, was made in partnership with the RTP2 television channel, about the psychoanalyst Dr. João dos Santos (1913-1987), who is a major reference in the study of children’s mental health problems.
- › Lectures were given by the musicologist Rui Vieira Nery about expressions of mental disturbance in the history of Opera.



✦ Rui Vieira Nery – lecture on “Anguish, Hysteria and Perversion in the History of Opera. Women on the Verge of a Nervous Breakdown”. Gulbenkian Health Forum 2010.

## Support for publications

Support was given to five publications:

- › *Saúde e Comunicação numa Sociedade em Rede – O Caso Português* (Rita Espanha, author);
- › *Estágios Clínicos em Medicina Tropical – Moçambique, São Tomé e Príncipe e Cabo Verde* (various authors);
- › *30 Anos do Serviço Nacional de Saúde* (P. Pita Barros, editor);
- › *O Livro, o Corpo e a Arte Médica* (various authors);
- › *Bioquímica em Medicina* (J. Martins e Silva and Carlota Saldanha, editors).



## Gulbenkian Human Development Programme



João Miller Guerra

	Amounts in euros
Personnel costs	304 877
Operating costs	62 444
Subsidies and grants	1 899 731
Own initiatives	178 929
<b>Total</b>	<b>2 445 981</b>
Receipts	109 292

In 2010, the Gulbenkian Human Development Programme (PGDH) continued to focus on supporting and stimulating the social integration of the more vulnerable population groups and the urban communities most exposed to poverty and social exclusion. To achieve this, it adopted approaches aimed at social innovation, capacity-building, the promotion of active civic participation and a search for effective, integrated solutions to emerging social problems. The priority areas of action were:

- › vulnerable groups (children and young people at risk, old people and migrants);
- › urban communities;
- › social innovation, civic participation, voluntary activities and organisational capacity-building.

### **Children and young people at risk**

The main aims of the Gulbenkian Human Development Programme in this area were:

- › to promote alternative measures to the institutionalisation of children that are victims of abuse or neglect;
- › to support the balanced development of children with developmental delays (as well as their families);
- › to prevent deviant behaviour;
- › to enhance and encourage networking between institutions.

# E quando atendemos crianças... diferentes

*Como podem os profissionais orientar as famílias com criança com deficiência*



## Early intervention

As a result of the multi-year project “Early Intervention – Building Good Practices”, which made it possible to monitor 100 children, aged under six, with developmental problems or at risk, as well as their respective families, the brochure *E quando atendemos crianças... diferentes* (And when we deal with... different children) was launched. This is an easy-to-read manual aimed at healthcare professionals, which explains how these technicians can guide families that have children with disabilities.

## Parental training

This was the last year in the funding of eight pilot projects that were started in 2008 in the municipalities of Amadora, Lisbon, Sintra and Setúbal. Under the scope of these projects, the work of monitoring families with children flagged as being at risk was continued, helping to increase the problem-solving capacities existing within the families themselves, especially in those

aspects related with their children’s education, childcare and the management of emotions, avoiding the institutionalisation of these children whenever possible. By the end of 2010, more than 1,100 fathers and mothers and more than 800 children had been monitored, from a total of 867 families.

## Parents’ workshops

This experimental course was aimed at parents of children with disabilities, enabling parents and professionals to work together on defining and developing a flexible and innovative model for parental training, pooling knowledge through the sharing of experiences.

The fundamental aim of the course will be to create a network of parent carers, counsellors and trainers of other parents, in the different phases of inclusion of children. The idea is also to promote this methodology nationwide.

Fifteen grants were attributed in this area for the purchase of equipment and materials that could be used for recreational and pedagogical purposes, as well as for the purposes of diagnosis and assessment and in the support of projects and initiatives.



## Ageing and the well-being of old people

In this area, the Gulbenkian Human Development Programme had the following aims:

- › to help promote intergenerational relationships between older and younger people;
- › to understand and combat the phenomenon of loneliness;
- › to deepen knowledge of the new social problems associated with ageing societies and develop new forms of social integration for this group;
- › to promote innovative ways of supporting caregivers, such as family carers of old people suffering from dementia or stroke victims.

### CIDADES

Following the publication in Portuguese of the *Guia Global das Cidades Amigas das Pessoas Idosas* (A Global Guide to Age-friendly Cities) by the World Health Organisation, and after its dissemination amongst municipal councils and other entities committed to or interested in the processes for the development and consolidation of urban zones, the CIDADES project came into being.

Anti-slip pavements, good home support services, clearly signposted buildings, an effective and accessible public transport network, the inclusion of old people in community or senior training activities, are just some examples of commitments that will be assumed by the 90 municipal councils taking part in this project in order to guarantee the well-being of their populations of old people.

### Caring for carers

This experimental project is based on a broad partnership between institutions and organisations from the five municipalities in Entre Douro e Vouga (Santa Maria da Feira, São João da Madeira, Oliveira de Azeméis, Arouca and Vale de Cambra). Its purpose is to provide support to family carers of people with dementia or post-stroke victims living in that region. The project's different components include: psychological and educational support (involving the production of manuals); the creation of a pool of formal carers; the promotion of volunteer networks (drawing up regulations governing voluntary activities and setting up a volunteer training plan); and the creation of a carer respite service. Under the scope of this project, an evaluation protocol was prepared with the aim of establishing a profile of both family carers and care recipients in the region, as well as understanding the situation under which care is provided, and a survey was begun of the institutions that are in a position to provide this kind of response.



✦ Action undertaken in the Graça neighbourhood, under the scope of the "Action for Age" project.

## ***Prodemências***

This pilot project is undertaken in partnership with the Department of Health Sciences at the University of Aveiro. It provides psychological and educational support for family carers of old people with dementia, using an innovative methodology of intervention that has immediate repercussions on the community in which it is implemented, not only for the carers themselves, but also for the institutions and professionals involved, in the areas of psychology, gerontology and nursing.

## **Analysis of the media reporting of dementia**

A study was commissioned from the Centre for Opinion Studies and Surveys of the Portuguese Catholic University about the type of approach and framework afforded by the media to issues related with dementia. The aim of this study was to help in the design of specific training and information activities for journalists, so that these can become agents of change as far as the prejudice associated with pathologies of this type is concerned.

## **Institute of Ageing**

With the aim of publicising the work undertaken by the Institute of Ageing in the course of its first year of activity, a meeting was held on 6 and 7 December to discuss “Population Ageing: Portugal from a Comparative Perspective”.

The Institute of Ageing is dedicated to research and the broadening of knowledge in matters relating to ageing, as well as to promoting training in this area, and is the result of a partnership between the Calouste Gulbenkian Foundation (Education Department and the Gulbenkian Human Development Programme) and the University of Lisbon.

## **Spring School on Ageing**

The first Spring School on Ageing was held in May at the Calouste Gulbenkian Cultural Centre in Paris. The aims of this initiative were to spread knowledge and share good practices in social innovation in the area of ageing, for which purpose it was able to count on the support of members of organisations from different countries all over the world that are actively involved in this area.

The organisation and funding of this meeting of social innovators were an initiative of the SIX network, with the support of the Calouste Gulbenkian Foundation (UK Branch and the Gulbenkian Human Development Programme) and CISCO.

## **Action for Age**

In order to improve the integration of old people in society and to find innovative solutions that guarantee their quality of life and well-being, the second edition of “Action for Age” was launched at the beginning of the 2010-2011 academic year. This is a competition of ideas that challenges students

from Portuguese design schools to conceive of products or services that respond to the needs of old people. Roughly 40 teachers from 22 design schools took up this challenge: in this first phase, they have been providing support to their students in developing ideas that will then be submitted to a jury. The most interesting ideas will be selected and support will be given to enable the students to work on them and transform them into projects.



Hermi Fortes

This initiative is being undertaken by experimentadesign with funding from the Calouste Gulbenkian Foundation and the Santa Casa da Misericórdia de Lisboa.

✦ Activities undertaken under the scope of the “Between Generations” initiative.

Fourteen grants were also awarded in this area to help make the projects viable and to subsidise the purchase of equipment for institutions providing assistance to old people.

## Migration and immigrant integration

The main aims of the Gulbenkian Human Development Programme in this area were:

- › to promote suitable models for the integration of immigrants and their descendants;
- › to broaden knowledge about the main factors determining their social and professional integration;
- › to build closer relations with the Portuguese diaspora around the world;
- › to develop strategies of understanding and respect between groups with diversified cultural references.

## Gulbenkian Migrations Forum

The Gulbenkian Migrations Forum is promoted on an annual basis with the aim of improving knowledge in the area of migrations.

In 2010, the issues debated at this forum were the impact of the crisis and the ageing and feminisation of migratory flows.

## Conference on “Migrations, Minorities and Cultural Diversity”

To commemorate the Centenary of the Portuguese Republic, a conference was organised on “Migrations, Minorities and Cultural Diversity”, which took place on 11 November 2010.



Under this same scope, the *Atlas das Migrações* (Atlas of Migrations) was launched, coordinated by the Centre for the Research and Study of Sociology of the Higher Institute of Social and Business Studies/Lisbon University Institute (ISCTE/IUL). This atlas provides a retrospective of the last hundred years of migrations in Portugal, with a series of maps and graphs that compile chronological, geographical and sociological information about the dispersal of the Portuguese diaspora

around the world and the origins of the immigrants arriving in Portugal during this period. Accompanying the presentation of the *Atlas*, an animated infographic was exhibited that includes all the migratory movements to and from Portugal over the last hundred years.

Also under the scope of the same conference, a documentary was produced with the title of *Migrations: A Portrait of Contemporary Nomadism*, which brought together various statements made by young Portuguese people currently residing abroad, for either study or work purposes.

### **Ubuntu Academy**

This is an initiative of the Padre António Vieira Institute financed by the Gulbenkian Human Development Programme, which undertakes informal educational activities aimed at young descendants of African immigrants who are faced with challenges in attempting to achieve full integration into Portuguese society. Training is aimed at empowering them for leadership, so that these young people can act as agents for transformation within their own communities. The development and consolidation of models for leadership and service to their communities are based on references from African culture, such as Nelson Mandela and Martin Luther King. Training sessions include debates, the watching of films, the involvement of guest participants, holiday camps and visits.

### **Programme for the Professional Integration of Immigrant Doctors**

This is an initiative designed to support the professional integration of immigrant doctors who are currently working in unskilled occupations in Portugal. The support is provided under the form of a partnership between the Calouste Gulbenkian Foundation (coordinator), Administração Central dos Serviços de Saúde, IP (funder) and the Jesuit Refugee Service (executor).

The aim of the project is to support the professional integration of doctors residing legally in Portugal, but who are working in occupations that do not correspond to their medical training. Selected candidates receive different types of support, such as citizenship courses and general and technical Portuguese language courses, training grants, reimbursement of the expenses incurred with the translation of documents, the payment of fees at medical faculties, as well as the cost of enrolment in the Portuguese Medical Association, and are accompanied throughout the process up to the point of their integration into the Portuguese National Health Service.

By the end of 2010, 89 doctors had been approved, of whom 50 had already obtained recognition of their academic qualifications and are now considered fit to enter the Portuguese National Health Service.

### **FAZ – Ideas of Portuguese Origin**

Launched at the end of 2010, this initiative challenges the Portuguese diaspora to come up with ideas for innovation projects and social entrepreneurship that respond to the challenges that our country is currently facing. Those who produce the best ideas will form a team with Portuguese residents in Portugal, so



✦ Postcard promoting the FAZ – Ideas of Portuguese Origin initiative.



that they can work together on developing the proposals, transforming them into projects in the areas of environment and sustainability, social inclusion, ageing and intercultural dialogue.

### **Summer School on Discrimination and Diversity**

This was an activity designed to empower journalists in the field of non-discrimination, forming part of the Council of Europe's "Speak out against Discrimination" initiative. It took place from 31 August to 3 September at the University of Coimbra.

### **Ethnicity in Post-Integration Societies: Understanding the Crisis of National Models in Europe**

This study of traditional immigrant integration models is currently being conducted by the French Institute for International Relations (IFRI).

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

This programme is being developed by 11 European foundations, working within the framework of the Network of European Foundations (NEF), to support projects and initiatives aimed at promoting and facilitating immigrant integration. In this phase of the programme, the EPIM is currently assisting 15 NGO projects and strengthening the capacity of various immigrant support organisations in areas such as project evaluation methodologies; advocacy and lobbying; partnerships, networks and collaboration at the European Union level; media and communication; fund raising.

### **MIPEX**

This was the third phase of the study that compares and assesses immigrant integration policies in 31 countries of Europe and North America, through 148 indicators. It is carried out by the Migration Policy Group, under the auspices of the British Council.

### **Immigration Platform**

In 2006, the Foundation set up its Platform on Immigrant Hosting and Integration Policies (Immigration Platform), which involves 15 civil society institutions working in the area of immigrant integration and intercultural dialogue<sup>1</sup>, with the aim of contributing at the national level to the organisation of civil society on the core issues relating to immigration.

Since 2007, the Immigration Platform has chosen the "Immigrant Entrepreneur of the Year", who is

1. Foundations: Aga Khan Portugal Foundation, Luso-American Development Foundation, Luso-Brazilian Foundation, Oriente Foundation and Portugal-Africa Foundation; Associations: Associação Empresarial de Portugal (Portuguese Business Association) and Associação Industrial Portuguesa (Portuguese Industrial Association); Confederations: Confederação dos Agricultores de Portugal (Portuguese Farmers Confederation), Confederação do Comércio e Serviços de Portugal (Portuguese Trade and Services Confederation), Confederação da Indústria Portuguesa (Confederation of Portuguese Industry) and Confederação do Turismo Português (Confederation of Portuguese Tourism), Confederação Geral dos Trabalhadores Portugueses (General Confederation of Portuguese Workers) and União Geral dos Trabalhadores (General Union of Workers); Other bodies: Alto-Comissariado para a Imigração e o Diálogo Intercultural (Office of the High Commissioner for Immigration and Intercultural Dialogue – observer) and Comissão Episcopal para a Mobilidade Humana (Episcopal Committee for Human Mobility).

awarded a prize of € 20,000. The Platform also recognises the work of the local authority whose project has contributed most towards a better reception and integration of the immigrant citizens who have settled in the municipality, through innovative and original initiatives with a high degree of mobilisation and coverage.

In 2010, the Immigrant Entrepreneur of the Year Prize was awarded jointly to Ana Pérez, the Venezuelan cultural programmer and the founder of the Penafiel Gregorian Choir, and Leila Sadeghi, the Iranian woman who opened two beauty salons in Coimbra and who introduced innovative methods in this area that she had brought from Iran. The Prize for Best Practices in Local Government for Immigrant Integration was awarded to Valongo Municipal Council for its project “Valuing the Difference”, which consisted of a series of initiatives carried out over a ten-month period and contributing to the social, economic and professional integration of immigrants who are resident in the municipality.

At the Platform’s initiative, a study is still being undertaken by the Centre for Opinion Studies and Surveys of the Portuguese Catholic University, which is examining the behaviours, attitudes and perceptions of the Portuguese in relation to immigration and immigrants.

Eight grants were also awarded in this area to support different projects.

## **Social integration**

Under the scope of this particular area, 19 projects and initiatives received funding for the support that they give to other vulnerable groups, such as disabled persons or victims of violence.

## **Urban communities**

- › In this area, the Gulbenkian Human Development Programme had the following main objectives:
- › to promote and activate the potentialities of local resources;
- › to identify and form youth leaderships within the community;
- › to increase the capacity of local actors, strengthening their initiative and autonomy;
- › to map the problems and needs of these communities, with the aim of contributing to a reduction in the levels of poverty, marginality and social exclusion that are to be found in these neighbourhoods.

## **Generation Project**

This initiative began in the Casal da Boba social housing estate in Amadora in 2005. Its aim was to help combat absenteeism and early school leaving, which are factors that compromise young people’s future employability. In the course of the project, which was an initiative of Amadora Municipal Council, all the local organisations and institutions came to be involved as active partners, most notably the Miguel Torga School from the second and third cycles of Basic Education.

The Generation Project offered the neighbourhood’s youngest inhabitants education, training and employment pathways that would give them the opportunity to develop life plans. It included a variety of initiatives for stimulating and motivating the local population, as well as prevention activities and support for the social reintegration of young people considered to be problematic. More than one thousand children and young people have already received support under the scope of this initiative.

## Generation Orchestras

This project has made an innovative contribution to the social integration and development of children and young people from the first to the ninth years of compulsory education by teaching them to express themselves through music and develop the self-confidence, discipline and knowledge that they need for balanced growth and to open doors to the future.

Since the first Orchestra was created in Casal da Boba (Amadora), in 2007, as a result of a partnership between Amadora Municipal Council, the Calouste Gulbenkian Foundation and the National Conservatory of Music, 14 Generation Youth Orchestras have been set up around the country, with more than 700 children now playing music in them. The scheme has been adopted by schools in the municipalities of Amadora, Vila Franca de Xira, Sintra, Sesimbra, Loures and Oeiras. The most recently created orchestras began playing in 2010 in Lisbon, at schools from the first cycle of basic education in Ajuda and Boavista, as well as in Amarante and Mirandela. These latter orchestras are the first Generation Orchestras to be created outside the Lisbon Metropolitan Area.

This project was inspired by the model of the Venezuelan Programme of Children's and Youth Symphonic Orchestras, known as "El Sistema".

## Kê li kê lá

This project is designed to raise artistic awareness and provide training in filmmaking for young people living in the Casal da Boba neighbourhood of Amadora. A space is provided in which young people aged between 13 and 23 can interact with artists and professionals from the world of cinema in the form of various workshops, studying different modules for acting, the creation of characters, the documentary genre and photography, amongst other subjects. Initially inspired upon the methodology used in the film *The Class (Entre les murs*, Laurent Cantet, 2008), Kê li kê lá brought together stories from real life, in order to come up with an original screenplay for a feature film that places the neighbourhood's young inhabitants on both sides of the camera.

## Hip Hop de Baton and Hip Hop pela Paz

Hip Hop de Baton is a social project that takes the various elements of hip hop – song, dance, DJing and graffiti – to give a voice to women and promote gender equality, with the aim of strengthening their self-esteem and combating both the public and private violence that is still perpetrated against them. In July 2010, the group Hip Hop de Baton, composed of young people aged between 14 and 28 from neighbourhoods on the periphery of Greater Lisbon, performed in the Gulbenkian Foundation's Open-Air Amphitheatre to present the CD that they had recorded and which represented the culmination of this project.

Following on from this initiative, the project "Hip Hop pela Paz" (Hip Hop for Peace) was created, aimed at



➤ Cover of the album *Hip Hop de Baton*.

young males from the same age group, with the aim of once again using hip hop to transmit messages that helped to raise awareness and alert people to the various issues affecting the daily life of the most excluded sections of the population, drawing particular attention to the need to prevent violence.

### **O Teatrão – Bando à Parte**

This social project is supported by Coimbra Municipal Council and the Calouste Gulbenkian Foundation and uses artistic and cultural activities, such as theatre, music, dance and the visual arts, to develop a culture of civic participation and social inclusion among young people from the different neighbourhoods of the city of Coimbra.

### **Ideia Project**

This is a pilot scheme developed by the Santa Casa da Misericórdia and aimed at 12 women in situations of great vulnerability. It provides support for the development of their social, personal and professional skills, as well as for the learning of entrepreneurship, by giving them training in business management.

### **Amadora Empreende (Enterprising Amadora)**

This is an experimental programme designed to promote entrepreneurship, sponsored by Amadora Municipal Council in partnership with the Calouste Gulbenkian Foundation and the Higher Institute of Social and Business Studies (ISCTE).

The aim of this programme is to identify individual ideas that are both feasible and have evident business potential, as well as helping to develop the conditions necessary for the creation of companies, cooperatives or projects of a productive nature within the municipality's associative structure.

The idea is to help to develop the business capacity of young persons and the mobility and inclusion of people living in a socially fragile situation. Under this programme, the Foundation gives particular support to the training of entrepreneurs.

Seven subsidies were awarded to support different types of initiatives in this area.

### **Social innovation, civic participation, voluntary activities and capacity-building of organisations**

The main aims of the Gulbenkian Human Development Programme in this area were:

- › to promote social innovation and creativity in social responses with the aim of improving the effectiveness and quality of the services provided by organisations;
- › to disseminate models for the sustainability of third sector initiatives;
- › to foster a culture of responsible and skilled voluntary activities;
- › to find innovative responses to the poverty and unemployment resulting from the crisis;
- › to challenge citizens to participate in civic activities.

## **Social Stock Exchange**

The Lisbon Social Stock Exchange (SSE), which is an innovative initiative in Europe, was set up by the Calouste Gulbenkian Foundation, the edp Foundation and Euronext Lisbon. The initiative is an online platform that recreates the atmosphere of a real stock exchange and brings together civil society organisations needing funds for their projects and investors willing to donate them.

The Social Stock Exchange opened in 2009 with four listed projects, and by the end of 2010 there were already 22 listed projects.

## **Mapping the social needs of the Portuguese**

As a result of the survey of the social needs of the Portuguese, carried out by the Centre for Territorial Studies of the Higher Institute of Social and Business Studies/Lisbon University Institute (ISCTE/IUL) and coordinated by TESE – Associação para o Desenvolvimento, two books were launched: *À Tona de Água I – Necessidades em Portugal: Tradição e Tendências Emergentes* and *À Tona de Água II – Retratos de um Portugal em Mudança*. The first volume compiles the various stages of the research and publishes the results of the questionnaires used in the survey, while the second volume explores the profile of the vulnerable groups emerging in Portuguese society.

## **PING**

The King Baudouin Foundation, the Calouste Gulbenkian Foundation, the Compagnia di San Paolo and Robert Bosch Stiftung commissioned the Flemish Interdisciplinary Institute for Broadband Technology to design the educational computer game *PING – Poverty Is Not a Game*.

This is an online game offering an innovative virtual representation of the experience of poverty, challenging its players to find strategies for escaping this fate. The materials – the game and the teachers' manual – will be used for educational purposes in order to help raise young people's awareness of the main issues of poverty and social exclusion and to discover possible ways of eradicating them. The game is designed for the age group corresponding to the third cycle of basic education and will be used at schools in the course of this current academic year (2010-2011).

## **Study on voluntary organisation leaders**

A study is being developed that will identify the profile required of voluntary organisation leaders in Portugal and make it possible to plan training actions with a view to improving the social impact of these leaders. At the same time, the Higher Institute of Applied Psychology has accepted five voluntary organisation leaders in its undergraduate degree course in Community Development, which began in the academic year of 2009-2010, who are collaborating in the production of the above-mentioned study.

Five grants were awarded to support initiatives in this area.





Art





Informational text panel next to the painting.



## ❖ The Calouste Gulbenkian Museum



	Amounts in euros
Personnel costs	2 051 992
Operating costs	88 204
Departmental activities	1 679 891
<b>Total</b>	<b>3 820 087</b>
Receipts	772 407

It is known that the Calouste Gulbenkian Museum has in its collection works of art that are unique in the Portuguese context, originating from cultures that have little or no representation in our museum spectrum.

It can also be said that the exacting criteria that the Collector followed in his choices made it possible for him to acquire major works of reference in the context of the history of world art. This fact has been recognised internationally and means that the Museum receives a large number of requests from the organisers of great exhibitions, who seek to find here objects that were frequently considered to be essential references in the various areas of artistic production that interested the Collector.

This is a responsibility to which the Museum responds, considering it to be one of its priorities to conserve its collection in the best possible conditions, whether it is those pieces that are shown in the permanent exhibition, or whether it is those pieces that are kept in reserve and are justifiably included in certain temporary exhibitions. This mission, namely that of conserving the works of art in the best possible conditions so that they may be enjoyed by future generations, derives from another no less important one: that of displaying and disseminating, either by traditional means or through the use of the new technologies, a collection that is the fruit of Calouste Gulbenkian's taste and persistence, which he exercised over more than fifty years with one ultimate aim in mind, as established in his will – that of making the collection public.

While the objects speak for themselves, it is the Museum's responsibility to research into their origins in order to get to know them better and endow them with greater cultural importance as objects belonging to various contexts. This is what happens here with great frequency, in the case of works that provide clear proof of mutual cultural and artistic influences in peoples who, despite their social, religious, political and ideological differences, have allowed themselves to become contaminated in a positive and enriching sense.

These objectives – the permanent attention that is paid to the safekeeping of the works that comprise the Museum's collection and their dissemination (updated through research) – are the driving forces behind the publications intended to stand as works of reference. The catalogues of temporary exhibitions, the albums that reflect upon the different groups of pieces within the collection and the Museum website are the means that are used to spread knowledge about the collections to the outside world. The aim of all this is not only to provide researchers and other similarly interested parties with more detailed information, but also to reach out to an audience that regards the consumption of culture as an essential aspect of their leisure time.

In activities that form part of the most recent *Descobrir* programme, as well as through the Museum's own initiatives, the Education Service has proved to be an effective means of bringing large numbers of children, adolescents and adults into closer contact with art. These are frequently people who have enrolled on an individual basis in activities undertaken by the Museum, or who have visited the Museum as part of a school group, returning later on and bringing their families with them.

The different methods used to promote the Museum and its collections, together with the pedagogical activities that are constantly renewed in order to reach a wider and more curious audience, have served to make the place better known both in Portugal and abroad. It is sufficient, for this purpose, to read what is written in this report about exhibitions, publications, conferences and multiple projects in the educational area.

In this way, it has been possible, either through the Museum's own initiatives or acting in association with some of the Foundation's other departments, to accomplish the mission of reaching an ever greater number of users, whether these are simple visitors or those who make use of the media that have been created by the Museum in order to promote the enjoyment of its collection outside its actual physical space.

## Temporary exhibitions

### **"Art Deco. 1925"**

The exhibition that was opened on 16 October 2009 was a reflection on the various areas of production of decorative arts in France in the 1910s and 1920s. It was centred, above all on that event that enshrined the appearance of a new style, the International Exhibition of Modern Decorative and Industrial Arts, held in Paris in 1925. On the last two days when this exhibition was open to the public, it was visited by 1,930 people. The exhibition closed on 3 January.

### **"In the Presence of Things. Four Centuries of European Still-Life Painting – 17th and 18th Centuries" (Parte One).**

This is perhaps the most ambitious project in the field of temporary exhibitions to have been undertaken exclusively by the Museum, ever since it first opened to the public in its current premises at the Foundation's headquarters in 1969.

The exhibition was curated by Peter Cherry, currently Professor and Head of the Department of the History of Art and Architecture at Trinity College, Dublin.

In keeping with the principle that temporary exhibitions are suggested by the Museum's own collection, the work by Jan Weenix (1640/1642-1729), *Peacock and Hunt Trophies*, was included in the exhibition that the curator divided into ten separate sections: "The Allure of Painted Things", "Precious Moments", "Feasts for the Eyes", "Sweet Desserts", "Light Entertainment", "Nature and Artifice", "Floral Tributes", "Sacrificial Animals", "Questions of Life and Death" and "Revivalism in Rupture". To illustrate these different sections, 71 works were chosen by the Master of Hartford, Sanchez-Cotán, Nicolaes Gillis, Frans II Franken, Jacques Linard, Ambrosius I Bosschaert, Clara Peeters, Louise Moillon, Fede Galizia, Juan Fernandez "el Labrador", Abraham van Beijeren, Jacopo Chimenti, Joannes Fijt, Frans Snijders, Alexander Adriaensen, Giuseppe Recco, Antonio Ponce, Josefa de Ayala, Francisco de Burgos Mantilla, Juan van der Hamen, Georg Flegel, Sébastien Stoskopff, Jan Jansz. Treck, Willem Claesz. Heda, Georg Hinz, Samuel van Hoogstraten, Ian Davidsz de Heem, Abraham Brueghel, Juan de Espinosa, Thomas Hiepes, Bartolomé Pérez, Abraham Susenier, António de Pereda, Paolo Porpora, William van Aelst, Mario Nuzzi, Juan de Arellano, Rembrandt, Peter Claesz, Willem Kalf, Evaristo Baschenis, Juan de Zurbaran, Nicolas de Largillière, Alexandre-François Desportes, Mariano Nani, Henri de la Porte, José López Enguidanos, Jean-Baptiste Oudry, Luis Meléndez, Jean-Siméon Chardin and Francisco de Goya.

This remarkable group of works was brought together thanks to the generosity of more than 40 lenders, including both private individuals and institutions, such as the Galeria degli Uffizi (Florence), Mauritshuis (The Hague), the Museums of Fine Art of Antwerp, Strasbourg, Agen and Lyon, the Royal Museums of Fine Art (Brussels), the Cerralbo, Nacional do Prado and Thyssen-Bornemisza museums (Madrid), the Museu Nacional de Arte Antiga (Lisbon), the Musée de l'Oeuvre de Notre-Dame and the Museum of Fine Art (Strasbourg), the Tessé Museum (Le Mans), the Boijmans van Beuningen Museum (Rotterdam), the Louvre, Petit Palais and the Museum of Hunting and Nature (Paris), the National Gallery (Prague), the National Gallery of Art (Washington), the National Gallery of Ireland (Dublin), the National Art Museum (Copenhagen), the Metropolitan Museum of Art (New York), the National Gallery (London), the Rijksmuseum (Amsterdam), the Städel Museum (Frankfurt), the Gemäldegalerie (Berlin), the Staatliche Kunsthalle (Karlsruhe), the Fitzwilliam Museum (Cambridge), the Wadsworth Atheneum Museum (Hartford), and Yale University Art Gallery (New Haven).

The exhibition's executive coordination was guaranteed by the curator Maria Rosa Figueiredo and the museum design was the responsibility of Mariano Piçarra. The exhibition, which was visited by 38,574 people and enjoyed the support of BPI – Banco Português de Investimentos, was opened on 11 February and closed on 2 May, 2010.

The media gave widespread publicity to the exhibition, referring to it in glowing terms, while the *Expresso* weekly newspaper considered it to be the best exhibition in Portugal in 2010. The magazine *Museologia.pt*, published in Portugal by the Instituto dos Museus e Conservação, made a critical review of the exhibition and catalogue, written by Alfonso Pleguezuelo, a Professor at the University of Seville.

### **"Constant le Breton 1895-1985"**

This exhibition was held in the main building and showed the work of a 20th-century French painter, who, throughout his life, had remained faithful to the figurative tradition of the last third of the previous century, expressed through oils and water-colours.

The exhibition's executive coordination was the responsibility of the curator Luísa Sampaio and the museum project was the work of Ricardo Viegas.

The exhibition was on display to the public from 21 May to 8 August and was visited by 5,748 people.



## Temporary exhibition projects

### **“In the Presence of Things. Four Centuries of European Still-Life Painting – 19th and 20th Centuries”**

At the first part of the exhibition “In the Presence of Things. Four Centuries of European Still-Life Painting – 17th and 18th Centuries”, the second part that is to be inaugurated in October 2011, dedicated to the period from the mid-19th to the mid-20th century, had already been announced. This exhibition will include the painting produced by the 19th-century artistic movements that were contemporary to the discovery and the initial period of photography, such as impressionism and post-impressionism, which had its definitive turning point in Cézanne, and the artistic trends from the first half of the 20th century, with visual discourses marked by still-lifes painted by some of the leading names from that period of rupture in the world of art, as well as by lesser-known artists, whose works are included in the exhibition with complete sense and merit.

The Museum will be represented in the exhibition through the works of Henri Fantin-Latour, François Bonvin and Claude Monet, together with the Modern Art Centre, which will be represented through paintings by Amadeo de Souza-Cardoso, Eduardo Viana, Vieira da Silva, Mário Eloy and Fernand Léger.

### **“Memory of the Place”**

The Museum and some of the Foundation’s other departments have begun to work together on the organisation of this exhibition dedicated to the home of Calouste Gulbenkian in Paris, in avenue d’Iéna, where it will be presented before moving to the Museum’s temporary exhibition galleries.

### **“The Artist’s Book”**

Work was begun on an exhibition dedicated to artists’ books as part of a project developed by the Museum and the Art Library with the active collaboration of the Modern Art Centre. This exhibition will open in 2012.

### **“The Czars and the Orient: Gifts from Turkey and Iran at the Kremlin in Moscow”**

This exhibition is composed of objects belonging to the Kremlin State museums, most of which are works of art that were presented as gifts by the representatives of the neighbouring Ottoman, Safavid and Mughal empires.

The group of pieces that will be exhibited has already been displayed at the Freer Gallery in Washington, where it received an enthusiastic reception on the part of the public.

This exhibition is planned to open in the first half of 2013.

## Participation in temporary exhibitions

The current practice adopted for temporary exhibitions organised by museums and other institutions of a cultural nature means that the Calouste Gulbenkian Museum receives frequent requests for the loan of pieces in its collection. These requests are analysed carefully, with particular attention being paid to the rigour and pertinence of the projects themselves. An assessment is also made of the possible risks to the integrity and safety of our works during their transport to and from the exhibitions in question.

The following pieces were loaned:

› *Sacra Conversazione or Rest on the Flight into Egypt* (inv. no. 77), by Cima da Conegliano, for the exhibition “Cima da Conegliano. Poeta del paesaggio”, at the Palazzo Sarcinelli, Conegliano, from 26 February to 2 June.



› *Portrait of Henri-Michel Lévy* (inv. no. 420), by Edgar Degas, *The Boy with Cherries* (inv. no. 395), by Édouard Manet, and *The Break-up of the Ice* (inv. no. 451), by Claude Monet, for the exhibition “Lire l’Impressionisme: six tableaux, six maîtres”, at the Museum of Grenoble, from 6 March to 26 September.



✦ Édouard Manet, *The Boy with Cherries* (inv. no. 395), loaned for the exhibition “Lire l’Impressionisme, six tableaux, six maîtres”, at the Museum of Grenoble.



✦ Mosque lamp (inv. no. 1060), loaned for the exhibition “Matisse en la Alhambra” at the Palácio de Carlos V, Alhambra, Granada.

› Tapestry *The Boat of Fortune* (inv. no. 29A), for the exhibition “Gli Arazzi dei Gonzaga nel Rinascimento”, at Palazzo Te, Mantua, from 28 March to 27 June.

› Armenian Bible, 17th century (inv. no. LA152), for the exhibition “From Byzantium to Istanbul: 8000 Years of a Capital”, at the Sakip Sabanci Museum, Istanbul, from 4 June to 26 September.

› *Portrait of a Young Woman* (inv. no. 282), by Domenico Ghirlandaio, for the exhibition “Ghirlandaio y el Renacimiento en Florencia”, at the Thyssen-Bornemisza Museum, Madrid, from 23 June to 10 October.

› *Still Life with Melon* (inv. no. 450) and *The Break-up of the Ice* (inv. no. 451), by Claude Monet, for the exhibition “Claude Monet (1840-1926)”, at the Grand Palais, Paris, from 20 September 2010 to 24 January 2011.

› *The Feast of the Ascension in Piazza San Marco* (inv. no. 390) and *Regatta on the Grand Canal* (inv. no. 391), by Francesco Guardi, for the exhibition “Venice. Canaletto and His Rivals”, at the National Gallery, London, from 13 October 2010 to 16 January 2011.

› *The Astronomer*, by Nicolas-Bernard Lépicié (inv. no. 2385), for the exhibition “Sciences et Curiosités à la Cour de Versailles”, at the Palace of Versailles, from 25 October 2010 to 27 February 2011.

› Mosque lamp (inv. no. 1060) and dish from Iznik (inv. no. 799), for the exhibition “Matisse en la Alhambra”, at the Palácio de Carlos V, Alhambra, Granada, from 15 October 2010 to 28 February 2011.

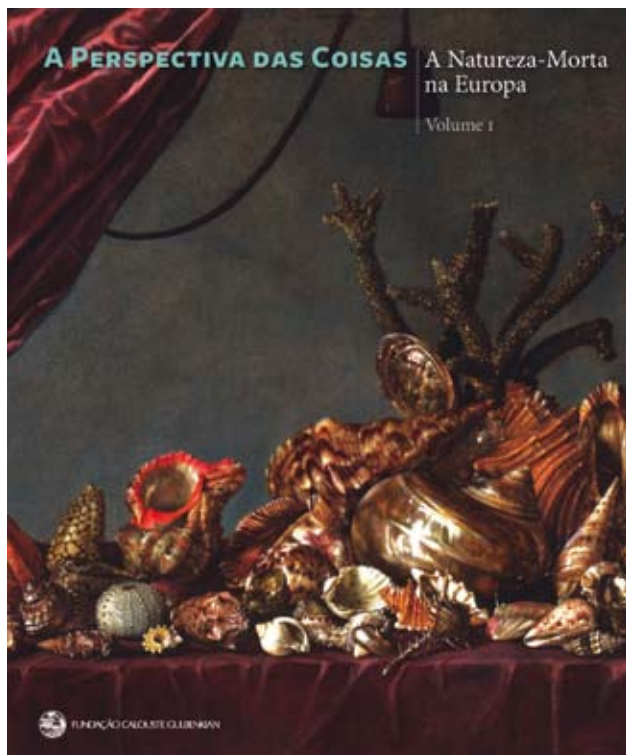
› Jewels by René Lalique (inv. nos. 1141, 1148, 1165, 1173, 1175, 1193, 1212 and 1280), eight pieces in total, for the exhibition “Joalheria de Artistas, da Arte Nova às Avant gardes”, at the Museu Nacional d’Art de Catalunya, Barcelona, from 26 October 2010 to 13 February 2011.

› Aboukir Medallion (inv. no. 2429), for the exhibition “Alejandro Magno. Encuentro con Oriente”, at the Centro de Arte Canal de Isabel II, Madrid, from 3 December 2010 to 3 May 2011.

During 2009, the following works of art had been loaned for temporary exhibitions that ended in 2010:

› *The Reading* (inv. no. 257), *Basket of Roses* (inv. no. 69) and *Still Life* (inv. no. 67), by Henri Fantin-Latour, for the exhibition “Henri Fantin-Latour (1836-1904)”, at the Thyssen-Bornemisza Museum, Madrid, until 10 January 2010.

- › Desk, bookcase and writing-table (inv. no. 37) by Pierre Garnier; book by Pierre-Jean Mariette, *Traité des Pierres Gravées* (inv. no. LA195); drawing by Charles Nicolas Cochin, *Portrait of the Marquis of Marigny* (inv. no. 458) and *Portrait of Madame du Barry* (inv. no. 435), a copy according to A. Gauthier-Dagoty, for the exhibition “The Greek Taste”, at the National Gallery of Athens – Alexandros Soutzo Museum, Athens, until 11 January 2010.
- › Anthology of Sultan Prince Iskandar (inv. no. LA161 A), illuminated manuscript *Baharistan de Jami* (inv. no. LA169), Ottoman wall hanging (inv. no. 1384) and Mamluk glass bottle (inv. no. 2293), for the exhibition “Taswir – Islamische Bildwelten und Moderne”, at the Martin-Gropius-Bau, Berlin, until 17 January 2010.
- › Book of Hours of René II (inv. no. LA147), France, 15th century, for “Splendeur de l’Enluminisme. Le roi René et ses livres”, at the Castle of Angers, until 25 January 2010.
- › *The Presentation in the Temple / The Stigmatisation of St. Francis* (inv. no. 727), for the exhibition “From van Dyck to Dürer. Artistic Exchanges between Netherlands and Central, Eastern and Northern Europe, ca. 1420-1530”, at the Groningen Museum, Bruges, until 30 January 2010.



## Publications

### Exhibition catalogues

#### ***In the Presence of Things. Four Centuries of European Still-Life Painting – Part One***

Texts: Peter Cherry, John Lougham and Lesley Stevenson

Scientific coordination: Peter Cherry

Editorial coordination: João Carvalho Dias

Designer: TVM Designers – Luís Moreira

February 2010 (2nd edition: May 2010) (272 pages)

Portuguese and English versions

The catalogue published to accompany the exhibition includes four essays by the scholars mentioned above: Peter Cherry writes the introduction “In the presence of things. Two centuries of still life in Europe” and reflects upon “The golden age of still-life painting in Spain and Italy”. John

Lougham writes about “Delicacies that enrapture the eye and the mind: still-life painting in the Netherlands of the seventeenth century” and Lesley Stevenson is the author of the essay entitled “The still life in France: tradition and equivocation”.

The catalogue reproduces all the works shown in the exhibition and also includes 140 comparative pictures.

### ***Constant le Breton (1895-1985)***

Texts: Arman d’Hauterives and Jean-Marie le Breton

Editorial coordination: João Carvalho Dias

Designer: Ricardo Viegas

May 2010 (87 pages)

Bilingual edition (Portuguese/French)

The 67 works shown in the exhibition are reproduced in the book. These include both oils and water colours by this figurative painter, who greatly admired the French painting from the late 19th century.

The album *Painting in the Calouste Gulbenkian Collection*, written by the curator Luísa Sampaio, was presented on 5 December, under the auspices of the Book Festival. This book includes all the paintings on display in the permanent exhibition.

### ***Catalogue of Western Illuminated Manuscripts from the Calouste Gulbenkian Collection***

This work, which was already referred to in the previous report, is designed to publicise one of the Collection’s most important sections. This group of manuscripts is less well-known because of its more fragile condition, which means that it cannot be exhibited for long periods. The scientific coordination of this catalogue is under the responsibility of James Marrow, a Professor at the University of Princeton, who is assisted in his task by François Avril, from the French National Library, as well as ten other specialists.

### ***Calouste Gulbenkian Museum Album***

The publication of the new album of the Museum’s collections is planned for the second quarter of 2011. This will update and enlarge the number of selected works in comparison with the one that was published at the time of the Museum’s re-opening after improvement works in 2001.

### ***Calouste Gulbenkian Museum: Director’s Choice***

The “Director’s Choice” collection, begun in 2009 by Scala Publishers, gives the directors of the world’s leading museums the chance to choose roughly 35 works from among their exhibits, selected according to their own personal criteria, as the name of the collection itself suggests.

### ***Catalogue of Drawings and Watercolours in the Calouste Gulbenkian Collection***

This catalogue is expected to be completed in the second half of 2012, so that it will be ready for publication the following year.

## **Internships at the Museum**

The Museum is open to receiving interns who have already graduated and/or are studying for master’s degrees. Here they are given the chance to add practical experience to the theoretical knowledge acquired at university. The interns are incorporated into the Museum’s various sectors of activity – conservation and restoration, organisation of exhibitions and other events, research, publicity and promotion, publications and photography.

In 2010, under the scope of the agreement signed between the Calouste Gulbenkian Foundation and the New University of Lisbon – Faculty of Human and Social Sciences, the following students

undertook internships at the Museum, Leonor Pinho (in the field of graphic arts); Isabel Ramirez (master's degree student in Museum Studies); Ana Luísa Neves (conservation and restoration); Ana Sofia Henriques (equipment design) and Filipa Teixeira Bastos, who undertook an internship that was included in the Professional Internship Programme of the European Institute of Vocational Training.

## **Concerts**

In association with the Music Department, the customary Sunday concerts were held throughout the year in the Library/Museum Hall. These concerts maintained their normal attendances of more than three thousand people, once again confirming their popularity with the public, as has been the case since their inception in 1972.

Pamphlets were produced to publicise the programmes and concerts in which the following musicians took part: Alexandra Mendes (violin), Narine Dellalian (violin), Samuel Barsegian (viola), Levon Mouradian (cello), Marina Dellalian (piano); Joana Gama (piano); Diana Córias (soprano), Hélder Marques (piano); Quarteto Blanc, with Mariana Faria Blanc (viola), David Ascensão (violin), Rodrigo Gomes (violin), Maria Isabel Vaz (cello); Fernando Gomes (cello), Tiffany Butt (piano); Maria José Falcão (cello), Miguel Carvalhinho (guitar), Maria Lopes Salazar (mezzo soprano); Dejan Ivanovich (classical guitar); Lúcia Lemos (soprano) and Brian MacKay (piano).

## **Publicising the Museum**

### **Photographic Archive**

The process of updating the Photographic Archive continued throughout 2010. The publications promoted by the Museum, as well as exhibitions and other activities, all benefited from the support of the Archive.

Each year, many requests are made for pictures of the Collection's pieces for inclusion in the Foundation's publications, and above all, because of the international nature of the Collection, for works published abroad. It was considered convenient to hand responsibility for the management of the Archive to Scala Archives, an organisation with which the Foundation signed an agreement in 2010.

Support continued to be given to the Communication Department, namely for the *Newsletter* and for the updating of the Museum website, as well as for the creation of the new mini-sites set up for temporary exhibitions.

## **Documentation**

The Museum continued its activity of renewing subscriptions to periodicals and other works of reference to support the different sections of this service, as well as offering publications to Portuguese and foreign institutions, together with the respective exchanges, which makes it possible to promote the Museum's activities more widely. The works that are received by the Museum are passed on to the Art Library whenever these are of interest to its readers.

## Photographic work

During 2010, work continued on producing images in digital format with 6,187 high-resolution pictures being taken of the art works in the collection.

A further 1,580 pictures were taken on various supports in order to illustrate and help in the Museum's activities (conservation works, conferences, educational initiatives, inaugurations, coverage of visits made by special guests).

A total of 1,096 images were produced for some of the Foundation's other departments.

## Multimedia

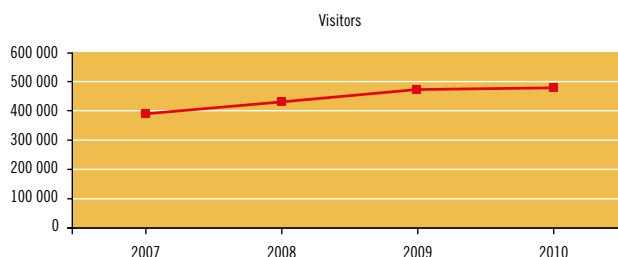
### The Museum website

The Museum website recorded 481,866 visits in 2010 (as compared with 474,723 visits in 2009). Its contents were updated regularly and a micro-site was developed for the temporary exhibition "In the Presence of Things. Four Centuries of European Still-Life Painting – 17th and 18th Centuries". New contents were developed for the "Agenda" page, which is very popular among users of the website, who also use it as a way of communicating directly with the Museum. The basic premises were established for ensuring the complete autonomy of the Museum website, which will make backoffice access possible to the main webpages.

This work was started in 2010 and is expected to be completed in 2011.

### The Museum shop

Particular attention was again given to the Museum shop by renewing the selection of articles on sale – pottery, textiles, jewels and stationery, among other items. New themes were selected and new products were made available to the public, with the aim of offering them specific pieces as souvenirs of each temporary exhibition. The products on sale are chosen in association with the Central Services Department.



## Cooperation with the Foundation's other departments and outside institutions

The Museum works regularly with the Foundation's various departments, especially the Central Services Department, the Music Department, the Art Library and the Communication Department.

The Museum's cooperation with the Art Library is a constant feature of its activity because of the regular transfer to the Library's collection of the books that the Museum receives either under exchange programmes or that it acquires within the specific context of its preparations of exhibitions and other research projects, and which may be of interest to the Library's reading public. The first steps were taken in the preparation of the project for a joint exhibition to be held between the two services: "The Artist's Book".



Each year, the Museum works with the Music Department on the organisation of the Sunday Concerts initiative. The concerts are held in the Library/Museum Hall and the programme is drawn up by the Music Department.

The Museum also works closely with the Communication Department, which publicises our activities and, whenever necessary, makes use of the services of the Museum's photographers in order to document the Foundation's activities.

We also work regularly with the Central Services Department, which provides us with logistical support in the organisation of our initiatives, such as conference cycles and exhibitions.

The curator Maria Fernanda Passos Leite worked with the International Department on the publication of a new guide to the Cochim Museum.

The Museum, and the curator Clara Serra in particular, collaborated in the production of the exhibition "The 70s – Crossing Frontiers", organised by the Modern Art Centre, which included the following pieces from the Museum's collection: *chaise longue* (inv. no. 98), armchair (inv. no. 1531) and desk (no inventory number).

Whenever requested, the Museum's technicians helped in the installation of exhibitions at the Modern Art Centre.

The Museum designer, Mariano Piçarra, began his collaboration with the Science Department on the preparatory work for a future exhibition that is to be organised by this department. He also began another collaboration with the "Next Future" programme, working on the "African Photography" (Bamako Biennial) exhibition.

He also worked with the Modern Art Centre on the preparations for the organisation of the exhibition about Sonia Delaunay, which is planned for 2013.

The curator Rosa Maria Figueiredo participated in the 31st World Conference of FIDEM (Fédération Internationale de la Médaille d'Art), in Tampere, Finland, in her capacity as Secretary-General. As a member of the Numismatics Board of Imprensa Nacional-Casa da Moeda, she took part in the decisive meetings about medals that are to be published in Portugal. She was also a member of the selection panel and jury for the award of prizes at the 6th International Exhibition of Contemporary Medals in Switzerland.

The conservation and restoration technician Rui Xavier, collaborated in the organisation of the forthcoming congress of Icom-cc, which is to be held in Lisbon, in 2011, in his capacity as assistant coordinator of the 22nd work group, "Wood, Furniture and Lacquer".

The advanced technician, João Carvalho Dias, was the co-supervisor of the master's degree project submitted by Carla Paulino, who worked with the Museum in the publishing area. He was also a member of the examination jury for this project at the Faculty of Human and Social Sciences of the New University of Lisbon.

The Museum's deputy director took part in the preparatory work for the international conference "L'Oeil du Connaisseur", which will be held at the École du Louvre in 2011.

In collaboration with the Human Resources Department, two of the Museum's technicians,

Fátima Vasconcelos and Rui Xavier, took part in the Leonardo da Vinci Programme, Olissipo III (Stockholm, Sweden), in October 2010.

## **Conservation and restoration**

This area of the Museum's activity involves the daily management of the sector and the preparation of proposals and initiatives for various works.

Conservation and restoration work was undertaken on the following pieces from the Museum's Collection: inv. no. 518 (longcase clock), inv. no. 2066 (picture frame), inv. no. 98 (*chaise longue*).

The conservation and restoration work carried out on the binding of western books, easel paintings and René Lalique's jewels was closely monitored.

The programme for the rebinding of the European illuminated manuscript books restored after the 1967 floods was continued. In 2010, this work, which was undertaken by the restoration technicians Helena Nunes and Vasco Antunes, concentrated on yet another codex, this time a Bible (inv. no. LA 211).

The conservation and restoration sector also participated in the activity related with the renovation and clearance of the Reserves space and surrounding areas.

The conservation work undertaken on the following paintings was also carefully coordinated and monitored: *Portrait of Marco Antonio Savelli* (inv. no. 92), by Giovanni Battista Moroni; *The Departure of the Bucintoro* (inv. no. 392), by Francesco Guardi; *The Rialto Bridge after the Design by Palladio* (inv. no. 393), by Francesco Guardi; *The Boy with Cherries* (inv. no. 395), by Édouard Manet; *Painter Brown and his Family* (inv. no. 58), by Giovanni Boldini; *Dutch Landscape* (inv. no. 119), by Jan van der Heyden; and a picture frame in the Louis XV style (inv. no. 2066).

The inventory of the painting and frames sections was checked, and the project was developed for altering the installation of the Stefan Lochner painting *Presentation of the Child in the Temple* and other paintings exhibited in the panel of 15th-century Flemish painting.

The coordination was planned of the works to be undertaken by the team entrusted with the task of remodelling the Reserves of the Calouste Gulbenkian Museum.

## **Courses, conferences, congresses and meetings**

The assistant director attended the Museum Leadership Institute (MLI 2010), which is a joint organisation of the Getty Leadership Institute and Claremont Graduate University, designed for technicians that perform leadership duties at museums.

On 20 April, Jorge Estrela gave a lecture on "The Great Illusion" under the scope of the exhibition "In the Presence of Things. Four Centuries of European Still-Life Painting – 17th and 18th Centuries" in Auditorium 2.

The customary lecture series organised by the Museum took place between 9 and 30 November. This year, the series consisted of four lectures all dedicated to Japanese art. The first lecturer was James Ulak,

the senior curator at the Freer Gallery of Art and the Arthur M. Sackler Gallery, Smithsonian Institution (Washington), who spoke about “Dancing towards the Western Paradise: Images of Popular Buddhism in Apocalyptic Times”. The second lecturer, Gauvin Alexander Bailey, a Professor at the University of Aberdeen, Scotland, gave a lecture with the title “Japanese Art and the Early Modern World: Artistic Exchange Prompted by Catholic Missions in Japan and by Japanese Political and Social Contacts with Colonial Latin America”. Next, Julia Hutt, the curator of Japanese art in the Asian Department of the Victoria & Albert Museum, London, devoted her lecture to the theme “Did the Japanese Inro have European Origins?”, while the fourth and final lecture was given by João Paulo Oliveira e Costa, a Professor at the New University of Lisbon – Centre for Overseas History, who spoke about “Religious Art in Japan. The Portuguese and the Silk Route”.

The assistant director presented a paper on “The Need to Project the Future. The Calouste Gulbenkian Museum”, at the conference “Programa y Audiencias de los Grandes Museos. Madrid-Barcelona-Lisboa” (Marbella, Fundación Museo del Grabado Español Contemporáneo) on 25 November.

The director took part in the international conference “Re-creating Renaissance and Baroque Spectacle: the Hispanic Habsburg Dynasty in context”, held in Edinburgh, on 6 and 7 July, where he presented the paper “The Fleeting Thrones. Baroque Ambassadorial Carriages”.

Following on from the agreement signed with Scala Archives for the management of the images from the Foundation’s museums, the director travelled to Florence to present the Gulbenkian Foundation to the staff of that company, so that they could be better informed about the institution with which they are now working.

## **Educational Service**

The Museum’s Educational Service has joined the Gulbenkian Programme of Education for Culture – *Descobrir*, which was launched in 2008 and combines in one single programme all the educational projects that have been in existence for several years at the Foundation. The Educational Service nonetheless continued to develop its own activities and programmes, centred specifically on the unique nature of the Museum’s collections and its guiding principles and objectives.

### **Guided tours of the permanent exhibition and the temporary exhibitions**

The work undertaken with school groups and the preparation of visits with teachers to the permanent exhibition galleries resulted in a total of 1,058 visits for 13,300 students and teachers. These visits are designed for all areas of education, from pre-school to university students, including groups with special educational needs and senior universities.

Guided tours were also held for other groups, such as Portuguese and foreign cultural associations, Portuguese and foreign interns, students taking master’s degrees and doctorates in various university courses and Foundation guests, amongst others, resulting in a total of 75 visits involving 836 visitors.

The temporary exhibitions held by the Museum always merit a specific programme of guided tours, which are prepared in association with the curators and designed for children, young people and adults. Besides these guided tours, pedagogical activities are also organised, linked to the specific themes of each exhibition. 148 groups were accompanied on these tours, amounting to a total of 2,578 visitors.

## Thematic visits

Besides the tours of a general nature, the general programme included monthly thematic visits aimed at an adult audience.

**“Always on Sundays”** is a visit that is held monthly, lasting for roughly one hour. This year, the following themes were explored, amongst others: “Rediscovering Nature: René Lalique”, “Versailles and Life at the Palaces”, “Nature and art”, “Knowledge and enigmas of Ancient Greece” and “Ancient Egypt and the miracle in the desert”.

**“A Work of Art at Lunchtime”** is a programme of thematic visits, each lasting for roughly thirty minutes and involving the study of just one piece at the museum.

### “The Places of Art”

These are thematic visits that look at the Museum collections on certain days of each month, with a thematic development that is tailored to the particular aims of the visitors.

Some of the themes of these visits were: “Calouste Gulbenkian the Collector”, “Art Nouveau – René Lalique”, “The art of the portrait”, “East and West, a meeting of cultures”, “From the oases in the desert to the oases in the carpets”, “Art and luxury: silks, velvets and brocades”, “The book as an art object: in palaces, monasteries and workshops”.

These guided visits of a general and thematic nature provided by the Museum’s Educational Service amounted to 1,281 in total, involving 16,714 visitors.

## Other educational activities for children and families

### “Routes around the Museum”

This is a weekend activity consisting of thematic guided tours of the Museum and/or temporary exhibitions, followed by creative workshops for children aged from 4 to 12.

The following themes were explored, amongst others: “Looking for animals”, “The intimist portrait and the official portrait”, “The world of La Fontaine”, “Works of art tell stories”, “Hieroglyphic writing – the writing that imitates the world”, “The astronomer”, “Discovering nature in art: the insects”, “Do you know what archaeology is?”, “Notice the tiles”, “The travels of tea”, “Cabinets of curiosities



✚ Activities for young people.



✚ Schools at the Museum.



and museums”, “St. Martin rode on horseback”, “The places we live in”, “Family life in Ancient Egypt”.

### **“Museum for the Family”**

Based on a specially proposed theme, this scheme is designed to develop team spirit and foster family dialogue in a playful and creative manner. These activities have already built up their own loyal audiences, so that they will continue to be developed with the aim of exploring new paths.

Some of the titles of these activities were: “Autumn: beauty in movement”, “Works of art enjoy being talked about”, “Clothes and accessories in Classical Greece”, “The arts of the earth”, “The arts of time”, “Venice: a city on islands”, and “Everyday life in the Persian Empire”. A total of 159 children and their families took part in these activities.

### **Holiday programmes**

An appreciation of works of art, an analysis and understanding of the cultures that they represent and their comparison with what happens today are the starting point for these activities, aimed at children between the ages of 4 and 12.

Christmas – “Being born and living in Peace”

Easter – “Spring, the Rebirth of Life”, in modules lasting for two whole days.

Summer Holidays – “The Great Adventure: a trip to China” in modules lasting for four whole days. Forty-one programmes were held, attended by 619 children.

### **18 May – International Museum Day**

The celebrations began the previous weekend with the visit/workshop organised for children “Do you know what archaeology is?”

On 18 May, a reception area was set up in the Museum Hall to give visitors a special welcome. All visitors were received by the Museum’s educational team with the offer of a collection of postcards and personalised information. Small informal guided visits were provided for visitors interested in particular themes, as well as two complete visits on the theme of “Around the world of the Museum”.

### **Children’s Day**

The celebrations of this day were centred around a programme resulting from a collaboration between the Museum and the Gulbenkian Programme of Education for Culture – *Descobrir*.

## **Courses**

### **Art, history and the world**

This activity is designed for tour guides, translators and interpreters, as well as for students from undergraduate courses in tourism. It consisted of four introductory visits to the collections of the Gulbenkian Museum – two to the Oriental Art galleries and two to the European Art galleries. Ten courses (40 visits) were held, attended by 479 people.

## Special projects

The Educational Service continued with the various projects that it has been developing, with special attention being given to those that involve people with difficulties in social integration (e.g. the collaboration with the Portuguese Refugee Council), school groups displaying a need for special learning stimulation (e.g. the annual collaboration with projects organised by the Parish Council of São Domingos de Benfica and the Dom Pedro V Secondary School), and neighbourhoods with special needs (such as Cova da Moura). These projects were developed with the schools (e.g. the Professor Pedro d'Orey da Cunha School, from the second cycle of basic education) and/or cultural centres, with the aim of progressively involving more of the population.

Research, studies, contacts and meetings were initiated, aimed at encouraging the implementation of ongoing projects and programmes that targeted specific social sectors – people with Alzheimer's disease (a collaboration with the "Alzheimer Portugal" association) or with visual disabilities [a collaboration with APEC – Associação Promotora do Ensino dos Cegos (the Association that promotes the Teaching of the Blind)], independent old people who live alone or who are apart from their families and live in homes, refugees, children at risk and/or situations of temporary internment.

Contacts were made to begin training courses for trainers in 2011 with IAC – Instituto de Apoio à Criança – Projecto Rua (the Child Support Institute's "Street Project"), with technicians from Moinho da Juventude – Cova da Moura (teachers and childcare workers) and with the Portuguese Refugee Council.

## Training and monitoring of students

The Educational Service acted as a trainer for the educational activities undertaken with trainees that have been integrated into the Museum's life, also receiving its own interns: Marina Kilian and Sofia Cristofanetti.

In 2010, 12 master's degree students approached the Educational Service to ask for explanations about educational activities, inherent teacher training and other cultural activities at the Museum.

The group of activities was planned and organised by the curator Deolinda Cerqueira.

## Visitors

In 2010, the Museum's permanent exhibition galleries were visited by 193,621 people, representing a 25% increase in comparison with previous years, while the temporary exhibitions had 46,252 visitors.

The Museum is frequently included in the cultural programmes of official visitors to Portugal. Thus, in 2010, the Museum was visited by the French Minister for Planning and the Budget; Prince Sidi Hassam of Jordan; the Minister of Foreign Affairs of the Sultanate of Oman, Yusef ben Alwi ben Abdullah; the European Commissioner for Research, Innovation and Science, Maire Geoghegan-Quinn; the Grand Master of the Sovereign Order of Malta, Fra' Matthew Festing, and the Tunisian Secretary of State for Foreign Affairs, Said Christianin.





✚ Visit to the Calouste Gulbenkian Museum of the Minister of Foreign Affairs of the Sultanate of Oman.

The Museum was also visited by the Ambassadors of Kazakhstan, Georgia and the United Arab Emirates in Lisbon.

Working visits were also paid by people wishing to get to know the Museum better or to analyse possible forms of collaboration in future initiatives. The Museum's management welcomed the following visitors in particular Maria Antonia Casanovas, curator of the Barcelona Ceramics Museum; James Russell, director of the Whale Museum, of Friday Harbor, Washington; Vincent Lieber, director of the Nyon Castle Museum, Switzerland; and Lavinia Galli, Curator of the Poldi Pezzoli Museum, Milan.

Amongst the special groups visiting the Museum, attention is drawn to the management team of the World Federation of Friends of Museums and presidents and national delegates meeting in Lisbon; the participants at the Art Libraries Conference, at their annual meeting, organised by the Art Library of the Calouste Gulbenkian Foundation, the Historic New England's Appleton Circle, a group from the Osaka Ceramics Museum, and specialists who attended the conference on "Dye in History and Archaeology".



❖ *A Flowering Tree* by John Adams – Gulbenkian Orchestra and Choir conducted by Joana Carneiro, Cité de la Musique, Paris, 20 March 2010.

## Music Department



Cité de la musique

Amounts in euros	
Personnel costs	6 029 895
Operating costs	249 880
Scholarships	296 962
Departmental activities	6 002 183
<i>Investment</i>	<i>32 343</i>
<b>Total</b>	<b>12 578 920</b>
Receipts	2 309 076

Amounts in euros	
<b>Scholarships</b>	
Commissions and composers	28 500
Domestic scholarships	7 500
Overseas scholarships	260 962
<b>Departmental activities</b> <i>(including personnel and operating costs)</i>	
Gulbenkian Orchestra	7 307 456
Gulbenkian Choir	659 024
Great World Orchestras	884 657
Recitals and Chamber Music	463 959
Early Music Cycle	193 935
Bach + Cycle	161 394
Mozart Festival	389 940
World Music	69 487
Jazz in August	209 530
Other concerts (drumming)	13 321
Met Opera Live in HD	42 753
Educational activities	150 724
Courses in musical development	17 718
"Music for a Cause"	19 232
Other initiatives	58 774



In 2010, the activity of the Music Department was once again centred on the production of events of a musical nature, fundamentally based on the Foundation's regular season of concerts, in which its resident musical groups – the Gulbenkian Choir and Orchestra – remain as the central axis of a diversified programme governed by standards of the highest quality. Although the aims of the Music Department's intervention in this area have not changed, it should be noted that, in the last four months of the year, the period corresponding to the initial phase of the 2010-2011 Music Season, the structure of the programming and the actual musical supply on offer underwent a significant alteration, immediately recognisable through the inclusion of different musical genres, which had never previously featured in the programme. At the same time, various events were linked with one another, affording them a particular identity within the programme itself, such as the cycles "World Music", "Met Opera Live in HD" and the Mozart Festival.

Within this context, special attention was paid to the dissemination of musical events amongst an audience that was much more differentiated, particularly at the level of various age groups, but also to promoting activities that helped to enhance the spectators' interest and musical enjoyment. One of the most notable, although by no means exclusive, features in this area was the programming of educational events aimed at an audience of children and young people.



➤ Promotional image for Gulbenkian Music 10-11.

Apart from the attention that was given to the actual contents of the programme, the Music Department also strengthened its communication with the public, with the aim of attracting new audiences, a fact that was expressed in particular in the creation of new partnerships and an intensification of others that already existed with the media, but which could also be noted at the level of the very image/brand that was used to promote its activities – Gulbenkian Music. Within this particular context, an exhibition was held in the Gulbenkian Gardens of large-sized photographs of the portraits published in the brochure for the season.

In parallel to these activities, the Music Department continued to provide support for the professional development of young musicians at the beginning of their careers, not only through the inclusion of some of the most promising Portuguese young musicians in its music season, but also through the provision of training, the award of scholarships for musical improvement and the organisation or participation in initiatives that promoted individual development and led to the greater dissemination of their work.

## Gulbenkian Orchestra

In 2010, the Gulbenkian Orchestra was responsible for most of the music played during the Foundation's Music Season, which included 60 of its 80 public performances.

Once again underlining its great versatility, the orchestra performed an extended repertoire during 2010, presenting more conventional concert pieces, but also promoting the dissemination of works that were either unknown or less familiar to music-loving audiences. Emphasis should be given, for example, to the first public performances in Portugal of works such as Krzysztof Penderecki's *Concerto for French Horn and Orchestra*, and Magnus Lindberg's *Chorale*, as well as the reprise of works such as Benjamin Britten's *Cantata Misericordium*, Filipe Pires' *Playing Ludwig*, or John Adams' opera *A Flowering Tree*. This latter

work was presented as part of the Mozart Festival, which we shall refer to again later on.

In keeping with its strategy for enlarging, diversifying and forming new audiences, the Gulbenkian Orchestra presented various concerts that were specially designed for younger audiences in collaboration with the Gulbenkian Programme of Education for Culture – *Descobrir*.

With a view to promoting the professional development of musicians, for the eighth year running, the Gulbenkian Orchestra held a workshop for young Portuguese composers, an initiative that offers young creators the chance to develop and prepare their works in association with a professional orchestral group of undeniable quality, besides helping to promote the dissemination of these works through the performance of a final public concert, conducted by Joana Carneiro.



✦ CD of the Gulbenkian Orchestra – *Peter and the Wolf*.

Besides the inclusion in the programming for the music season of Portuguese musicians who are now beginning to demonstrate great musical potential, other important actions designed to help develop the activity of musicians at the beginning of their careers included the Gulbenkian Orchestra's association with the Young Musicians' Award, an initiative organised by RTP/Antena 2 and recognised as the event with the greatest impact on the revelation of musical talents at a national level. At the same time, the Gulbenkian Orchestra maintained its close contacts with the Generation Orchestra, a social project that is based on the model of the Venezuelan Children's and Youth Symphony Orchestras. The two orchestras played a concert together, to mark the ending of the Almada Theatre Festival.

Beyond its involvement in the music season, attention is also drawn to the Gulbenkian Orchestra's participation in the "Next Future" programme, where it played the music that Martín Matalon had composed for Fritz Lang's film *Metropolis*, simultaneously accompanying the presentation of the film in the Open-Air Amphitheatre. Outside Lisbon, the orchestra also performed in Almada, Coimbra, Leiria, Ponta Delgada and Porto, working with some of the most important festivals and organisations in Portugal, such as the Almada Theatre Festival, the Coimbra Arts Festival, the "Música em Leiria" Festival, the Casa da Música (Porto) and the Young Musicians' Award.

At an international level, the Gulbenkian Orchestra once again played at the Bad Kissingen Festival in Germany, which is one of the most prestigious Bavarian summer festivals. Here it performed two concerts, conducted by Lawrence Foster, with the following soloists: soprano Simone Kermes, pianists Alexei Volodin, Kit Armstrong, Martin Helmchen and Nicolaj Tokarev, and cellists Alisa Weilerstein and Danjulo Ishizaka. In Paris, conducted by Joana Carneiro, the Orchestra played at the Cité de la musique, where it gave the first performance in France of John Adams' opera *The Flowering Tree*, as part of the festival dedicated to that American composer, and at the Salle Pleyel, in a concert where the soloist was pianist Abdel Rahman El Bacha. In Spain, conducted by Lawrence Foster, the Orchestra played in Madrid, Murcia and Oviedo, on a tour with mezzo soprano Angelika Kirchschrager, tenors Alfons Brandl and Hubert Nettinger, baritone Michael Mantaj and bass Christian Schmidt.

As far as recordings are concerned, the Gulbenkian Orchestra, conducted by Joana Carneiro, recorded a programme dedicated to a younger audience, which included the works *Peter and the Wolf*, by Prokofiev, *The Young Person's Guide to the Orchestra*, by Benjamin Britten, and *Carnival of the Animals*, by Saint-Saëns. The first two of these recordings also featured Catarina Furtado as narrator, with António and Eurico Rosado being responsible for the parts in the latter work that included piano solos. 2010 also saw the release of two recordings that the Gulbenkian Orchestra (together with the Gulbenkian Choir) had made for the Pentatone record company the previous year, featuring works by Mendelssohn, Beethoven, Schubert and Salieri, conducted by Lawrence Foster.

The soloists who performed with the Gulbenkian Orchestra during 2010 were: sopranos Ana Maria Pinto, Ana Quintans, Dora Rodrigues, Heidi Brunner, Jessica Rivera, Liliana Faraon, Rachel Harnisch, Sandrine Piau, Simone Kermes and Olesya Golovneva, mezzo sopranos Angelika Kirchschrager, Anke Vondung, Lucia Duchonová and Zandra McMaster, contralto Miroslava Yordanova, countertenor Carlos Mena, tenors Alfons Brandl, Fernando Guimarães, Hubert Nettinger, Jörg Otto Dürmüller, Michael König, Noah Stewart, Toby Spence and Topi Lehtipuu, baritones Christopher Maltman, Hugo Oliveira, Jochen Schmeckenbecher, Luís Rodrigues, Martin Bruns and Michael Mantaj, basses Christian Schmidt, Jonathan Lemalu and Marcos Fink, pianists Abdel Rahman El Bacha, Alexei Volodin, Artur Pizarro, Dana Ciocarlie, Emanuel Ax, Evgeny Kissin, Florian Krumpöck, Kit Armstrong, Jean-Bernard Pommier, Mário Laginha, Martin Helmchen, Nicolaj Tokarev and Yuja Wang, oboist Pedro Ribeiro, flautist Cristina Ánchel, violinists Ana Beatriz Manzanilla, David Lefèvre, Florian Zwiauer, Pedro Pacheco, Pinchas Zukerman, Vasco Broco and Vladimir Tolpygo, violists Barbara Friedhoff, Christopher Hooley, Hanna Weinmeister, Maia Kouznetsova and Samuel Barsegian, cellists Alisa Weilerstein, Amanda Forsyth, Danjulo Ishizaka, Lynn Harrell, Raquel Reis and Varoujan Bartikian, double bassist Marine Triolet, French horn player Jonathan Luxton, trumpeters Gábor Boldoczki and Sérgio Pacheco, harpist Stéphanie Manzo, organists Marcelo Giannini and Yves Rechsteiner, luttist Matthias Spaeter, guitarrist Manuel Barrueco and, under the scope of the Young Musicians' Award, soprano Susana Milena Ferreira, flautist Marina Camponês, violinist André Pereira, trumpeter Marco António Silva, and percussionist Nuno Simões.

In 2010, the Gulbenkian Orchestra was conducted by Alain Altinoglu, Bernhard Klee, Bertrand de Billy, Cesário Costa, Christian Badea, Christian Tetzlaff, Fernando Eldoro, Florian Zwiauer, Joana Carneiro, Krzysztof Penderecki, Lawrence Foster, Martin Matalon, Michel Corboz, Miguel Harth-Bedoya, Pedro Neves, Rolf Beck and Simone Young.

Lawrence Foster continued as the Gulbenkian Orchestra's musical director and chief conductor, with Claudio Scimone as honorary conductor. Simone Young and Joana Carneiro were respectively principal guest conductor and guest conductor.

## **Gulbenkian Choir**

In 2010, the Gulbenkian Choir's main activity continued to be predominantly linked to the Gulbenkian Music Season, where it not only performed in association with the Gulbenkian Orchestra, but also performed a *cappella* or with other musical groups, being responsible for the co-presentation of all of the programme's choral-symphonic repertoire. Of the Choir's 17 performances during the Music Season, 11 were with the Gulbenkian Orchestra, while the others were presented in collaboration with the Freiburger Barockorchester, conducted by René Jacobs, the Chamber Orchestra of Europe, conducted by John Nelson (in a concert that was broadcast by the Medici TV classical music network and will later be released in DVD format)





Rodrigo César

✚ Gulbenkian Orchestra and Choir, conducted by Michel Corboz, 29 March 2010.

and the Gustav Mahler Jugendorchester, conducted by David Afkham. Mention should also be made of the presentation of a programme of Portuguese music forming part of the Early Music Cycle centred upon the figure of the 18th-century composer Francisco António de Almeida, conducted by Jorge Matta.

Besides its activity in the Gulbenkian Music Season, the Gulbenkian Choir also performed in Leiria (“Música em Leiria” Festival), Queluz (Sintra Music Festival), Porto (with the Porto Symphony Orchestra, at the Casa da Música), at the “Festival in the Square” (Teatro de São Carlos), as well as taking part in the meeting of leading personalities from Portuguese culture with Pope Benedict XVI at the Centro Cultural de Belém on the occasion of the pontiff’s visit to this country. The Choir also toured abroad with the Freiburger Barockorchester, travelling to Paris and Brussels for the presentation of *Così fan tutte*, by Mozart, conducted by René Jacobs, and to London to perform in the City of London Festival, as well as giving two other performances in France (Paris and Deauville).

As far as recordings are concerned, apart from the live recording of the already mentioned concert with the Chamber Orchestra of Europe, where it performed the *Missa Solemnis*, by Beethoven, the Gulbenkian Choir recorded the *Vésperas de Nossa Senhora*, a collection of religious works by Francisco António de Almeida and his contemporaries. This latter recording will be published in collaboration with the Directorate-General for the Arts/Ministry of Culture, through the PortugalSom record company. The repertoire has already been given its first modern performance as part of the Early Music Cycle.

In the 30 public performances that it gave during 2010, the following soloists performed with the Gulbenkian Choir: sopranos Alexandrina Pendatchanska, Ana Maria Pinto, Ana Quintans, Rachel Harnisch, Sandrine Piau, Sunhae Im and Tamara Wilson, mezzo sopranos Anke Vondung, Elizabeth DeShong, Lucia Duchonová and Marie-Claude Chappuis, countertenor Carlos Mena, tenors Fernando Guimarães,

Jörg Dürmüller, Magnus Staveland, Nikolai Schukoff, Noah Stewart, Toby Spence and Topi Lehtipuu, baritones Hugo Oliveira, Job Tomé, Luís Rodrigues, Martin Bruns and Johannes Weisser, basses Brindley Sherratt, Marcos Fink and Mikhail Petrenko, violist Barbara Friedhoff, cellist Duncan Fox, viola da gambists Sofia Diniz and Moni Fischalek, organists Yves Rechsteiner, Matthias Spaeter, Marcelo Giannini and Sérgio Silva, choreographer and stage director Rui Horta and video artist Guilherme Martins.

In 2010, the Gulbenkian Choir was conducted by David Afkham, Fernando Eldoro, Joana Carneiro, John Nelson, Jorge Matta, Lawrence Foster, Michel Corboz, René Jacobs and Rolf Beck.

Michel Corboz continued as the Gulbenkian Choir's chief conductor, with Fernando Eldoro and Jorge Matta remaining as associate and assistant conductors, respectively.

### **Guest orchestras and orchestras in residency**

Although the Foundation's permanent musical groups were responsible for most of the music season's orchestral and choral-symphonic repertoire, the year's music programme also enjoyed the participation of some of the most prestigious world orchestras, including important references in the western symphonic heritage, whose performances could be listened to and appreciated in the best possible conditions. Thus, the following orchestras performed in Lisbon during 2010: the London Symphony Orchestra, conducted by John Eliot Gardiner with Maria João Pires as soloist, the Porto National Orchestra, conducted by Emilio Pomarico, the Chamber Orchestra of Europe and the Gustav Mahler Jugendorchester.

Rodrigo César



❖ Cycle of Guest Orchestras and Orchestras in Residency – Maria João Pires with the London Symphony Orchestra, 26 January 2010.

These last two orchestras, which pay special attention in their activity to the training and promotion of young musicians of special talent, were in residency in Lisbon during the course of the year and, besides performing six different programmes resulting in a total of seven concerts, they also presented three training activities for music students and professional musicians. The following musicians gave performances within this context: pianist and conductor Andrés Schiff, conductors John Nelson, Antonio Pappano and David Afkham, soprano Wilson Tamara, mezzo soprano Elizabeth DeShong, tenor Nikolai Schukoff and basses Brindley Sherratt and Mikhail Petrenko, as well as cellist Han-Na Chang.

Rodrigo César

## Recitals and chamber music

In 2010, during the music season, the same criterion was maintained as in previous years for the distribution of recitals by guest musicians according to their specialist areas (piano, song and chamber music), although there were some cases in which recitals were grouped together in thematic series that cut across several genres, as was the case with the Bach + cycle or the Festival Mozart Festival, which we will talk about later on.

The following musicians performed in the Gulbenkian's Grand Auditorium: soprano Christine Schäffer (with pianist Eric Schneider), tenor Christoph Prégardien (with the Remix Ensemble conducted by Peter Rundel), baritone Matthias Goerne (with pianist Pierre-Laurent Aimard), pianists Alexei Volodin, Arcadi Volodos, David Fray, Elisabeth Leonskaja, Emanuel Ax and Yuja Wang, violinist Laurent Korcia (with clarinettist Philippe Berrod and pianist Michael Wendeborg), cellist Yo-Yo Ma (with pianist Kathryn Stott), the Hagen Quartet (with cellist Heinrich Schiff), the Zehetmair Quartet and the Diotima Quartet.



✚ Chamber Music Cycle – Yo-Yo Ma, 28 February 2010.

Mention should also be made of the chamber music proposals presented by soloists from the Gulbenkian Orchestra, which since the beginning of the 2010-2011 season have provided a complement to some of the programmes that the orchestra itself presents in the Grand Auditorium. The following musicians performed under the scope of this new addition to the programme: violinists Ana Beatriz Manzanilla, Alexandra Mendes, Cecília Branco, David Lefèvre, David Wahnnon, Otto Pereira, Pedro Pacheco and Vasco Broco, violists Bárbara Friedhoff, Lu Zheng, Maia Kouznetsova, Pedro Saglimbeni Muñoz and Samuel Barsegjan, cellists Levon Mouradian, Maria José Falcão and Raquel Reis and pianists António Rosado and Karina Aksenova.

The work of young musicians was promoted in the course of the season with performances by soprano Carla Caramujo (accompanied by pianist João Paulo Santos), the Lisbon Ensemble 20/21 conducted by Pedro Pinto de Figueiredo and violinists Carlos Damas (with pianist Juan García Collazos) and Emanuel Salvador (with pianist Jill Lawson).





Rodrigo César

✦ Mozart Festival – Freiburger Barockorchester, conducted by René Jacobs, 23 September 2010.

## Mozart Festival

The Mozart Festival, which placed diverse musical genres and different types of instrumental formations side by side, marked the opening of Gulbenkian Music, proposing a programme that was centred around the genius of the Austrian composer as a source of inspiration for multiple reflections and musical creations at different periods over the years. With the Gulbenkian Choir and Orchestra playing a central role in this event, various concerts were performed in different musical formations, ranging from chamber music groups to conventional orchestras, covering a broad spectrum of Mozart's musical production, with the collaboration of musicians such as violinists Christian Tetzaff and Florian Zwiauer, violist Hanna Weinmeister and pianist Florian Krumpöck. In the field of opera, besides the presentation by the Gulbenkian Choir and Orchestra of *The Flowering Tree*, the opera by John Adams inspired upon *The Magic Flute*, mention should also be made of the presentation of a concert version of *Così fan tutte*, by the Freiburger Barockorchester, conducted by René Jacobs and with the collaboration of the Gulbenkian Choir, which enjoyed the participation as soloists of sopranos Alexandrina Pendatchanska and Sunhae Im, mezzo soprano Marie-Claude Chappuis, tenor Magnus Staveland, baritone Johannes Weisser and bass Marcos Fink. Also presented under the auspices of this festival were two different programmes: the Orchestre des Champs-Élysées, conducted by Philippe Herreweghe, with the collaboration of pianist Andreas Staier, soprano Christina Landshamer, mezzo soprano Ingeborg Danz, tenor Robert Getchell, bass Matthew Brook, Collegium Vocale Gent and Accademia Chigiana Siena. In association with the Lisbon Goethe-Institut, a quartet with a piano also took part in the festival, composed of soloists from the Festival Cantabile (violinist Elina Vähäla, violist Diemut Poppen, cellist Alexander Chaussian and pianist Ralf Gothóni).

In parallel to this series of concerts, there were eight screenings of films relating to the theme of the festival and selected by Christian Labrande, the director of Musique en Image at the Louvre, in Paris.



✦ Bach + Cycle – Christian Tetzlaff, 24 November 2010.

## Early Music and Contemporary Music

In the two music seasons covered by the year 2010, the Early Music programming was almost completely, although not exclusively, centred on a series of concerts that was held under this same name and on the Bach + Cycle, which, besides highlighting the music of this composer in particular, also included a number of other key works from the baroque universe. Under the scope of this programme, the following musicians and musical ensembles performed at the Foundation: violinist Christian Tetzlaff, cellist Jean-Guihen Queyras, harpsichordist Andreas Staier, pianist Andrés Schiff and the

groups Europa Galante, with tenor Ian Bostridge and violinist and conductor Fabio Biondi, Café Zimmermann, The Theatre of Voices and NYXD Quartet, conducted by Paul Hillier, Akademie für Alte Musik, with the choreographer and dancer Juan Esnaola, and Musica Fiata and La Capella Ducale, conducted by Roland Wilson, besides the already mentioned first modern presentation by the Gulbenkian Choir of Francisco António de Almeida's *Vésperas de Nossa Senhora*.

As far as the contemporary music programme for the season is concerned, this repertoire has been gradually disseminated through the various concerts and cycles, so that it has ended up not being an autonomous musical category in its own right. In this way, it has been able to reach a wider audience of people who would otherwise find it difficult to come into contact with these works. In any case, along with those concerts in which there was a more significant expression of contemporary music – such as the already-mentioned presentations by the Diotima Quartet, the Lisbon Ensemble 20/21 and the Gulbenkian Orchestra's own workshop for Young Composers – mention should be made of the performance given by Drumming – Grupo de Percussão with double bassist Edicson Ruiz, in a programme that included the world première of the work *Im Rauschen Rot*, by the young Portuguese composer Luís Pena, and *Continuous Open Flux*, by Matthias Ockert.

## “World Music” cycle

2010 was marked by the introduction into the Music Season of a cycle dedicated to music from cultures that until recently had been afforded little or no attention in the programmes of conventional concert halls. Such music is normally given the name of “World Music”. Curiously, one of the concerts presented was conducted by Jordi Savall, a leading specialist in western early music, who in this case used *The Book of the Science of Music* by the 18th-century musician and philosopher Dimitrie Cantemir as his basis for putting together the programme entitled “Istanbul 1710”, in which he set out to revisit the

repertoire that was in fashion in the Ottoman Empire at the beginning of the 18th century, together with the Sephardic and Armenian musical tradition, in a multicultural project that brought together musicians from Turkey, Armenia, Greece, Morocco, France and Spain. Performing in a different register was the Tunisian lutist Anouar Brahem, who played in a quartet with clarinetist Klaus Gesing, bassist Björn Meyer and percussionist Khaled Yassine, in a programme that bore the title of “The Astounding Eyes of Rita”.



Rodrigo César

✦ “World Music” – Anouar Brahem Quartet, 25 October 2010.



Rodrigo César

✦ Opera *O Sonho* (The Dream), by Pedro Amaral – Sandra Medeiros, Ângela Alves, Sara Braga Simões and Otelo Lapa, 3 May 2010.



## Live broadcasts from the Metropolitan Opera House

2010 (the 2010-2011 music season) brought the first presentation in the Grand Auditorium of productions from the Metropolitan Opera House, in New York, through live satellite broadcasts displayed on giant screens in high definition. “Met Opera Live in HD” is the name of the project created by the current director of the legendary American musical institution, Peter Gelb, who in 2006 had already taken the first steps in this experiment of the worldwide broadcasting of the Metropolitan Opera House’s own music season to audiences that otherwise would not have had access to that programme. In the last season, these broadcasts reached two million spectators in 44 countries. In 2010, four operas were broadcast under this scheme: *Das Rheingold*, by Richard Wagner, *Boris Godunov*, by Modest Mussorgsky, *Don Pasquale*, by Gaetano Donizetti, and *Don Carlo*, by Giuseppe Verdi.

## “Jazz in August”

The “Jazz in August” festival was held for the 27th time in 2010, placing the reality of European jazz in a dialogue with the original American jazz. The programme opened with the concert given by the duo composed of the British saxophonist John Surman and the American drummer Jack DeJohnette, which was entirely in keeping with the logic behind the festival. This same logic was also underlined at the festival’s closing session, with the Circulacione Totale Orchestra, led by the Norwegian Frøde Gjerstad, which is a multinational ensemble. The saxophonist Evan Parker brought an ambitious project to the festival, where he presented his Electro-Acoustic Ensemble with its largest ever formation (18 musicians). In terms of novelty value, this was matched by the proposal of the highly regarded French clarinetist Louis Scavis, who presented his recent work *Lost On The Way* and at the same time introduced a whole new generation of musicians to the festival audience. Other performers also clearly marked out their different identities: the duo Guus Janssen-Han Bennink, the trio Steamboat Switzerland, the sextet Sol Six and the trio Pat Thomas-Raymond Strid-Clayton Thomas. Portuguese musicians were also present at the festival with two trios: Open Speech, led by the flautist Carlos Bechegas, and the Red Trio.

As has become customary in the last few editions of “Jazz in August”, two documentary films were presented with themes that were related with the programme: *Hazentijd* (2009), by Jellie Dekker and Dick Lucas, dedicated to Han Bennink, and *Die Posaune des Jazz (The Jazz Trombone – 2005)*, by Thorsten Jess, dedicated to the major European trombonist Albert Mangelsdorff. The two directors were also present at the screenings of their films. With the aim of further deepening the musical, social, political and aesthetic relations that jazz currently arouses, a talk was also given by Francesco Martinelli, under the title “European Jazz and American Jazz: An Uninterrupted Dialogue”.



✦ CD of the “Jazz in August Series” – Peter Evans Quartet, *Live in Lisbon*, Clean Feed Records.

Under the scope of the partnership with Clean Feed Records, the CD *Live in Lisbon* by the Peter Evans Quartet was released in the Jazz in August Series. This album had been recorded live at the festival’s 2009 edition.



✚ “Jazz in August 2010” – Jack DeJohnette and John Surman, 6 August 2010.

Joaquim Mendes

In 2010, as in previous years, Rui Neves was responsible for the artistic direction of the “Jazz in August” festival.

### **Educational activities – *Descobrir***

In 2010, the educational activities developed by the Music Department that did not have a specific professional component were incorporated into the Foundation’s general programming in this area, coordinated by the Gulbenkian Programme of Education for Culture – *Descobrir*. In keeping with the programme’s structural logic, concerts, workshops, visits and courses were organised, amounting to a total of 54 different programmes with 295 sessions, involving 5,729 trainees and 12,061 spectators.

During this period, the Music Department consolidated the trend towards creating a supply of initiatives in this area that, either directly or indirectly, are centred around the regular concert season, with the aim of enhancing the potential of its own particular assets, namely its permanent musical ensembles – the Gulbenkian Choir and Orchestra. The music season is thus regarded as the main source of themes and approaches for educational activities, not only with regard to those activities that are aimed at audiences composed of children and young people, but also in the case of its educational proposals for adults.

Accordingly, workshops were created to act as a privileged space for experimentation in the musical and artistic field in general, where special emphasis is placed on interactivity with the aim of stimulating the participants’ capacity to listen, interpret and improvise, using for this purpose a variety of artistic expressions – dance, visual arts, writing and dramatic expression, amongst others. In the course of 2010, 22 workshops were held, resulting in a total of 109 sessions, involving 2,259 participants.

Under the category of Visits, which are offered in accordance with the contents of the Descobrir/ Música programme, some new titles and approaches were introduced, as in the case of a proposal aimed at the area of contemporary music, “Music from the 20th and 21st Centuries which touches everyone”, or “When I grow up I want to play in an Orchestra”, which takes the resident orchestra and uses it as a motto for the development of the activity.

As far as the courses that were provided were concerned, those dealing with the history of music and had contents that were related to the repertoire of the music season were maintained, helping to enrich people’s experience of the concerts themselves. Courses were also held that related music with other arts and sciences, such as the *Sound Space* course, which established different relationships between music, architecture and mathematics, or, with a more practical bent, the course on “The World of Percussion”, in which participants were able to get to know and experiment with many of the instruments that compose this section of an orchestra.

Taking advantage of the extended break in school activities, longer workshops were held, lasting for a week, as, for example, the “Sound Gardens” workshop, in which participants worked on the composition, rehearsal and presentation of a small concert.

As in the past year, a show was held that had been created by children for children, *New musicians, new filmmakers*, which resulted from a workshop that took place throughout the school year with students from the Santa Cecília Music Academy, based on the crossovers between video and music. This workshop gave rise to the production of a concert and a video, both of which were presented publicly in Auditorium 2.

In 2010, there was greater investment made in the concerts with the Gulbenkian Orchestra, as well as a greater experimentation with new formats. Attention is drawn in this context to “The Temptation of Jazz”, a concert in which a small jazz group, led by the pianist Mário Laginha collaborated with the Gulbenkian Orchestra, *O Retábulo do Mestre Pedro*, a puppet opera by Manuel de Falla, resulting from a collaboration with the Marionetas de Lisboa company, and the Haydn/Strauss concert, which, as a complement to the musical performance, included the showing of an animated video that had been specially created for this purpose. In a total of 12 concerts, of which five were dedicated to school audiences and the rest to families, the Gulbenkian Orchestra presented eight different programmes in this context.

Under the scope of the previously mentioned collaboration with the Chamber Orchestra of Europe, the staged concert, *Papa Haydn*, was once again presented, this time for a family audience. The concert benefited from the participation of a wind quintet whose members were drawn from that ensemble.

## **Other initiatives**

### **“Music for a Cause”**

In association with the Music Fund, an international non-governmental institution which, since 2005 has been supporting young musicians and music schools in developing countries and conflict areas, the Foundation organised a campaign to collect musical instruments to be sent, above all, to music schools in Mozambique, but also to other countries in Africa and the Middle East.



✦ “Music for a Cause” – campaign poster.

for this purpose: Generation Orchestra, Divino Sospiro, Violonseis, Trio Ad-Lib, Drumming, Moreiras Quinteto and Mário Laginha Trio, pianists Pedro Gomes, Bernardo Sassetti (with actress Beatriz Batarda) and Filipe Melo, percussionists Pedro Carneiro and João Pacheco, and saxophonist Carlos Martins, with double bassist Demian Cabau and percussionist Alexandre Frazão.

All of the participants, without exception, played for free and 546 instruments were collected, which was a record number for the Music Fund.

## Courses and seminars

Under the scope of the already mentioned residency of the Chamber Orchestra of Europe, three training activities were held, given by members of that ensemble and open to professional musicians and/or music students at advanced levels of development.

The sessions were dedicated to the categories of double bass, given by Lutz Schumacher, chamber music, given by Mats Zetterqvist, and the Feldenkreis method, which deals with the correction of posture, pain and body tension in professional musicians, given by Joe Rappaport.

Working in close cooperation with the Gulbenkian Orchestra’s Workshop for young Composers, a seminar was organised and given by the composer Emmanuel Nunes, with the aim of analysing and discussing the musical scores selected and listened to at that event.

Finally, under the scope of the protocol that the Foundation signed with the Queen Sofia Music School, a course was held to provide training in the playing of the bassoon, given by Klaus Thunemann, a teacher at that school in Madrid.

## **Publications and musicology**

In 2010, the Foundation continued its protocol for publication and distribution with the two publishers, Imprensa Nacional-Casa da Moeda and the Portuguese National Library. Under this agreement, the second volume of the work *Aspectos da Música Medieval no Ocidente Peninsular*, by Manuel Pedro Ferreira was published in the “Museological Studies” series. This volume is dedicated to sacred music (the first volume of this research work, dedicated to palatine music, had been published the previous year).

## **Grants and scholarships**

### **Incentives for musical creativity**

In 2010, in keeping with its strategy of encouraging musical creativity, the Music Department, in some cases working in conjunction with various international institutions, commissioned three musical works, which were intended to be given their première in Portugal in the course of future music seasons.

Thus, in collaboration with the Opéra de Lyon, a scenic work was commissioned from the composer Kaija Saariaho (*Emilie*), for which the libretto will be written by the writer Amin Maalouf. In partnership with the World Symphony Orchestra (Miami), the Concertgebouw Orchestra (Amsterdam), the New York Philharmonic, the San Francisco Symphony Orchestra and the Barbican Hall (London), a symphonic poem was commissioned from the composer Thomas Adès. This work is planned to be given its première in Portugal in the 2011-2012 season. For the performance of *Drumming* – Grupo de Percussão with the double bassist Edicson Ruiz during the 2009-2010 season, a work was commissioned from the Portuguese composer Luís Antunes Pena for a solo double bass and a percussion quartet. This work was given the title *Im Rauschen Rot*.

### **Overseas scholarships for musical development**

In 2010, the Music Department awarded a total of 22 overseas scholarships for artistic training in music for the academic year 2010-2011. Sixteen of these were renewals of scholarships awarded in previous years, while six were new awards. In terms of the areas of specialisation, the scholarships were distributed as follows: song (four), clarinet (one), double bass (one), flute (three), oboe (three), piano (three), trombone (one), viola (one), violin (three) and cello (two). This programme enabled scholarship holders to attend schools in the following cities: Amsterdam, Berlin, Brussels, Essen, Geneva, Ghent, The Hague, London, Madrid, Moscow, Paris and Zurich.

### **Domestic scholarships**

For the twelfth consecutive year, the Music Department maintained its link with the Young Musicians’ Prize awarded by RTP/Antena 2. This event is regarded as the most comprehensive musical competition in Portugal, aimed at musicians who are at the beginning of their careers or at an advanced stage in their studies. Under the scope of the Prize, five training awards were made to the winners of the following soloist categories: song, flute, trumpet, violin and percussion. These awards were made with the aim of contributing to the professional development of the young prize-winners by enabling them to gain further musical training.





Aspect of the exhibition "Jane and Louise Wilson: Suspending Time".



## ❖ José de Azeredo Perdigão Modern Art Centre • CAM



Amounts in euros	
Personnel costs	1 027 779
Operating costs	71 786
Grants and scholarships	84 940
Departmental activities	2 426 665
<i>Investment</i>	<i>464 089</i>
<b>Total</b>	<b>3 611 170</b>
Receipts	462 726

CAM's two main areas of activity showed a considerable improvement in 2010. In fact, CAM recorded an increase of 50 percent in its number of visitors in comparison with 2009, making a powerful contribution to the publicising of its different exhibits through the online publication of its whole collection. Besides this, the remodelling of the CAM website also made it possible to establish greater communication with the public, by enhancing the quality of the information that is provided about its activities. The educational programme also developed a wide range of different initiatives.

The exhibition programme began with the installation of the permanent exhibition on level 01 and the launch of the book *100 Works from the CAM Collection*, a co-publication with Livraria Almedina.

The largest individual exhibition of the British twins Jane and Louise Wilson, which received more than 30,000 visitors during the three months in which it was on display, was notable for the presentation of works that had never previously been exhibited and which played with the architectural space of CAM. In a way that was specifically planned to link up with this exhibition, Gallery 1 exhibited a selection of works from CAM's Collection of British Art, which were presented according to two main vectors: abstraction and human figuration. Also inaugurated in January was "The Running Thread", an exhibition about drawings from the collection produced by sixteen artists. Both exhibitions, with works from the CAM collection, were also shown at the Calouste Gulbenkian Cultural Centre in Paris, reinforcing the transverse nature of CAM's activities and promoting its collection outside Portugal.

CAM's collaboration with MARCO from Vigo, and CGAC from Santiago de Compostela, resulted in partnerships that involved the exhibitions by Jane and Louise Wilson, and Jorge Barbi, as well as the exhibition "Larger than Life – Vasco Araújo/Javier Téllez".

The individual exhibition of Ana Vidigal and the group exhibition of eight teachers/artists – "Teachers" – met with a very positive reception by the general public, and by the press in the first case. Held in partnership with the National Commission for the Commemorations of the Centenary of the Republic in Portugal, the exhibition "Res Publica 1910 and 2010 – a Face-Off" brought works from the beginning of the 20th and 21st centuries into confrontation with one another, and included a sound installation acquired for the CAM collection, by the Scottish artist Susan Philipsz, the winner of the 2010 Turner Prize, which made a further contribution to the growth of the largest collection of contemporary British art outside the United Kingdom.

CAM continues to have the safeguarding, presentation and research of its collection as its main priority, as well promoting its renewal based on two key ideas: the collection must be representative of Portuguese art from the 20th and 21st centuries and it must also constitute a memory of the exhibitions of international artists exhibited by CAM. 2010 thus represented an exceptional year for the CAM collection, with the acquisition of a total of 35 works by artists ranging from René Bertholo and Lourdes Castro to young artists such as Gabriel Abrantes, and including works by Eduardo Batarda, and Jane and Louise Wilson, helping to keep this collection alive and active. A further five works were also donated to the collection.

## Temporary exhibitions

Two exhibitions were a continuation of the 2009 programme: "The 70s – Crossing Frontiers", which ended on 3 January, and "Jesper Just", which ended on 18 January.

### Jane and Louise Wilson: Suspending Time

Curator: Isabel Carlos

22 January to 18 April

Main Exhibition Hall and Multipurpose Room at CAM

This was the most extensive solo survey to date of the British twins Jane and Louise Wilson, including their first film work, *Hypnotic Suggestion 505* (1993), which now forms part of the CAM collection. At this exhibition, several works that had never previously been exhibited were presented, such as a series of five sculptures that played with CAM's architecture, and the video *Spiteful of*



✚ Aspect of the exhibition "The Running Thread".

*Dream* (2008). Also presented was the work *Unfolding the Aryan Papers* (2009), a reflection on the relationship between history and memory, which is a fundamental theme in the work of these two artists, as well as two photographic series: a series of six photographs entitled *Oddments* (2008); and five large-sized black and white photographs of World War II bunkers.

The exhibition was also presented at the Galician Centre of Contemporary Art, in Santiago de Compostela, from 22 October 2010 to 23 January 2011.

### **The Running Thread – Drawings from the CAM Collection**

Curator: Leonor Nazaré

22 January to 11 April

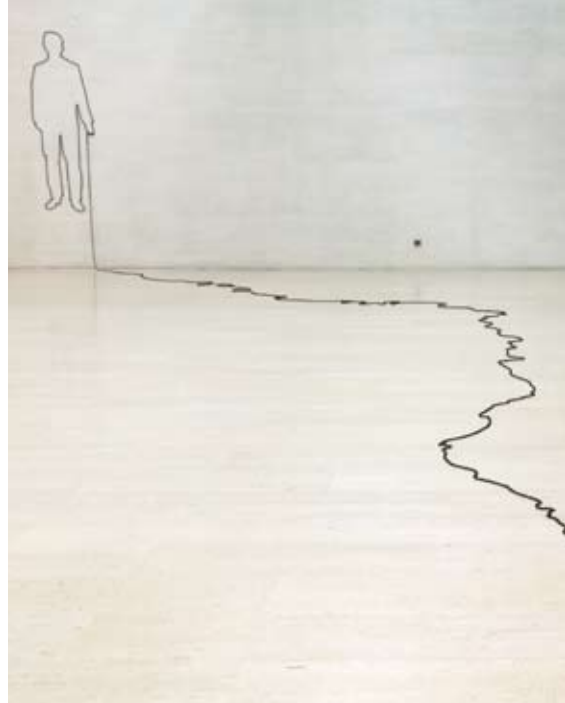
Temporary Exhibitions Room at CAM

This exhibition presented 56 works by 16 artists, two of whom were foreign, and all of whom are featured in the CAM collection. Drawing was the particular technique chosen for this exhibition, even though there were three three-dimensional artworks, where the evocation of the artist's pencil stroke and the evolution of the line across the plane were obvious. The sequence of works established and exhibited both a metaphorical and a real thread running between words, landscapes, gestures and geometries.





✦ Aspect of the exhibition “Abstraction and the Human Figure”.



✦ Aspect of the exhibition “Jorge Barbi – 41° 52' 59" Latitude N / 8° 51' 12" Longitude W”.

## **Abstraction and the Human Figure in cam's British Art Collection**

Curator: Ana Vasconcelos

Assistant curators: Afonso Ramos and Patrícia Rosas

22 January to 18 April

Level 1 at CAM

This was a selection of 80 works from CAM's British Art collection, related to the theme of abstraction and the figuration of the human body, which returned to level 1 at CAM, more than ten years after the last great exhibition here of British Art, entitled “Treasure Island” in 1997. The exhibition was conceived in the form of a dialogue with the exhibition of Jane and Louise Wilson, offering visitors the chance to examine the main groups of artists and works that were incorporated into the collection during its period of major acquisitions, from 1959 to 1965.

## **Film and Video in the cam Collection**

Coordinator: Leonor Nazaré

7 May to 11 July

1st Room at CAM

This exhibition gave visitors the chance to see part of the video and film works that belong to the CAM collection. Exhibits from the 1970s included works by Fernando Calhau, Ana Hatherly, Helena Almeida and Julião Sarmento. A work by João Paulo Feliciano from 1991 was also presented, along with other works produced after 2000 by a group of younger artists – João Onofre, Rui Calçada Bastos, Filipa César, Noé Sendas, Bruno Pacheco and Rui Valério.



### **Jorge Barbi – 41° 52' 59" Latitude N / 8° 51' 12" Longitude W**

Curator: Juan de Nieves

7 May to 11 July

Main Exhibition Hall and Level 1 at CAM

This exhibition presented the Spanish artist Jorge Barbi. Based on the geographical coordinates of the area where the artist takes his daily walks, several series of photographs taken in recent years were presented, together with a careful selection of earlier pieces, and others that had been freshly produced specifically for this exhibition.

This exhibition was co-produced by CAM, MARCO from Vigo, SEACEX and Dirección de Relaciones Culturales y Científicas, Ministerio de Asuntos Exteriores y de Cooperación.



### **Larger than Life – Vasco Araújo/Javier Téllez**

Curator: Isabel Carlos

Executive curator: Rita Fabiana

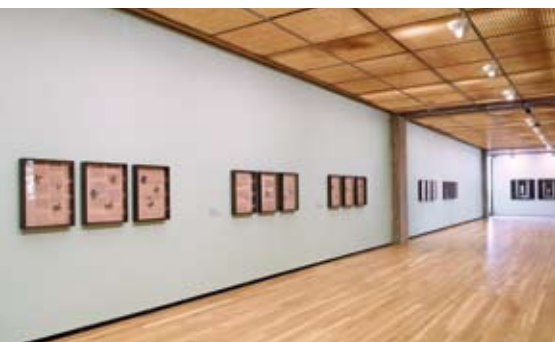
28 May to 5 September

Temporary Exhibition Room and Multipurpose Room at CAM

Temporary Exhibition Gallery at the Main Building

This type of dual anthological exhibition highlighted a fertile dialogue between Vasco Araújo (born 1975, in Lisbon) and Javier Téllez (born 1969, in Valencia, Venezuela). The exhibition presented works by the two artists, which, as far as Téllez was concerned were being shown for the first time in Portugal, but also works that had been specifically created for this exhibition: in Araújo's case, the video *Mulheres d'Apolo* and the performance *O Morto*; in Téllez' case, the video-installation *Rinoceronte de Dürer*, which was filmed in the panoptic space of the Miguel Bombarda Mental Hospital, in Lisbon.

Exhibition co-produced by CAM and MARCO from Vigo, where the exhibition was also presented from 17 September 2010 to 3 January 2011.



Aspect of the exhibition "Larger than Life. Vasco Araújo/Javier Téllez".





✚ Aspect of the exhibition “Ana Vidigal – Clean Girl, Dirty Girl”.

### **Ana Vidigal – Clean Girl, Dirty Girl**

Curator: Isabel Carlos

23 July to 26 September

Main Exhibition Hall and Level 1 at CAM

“Clean Girl, Dirty Girl” was a perfect synthesis of Ana Vidigal’s 30 years of work, which the exhibition sought to present. This anthology showed the various dimensions of Vidigal’s oeuvre and included a video, paintings and other works, where the use of different techniques and varied materials coincided.

### **Escola – Back to School**

#### **Works from the CAM Collection**

Curator: Isabel Carlos

Assistant curator: Patrícia Rosas

28 September to 19 December

Temporary Exhibition Gallery at CAM

This exhibition presented works by 14 artists from the CAM collection – conceived to serve as a complement to the “Teachers” exhibition, in the year when the centenary of the Portuguese Republic was being commemorated, in whose cultural edifice education was regarded as a crucial mainstay.



## Teachers

Curator: Isabel Carlos  
14 October 2010 to 2 January  
2011  
Main Exhibition Hall  
and Level 1 at CAM

The starting point for this exhibition was a question that was put to 50 artists aged between 30 and 50: who were the teachers-artists that had most influenced them? From those names that were referred to on more than three occasions, a list was compiled of the artists who were presented at the

“Teachers” exhibition: Álvaro Lapa, Ângela Ferreira, Eduardo Batarda, João Queiroz, Manuel Botelho, Miguel Branco, Pedro Morais and Rui Sanches. The exhibition presented works by these eight artists, but the voice of those who had chosen them was also present at the event in the form of their recorded statements.



✦ Aspect of the exhibition “Teachers”.

## Res Publica 1910 and 2010 – a Face-Off

Curators: Helena de Freitas and Leonor Nazaré  
8 October 2010 to 16 January 2011  
Levels 0 and -1 at the Foundation’s main building and garden



✦ Aspect of the exhibition “Res Publica 1910 and 2010 – a Face-Off”.



✚ Aspect of the exhibition “Res Publica 1910 and 2010 – a Face-Off”.

This exhibition, organised by CAM in partnership with the National Commission for the Celebrations of the Centenary of the Republic in Portugal, brought works from the early years of the 20th and 21st centuries into confrontation with one another, taking into account problems that debated the context and nature of the *res publica* and of the Republic’s social legacies in the modern-day globalised world. With an essentially national blueprint, the exhibition also included works by important foreign artists.

## Publications

### Exhibition catalogues

#### ***Jane and Louise Wilson – Suspending Time***

Catalogue published by CAM – Calouste Gulbenkian Foundation, in January 2010, with texts by Isabel Carlos and Mark Cousins.

Colour reproductions of all the works exhibited; list of works, biography and bibliography of the artists.

Work available in a bilingual edition (Portuguese and English); 110 pages.

ISBN 978-972-635-209-9

#### ***Jorge Barbi – 41° 52' 59" N | 8° 51' 12" W***

Catalogue published by CAM – Calouste Gulbenkian Foundation, MARCO and SEACEX, in 2010, with texts by Juan de Nieves, Nacho Fernández, Xosé Lois Gutiérrez and Luis Ortega.

Colour reproductions of all the works exhibited; list of works; biography, bibliography and texts about the artist.

Work available in a Galician, Spanish, Portuguese and English edition; 308 pages

ISBN 987-84-936360-5-0

### ***Mais Que a Vida – Más que la vida – Larger than Life***

Vasco Araújo | Javier Téllez

Catalogue published by CAM – Calouste Gulbenkian Foundation and MARCO from Vigo, in May 2010, with texts by Gabriela Rangel, Isabel Carlos and Jacinto Lageira.

Colour reproductions of all the works exhibited; contains biographical data about the artists represented.

Work available in a trilingual edition: Portuguese, English and Spanish; 174 pages.

ISBN 978-972-635-215-0

### ***Ana Vidigal – Clean Girl, Dirty Girl***

Catalogue published by CAM – Calouste Gulbenkian Foundation, in July 2010, with texts by Isabel Carlos, Ruth Rosengarten and Claire Tancons.

Colour reproductions of all the works exhibited; list of works; contains biographical data about the artist.

Work available in a bilingual edition (Portuguese and English); 210 pages.

ISBN 978-972-635-217-4

### ***Res Publica 1910 and 2010 – a Face-Off***

Catalogue published by CAM – Calouste Gulbenkian Foundation, in partnership with the National Commission for the Celebrations of the Centenary of the Republic in Portugal, in October 2010, with texts by Daniel Cohn, Boris Groys, Carla Mendes and Leonor Nazaré.

Colour reproductions of most of the works exhibited; list of works; contains biographical data about the artists. Work available in a bilingual edition (Portuguese and English); 264 pages.

ISBN 978-972-635-225-9

### ***Teachers***

Catalogue published by CAM – Calouste Gulbenkian Foundation, in October 2010, with texts by António Soares, Bernardo Pinto de Almeida, Eduardo Batarda, Gertrud Sandqvist, Isabel Carlos, João Fernandes, João Pinharanda, José Luís Porfírio and Manuel Rodrigues.

Colour reproductions of all the works exhibited; list of works; contains biographical data about the artists.

Work available in a bilingual edition (Portuguese and English); 216 pages.

ISBN 978-972-635-217-4

## **Other publications**

### ***100 Works from the CAM Collection***

Co-publication by CAM – Calouste Gulbenkian Foundation and Edições Almedina, in January 2010.

Texts by Afonso Ramos, Ana Filipa Candeias, Ana Vasconcelos, André Silveira, António Soares, Catarina Crua, Emília Ferreira, Helena de Freitas, Isabel Carlos, Isabel Lopes Cardoso, Joana Cunha Leal, Joana Simões Henriques, João Pinharanda, José Oliveira, Leonor Nazaré, Lúgia Afonso, Luís Henriques, Margarita Kataga, Maria Coutinho, Mariana Pinto dos Santos, Marina Bairrão Ruivo, Patrícia Rosas, Sandra Santos, Sara Afonso-Ferreira and Sofia Ponte.

Work available in Portuguese and English editions.

ISBN 978-972-635-210-5

This publication presents texts about each of the 100 works selected, together with the respective reproduction of each piece. From the total of roughly nine thousand works in the CAM collection, the 100 selected works by Portuguese and foreign artists cover the whole of the 20th century.

Twenty-five people collaborated in the production of this book, but more than half of it was written by the CAM team. Covering almost a whole century of artistic production, the publication begins with the painting by Amadeo de Souza-Cardoso, *The Greyhounds*, dating from ca. 1911, and ends with the sculpture by Rui Chafes, *During Sleep*, dating from 2002.

### **CAM notebooks**

In 2010, the publication was begun of a collection of notebooks that will accompany all of CAM's temporary exhibitions. They contain the curator's text and colour reproductions of all the works exhibited. These consist of bilingual editions in Portuguese and English.

### **CAM 2011 Diary**

This is a proposal made by the company ARTWEAR, resulting in the production of a CAM *Moleskine* with pictures of works from the Collection and general information about CAM.

### **Other events**

Film cycle linked to the exhibition "Larger than Life", which was included in the programme of the Gulbenkian Health Forum 2010 and benefited from the collaboration of the Health and Human Development Department.

#### **"Cinema and the Mind" Film Cycle – (13x) Larger than Life**

Curator: João Mário Grilo

From 26 May to 1 September, Wednesdays, at 18.00

Multipurpose Room at CAM

The range of films chosen for this cycle covered practically the whole history of the cinema, from *The Cabinet of Dr. Caligari*, in the 1910s, to *Elephant*, already in the 21st century. The curator was not concerned with producing an anthology, but rather with leaving a testimony that illustrated how mental problems were always present to a greater or lesser extent in the development of cinema throughout the 20th century, also accompanying the century's social concerns about the way in which people regarded transformation and change.

#### **Lecture cycle linked to the exhibition**

##### **"Res Publica 1910 and 2010 – A Face-Off"**

#### **The Republic to Come – Art, Politics and Thought for the 21st Century**

Curator: Rodrigo Silva

20 and 27 November at 17.00

Auditorium 2 in the Foundation's Main Building



This lecture series was designed to share reflections about the recent history of western democracies and about the political and cultural moment that we are currently living through, problematising several representations associated with the republican ideal.

The lectures were given by some of the leading figures in contemporary thought, particularly from the fields of philosophy and art history: Georges Didi-Huberman, Jacques Rancière, Marie-José Mondzain and Bernard Stiegler. They will be published by the Foundation during the first half of 2011.

## Other activities

### Website

The CAM website was remodelled and made public on 18 May, International Museum Day. The new website allowed for a more dynamic presentation of CAM's temporary exhibitions programme and the events related with these, namely by inserting films taken while the exhibitions were being set up and films containing statements by artists and curators. The whole collection was also published online, with museum information being complemented by texts describing the works and biographies of the artists written by specialists.



Un grand nombre d'œuvres de cette période, qui ont été réalisées pendant les années 1890 et 1900, sont aujourd'hui conservées au Musée Rodin. Elles ont été achetées par le musée en 1904, grâce à la générosité de la famille de la comtesse de Ségur, et ont été exposées pour la première fois en 1905.

En 1904, le musée Rodin a acquis la sculpture 'La Femme qui pleure' de Rodin, qui est aujourd'hui conservée au musée. Cette œuvre a été achetée par le musée en 1904, grâce à la générosité de la famille de la comtesse de Ségur, et a été exposée pour la première fois en 1905.

En 1904, le musée Rodin a acquis la sculpture 'La Femme qui pleure' de Rodin, qui est aujourd'hui conservée au musée. Cette œuvre a été achetée par le musée en 1904, grâce à la générosité de la famille de la comtesse de Ségur, et a été exposée pour la première fois en 1905.





## **Collection**

Work continued on the research and documentation of the CAM collection. The data stored in the In Arte Premium computer software application and the photographic records of the Collection were updated.

Priority was given to the conservation and restoration work undertaken on pieces that were to be exhibited, namely those displayed in the permanent exhibition, in the exhibitions about British art and in the temporary exhibitions organised by CAM. This involved works belonging to the collection that are kept both at and away from the Gulbenkian Foundation's premises.

## **Internships**

In relation to the conservation and research of the Centre's collection:

- › A one-year professional internship with IEFP (Employment and Vocational Training Institute), starting in April 2009.
- › Curricular internship as part of the History of Art undergraduate degree course at the Faculty of Human and Social Sciences of the New University of Lisbon.
- › Summer internship for a student from the History of Art undergraduate degree course at the University of St. Andrews in Scotland.
- › Internship under the scope of the preparation for the exhibition "As Dreamers Do/Ainsi font les Revêurs", January to June 2010.

In the area of education:

- › A four-month curricular internship as part of the Sociocultural Animation undergraduate degree course at the Setúbal College of Education, for specialisation in the areas of special needs, beginning on 12 April.
- › A Leonardo da Vinci Internship with the University of Santiago de Compostela – History of Art, 14 December 2009 to 31 May 2010.

## **Cooperation with the Foundation's other departments**

### **Participation in juries formed by the Fine Arts Department**

Specialisation and Artistic Residency Grants (Capacete) – Isabel Carlos

Artistic Residencies (ISCP and Location One) – Ana Vasconcelos

Artistic Residencies (João Hogan/Bethanien and Gasworks) – Leonor Nazaré

### **Exhibitions**

- › "L'interprétation des rêves. Photographies de Jorge Molder", Calouste Gulbenkian Cultural Centre, Paris, 19 January to 26 March 2010.

Exhibition curated by Leonor Nazaré which was held in Gallery -1 of the central building of the Gulbenkian Foundation, in 2009. Three sets of photographs by Jorge Molder were exhibited, after the donation of the following series to CAM: *O Pequeno Mundo*, from 2000 and *Não tem que me contar seja o que for*, 2006-2007. A third recent and previously unexhibited series, *A Interpretação dos Sonhos*, from which the exhibition took its title, was also included.

› “Le Fil Conducteur. Dessins de la Collection du CAM”, Calouste Gulbenkian Cultural Centre, Paris, 21 January to 11 April 2010.

Exhibition curated by Leonor Nazaré, similar to the exhibition at CAM. The specific qualities of the exhibition space at the Paris Centre made it possible to renew and enhance the various relationships between the works. In the week of the exhibition’s opening, Leonor Nazaré gave a presentation at the Institut d’Études Supérieures des Arts, where she talked about the exhibition project, the collection and the activities of CAM and the Calouste Gulbenkian Cultural Centre.

› “As Dreamers Do/Ainsi font les Revêurs”, Calouste Gulbenkian Cultural Centre, Paris, 8 June to 2 October 2010.

Exhibition curated by Ana Vasconcelos, which brought together 70 works from the paintings, sculptures and works on paper supports of CAM’s Collection of British Art. Particular emphasis was given to the diversity of visual proposals that co-existed in London in the early 1960s, and which were well represented in the Collection’s group of historical pieces, which were acquired at the time of their creation between 1959 and 1965. The exhibition was accompanied by the publication of a bilingual catalogue (English-French), 180 pages.

## **Works loaned from the cam collection**

### **At the United Kingdom Branch**

Three paintings by Leon Tutundjian, José Escada and José Júlio Andrade dos Santos; 13 engravings by Carlos Botelho, Nikias Skapinakis, Barbara Hepworth, Bartolomeu dos Santos, Tony Cragg, Richard Wentworth, Norman Acroyd, Paula Rego and John Hoyland; the portfolio “Nine London Birds”, with nine engravings; and the album “Trees” by Henry Moore, with six engravings.

### **At the Calouste Gulbenkian Cultural Centre**

Two paintings: *Pintura*, by Ângelo de Sousa, and *Tentativa para Reproduzir a Quarta Dimensão*, by Nuno de Siqueira.

### **At the Gulbenkian Foundation headquarters**

Thirty-seven paintings, 140 engravings, 48 drawings, six sculptures, six tapestries, nine photographs and a relief by Portuguese and foreign artists.

## **Acquisitions and donations to the collection**

### **Acquisitions**

› Ana Vidigal, *Falo-lhe em alhos, responde-me em bugalhos* (“à Cautela” series), 1995; *Humility* (“à Cautela” series), 1995; *Trá-la – disse. Estou a morrer de fome* (“à Cautela” series), 1996; *Untitled*, 1997; *A menina limpa procura menina suja*, 2000; *A menina limpa não é transparente*, 2000-2010; *Penélope*, 2000, and *Bravura (não vaciles, põe-te a andar)*, 2010.

- › António Olaio, *Kuenstlerleben*, 2010.
- › Cristina Mateus, *À espera* (versions 2, 3 and 4), 2010.
- › Eduardo Batarida, *I Want a Little Girl*, 2004, *Sweet Pea*, 2010 and *It's a Gay Thing*, 2010.
- › Fernanda Fragateiro, *(Not) reading landscape #1* and *(Not) reading landscape #2*, 2010.
- › Gabriel Abrantes, *Olímpia I* and *Olímpia II*, 2006.
- › Gabriela Albergaria, *Untitled* (work consisting of seven drawings), 2010.
- › Gabriele Basilico, series of 40 photographs *Lisbon 2006*, 2006 (protocol with the Fine Arts Department).
- › Jane and Louise Wilson, two photographs *Oddments Room I (Camping amongst Cannibals)*, 2008, and *Oddments Room VI (My Life in Four Continents)*, 2009, a sculpture *Measure Obsolescere 2*, 2010, and a video *Hypnotic Suggestion 505*, 1993.
- › Javier Téllez, *O Rinoceronte de Dürer*, 2010.
- › Joaquim Rodrigo, five studies on paper, undated.
- › Lourdes Castro, *Letras e Duas Casas* and *Letras e Pente*, 1962.
- › Luísa Cunha, *Hello!*, 1994.
- › Miguel Branco, two photographs *Untitled* (after George Stubbs), 2010.
- › René Bertholo, *Untitled*, 1968.
- › Susan Philipsz, *Woods So Wild*, 2009.
- › Vasco Araújo, *Todos os Que Caem* and *Mulheres d'Apolo*, 2010.

### **Donations**

- › Ana Vidigal, *Domingo à Tarde*, 2000.
- › Jorge Molder, *Casa de Calouste Gulbenkian*, Paris, 2005.
- › Lourdes Castro, *Sombra Projectada de Marta Minujin*, 1963.
- › Nikias Skapinakis, *Paisagem-Bandeira Portuguesa*, 2009.
- › Vasco Araújo, *Happy Days – Didascálias*, 2010.

### **Works loaned from the cam collection (total of 132 works)**

#### **Participation in temporary exhibitions in Portugal**

- › “Malangatana”, organised by the University of Évora at the Palácio de Dom Manuel, Évora. *Última Ceia, Porque a Alma Vive Eternamente* and *Untitled*, two paintings and a drawing by Malangatana (11 February to 13 March 2010).
- › “Mily Possoz”, at the Fundação Arpad Szenes-Vieira da Silva, Lisbon, 15 drawings by Mily Possoz (25 February to 20 June 2010).
- › “Lourdes Castro e Manuel Zimbro: À Luz da Sombra”, at the Museu de Serralves, Porto. *Odalisque d'Après Ingres, Sombra Projectada de René Bertholo, Sombra Projectada de Christa Maar, Sombra Deitada de Umberto Spínola, Caixa Azul* and *Caixa Madeira*, works by Lourdes Castro (5 March to 13 June 2010).
- › “Arte Médica e Imagem do Corpo”, at the Biblioteca Nacional de Portugal. *Quadro Chamado o Mês de Marte*, painting by António Areal, *Não Há Sim Sem Não – O Eremita*, painting by António Dacosta, and *Eyes Flames herbs Chang heart hands feet*, photograph by Hamish Fulton (7 April to 31 July 2010).



✦ Work by Jane and Louise, *Oddments Room VI (My Life in Four Continents)*, 2009 – Inv. FE101.

- › “Nadir Afonso. Sem Limites”, organised by the Museu Nacional de Soares dos Reis in collaboration with the Museu Nacional de Arte Contemporânea – Museu do Chiado. *Espacilimitado*, *Perspectiva II* and *Veneza*, paintings by Nadir Afonso (Porto, MNSR: 15 April to 13 June 2010) (Lisbon, MNAC: 24 June to 3 October 2010).
- › “Canto da Maia (1890-1981), o Escultor Português do Silêncio”, organised by the Office of the President of the Regional Government of the Azores, through the Regional Directorate for Culture, at the Palácio Galveias, Lisbon. *Tragédia*, sculpture by Canto da Maia (17 April to 30 May 2010).
- › “Mares Modernos”, at the Museu Marítimo de Ílhavo. *Untitled (Barcos)*, painting by Amadeo de Souza-Cardoso, *As Banhistas*, painting by José de Almada Negreiros, *O Cais*, painting by José Júlio, and *Pescadores*, painting by Júlio Resende (18 May to 14 August 2010).

- › “Tudo o Que É Sólido Dissolve-se no Ar”, at the Museu Coleção Berardo, Lisbon. *Skop*, sculpture by Emília Nadal (8 June to 12 September 2010).
- › “Zao Wou-Ki”, at the Fundação Arpad Szenes-Vieira da Silva, Lisbon. *Untitled*, drawing by Zao Wou-Ki (17 June to 26 September 2010).
- › “Povo”, at the Museu de Electricidade da Fundação EDP, Lisbon. One drawing by Almada Negreiros, three paintings and 11 drawings by Amadeo de Souza-Cardoso, two paintings by Dominguez Alvarez, two photographs by Fernando Lemos, one drawing by Jorge Barradas, two drawings by Mário Eloy, one painting by Sá Nogueira and one drawing by Stuart Carvalhais (18 June to 14 September 2010).
- › “Antológica de Júlio Pomar”, at the Centro de Arte Contemporânea Graça Morais, Bragança. *Campinos*, *Entrada de Touros*, 1963, and *Entrada de Touros*, 1964, three paintings by Júlio Pomar (30 June to 17 October 2010).
- › “Sinais da Arte Ibérica do Século XX”, an exhibition included in the Chaves Biennial, organised by Árvore – Cooperativa de Actividades Artísticas, CRL, at the Centro Cultural de Chaves. *Antítese da Calma*, painting by António Dacosta, *Segóvia*, painting by Dominguez Alvarez, *Homenagem a Picasso* and *Homenagem a Luis Buñuel*, collages by Fernando Azevedo, *Simon Carballo*, painting by Joaquim Rodrigo, *Dom Quixote e os Carneiros*, painting by Júlio Pomar, and *Homenagem a Cármen Amaya*, painting by Marcelino Vespeira (7 July to 30 September 2010).
- › “Paula Rego Anos 70 – Contos Populares e Outras Histórias”, at the Casa das Histórias – Paula Rego, Cascais. *Contos Populares Portugueses*, six drawings by Paula Rego (9 September 2010 to 30 January 2011).
- › “Retrospectiva de Victor Willing”, at the Casa das Histórias – Paula Rego, Cascais. *Española*, painting by Victor Willing (9 September 2010 to 30 January 2011).
- › “O Tempo da República”, organised by Museu da Presidência da República under the scope of the Commemorations of the Centenary of the Republic in Portugal. *Cozinha da Casa de Manhufe*, painting by Amadeo de Souza-Cardoso, later replaced by *Untitled*, painting by Amadeo de Souza-Cardoso (30 September to 27 November 2010).
- › “João Queiroz Silva”, at Culturgest, Lisbon. Five paintings by João Queiroz (15 October 2010 to 16 January 2011).
- › “Sobre Arte, Cultura e Política: Um Arquivo”, at the Fundação de Serralves, Porto. *Revolução*, video by Ana Hatherly (20 November 2010 to 13 March 2011).
- › “David Almeida. Exposição Antológica”, organised by Galeria Valbom in association with Lisbon Municipal Council, at the Palácio Galveias, Lisbon. *Serrazes* and *Untitled*, two engravings by David Almeida (25 November 2010 to 30 January 2011).



- › “Arte & Social em Portugal: Contextos, fronteiras, limites”, at the Institute of Social Sciences of the University of Lisbon. *Revolução*, video by Ana Hatherly (25 November to 14 December 2010).
- › “Retrospectiva 50 Anos de Carreira de Ana Maria Botelho”, at the Mosteiro de Alcobaça. *Depois do Encontro*, *Ilhas de Barcos* and *Le Couple et L’Instrument*, paintings by Ana Maria Botelho (27 November 2010 to 15 January 2011).

### Participation in temporary exhibitions abroad

- › “Helena Almeida: Inside Me”, John Hansard Gallery, University of Southampton. *Pintura Habitada*, *Corte Secreto*, *Seduzir* and *Ouve-me*, three photographs and a video by Helena Almeida (7 February to 1 April 2010).
- › “Arshile Gorky: A Retrospective”, organised by the Philadelphia Museum of Art, at the Tate Modern, London, England and the Museum of Contemporary Art, Los Angeles, USA. *Act of Creation [Sdeghtzagordsutyun]*, drawing by Arshile Gorky and nine paintings by the artist held on deposit at CAM (10 February to 3 May and 6 June to 20 September 2010, respectively).
- › “Sudoeste. Relações Literárias e Artísticas entre Portugal e Espanha (1890-1936)”, organised by MEIAC – Museo Extremeño e Iberoamericano de Arte Contemporáneo, Badajoz, Spain. *Marinheiro e Rapariga*, *Marinheiro e Raparigas*, *Pierrot e Columbina*, *Espanhola* and *Senhora Deitada Lendo Um Livro*, five drawings by Almada Negreiros; *Procession en Espagne*, drawing by Amadeo de Souza-Cardoso; *Casario (Galiza)*, *Paisagem – Casario e Barcos*, *Segóvia* and *Pórtico da Catedral de Santiago de Compostela*, four paintings by Dominguez Alvarez, *El Terrible Pere* and *O Arquitecto José Pacheko*, two paintings by Mário Eloy (26 February to 30 May 2010).
- › “Random Access”, organised by the Nam June Park Art Centre, South Korea. *Ouve-me*, video by Helena Almeida (13 March to 9 May 2010).
- › “Pablo Gargallo. Dibujos”, organised by Fundación Marcelino Botin, Santander, Spain. *Mujer arrodillada Peinándose*, drawing by Pablo Gargallo (26 March to 30 May 2010).
- › “Bram et Geer van Velde”, Musée des Beaux-Arts de Lyon, France. *Composition*, painting by Geer van Velde (16 April to 2 August 2010).
- › “Paths to Abstraction – 1867 to 1917”, organised by the Art Gallery of New South Wales, Sydney, Australia. *Femme nue lisant*, painting by Robert Delaunay (25 June to 19 September 2010).
- › “Suspending Time. Jane and Louise Wilson”, exhibition at CGAC – Centro Galego de Arte Contemporânea, Santiago de Compostela, Spain. *Measure Obsolescere 2*, *Hypnotic Suggestion 505*, *Oddments Room I*, and *Oddments Room VI*, a sculpture, an installation and two photographs by Jane and Louise Wilson (22 October 2010 to 23 January 2011).
- › “Let us face the future. British Art 1945-1968”, organised by Fundació Joan Miró, Barcelona, Spain. *Love Wall*, painting by Peter Blake, *Rising Wind*, painting by Peter Lanyon, and *Mr. and Mrs. Patrick Caulfield*, painting by Howard Hodgkin (25 November 2010 to 20 February 2011).

- › “Mais Que a Vida. Vasco Araújo/Javier Téllez”, exhibition at MARCO, Vigo, Spain. *O Rinoceronte de Dürer*, by Javier Téllez, and *Hereditas* by Vasco Araújo (17 September 2010 to 3 January 2011).
- › “Dalí, Lorca y la Residencia de Estudiantes”, organised by Caixa Forum, Madrid, Spain, at the Centro Federico García Lorca. *Maquette de l'Album n° 1 des Expositions Mouvantes – Nord-Est-Sud-Ouest (étude)*, drawing by Robert Delaunay (22 September 2010 to 6 February 2011).

## Works held on deposit

- › European Commission, Brussels: 14 drawings by Ana Hatherly; 16 paintings by António Costa Pinheiro, António Dacosta, António Sena, Carlos Calvet, Jorge Martins, José Loureiro, Julião Sarmiento, Júlio Pomar, Luís Noronha da Costa, Marta Soares, Nikias Skapinakis, Pedro Casqueiro and Vítor Pomar; six photographs by Fernando Lemos; four engravings by José de Guimarães; three sculptures by Rui Sanches and Artur Rosa.
- › Museu Nacional do Azulejo, Lisbon: 24 ceramics by Portuguese artists – Bertino, Clara Menéres, Dimas Macedo, Francisco Franco, Francisco Relógio, Hein Semke, João Lopes Segurado, Jorge Barradas, Jorge Vieira, Manuel Cargaleiro, Maria Manuela Madureira, Mário Ferreira da Silva, Querubim Lapa and Vasco Pereira da Conceição; 15 ceramics by foreign artists – António Sales Pinho, Bertina Lopes, Fernand Léger, Man Ray, Mary Erkenback, Picasso, Robert Delford Brown and Sonia Delaunay; a set of 16 tiles by José de Almada Negreiros and three panels by Júlio Pomar.

## Deposits made in previous years

- › Assembleia da República: *Help*, painting by Bruno Pacheco.
- › Centro de Artes e Ofícios Roque Gameiro, Minde: collection of drawings by Alfredo Roque Gameiro.
- › Conselho Superior de Magistratura, Lisbon: *Espaço Ilusório*, Eduardo Nery, “Wedge” Series / 3, Brian Young, *Paisagem do Meu Jardim*, Manuel Cargaleiro, *Integração Racial*, José de Almada Negreiros, *Kennings*, Brian Young, *Brown, Blue and Violet No. 2*, Michael Kidner, and *Untitled*, António Mira.
- › Faculty of Economics of the New University of Lisbon, at the Parque Ventura Terra: 11 sculptures by Amaral da Cunha, Carlos Nogueira, Hein Semke, J. Martins Correia, João Charters d’Almeida, João Cutileiro, João Fragoso, John van Alstine, Maria Irene Vilar, Miguel Palma and Ruy Gameiro.
- › Fundação Arpad Szenes-Vieira da Silva: 10 paintings by Maria Helena Vieira da Silva and five paintings by Arpad Szenes.
- › Fundação de Serralves: *Table de Jeux*, painting by Júlio Pomar and two *Untitled* paintings by António Areal.

- › Museu das Tapeçarias de Portalegre: *Reflexos*, a tapestry by Manuel Casimiro.
- › Presidência da República: *Untitled*, painting by Francis Smith and *Paisagem*, painting by João Hogan.

## Educational activities

2010 was a year of sharp growth in the audiences taking advantage of the Modern Art Centre's educational service. Such growth was due to a refinement of the educational proposals on offer in keeping with the greater dynamism and rotational nature of CAM's exhibition programme, as well as to the creation of proposals capable of exploring themes that are common to various exhibitions in order to extend the duration and coverage of the activities organised under the scope of the same programme.

It was also a year during which the Gulbenkian Programme of Education for Culture – *Descobrir* was extended further, namely in its collaboration with a diverse range of projects undertaken in the form of partnerships that reached far beyond the artistic heritage of CAM itself, as, for example, the initiative “Palavras daqui, dali e dacolá”, an ambitious and wider-reaching proposal undertaken in partnership with the “Next Future” programme. Even so, the guidelines which have always characterised the Modern Art Centre's educational service were maintained, namely the development and consolidation of a wide-ranging programme of initiatives for a variety of audiences in the context of the dissemination and interpretation of modern and contemporary art based on the CAM collection and its temporary exhibitions programme.

Annual total of projects: 159

Annual total of events: 1780

Annual total of participants: 32 880

Occupation rate: 70 per cent

## Guided tours

Projects	Events	Participants
99	1 575	29 800

The Educational Service continued with its extensive programme of guided tours, which has always been a key feature in its programming, this year concentrating in particular on the creation of much broader themes that ran through the various exhibitions. The aim was not only to stimulate the development of tours and visits that established links between the different exhibition spaces, but also to make it possible for the different proposals that were presented to last for longer periods (which is an extremely important factor for school groups and for the special rhythms of the school year). In this way, it was possible to maintain the same basic categories as in the past, while many of the thematic proposals were renewed: visits open to the general public for which young people and adults can enrol on an individual basis, visits for school groups (all levels of education from two years old, including groups with special needs) and other organised groups.

School groups still continue to represent the vast majority of the users of the programme (amounting to roughly 28,236 visitors in a total of 1,498 visits made to CAM).

For individual members of the public, the programme of lunchtime visits – “A Work of Art at Lunchtime” – was maintained, as was the programme of weekend visits – “Sundays with Art” – which witnessed a sharp increase in the number of visitors. Mention should also be made of the creation of a further two new complementary programmes – “Evening Encounters” (visits with artists and curators) and the “C<sup>2</sup>” programme (a series of visits and lectures that bring together the different views of scientists and artists). Both these initiatives showed a high potential for attracting audiences, which helped to increase the number of adult visitors.

## Workshops

Projects	Events	Participants
47	192	2 803

In 2010, there was a reduction in the number of workshops on offer in response to the extended reach of the *Descobrir* programme, which now offers a broad and diversified set of workshops in the various sectors of which it is comprised. This situation called for a greater reflection and a readjustment of the proposals that were presented by CAM. Even so, different workshop formats continued to be operated, in order to respond to the needs of the different types of audiences and users, and there was a slight increase in two concrete audiences, whose activities the Educational Service intends to consolidate even further – groups and families with special needs, and young people and adolescents. The same types of workshops were maintained (creative workshops with a single session at weekends, designed in accordance with both the temporary exhibitions and the exhibitions of the permanent collection, holiday workshops in blocks of several consecutive sessions, storytelling workshops, workshops designed for groups with special needs, single-session workshops for schools), except for the workshops for adults, which were transformed into longer-lasting practical courses, as a result of the survey that had been carried out with this audience in the previous year.

Attention is drawn to the continued growth in the number of workshops made available for groups with special needs, a situation that called for a greater variety in the range of time slots on offer and which highlights the need to continue the investment that has been made in this sector.

Also to be noted is the new edition that was introduced of the “Intervene” project, this time dedicated to the theme of space and identity under the general title of Collective Addresses. This project continued the partnership that had been developed between the *Descobrir* programme, CAM’s Educational Service and CESIS – the Centre of Studies for Social Intervention. Once again, it amounted to an ongoing project of social and artistic intervention with a group of roughly 16 young people, aged between 11 and 15, from the Bairro do Zambujal (a social housing estate on the outskirts of Lisbon) who are integrated into a programme designed to combat the tendency for young people to drop out of school.

The project was developed over a four-month period and involved the holding of weekly workshops (both on the housing estate and at CAM) followed by creative residencies at CAM during the school holidays (11 workshop sessions – amounting to roughly 22 hours; two residencies – roughly 24 hours). The implementation of this project and the direct contact with the works from the CAM

collection resulted in the production of 15 large-sized posters (stencil on photograph) made by each of the young people and a photographic panel that was made by all of the participants together. The projects for posters are currently being studied with a view to their potential future application on the gable ends of buildings in the neighbourhood covered by the scope of the project for urban intervention currently being carried out there by Amadora Municipal Council and IRHU (the Portuguese Institute of Housing and Urban Renewal).

## Courses

Projects	Events	Participants
12	12	218

The courses organised were divided into three main categories: theoretical courses, educational courses (in the area of museum education) and practical courses (artistic practices for non-artists), one of the most sought after areas and therefore the area in which the greatest increase was to be noted in the number of projects, also incorporating some of the previous workshops for adults.

## Other activities

	Projects	Events	Participants
Seminars	1	1	59

- › Presentation to the local and business community of the “Collective Addresses” project.
- › The “Intervene” project was selected to represent Portugal as an example of good practices in the relationship between education and culture at the international meeting “Partnerships for Education and Culture”, which was held at the Foundation on 17 and 18 May 2010.





Márcia Lessa

✦ Vasco Vilalva Award 2010: restored ceiling of the Igreja do Sacramento.

## Fine Arts Department

In 2010, the Fine Arts Department continued its distribution activities to support creativity, dissemination and research in the areas of the visual arts, architecture, theatre, film, dance, history of art, archaeology and heritage. This was achieved through the award of grants and scholarships to artists, researchers and artistic institutions.

The Department's distribution activities are designed to bring a new dynamic to Portuguese arts and sciences and to promote Portuguese art and artists in the international circuits, particularly involving partnerships with significant Portuguese and foreign institutions.

As part of its direct activities, the Department republished the work by João Manuel dos Santos Simões *Azulejaria em Portugal no Século XVIII*. This revised and updated edition had been long awaited and now contains more than 700 pages and separate indexes relating to iconography, place names and chronological events.

Under the scope of the Department's collaboration with the Modern Art Centre, the collection of 40 photographic works that comprise the "Lisbon 2006" project of the Italian artist Gabriele Basilico was acquired. These photographs have been incorporated into the Foundation's art collection.

The 4th Vasco Vilalva Award was given to the Irmandade do Santíssimo Sacramento in recognition of the restoration and improvement work that it had carried out at the Igreja do Sacramento, in Lisbon.

**Visual arts** **[€ 151 750]**

**Tripartite Agreement** **[€ 37 250]**

In 2010, the Tripartite Agreement programme was funded by the joint contributions of the Portuguese Ministry of Culture and the Calouste Gulbenkian Foundation in support of quality projects designed to promote Portuguese art abroad and develop international artistic exchanges.

Twenty projects benefited from this programme, with attention being drawn to the participation of the artists Filipa César, Carla Filipe and Catarina Simões in the European Biennial of Contemporary Art Manifesta 8 (Murcia and Cartagena, Spain) and of Ângela Ferreira and Cláudia Cristóvão at the Bucharest International Biennial for Contemporary Art (Romania). Mention should also be made, in a broader and more diversified context of exhibitions by Portuguese artists at important international institutions, of the solo exhibitions held by João Louro at the MACRO Museum of Contemporary Art in

Amounts in euros	
Personnel costs	424 314
Operating costs	44 312
Grants and scholarships	1 273 133
Awards	55 354
Departmental activities	78 703
<i>Investment</i>	<i>29 037</i>
<b>Total</b>	<b>1 875 816</b>
Receipts	159 874



✚ Tripartite Agreement – exhibition “Theatre of Hunters” by Pedro Barateiro at Kunsthalle Basel (Switzerland).

Rome, by Pedro Barateiro at Kunsthalle Basel (Switzerland) and by Vasco Araújo at the Musée d’Art de Joliette (Canada). Finally, we should also like to highlight the presence of Portuguese artists at group exhibitions held at important international institutions, such as the Sculpture Center (João Maria Gusmão and Pedro Paiva) and the Parrish Art Museum (Julião Sarmiento), both in New York, and the Wiels – Contemporary Art Centre (Leonor Antunes) in Brussels.

### **Artistic Creativity Projects [€ 35 400]**

This programme encouraged the undertaking of annual research projects in the area of contemporary visual arts that contributed to the development of the work of Portuguese artists.

In 2010, seven projects that distinguished themselves from the others through their singularity and quality were selected and funded. These projects were from different disciplinary areas and were presented by the artists Carla Rebelo, Catarina Botelho, Emanuel Brás, Henrique Manuel Lopes, Inês Botelho, Mattia Denisse and Rita Cortez Pinto.

### **Artistic Development and Dissemination Programme**

**[€ 79 100]**

The Artistic Development and Dissemination Programme supported projects designed to consolidate the specialised structures existing for artistic dissemination and education in the area of contemporary art and the promotion of Portuguese artists and their works, namely through the support that was given for the holding of solo and group exhibitions. The programme also provided support for independent publishing projects of an experimental nature and in the area of essay writing. In 2010, support was given to 19 projects, some being developed at specialised artistic training institutions, such as Maumaus (Lisbon), and others at infrastructures involved in the production and promotion of art, such as Binaural – Associação Cultural de Nodar (in the village of Nodar) and Carpe Diem Arte e Pesquisa (Lisbon). As far as subsidies for the promotion of artists and their works is concerned, we should like to highlight the support given to Associação Cultural Casa da Esquina (for the project “All My Independent Women 2010”), Associação Título Apelativo (for the project “Kunsthalle Lissabon”), as well as to the curators Margarida Silva Mendes (for the project “Barber Shop”),





Mathia Sébastian Denisse

✚ Artistic Creativity Projects.

Ana Luísa Santos (for the project “Life: A User’s Manual” at Round the Corner), Leonor Veiga (for the project “Tough Love” at Plataforma Revólver) and Patrícia Craveiro Lopes (for the project “Salão” by the artists Henriques Neves and Clément Darrasse, at the building of the Serviço de Estrangeiros e Fronteiras). Finally, among the subsidies awarded to publishing projects were those given to the publications dedicated to the designer and architect António Garcia, the architect Manuel Vicente and the GICAP-CORES group from Coimbra.

## Theatre

[€ 154 366]

The Theatre Sector continued its support to stage directors at the beginning of their professional careers, theatre research and the consolidation of theatre structures. These lines of action were programmed in such a way as to guarantee optimisation of the sector’s distribution activity.

## New Stage Directors

[€ 56 500]

This programme was designed to support the development and consolidation of emerging Portuguese creative projects. This year, grants were awarded to 15 projects that, in continuation of the support given in previous years, reflected not only the experimentalism that generally marks the beginning of a stage director’s career, but also the recourse to other artistic references that are to be found in the present-day world of theatre. The highlights were the following projects: *Olá e Adeusinho* (Athol Fugard), by Beatriz Batarda; *Rosmersholm* (Henrik Ibsen), by Gonçalo Waddington; *Ivanov* (Anton Chekhov), by Tónan Quito; *Morro como País*, by John Romão; *Parole, Parole, Parole...*, by Dinis Machado and *O Canto do Imperador*, by Martim Pedroso.

## Theatre Research

[€ 34 500]

The support awarded under the scope of this programme gave rise to a diversified range of projects, further strengthening its comprehensive nature. Six applications received funding: *Long Distance Hotel*, performed by Mundo Perfeito; *A Coleção Privada de Acácio Nobre*, performed by Prado – Associação Cultural; *Encontros de Novas Dramaturgias Contemporâneas – Corps de Texte Europe*, project presented by Penetrarte Associação Cultural; the Private Library and Personal Papers of Mário Barradas acquired for the Centre for Theatre Studies of the Faculty of Letters of the University of Lisbon; the training activity “Audiodescrição” (Audio Description – a technique that makes it possible for the visually impaired community to enjoy performances), given by Companhia de Actores – Grupo de Teatro; the promotional website of Casa Branca – Associação Cultural.



Bernardo Sassetti

✚ New Stage Directors Support Programme. *Olá e Adeusinho*, by Beatriz Batarda.

## Consolidating Theatre Infrastructures

[€ 63 366]

This programme aims to meet requests seeking a qualitative alteration in the artistic development of theatre infrastructures. It continued to represent the single largest line of funding and aims to meet the needs of a broad range of requests, fundamentally of a technical and logistical nature, which are afforded little or no recognition by other support institutions. Five theatre infrastructures were subsidised: Projecto Teatral (Lisbon), Teatro Meridional (Lisbon), Teatro Bruto (Porto), Panmixia (Porto) and A Bruxa Teatro (Évora).

## Film

[€ 98 300]

The Department continued to provide support for experimental and innovative film projects, particularly in the documentary area, with special emphasis being given to proposals about artistic themes.

Attention is drawn in particular to the grant of € 35,000, awarded to Luciana Fina in order to make a documentary film about the thought and work of the architect Manuel Tainha, entitled *Manuel Tainha, Reflexões de Um Prático*. Now that the private library and personal papers of the architect have been gathered fully together, Luciana Fina seeks, in a dialogue with it, to give substance to his thought, which is reflected in the work carried out over several decades and the line of inquiry that has led to crossovers with the arts of music, poetry and film. The work of the architect Manuel Tainha is of major importance, being highly appreciated both in Portugal and abroad, not forgetting the various national and international prizes that have been awarded to some of his works, the highlight being the Valmor Prize which was awarded in 1991 to his design of the Faculty of Psychology and Educational Sciences of the University of Lisbon. The making of this documentary forms part of the support that the Department has been giving to projects for the production of films looking into the relationship between cinema and the other arts, namely architecture. This was the case with the subsidy that had previously been awarded for the





documentary about the work of the architect Raul Lino, entitled *Caí*, made by João Mário Grilo. In both cases, the architects' private libraries and personal papers that formed the basis for the making of the documentaries were donated to the Foundation and are now incorporated into the Art Library's collections. This support that is given to documentaries has therefore become an important way of promoting these libraries and papers and disseminating them amongst the potentially interested public.

✦ Documentary by Luciana Fina on the thought and work of the architect Manuel Tainha.

A subsidy of € 15,000 was awarded to Artistas Unidos for the making of the documentary *Ana Vieira – Filmar o Invisível*, a project which was coordinated by Jorge Silva Melo and represented an opportunity to capture the work of a unique artist, whose artistic output is not easily exhibited and whose creative process is defined and revealed through the way in which she assembles her installations. This film will complement the exhibition "Muros de Abrigo" at the Museu Carlos Machado, in Ponta Delgada, and, in 2011, at the Foundation's Modern Art Centre.

The film production company Filmes do Tejo II received a subsidy of € 15,000 to help pay for the costs of producing a film by João Salavisa, entitled *Pina's Last Dance*. The film is inspired upon the work of the German choreographer Pina Bausch, evoking the last performance of *Café Müller*, which was included in the Wuppertal Dance – Theatre Festival, co-produced by the Teatro São Luiz and the Centro Cultural de Belém in May 2008, which also marked the last stage performance of the artist as a dancer.

The director Catarina Alves Costa was awarded a subsidy of € 7,500 towards the costs of making a video installation, entitled *SAAL*, which seeks to give an artistic and cinematic treatment to the sound and film archives that recorded the participation of Portuguese architects in the SAAL movement (Serviço de Apoio Ambulatório Local – Local Mobile Support Service). This project formed part of the 2nd edition of the Lisbon Architecture Triennale, dedicated to the theme of "Let's Talk About Houses", insofar as the house represents the most intimate link between architecture and people. In addition to the project being considered "unique and essential"

for the Architecture Triennale, it is also of great interest for the history of the SAAL movement, preserving an enormous heritage of written documents, graphic material, photographs, sound recordings and films.

C.R.I.M. Produções was awarded a subsidy of € 5,800 to complete the project *O Sonho das Cerejas*, a creative documentary made by Patrícia Saramago, about the work of the Grupo de Teatro Casa Conveniente and Mónica Calle in the staging of Anton Chekhov's play, *The Cherry Orchard*.

Other support was given to Midas Filmes for the production of the documentary about the work of the painter Pedro Calapez, made by Luís Miguel Correia, to Susana Nascimento Duarte for the completion and promotion of the documentary film about the studio of the painter Gonçalo Pena, to Ana Rito for the making of a video work planned for the exhibition space of Carpe Diem – Arte e Pesquisa, included in the Temps d'Images festival, and to the film director Solveig Nordlund for the publication in DVD format of the film *Territórios de Passagem*, which records the activity of José Pedro Croft, an artist with an already consolidated body of work that is permanently switching between sculpture, installation and engraving. This DVD also includes small “filmed testimonies” of specific installations, which are important for knowing more about the artist's work, particularly in the case of specialists and Fine Arts students.

## **Dance Support Programme**

**[€ 91 487]**

This programme sponsors the creation and practice of dance in the Portuguese artistic panorama, promoting the improvement of structures and the qualification of professionals working in the sector under the form of occasional support given to a set of projects in the areas of technical development, training, internationalisation, research and publishing.

Grants were awarded to 17 projects, amongst which we highlight: the cycle “Restos, Rastos e Traços: Práticas de Documentação na Criação Contemporânea”, by RE.AL – Atelier Real; *Lugar Presente*, by Companhia Paulo Ribeiro; *Black-Box – Um Espaço Cultural*, by Companhia de Dança Contemporânea de Évora; A.D.A.P.T. – Advancing Digital Art Performance Techniques, by EIRA; the participation of Vera Mantero at the Seoul International Dance Festival, produced by Rumo do Fumo; the presentation of *De Mim Não Posso Fugir, Paciência!*, by Tânia Carvalho, at the Théâtre de La Bastille, in Paris, produced by Bomba Suicida; the purchase of technical equipment, Núcleo de Experimentação Coreográfica (NEC) and Máquina Agradável Associação Cultural; the artistic residency of João Samões at Tanzfabrik, in Berlin; and the participation of João Martins and Inês Jacques in the danceWEb Scholarship Programme 2010, in Vienna, Austria.

## **Art, Archaeology and Heritage Studies**

**[€ 75 883]**

### **Archaeology**

**[€ 59 570]**

Support was given for fieldwork and research undertaken by archaeologists, researchers and specialist national institutions, under the scope of the Foundation's new multi-year competitive application process for this scientific area. The following applicants received support from the Foundation: Dryas Arqueologia Lda, “Excavation of a Slaves' Burial Ground at 'Boqueirão' in Lagos”, a project presented by Miguel Almeida, who proposes a very well structured multidisciplinary approach, focusing on a rare and highly important context from both a historical and heritage point of view, which will help to shed light on our understanding of the sociocultural dynamics in the societies of those periods when slavery was a key element in the structuring of the Portuguese territory; Centre for Archaeological Studies of the Universities of Coimbra and Porto,



✦ Dance Support Programme – *Talvez Ela Pudesse Dançar Primeiro e Pensar Depois*, by Vera Mantero.

“Participation of the University of Coimbra in the Network of the Centre of European Studies for Upper Mesopotamia, Tell Beydar”, Syria, a project developed by Maria da Conceição Lopes, which corresponds to what should be a strategic priority for Portuguese archaeology: an intervention carried out outside the country, contributing to the formation of knowledge in other contexts (in this case, Hellenistic contexts in Syria) in the form of a well-grounded, well-structured and realistic project; ERA Arqueologia SA, “Interpretive Approach to the Cosmological Expressions of the Neolithic and Chalcolithic Pits in the Enclosures of Southern Portugal, through Geophysical Prospecting”, a project that was submitted by António Valera and has the dual interest of focusing on a theme that is still rather obscure in the understanding of the behavioural universe of the first agricultural and pastoral societies, while using an already familiar technical methodology

(geophysics) in an innovative and non-intrusive fashion, which can later also be applied to other chronological contexts; Rui Jorge Narciso Boaventura, “Dolmens and Megaliths in the Lisbon Region”, a proposal that represents a well grounded continuation of his own PhD thesis, examining an important area of problematics and studying a heritage that is in danger of disappearing under the pressure of an urban development that threatens the survival of the megalithic monuments of the Lisbon peninsula. As in previous years, applications were assessed by a jury composed of Luiz Oosterbeek, from the Polytechnic Institute of Tomar, and Fernando Real, from IGESPAR (Institute for the Management of the Architectural and Archaeological Heritage).

As far as the support for publications in archaeology, history of art and heritage is concerned, from the group of 33 applications presented, four were granted approval, namely: Ana Gabriela Vilela Pereira Macedo, *Paula Rego e o Poder da Visão. Reescritas, Intertextualidades, Entrelaçamentos*, Edições Cotovia; Ana Margarida Arruda, *Actas do VI Congresso de Estudos Fenícios e Púnicos* (two volumes), Centre for Archaeology of the Faculty of Letters of the University of Lisbon; Associação Portuguesa para o Estudo do Quaternário / APEQ, *Variações Paleambientais e Evolução Antrópica no Quaternário do Ocidente Peninsular*, APEQ and CITCEM/University of Minho and Textiverso Unipessoal Lda., *Circulação dos Artistas e das Formas na Europa Gótica: o Portal de Santa Maria da Vitória e a Arte Europeia do Seu Tempo*, by Jean-Marie Guillouët. Under the scope of this competitive application process, the different projects submitted were assessed by a Jury composed of João Cardoso, a lecturer at the Universidade Aberta, and Paulo Pereira, a lecturer at the Faculty of Architecture of the Technical University of Lisbon.

### Support for Young Researchers in Art Studies

[€ 16 105]

This annual programme seeks to encourage vocational training and professional development, with the applications being assessed by a jury of specialists of recognised merit. For this third edition of the competition, the jury once again consisted of Raquel Henriques da Silva from the New University of Lisbon and Paulo Pereira, from the Faculty of Architecture of the Technical University of Lisbon, and the scholarships were awarded to the two candidates mentioned below, chosen from amongst 34 applicants.

- › Miguel Alves Ferreira dos Santos, *Works of Art: Constitution, Persistence, Definition* – the Jury underlined the exceptional profile of the applicant, who presented a very well formulated proposal and demonstrated genuine research potential within the framework of aesthetic research.
- › Susana Matos Abreu, *The Treatise of Francesco di Giorgio in Portugal: Magisterial Architecture from the 16th*

*Century* – the Jury drew attention to the fact that this was an appropriate and well developed proposal, which investigated a fundamental theme within the field of the history of architecture in the 15th and 16th centuries.

### **Vasco Vilalva Award for Heritage Recovery and Enhancement**

**[€ 55 353]**

On 25 November 2010, the jury of the Vasco Vilalva Award for Heritage Recovery and Enhancement met to decide on the attribution of the award. The six projects presented for the award were examined by a jury composed of the following members: Dalila Rodrigues, a specialist in Portuguese painting from the Renaissance period; António Ressano Garcia Lamas, Full Professor at the Higher Technical Institute of the Technical University of Lisbon; José Pedro Martins Barata, Jubilee Professor at the Higher Technical Institute of the Technical University of Lisbon; José Sarmiento de Matos, a specialist in the history of Lisbon; and the Director of the Foundation's Fine Arts Department, Manuel da Costa Cabral, who chaired the jury.

After careful examination of the respective proposals, the Jury unanimously decided to propose the attribution of the Vasco Vilalva 2010 Award, for the amount of € 50,000, to the project of the “Royal and Venerable Brotherhood of the Holy Sacrament of the Church with the Same Sovereign Invocation of the City of Lisbon”. The prize was awarded for the restoration of the ceilings of the church's nave and presbytery, the windows in the side walls of the nave and the nine oil paintings in the presbytery and baptistery, recognising the quality of the work undertaken by the company Junqueira 220, on a building of great artistic importance, further enhanced by its inclusion in Lisbon's central Baixa district. It was the intention of the members of the Jury that this prize should act as an incentive for the completion of the church's restoration, particularly in regard to the treatment of its exterior.

The work undertaken in 2009 and 2010 was directed at a vast group of oil paintings on canvas and stucco paintings – a more rarely used technique – all of which were of high quality and whose sketches have been attributed to Pedro Alexandrino and his workshop, namely to José António Narciso. The joint work planned by the group consisting of the parish, led by the canon Armando Duarte, together with various patrons interested in the restoration of the church belonging to this central parish in the very heart of Lisbon, made it possible to launch a project that enhances the value of one of the most beautiful churches to be built in Lisbon's Baixa district after the earthquake and contributes to the restoration of yet another fundamental component of the religious heritage, not only in the capital city, but also nationwide.

### **Scholarships**

**[€ 651 654]**

Frederico Godinho



✦ Scholarship holder in Theatre/Stage Machinery at the Barcelona College of Performing Arts.

In 2010, the Fine Arts Department continued with its plan of awarding scholarships for specialisation and professional development in the various areas for which it is responsible. In order to achieve this, it pursued activities that were designed to stimulate and promote proposals for training and refresher courses, research and theoretical reflection by Portuguese artists and scholars seeking to obtain abroad the necessary improvements and qualifications for the development of their artistic and professional careers, either by attending highly prestigious courses or taking part in training schemes of proven technical and professional quality. These scholarships are awarded through a competitive application process, which each year establishes the areas that are contemplated by the scheme, taking into account the evolution of

the Portuguese art world and the existence of supports that are guaranteed by other institutions, in this way giving special privilege to those fields of study that are considered to be most in need of improvement. In parallel to this, and similarly based on a competitive application process, the Department has also awarded artistic residency grants over the past few years to enable artists or curators to attend training courses and develop personal creative projects at institutions with which the Foundation has previously established protocols or cooperation agreements. Unlike the scholarships awarded under the general programme, in which candidates present to the Foundation their work projects and the institutions where they wish to undertake them, in these scholarships awarded for artistic residencies it is the Foundation that suggests the setting in which these projects may be developed, according to the characteristics of the host institutions.

All the scholarships for the USA, including both the new ones and those which were continued from previous years, were granted under the scope of the agreement established in 1987 with the Luso-American Development Foundation, which helped in the analysis of applications and the selection of candidates, further contributing to the payment of half of the costs involved with these awards, providing subsidies to a total of € 153,996. At the same time, it should be stressed that the costs incurred with this activity undertaken by the Fine Arts Department include not only the value of the scholarships awarded, but also the costs arising from administering the respective application processes.

In 2010, the Fine Arts Department awarded the following scholarships:

### Specialisation and career development scholarships

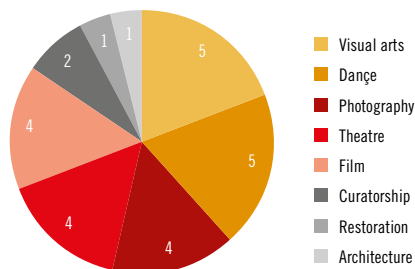
[€ 306 345]

The competitive application process relating to the 2010-2011 academic year covered the following areas: the visual arts, photography, curatorship, theatre, film and dance.

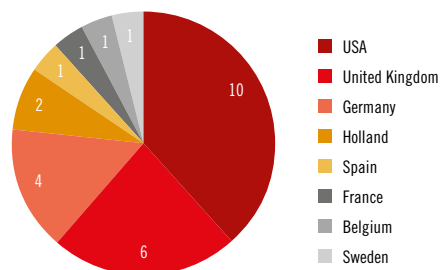
One hundred and eighty-three applications were submitted. Those applications that did not fulfil the regulatory requirements were eliminated, and the remaining 162 applications were assessed by the Jury set up specifically for this purpose, comprising specialists from amongst the Foundation's staff and others from outside. After the members of the jury had expressed their opinions, scholarships were awarded, covering all the areas open to competition. The projects that were selected for this award were those that best corresponded to the aims of the competition, namely to support projects proposing specialisation, research and professional development for those candidates with a coherent and solid academic and professional career who were seeking to obtain greater qualifications and improved skills in their areas of interest.

The following tables show the distribution of the 26 scholarships awarded in 2010, by specialist area and by country:

#### Specialist areas



#### Countries





## **Extension of specialisation and career development scholarships**

**[€ 108 123]**

In 2010, in accordance with the regulations in place and based on the excellent results obtained by the scholarship holders, as confirmed by the reports written about their activities and the opinions submitted by their respective supervisors, 13 specialisation scholarships for professional development were extended, in order to enable their holders to continue or complete the studies that they had begun with our support.

## **Special grants for artistic residencies**

**[€ 76 106]**

### **Ernesto de Sousa Grant – 18th year**

This scholarship is a joint initiative between the Experimental Intermedia Foundation of New York, the Luso-American Development Foundation and the Calouste Gulbenkian Foundation. It was set up in order to pay homage to the artist Ernesto de Sousa, a pioneer in the field of experimental multimedia art, and is designed to reward an entirely new project in the field of experimental intermedia art, offering a one-month residency at the aforementioned New York institution and the public presentation of the work produced by the artist. The winner of the 18th scholarship was Laetitia Morais, who presented the project *Missing for 10 Years*. An honourable mention was also attributed to the artist Pedro Sousa for his project *O Teu Cheiro Redondo*. The members of the jury making the award, who were chosen by Isabel Soares Alves, the widow of Ernesto de Sousa, highlighted the success and quality of the work produced by the previous year's winner, Carlos Manuel da Silva António (known by the artistic name of shadoWMan).

### **João Hogan Grant – 12th year**

The Foundation annually awards a 12-month grant for an artistic residency at the Künstlerhaus Bethanien in Berlin. This grant, created in 1999, is based on the João Hogan estate and was set up in his honour. It has enjoyed remarkable success and is today one of the awards most keenly disputed between young Portuguese artists seeking to develop and promote their work in such an extremely stimulating cultural environment as Berlin. The artist receiving the 2010 grant, under the terms of the protocol established with the aforementioned Berlin institution, was Isabel Simões, who was chosen because of the conceptual solidity and formal rigour of her work.

In July 2010, a solo exhibition was held at the Künstlerhaus Bethanien of the work produced by the previous award-winner, André Romão. This exhibition was accompanied by a catalogue, financed by the Foundation, in partnership with the Instituto Camões.

### **Artistic residency grants in New York – 6th yYear**

In partnership with the Luso-American Development Foundation, the agreement was continued with two American institutions of great international prestige in the field of the visual arts – ICSP (International Studio and Curatorial Program) and Location One, both in New York. The aim of these artistic residency grants is to enable the selected artists to develop the specific projects that they presented in their application and to exhibit them publicly, helping them to promote their work on the international art circuits. In 2010, Ana Santos was awarded the six-month grant for ICSP and Joana Villaverde the five-month grant for Location One.

### **Artistic residency grant at CAPACETE – Rio de Janeiro and São Paulo – 2nd year**

Raquel Guerra was the curator selected for the Jury of the 2nd edition of the competitive application process for the award of the grant for an artistic residency at CAPACETE – a centre for research and the production of artistic projects. The Jury that analysed the applications unanimously decided to award it to this applicant, recognising the qualities of her curriculum in the area of curatorship and the suitable quality of her proposal, presented in keeping with the programme established for this purpose by the host institution.

### **Artistic residency grants in London – GASWORKS International Residency Programme – 1st year**

In the plan of activities established for the Fine Arts Department for 2010, a new grant was set up for a six-month artistic residency in London, which was to be awarded to a visual artist who presented a creative and innovative project to be undertaken under the scope of the GASWORKS International Residency Programme. This grant was included in the competitive application process for artistic residencies in 2010-2011 and received 29 applications. The Jury, consisting of representatives from the host institution and the Foundation (Fine Arts Department, Modern Art Centre and the Foundation's UK Branch) analysed all the applications and chose the project presented by the visual artist André Guedes, recognising the conceptual solidity and creative capacity of her work, as well as the perfect suitability of her proposal for this residency in London.

## **Direct activities**

### **Re-edition of the volume dedicated to the 18th-century *Corpus of Portuguese Azulejos***

**[€ 53 183]**



The Department's intervention in the field of art history concentrated on the re-edition of the volume dedicated to the 18th-century *Corpus of Portuguese Azulejos* (glazed decorative tiles), a work that was co-ordinated by Maria Alexandra Trindade Gago da Câmara, who led a research team composed of Susana Carrusca, Patrícia Cristina Roque de Almeida, Maria Teresa Verão and António Celso Mangucci. This work, which involved the revision and updating of the original text, published posthumously and without the supervision of Santos Simões, resulted in the introduction of a vast range of scientific and bibliographical novelties. The text of the late lamented researcher has been preserved in its entirety, but a publication has now been added to it that has almost doubled the original number of pages and will henceforth form a new reference work, now duly updated, for the study of 18th-century decorative tiles.

✚ Direct Activities – cover of the book *Azulejaria em Portugal no Século XVIII*, by João dos Santos Simões.

### **Acquisition of a collection of photographs by Gabriele Basilico**

**[€ 24 200]**

Under the scope of its cooperation with the Modern Art Centre, the Fine Arts Department acquired the collection of 40 photographs by the Italian artist Gabriele Basilico that formed the "Lisbon 2006" project included in the exhibition "Gulbenkian Headquarters and Museum, The Architecture of the 60s", presented at the Foundation's Headquarters in 2006.



# Education







## Education and Scholarships Department



	Amounts in euros
Personnel costs	975 088
Operating costs	118 716
Grants and scholarships	3 000 682
Departmental activities	1 183 080
<b>Total</b>	<b>5 277 566</b>
Receipts	893 524

### Programme objectives and criteria for activities

In 2010, the Education and Scholarships Department continued awarding subsidies and scholarships to support educational programmes, projects and activities, as well as undertaking a number of direct activities of its own, most significantly the Publishing Plan, which is highlighted because of its scale and relevance.

The mission of the Education and Scholarships Department is to foster educational development and stimulate discussion of the development of education within both the school framework and outside the school system. Special mention must be made of the projects and activities focusing on the acquisition of new skills and new knowledge that make the education/training process more effective; the development of basic sciences; and all activities that can contribute towards the rounded development of the child, young person and adult in emotional, cognitive and socio-cultural terms.

### Subsidies

When awarding subsidies, the Department focused on the following areas:

- › structuring and developing pre-school, primary and secondary education;
- › funding educational activities aimed at children and young people with special educational needs;



❖ Pre-school Education and non-Higher Education  
– São Bartolomeu Social Centre, Portalegre.

- › improving skills and capacities in higher education;
- › promoting extracurricular cultural and scientific activities; and
- › developing projects that are important for promoting education and culture.

The support for projects in all these programmes adopted criteria of quality, relevance, rigour and effectiveness in terms of selecting the proposals submitted to the Department, essentially on a competitive basis, and the projects and activities organised by third parties but given proactive support by the Department.

The Programme to Support Pre-school and Primary and Secondary Education has the following fundamental aims:

- › to prioritise the educational activities undertaken in crèches and kindergartens in order to ensure the effective emotional well-being of children from birth, and to guarantee the right conditions for their balanced development;
- › to contribute towards improving the quality of school equipment;
- › to encourage an interest in books and reading;
- › to encourage different models for intervention in the area of education;
- › to stimulate the modernisation of schools and equip them with the latest information technology;
- › to promote the experiential teaching of sciences; and
- › to contribute towards an improvement in the quality of teaching.

The Special Education Support Programme is designed to promote educational activities geared towards children and young people with special educational needs. It aims at early intervention and seeks to ensure the rehabilitation and the educational and social integration of these children and young people, mainly through the following initiatives:

- › training schemes for teachers and other professionals linked to education;
- › acquisition of equipment to improve the quality of the services and learning provided to the target public; and
- › innovative interventions designed to promote educational integration and social inclusion.

A competitive application process was organised to guarantee the provision of support to these activities.

The Higher Education Support Programme essentially aims to help improve the quality of this subsection of this educational sub-system. To this end, the programme operates in such different fields as purchasing educational and laboratory equipment, buying technical books, cataloguing and modernising libraries and archives, sponsoring publications, supporting master's degrees and doctorates, carrying out studies in specific areas and organising academic/ pedagogical meetings.

Under the scope of this programme, applications were invited for support to be awarded, on a competitive basis, to the following initiatives proposed by higher education institutions:

- › innovative projects designed to modernise the way in which the institutions were run and to improve both teaching and learning at this level of education; and
- › projects promoting the participation of teachers, researchers and other specialists from foreign research centres and higher education institutions, in postgraduate training schemes and at conferences, congresses or other meetings of an academic nature held in Portugal.

The Programme of Extracurricular Cultural and Scientific Activities focuses especially on students in higher education, mainly by supporting activities and initiatives organised and run by the students themselves, or specifically aimed at them, in the arts and sciences. Applications were also invited on a competitive basis requesting support for these activities.



- ❖ Competitive Application Process for the Recovery, Treatment and Organisation of Documentary Collections. Municipality of Coimbra. "O Livro Científico dos sécs. XVI e XVII no legado de António Luís de Sousa Henriques Seco".

The Programme to Support Other Cultural Projects aims to support the cultural side of the educational process. Support was given to public and private institutions that organised activities of recognised interest for the conservation and renovation of Portuguese cultural values, namely through the recovery, treatment and organisation of documentary collections that were of relevant historical, cultural and scientific interest. Most of the support awarded under the scope of this programme was provided through a process of competitive application.

The Programme for the Development of Special Projects is designed to support educational and cultural projects of an eminently innovative nature, to be undertaken in priority areas. Their implementation is specially monitored by the Foundation in view of their size and strategic importance.

The Programme for the Development of Multi-year Projects is designed to support educational and cultural projects to be implemented, like the previous ones, for periods of more than one year, but which, despite their importance, do not have the same level of innovation as the projects mentioned in the previous paragraph.

## Scholarships

The fundamental goal of this activity is to upgrade the academic and professional qualifications of high-level specialists. The Department provided subsidies and lent significant support to postgraduate activities, organising internships at foreign centres and internationalising Portuguese culture and science by helping scientists and academics to participate in internationally prestigious congresses and meetings.

Within this programme of training for high-level human resources, which results in the award of scholarships, the following areas stand out in particular:

- › Long-term scholarships for graduates wishing to pursue doctoral studies by following high-quality and demanding programmes at Portuguese universities, but which also envisage study periods abroad, undertaken by the scholarship holders under the scope of these same programmes.
- › Short-term scholarships and travel subsidies for applicants with the minimum level of a first degree. These include:
  - one to three-month scholarships for postgraduate studies abroad, in order to meet the need to carry out laboratory work, bibliographical research, writing theses or articles, and learning new techniques and methodologies, either by students working on doctorates or by senior researchers;
  - three to six-month scholarships to promote research periods abroad for PhD holders with a highly relevant scientific and academic curriculum;
  - subsidies to participate in international congresses, academic meetings and short-term internships (up to one month), which are of interest to the academic and scientific community and are held abroad.
- › Scholarships for students from secondary and higher education designed to support continued study. The recipients of these scholarships are selected according to criteria of academic quality, complemented by factors related to the economic status of the respective families. This form of support is now exclusively awarded under the scope of protocols set up with other institutions.

These objectives were pursued by maintaining agreements with the University of Madeira, the Portuguese Rotary Foundation, the Tomar Municipal Centre in Lisbon and the University of the Azores.

Attention is also drawn to the agreement between the Azores Regional Government and the Calouste Gulbenkian Foundation, designed to support students from low-income families.

## **Departmental activities**

- › The Publishing Plan is particularly relevant within the Department's activities due to its importance and scale. The Calouste Gulbenkian Foundation uses this programme to pursue its established publishing activity: publishing, selling and making gifts of high-quality books (original works by Portuguese authors or translations) that are essentially aimed at students, teachers and researchers. The prices are very reasonable and have no profit margin.

The various series are University Textbooks, Classical Texts, Portuguese Culture, Educational Texts, Guide to Portugal, and University Texts for the Social and Human Sciences. Through these, the Publishing Plan has produced high-quality, significant works to achieve a single objective: to reach those sectors which display the most evident need for support or encouragement; to allow the Portuguese-speaking public access to books that are landmarks in different sectors of civilisation; to record what we are and have been in the arts, in reflection

and in knowledge; to help upgrade the education sector; to publicise current issues and other subjects whose importance justifies their publication.

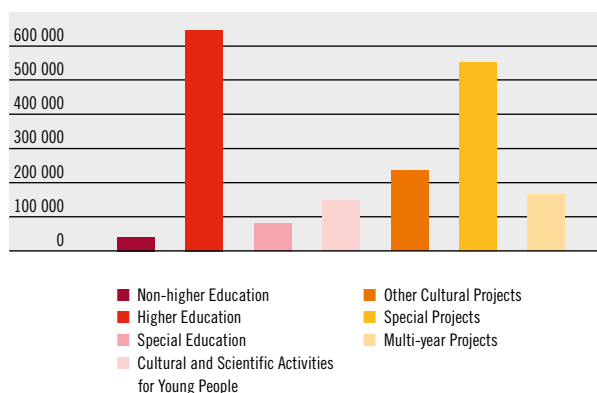
› The development of various educational and cultural projects directly implemented by the Foundation is another of the Department’s initiatives. Such projects included the “Portal das Ciências” website and the “BECAS LÍDER” project.

## List of the main subsidies and scholarships awarded and departmental activities

The overall spending in 2010 by the Education and Scholarship Department on all its programmes was

**[€ 3 408 954]**

### Subsidies



The two most significant aspects of the Programme to Support Pre-school and Non-Higher Education were: support for projects that are directly organised by the Foundation but implemented by external bodies, and subsidies granted to requests and activities proposed by other institutions. Given the criteria and objectives established for the Department’s intervention in this area, nine activities were awarded grants, most notably:

- › “Porta Aberta” (Open Door) Project at Amora Secondary School. The goal of this project is to contribute to solving the multiple problematic situations that the school faces in line with the slogan “fighting any kind of segregation and violence and making a Successful School, where drop-outs do not exist”.
- › Acquisition of toys and learning materials for the Crèche and Kindergarten of the Associação Nacional de Intervenção Precoce (National Early Intervention Association).
- › Acquisition of toys and learning materials for the Crèche, Kindergarten and leisure time activities of the São Bartolomeu Social Centre in Portalegre.
- › Support for the publication of the book *Contos da Dona Terra*, an initiative undertaken in conjunction with the itinerant exhibition “Era Uma Vez a Terra...”, which was one of the initiatives organised within the context of the International Year of Planet Earth, by Lisboa E-Nova; and
- › Support for the “À Descoberta das 4 Cidades” (Discovering 4 Cities) project, which involves students, teachers and educational communities from the twinned cities of Fundão, Marinha Grande, Montemor-o-Novo and Vila Real de Santo António. The support was given to the Serra da Gardunha Group of Schools, which led to the publication of the book *Roteiro das 4 Cidades*.

The grants attributed under the scope of this programme amounted to

**[€ 44 529]**



As far as Special Education is concerned, in 2010, the Calouste Gulbenkian Foundation continued the work it had begun in 2009 with the competitive application process “Special Education 2009”, which granted subsidies to nine institutions that had projects designed to develop activities aimed at promoting the education, rehabilitation and integration of children and young people with special educational needs both in schools and in society.

Throughout 2010, the nine approved projects were monitored and assessment visits were carried out *in loco* at six of them.

### “Special Education 2010” Application Process

This application process was open from 20 February to 19 March 2010, and 169 institutions applied. Of these, 35 were immediately excluded as they did not meet the minimum formal requirements of the application process. The remaining 134 applications were assessed by a duly qualified external consultant. This assessment process led to the final approval of 23 applications.

Most of the institutions whose projects were approved under the “Special Education 2010” application process began their activities in September 2010.

The cost of the subsidies attributed under the scope of this Programme amounted to **[€ 81 054]**

The Higher Education Support Programme awarded 45 subsidies.

The following eight subsidies were awarded under the scope of the competitive application processes launched for Higher Education Development Projects:



- ✦ “Innovative Projects in the Education Field 2010” Competitive Application Process – “The Art and Science of Glass – An Interdisciplinary Education Project” – Faculty of Fine Arts of the University of Lisbon.

- › Innovative Projects in the Education Field 2010:
  - Project: “The Art and Science of Glass – An Interdisciplinary Education Project”.  
Beneficiary: Faculty of Fine Arts of the University of Lisbon.
  - Project: “Interactive Education Methodology for Engineering”.  
Beneficiary: Higher Technical Institute of the Technical University of Lisbon.
  - Project: “Training of Portuguese Specialists in Egyptology and New Techniques Applied to Archaeology”.  
Beneficiary: Faculty of Social and Human Sciences of the New University of Lisbon.
  - Project: “Experiment@Portugal – Remote and Virtual Experimentation in Portugal”.  
Beneficiary: Faculty of Engineering of the University of Porto.
  
- › Activities for Scientific Capacity Strengthening 2010:
  - Project: “School for Intensive Post-Graduate Training in Climate and Public Health Risks – a challenge of this new decade”.  
Beneficiary: Institute of Public Health of the University of Porto.
  - Project: “Ci2 – International Interdisciplinary Conferences”.  
Beneficiary: University of Minho.
  - Project: “Sciences of the Performing Arts: Appeals to the 21st Century”.  
Beneficiary: Faculty of Letters of the University of Lisbon.
  - Project: “PhD Programme in Landscape Architecture and Urban Ecology”.  
Beneficiary: Higher Institute of Agronomy of the Technical University of Lisbon.

A further 37 subsidies were awarded, with the following activities being amongst the most important:

- › “A Universe of Stars Returns to the Astronomical Observatory of the University of Coimbra”, a project carried out by the Mathematics Department of the Faculty of Sciences and Technology of the University of Coimbra;
- › conference to discuss the “Stiglitz-Sen-Fitoussi Report” on the measurement of economic and social development, organised by the Faculty of Law of the University of Lisbon;
- › meeting to prepare a Manifesto on the Reform of Higher Education in Europe, organised by Maastricht University;
- › working seminar on “The Europe of Education”, organised by the Dean’s Office of the University of Lisbon;
- › “Assessment of Higher Education Learning Outcomes (AHELO)”, a project carried out by the Education Department of the OECD;
- › “Research and Technology of Unmanned Aircraft (PIVANT)”, a project carried out by the Air Force Academy;
- › “SEET Transnational Roundtable Event” organised by AUDAX – Centre for Entrepreneurship and Family Business;

- › “Analysis of the Experience of the New Model for the Governance of Higher Education Institutions”, a study organised by the National Council of Education;
- › production of a documentary about the University of Lisbon, organised by the University of Lisbon Foundation;
- › “European Campus of Excellence”, Summer School organised by the Gulbenkian Institute of Science;
- › participation of students from the Integrated Master’s Degree in Biophysics and Biomedical Engineering at the Faculty of Sciences of the University of Lisbon in the Summer Internships organised by the Institute of Biophysics and Biomedical Engineering of the same Faculty;
- › publication of a *Portuguese Dictionary for Foreigners*, organised by the *Provincia Portuguesa da Companhia de Jesus*;
- › 6th International Conference on the “Republic and Neo-Republicanism” organised by the Interdisciplinary Legal Institute of the Faculty of Law of the University of Porto;
- › tribute to Rogério Fernandes, carried out by the Lusophone University of Humanities and Technologies;
- › “Survey of Religious Culture”, a project organised by the Lusophone University of Humanities and Technologies.

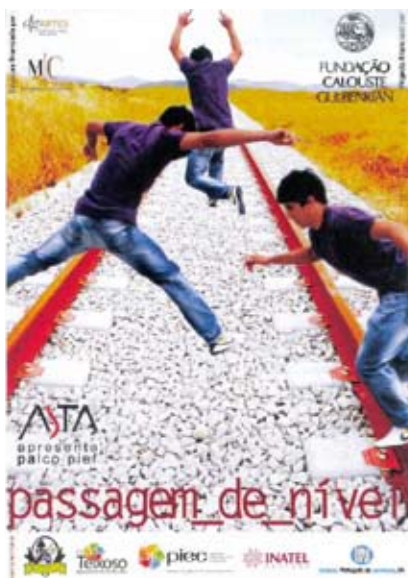
Support was also given to the publication of studies compiled in the form of tributes to various leading figures connected to Portuguese university life.

The costs of the subsidies awarded under the scope of the Higher Education Support Programme amounted to

**[€ 553 838]**

Under the scope of the Programme to Support Extracurricular Cultural and Scientific Activities, which is designed to support initiatives of a scientific, artistic, educational and training nature, promoted by and for young people, 37 projects were funded, covering various fields:

- › University Theatre – Subsidies were awarded for the production of theatre festivals and plays and the organisation of training sessions in various artistic areas: to TUM – the Theatre of the University of Minho; TEUC – the Student Theatre of the University of Coimbra; Caixa Negra CITAC – the Circle of Introduction to Theatre at the Coimbra Academy; Teatr’UBI – Theatre Group of the University of Beira Interior; and the Miguel Torga Theatre Group to carry out initiatives included in their annual plans of activities. Subsidies were also awarded to: GRETUA – the Theatre Group of the University of Aveiro to produce the musical “Rouge”; ARTEC – the Theatre Group of the Faculty of Letters of the University of Lisbon for the play *Os Amigos de Gabriel*; GTIST – the Theatre Group of the Higher Technical Institute for the play *Intervalo para Dançar*; dISPArteatro – the Theatre Group of the Students’ Association of the Higher Institute of Applied Psychology (ISPA) for the project “Improvisation, Intervention and Social Conscience”; the Theatre Group of the Technical University of Lisbon (TUT) for the project “The Person as the Centre of Development”; the Theatre Group of the Faculty of Letters of the University of Lisbon for the project “GTL 2010-Itinerante”; the New Theatre Group of the Students’ Association of the Faculty of Science and Technology of the New University of Lisbon for the play *Tartarugas e Migração*; the Faculty of Engineering of the University of Porto



- ✦ Extracurricular Cultural and Scientific Activities – Association of Theatre and Other Arts (ASTA).

for the project “José Carretas”; and the Association of Theatre and Other Arts (ASTA) for the theatre project “Palco Pief”.

Subsidies were also awarded to: the Classical Theatre Festival Association to hold the 12th Classical Theatre Festival; the University of Lisbon for the “FATAL 2010” project; and the Alvaíazere Group of Schools for the 31st National “Theatre in the School” Meeting.

- › Choir and Instrumental Groups – Subsidies were awarded to: GEFAC – Ethnographic and Folklore Group of the Coimbra Academy to support different activities designed to publicise the various forms of cultural expression found among rural groups (song, instrumental music, dance, theatre, etc.); ATEUP – the Academic Musical Band of the Faculty of Engineering of the University of Porto for FITFEUP – PortusCalle 2010; the Academic Choir of the Egas Moniz Higher Institute of Social Sciences; TUIST – the Musical Band of the Higher Technical Institute for various initiatives in its Annual Plan of Activities; the Choral Association of the New University of Lisbon for the “Four Seasons of the New University Choir” project; Orfeão Universitário do Porto (the Porto University Choral

Society) for the 24th International Festival of University Musical Bands – City of Porto; Orfeon Académico de Coimbra (the Coimbra University Choir) for the “Escola de Canto” project; Vicentuna – the Academic Musical Band of the Faculty of Sciences of the University of Lisbon for the 11th São Vicente – Festival of University Musical Bands; the Mixed Choir of the University of Coimbra to hold the 12th International Meeting of University Choirs; the Students’ Association of the Faculty of Economics and Management of the Catholic University of Porto for Padrecos 2010 – Festival of University Musical Bands; and ARCUM – the Recreational and Cultural Association of the University of Minho to hold the 20th FITU Bracara Augusta – Festival of University Musical Bands.

- › Extracurricular Scientific and Cultural Activities – Subsidies were awarded to APDSI – Association for the Promotion and Development of the Information Society, to organise the 22nd National Computer Olympics (ONI’2009)/International Computer Olympics (IOI’2010); the Portuguese Mathematics Society for the Mathematics Olympics; the various local centres of BEST – Board of European Students of Technology (Porto and Lisbon) to put on summer courses and the Coimbra centre for the project for the “4th BEST National Engineering Competition”; to the Mathematics Department of the University of Trás-os-Montes and Alto Douro for the “7th Edition of the Inter-School Contest – matUTAD”; the Youth Science Association to organise a programme of events for the promotion and dissemination of science and technology amongst young people; and the School of Biotechnology of Porto Catholic University for the 6th Biotechnology Olympics. A grant was awarded to support the Radio group of the Students’ Association of the Higher Technical Institute, together with the subsidy mentioned above that was awarded to GTIST, and to APORVELA for the project “On the Discoveries Route: School Visits to the Caravel Vera Cruz”.

The Female Musical Band of the Students’ Association of the Faculty of Economics and Management of Porto Catholic University was also given a grant for the 7th Festival of Female Musical Bands “Acordes do Douro”.

The costs of the subsidies awarded in this area of extracurricular cultural and scientific activities for young people totalled

[€ 152 886]

In the Programme to Support Other Cultural Projects, particular attention was paid to organising, inventorying and cataloguing the documentary collections of personal and private papers of significant historical, cultural and scientific interest, as well as of the libraries and archives of various institutions. Twenty-one subsidies were awarded.

As far as the Competitive Applications presented for the Recovery, Treatment and Organisation of Documentary Collections were concerned, the Department awarded 15 subsidies to the following projects:

- › Project for Inventorying, Processing and Scanning the Quinta da Aveleda Collection, Penafiel Municipal Council;
- › “Scientific Books of the 16th and 17th centuries in the Estate of António Luís de Sousa Henriques Seco”, Municipality of Coimbra;
- › “Archives of the Paço de Calheiros: Contributions for its Preservation and Dissemination”, Portuguese Association of the History of Vineyards and Wine – APHVIN/GEHVID;
- › “Scenic Arts Documents”, Porto District Archives;
- › “Scanning of Local Sources on the Peninsular War”, Mafra Municipal Council;
- › Project for the Recovery and Documentary Treatment of the Private Library and Personal Papers of the Portuguese Composer Frederico de Freitas (1902-1980), University of Aveiro;
- › “Portuguese Chemistry Periodicals”, Portuguese Chemistry Society;
- › Project for the Recovery, Treatment and Organisation of the Personal Archives of Charles Lepierre and Duarte Pacheco, Higher Technical Institute;
- › “Bibliographical and Documentary Heritage of the Faculty of Letters of the University of Lisbon: a Project for its Conservation, Scanning and Dissemination”, Faculty of Letters of the University of Lisbon;
- › “Historical Archives of the Évora Cathedral Chapter: Preservation and Dissemination of Information”, University of Évora /CIDEHUS;
- › Project for the Conversion to Digital Format of the Video Collection of the Documentation and Information Centre of the Seixal Municipal Ecomuseum, Municipality of Seixal;
- › “Timor Online”, CIDAC;
- › “Inventorying and Dissemination of the Documentary Collection of Abel Salazar”, Association for the Promotion of the Abel Salazar House-Museum;
- › “The SAAL Process in Photographs: Preservation of the Collections of Alexandre Alves Costa and Nuno Portas of the Photographic Archive of the 25 April Documentation Centre”, 25 April Documentation Centre/Dean’s Office of the University of Coimbra;
- › “Recovering the Past for the Future: The Documentary Collection of the Former Santa Clara-a-Nova Monastery”, Confraria da Rainha Santa Isabel.

Subsidies were also awarded to: Vila de Rei Municipal Council – support for the publication of the book *Poder Local e Memórias Municipais. Os Forais de Vila de Rei*; the Guilherme Cossoul Instruction Society – support for the launch of an interdisciplinary journal and the publication of books by young writers; and the Gypsy Studies Centre – Figueira da Foz Branch to support the publication of the book *A História do Ciganinho Chico*.



Support was also given for the organisation of talks and conferences at two institutions: the Portuguese Academy of History for the Commemorations of the Foundation of the Royal Academy of Portuguese History; and the Casa de Mateus International Institute for its “Adaptation” cycle of activities. This cycle combines activities of an academic and cultural nature, starting in 2010 with Mateus DOC. In 2011, 2012 and 2013, the themes will be respectively: “Universities”, “Communities” and “Creativity”.

The costs of the subsidies awarded under the scope of this support programme totalled

**[€ 222 410]**

## Special Projects

- › *Grammar of the Portuguese Language* – This is being prepared by the Centre of Linguistics of the University of Lisbon. The aim of this project is to provide speakers who have an above-average level of education, but who are not specialists in linguistics, with a work of reference that contains clear and academically rigorous information about central questions relating to the grammar of the Portuguese language in the areas of syntax, morphology, phonology and semantics and to give some indications about spelling and the relationship between sound and spelling. The work is due to be completed in 2011, and will later be published by the Department’s Publishing Plan.
- › *Obras Completas de Pedro Nunes* – The Foundation has been giving financial support to the task of organising a critical edition of this work. The implementation of this project is the responsibility of a team from the Lisbon Academy of Sciences, under the coordination of Henrique Leitão.

In 2010, volume VI of this work was published.

- › The “Experiential Learning Methods in Sciences” project, developed by the Carlucci American International School of Lisbon, with the support of the Calouste Gulbenkian Foundation. This project was created in 2005 and ended in 2010.

With the aim of using experiential learning methods for the teaching of science in Portuguese state schools, this project was designed to achieve the following fundamental goals: to develop and strengthen the Science curriculum for the first and second cycles of basic education, including Mathematics; to implement activities and practices that improved knowledge of the processes involved in Science and Mathematics; to stimulate the interest of students, encouraging them to apply the concepts that they have acquired in real-life situations; to prepare and help teachers from the first and second cycles of basic education to use experiential learning methods; to form teams of professionals to spread the experiential learning method in Portugal. This project enjoyed remarkable success in the different initiatives carried out over five consecutive academic years, in various parts of the country: at state schools from the first and second cycles, in teacher training colleges and at science centres. It has made it possible to change the practices and mentalities of the educational communities involved.

- › *History of the Theatre and the Performing Arts in Portugal* – Coordinated by José Oliveira Barata, this project has the aim of undertaking research into the history of the theatre and the performing arts, thereby filling a notable gap in the world of Portuguese culture and culminating in the writing and publication of a *History of the Theatre and the Performing Arts in Portugal*.

- › Personal papers and documents of Maria Gabriela Llansol – Support for the classification, archiving and scanning of the personal papers and documents of the author Maria Gabriela Llansol.
- › Archives of Eduardo Lourenço – Since 2007, the Calouste Gulbenkian Foundation has been giving its support to the project for the inventorying and cataloguing of the archives of Eduardo Lourenço. From December 2008 onwards, the responsibility for the development and implementation of this project was handed to the National Centre for Culture.
- › Artistic Education for a Curriculum of Excellence – Pilot Project for the 1st Cycle of Basic Education, carried out by the UNESCO Artistic Education Club (ASPREA). This is a pilot project developed for demonstration purposes, which uses an experimental intervention method to enhance artistic education in the first cycle of basic education, affording it the curricular dignity and importance envisaged in the syllabus for this teaching level, although it does not currently enjoy the corresponding appropriate practical implementation. The project started in 2009 with two classes at the Raul Lino School from the first cycle of basic education, belonging to the Francisco de Arruda Group of Schools in Lisbon, and will last for four years. During this time, the progress of students will be monitored from the 1st to the 4th years of compulsory education.

At the end of the project's first school year, it can be seen that there has been a broad participation in the development of this project on the part of all the actors from the educational community – students, class teachers, teaching assistants, parents and guardians, and artists/teachers. Results already point to the students' rounded development in terms of their attitudes and behaviours, as well as in their acquisition of competences that are crucial for educational success, particularly visible in their motivation and commitment, their creativity, and their improved capacity to express themselves and communicate.

- › The Institute of Ageing of the University of Lisbon – Support for the creation by the University of Lisbon, through the Institute of Social Sciences, of this independent research unit, whose mission is to develop interdisciplinary activities in relation to the study of ageing, as well as to promote training in this same field, to organise academic communication activities and other activities designed to open up the theme to society. It also seeks to contribute to the study and assessment of policies related to the ageing of the population.

The creation of this Institute of Ageing is the natural corollary of the initiative launched by the Foundation between 2008 and 2009 – the Gulbenkian Health Forum on Ageing.

- › *Obras Completas de Eduardo Lourenço* – Following on from the project for the organisation, inventorying and cataloguing of the archives of Eduardo Lourenço, a team coordinated by João Tiago Pedroso de Lima and Carlos Mendes began the project to publish the *Obras Completas de Eduardo Lourenço* (Complete Works of Eduardo Lourenço) in 2010. This is planned to result in a series of volumes, to be published in the Portuguese Culture Series of the Publishing Plan.

The reasons for the implementation of this project can be summarised as the relevance and importance of Eduardo Lourenço in the present-day Portuguese cultural panorama, the great wealth of his widely scattered and varied work, which deserves to be organised and compiled, and the fact that much of his work still remains as yet unpublished.

- › Programme for Aesthetic and Artistic Education in the School Context [Ministry of Education – Directorate-General for Innovation and Curricular Development (DGIDC)] Support for the launch of

the Programme for Aesthetic and Artistic Education in the School Context, whose aim is to develop a plan for training in the different forms of Art – visual arts, music, drama/theatre and dance. It is aimed at pupils from the first cycle of basic education and the kindergartens of 29 groups of schools spread all around the country, involving 600 teachers. The Foundation plans to support this project, through its teacher training component, for another two school years, depending on the success of its implementation.

The costs of the subsidies awarded under the scope of the Special Projects amounted to **[€ 454 433]**

## Multi-Year Projects

In 2010, support was given to eight projects:

- › London International Youth Science Forum (LIYSF) – Financial support was awarded for the participation in this forum of a team of young Portuguese students who obtained the best results in the National and International Olympics in various scientific subjects (mathematics, physics, environment and information technology). The LIYSF is an international programme of a scientific and cultural nature, geared towards young scientists aged between 17 and 21 years old. Every year around 300 students from 50 countries from the five continents of the world take part in this event. For a period of two weeks, they live together as an international community, exchanging ideas and experiences and fulfilling the LIYSF goal of giving a deeper insight into science and its applications for the benefit of all mankind and developing a greater understanding between young people of all nations.
- › Calouste Gulbenkian History Prizes (awarded by the Portuguese Academy of History). In 2010, support was given to José Manuel Tavares Castilho for his work *Os Deputados da Assembleia Nacional 1935-1974* (theme: “Modern and Contemporary History of Portugal”), José Manuel Garcia for his work *Cidades e Fortalezas do Estado da Índia* (theme: “History of Portugal’s Presence in the World”) and Inmaculada Arrilaga for her work *Jesuítas rehenes de Carlos III: misioneros desterrados de América presos en El Puerto de Santa Maria (1769-1798)* (theme: “History of Europe”).
- › “Aga Khan Foundation – Urban Community Development Programme – K’Cidade”. The Calouste Gulbenkian Foundation decided to support this project for a three-year period from 2010 to 2012, through the educational component of the K’Cidade Community Development Programme, which is run by the Aga Khan Foundation in the districts of Lisbon/Ameixoeira, Alta de Lisboa/Charneca, Sintra/Tapada das Mercês, Loures/Odivelas and Amadora. The programme and its educational component have achieved notable success, and are also funded by the Portuguese State, Lisbon and Sintra municipal councils and other funders.
- › Private Library and Personal Papers of Túlio Espanca – Support was given for the acquisition of the Private Library and Personal Papers of Túlio Espanca, which are to be incorporated into the General Library of the University of Évora. The support that was given in 2010 completed the cycle of funding for this project by the Calouste Gulbenkian Foundation.
- › Historical Archives of the Diocese of Guarda – Support for the preservation and organisation of the valuable collection of documents of the Diocese of Guarda, which spans the period between

the 16th and 19th centuries. The funding provided in 2010 brought an end to four years of support for this project by the Calouste Gulbenkian Foundation, which enabled the planned initiatives to be completed.

- › Antero de Quental Mobility Agreement – Designed to encourage the mobility of teachers and students between the University of the Azores and a consortium of American universities, located in areas with large communities of Portuguese emigrants, most of whom originate from the Azores. This project is an initiative of the Luso-American Development Foundation, with which the Calouste Gulbenkian Foundation is also associated.
- › Portuguese Institute of International Relations of the New University of Lisbon (IPRI – UNL) – Funding for the acquisition of documents and books by the Documentation and Information Centre of the IPRI – UNL, in order to ensure that appropriate academic resources are available for the undertaking of research.
- › “The Cost of Students in Portuguese Higher Education (CESTES)” – This research project is carried out by the Institute of Education of the University of Lisbon, with the following aims: to characterise the socioeconomic condition of higher education students; to identify and collect data about the education and living costs borne by Portuguese higher education students, making a distinction between undergraduate and postgraduate students, as well as Portuguese and foreign students; to ascertain the influence and impact of the type of institution, course, area of study and region on the costs that higher education students have to bear; and to compare the results obtained for the costs of Portuguese higher education students with those found in previous studies carried out at a national level, as well as in other countries.

The cost of the subsidies awarded under the scope of the Multi-year Projects totalled **[€ 162 893]**

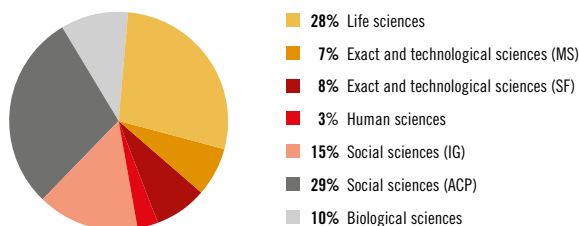
## **Scholarships**

Under the Scholarships Programme, the amount of € 1,152,553 was awarded, as follows:

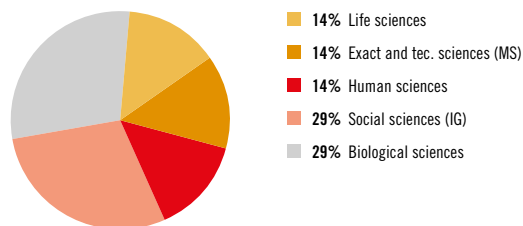
- › Long-term scholarships – 41 scholarships were awarded, totalling **[€ 491 324]**
- › Short-term scholarships and travel subsidies – 94 short-term scholarships and 444 travel subsidies were awarded, totalling **[€ 583 676]**
- › Advanced specialisation programmes – support provided to researchers from the Portuguese Institute of International Relations (IPRI) for temporary periods of study and research at academic institutions abroad, through the award of scholarships totalling **[€ 20 000]**
- › Scholarships for students in secondary and higher education: 69 scholarships were awarded, totalling **[€ 57 553]**

## Distribution of short-term scholarships by academic area

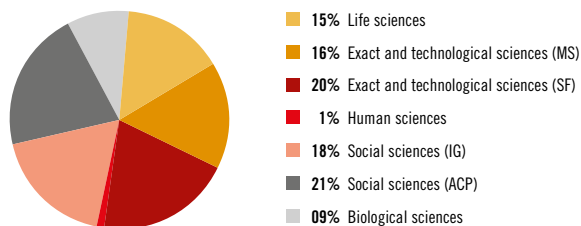
### 16 days/ 3 months



### 3 to 6 months



## Distribution of travel subsidies by academic area



### Publishing Plan [1962-2010]

Titles Published	1,009
Publications	1,553
Copies	5,577,045

### Publishing Plan [1962-2010]

Series	Titles	Publications
University Textbooks	500	917
Classical Texts	61	129
Portuguese Culture	95	111
The Discoveries	5	5
Extra Series	28	41
Current Issues	9	9
Educational Texts	58	69
Guide to Portugal	8	22
Foundation for Science and Technology	245	250
<b>Total</b>	<b>1,009</b>	<b>1,553</b>



Four book launches were held in 2010 as a result of the Publishing Plan activity. This year, the Jury of the Prize for Scientific and Technical Translation into Portuguese, established by the Latin Union, in association with the Foundation for Science and Technology and the Directorate-General for Translation in the European Union, awarded an Honourable Mention to the book *Do Direito Lusitano – Dividido em Três Tratados-Agravos/Cartas de Seguro/Inquirições* translated by Fernando Ligório Vaz.

Works from the series of University Textbooks, Classical Texts, Portuguese Culture, Educational Texts and Extra Series were all published. Meanwhile, there is a specific field of work, deriving from a protocol set up with the Foundation for Science and Technology, which is designed to publish a series of University Texts for the Social and Human Sciences.

A total of 88 titles were published in 2010, comprising 44 new works and 44 re-editions.

### **University Textbooks**

Thirty-six books were published in this series, with nine new works and 27 re-editions. The new works were as follows:

- › *História da Matemática*, by Victor J. Katz.
- › *Modelização de Economias Monetárias*, by Bruce Champ and Scott Freeman.
- › *Memórias de Cego: o Auto-Retrato e Outras Ruínas*, by Jacques Derrida.
- › *Turbulência em Fluidos*, by H. Tennekes and J. L. Lumley.
- › *Dermatologia: Ficheiro Clínico e Terapêutico*, by F. G. Rodrigo, M. Marques Gomes, A. Mayer da Silva and Paulo L. Filipe.
- › *Dançar na Escola: Perspectivas de Aproveitamento Didático em Contexto de Sala de Aula*, by Maurizio Padovan.
- › *Introdução à Economia Urbana*, by A. Simões Lopes and José Pedro Pontes.
- › *Problemas de Elementos Finitos em MATLAB*, by A. J. M. Ferreira.
- › *Qualidade de Vida e Saúde: Uma Abordagem na Perspectiva da Organização Mundial de Saúde*, by Maria Cristina Canavarro.

The re-editions were:

- › *A Nova História da Arte de Janson*, 9th ed., coordinated by Fernando António Batista Pereira.
- › *Acústica Musical*, 3rd ed., by Luís Henrique Leite.
- › *Manual de Investigação em Educação de Infância*, 2nd ed., coordinated by Bernard Spodek.
- › *Manual de Psiquiatria Clínica*, 4th ed., by J. C. Dias Cordeiro.
- › *Estudo e Classificação das Rochas por Exame Macroscópico*, 12th ed., by Joaquim Botelho da Costa.
- › *Morfologia Urbana e Desenho da Cidade*, 5th ed., by José Lamas.
- › *Plantas na Terapêutica: Farmacologia e Ensaios Clínicos*, 2nd ed., by A. Proença da Cunha, Odete Rodrigues Roque, Frederico Teixeira and Alda Pereira da Silva.
- › *Introdução à Probabilidade e à Estatística*, 4th ed., by Dinis Duarte Pestana and Sílvio Filipe Velosa.
- › *Psicologia Social*, 8th ed., coordinated by Maria Benedicta Monteiro and Jorge Vala.
- › *Prontuário de Metalurgia: Elaboração, Estruturas-Propriedades e Normalização*, 2nd ed., by Jean Barralis and Gérard Maeder.
- › *Tecnologia da Fundição*, 3rd ed., by José M. G. de Carvalho Ferreira.
- › *História do Direito Privado Moderno*, 4th ed., by Franz Wieacker.



✚ Publishing Plan – launch of *A Nova História da Arte de Janson*, FNAC.

- › *Os Filósofos Pré-Socráticos: História Crítica com Selecção de Textos*, 7th ed., by Geoffrey S. Kirk, J. E. Raven and Malcolm Schofield.
- › *Teoria e Prática na Indústria Farmacêutica*, 2nd ed., by Leon Lachman, Herbert A. Lieberman and Joseph L. Kanig.
- › *A Filosofia no Século XX*, 7th ed., by Fritz Heinemann.
- › *Circuitos com Transístores Bipolares e MOS*, 4th ed., by Manuel de Medeiros Silva.
- › *Minerais Constituintes das Rochas: Uma Introdução*, 4th ed., by William A. Deer, Robert A. Howie and Jack Zussman.
- › *O Liberalismo e os Limites da Justiça*, 2nd ed., by Michael J. Sandel.
- › *Química: Princípios e Aplicações*, 2nd ed., by Daniel Reger, Scott Goode and Edward Mercer.
- › *Economia da Empresa*, 6th ed., by José Mata.
- › *Farmacognosia e Fitoquímica*, 3rd ed., by A. Proença da Cunha.
- › *Sociologia*, 8th ed., by Anthony Giddens.

- › *Geografia Urbana*, 3rd ed., by Jacqueline Beaujeu-Garnier.
- › *Análise Económica e Financeira de Projectos*, 6th ed., by Fernando Abecassis and Nuno Cabral.
- › *Teorias Sociológicas: Os Fundadores e os Clássicos [antologia de textos]*, vol. I, 6th ed., by M. Braga da Cruz.
- › *Análise Económica*, 2nd ed., by Fernando Abecassis.
- › *Desenho Técnico*, 15th ed., by Luís Veiga da Cunha.

### **Classical Texts**

Four new works and 13 re-editions were published in this series.

The new works were as follows:

- › *Princípios Matemáticos da Filosofia Natural*, by Isaac Newton.
- › *Instituições: Direito Privado Romano*, by Gaius.
- › *Sidereus Nuncius: o Mensageiro das Estrelas*, by Galileo Galilei.
- › *História da Guerra do Peloponeso*, by Thucydides.

The re-editions were:

- › *Sidereus Nuncius: o Mensageiro das Estrelas*, 2nd ed., by Galileo Galilei.
- › *Sidereus Nuncius: o Mensageiro das Estrelas*, 3rd ed., by Galileo Galilei.
- › *Cartas a Lucílio*, 4th ed., by Lucius Annaeus Seneca.
- › *A Visão de Deus*, 3rd ed., by Nicholas of Cusa.
- › *Tratado da Natureza Humana*, 2nd ed., by David Hume.
- › *Antígona*, 9th ed., by Sophocles.
- › *A República*, 12th ed., by Plato.
- › *Crítica da Razão Pura*, 7th ed., by Immanuel Kant.
- › *Riqueza das Nações*, vol. I, 6th ed., by Adam Smith.
- › *Riqueza das Nações*, vol. II, 5th ed., by Adam Smith.
- › *Ensaio sobre o Entendimento Humano*, vols. I and II, 4th ed., by John Locke.
- › *Pedagogia Geral*, 2nd ed., by Johann Friedrich Herbart.
- › *Teeteto*, 3rd ed., by Plato.

### **Portuguese Culture**

Five books were published in this series, with four new works and one re-edition.

The new works were:

- › *Obras Completas de Faria de Vasconcelos*, vol. V, coordinated by José Ferreira Marques.
- › *Obra Completa do Padre Manuel Antunes*, tomo VI, coordinated by Aires Augusto do Nascimento.
- › *Obras de Pedro Nunes*, vol. VI, coordinated by Henrique Leitão.
- › *Obras de Aureliano de Mira Fernandes III: 1935-1957*, coordinated by Nuno Crato.

The re-edition was:

- › *Vida e Feitos de Júlio César: Edição Crítica da Tradução Portuguesa Quatrocentista de “li fet des romains”*, 2nd ed., by Maria Helena Mira Mateus.

### **Educational Texts**

Two new works and two re-editions were published in this series.

The new works were:

- › *Jacob Rodrigues Pereira: Homem de Bem, Judeu Português do Século XVIII: Primeiro Reeducador de Crianças Surdas e Mudas em França*, by Emílio Eduardo Guerra Salgueiro.
- › *Muitas Ideias, Um Mar de Palavras: Propostas para o Ensino da Escrita*, by Armanda Costa, Vitória de Sousa and Sofia Vasconcelos.

The re-editions were:

- › *Avaliação da Linguagem Oral: Um Contributo para o Conhecimento do Desenvolvimento Linguístico das Crianças Portuguesas*, 5th ed., by Inês Sim-Sim.
- › *Se Houvera quem me Ensina: A Educação de Pessoas com Deficiência Mental*, 4th ed., by Fernando Vieira and Mário Pereira.

### **Extra Series**

One new work and one new edition were published in this series.

The new work was:

- › *Rómulo de Carvalho [Memórias]*, coordinated by Frederico Gama Carvalho.

The re-edition was:

- › *Políticas Urbanas: Tendências, Estratégias e Oportunidades*, 3rd ed., by Nuno Portas.

### **University Texts for the Social and Human Sciences**

Twenty-four new books were published in this series under the scope of the protocol set up with the Foundation for Science and Technology.

The total gross cost (including personnel costs) of producing books in 2010 (excluding the University Texts for the Social and Human Sciences series, as this has its own special regime) was

**[€ 1 014 769]**

The Publishing Plan income of € 651,310 demonstrates that this activity is largely self-financing.

#### **Publishing Plan 2000-2010**

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#### **Titles published in the last six years**

Average: 69

#### **2010**

Books: 88 new works and re-editions  
28 approved, work in progress

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## **Education conferences**

The Education and Scholarships Department organised meetings on educational themes with the participation of qualified Portuguese and foreign specialists. The following events are highlighted:

### **4th International Conference of the National Reading Plan**

In association with the National Reading Plan of the Ministry of Education, the 4th International Conference of the National Reading Plan – “Reading in the 21st Century – Books, Readings and Technologies” – was held at the Calouste Gulbenkian Foundation in October 2010, with the participation of Portuguese and foreign experts in a total of around 760 participants. The meeting discussed topics related to the new technologies and their impact on writing and on new types of readers. A study was also presented relating to the external assessment of the National Reading Plan during its fourth year of operations. A special performance paying tribute to Matilde Rosa Araújo was also included.

### **University governance**

A meeting was held in March restricted to the participation of the presidents of the general councils and the deans of the Portuguese state universities and the Portuguese Catholic University, with the aim of analysing the functions, composition and internal organisation of the governing bodies of the universities in the light of the new legal regime for higher education institutions that was approved in 2007. This meeting, which was attended by around 35 people, also enjoyed the special participation of Claude Peter Magrath, who has vast experience in the governance of American universities, is President-Emeritus of the National Association of State Universities and Land-Grant Colleges of the USA and has also been president of several universities in America.

### **Higher education policies**

Meeting held in October with prestigious academics from Portuguese universities, which included a representative from the Luso-American Development Foundation, and also the international expert Arthur M. Hauptman, a specialist in higher education funding.

### **New Forms of Entrepreneurship and Innovation in Higher Education**

In partnership with the Science Department and the Kauffman Foundation, a meeting was held on this topic in October, restricted to the participation of several foreign experts from the USA and Europe.

The cost of conferences, meetings and seminars totalled

**[€ 12 237]**



## Other activities

The most significant activities in this area were the following projects:

- › The “BECAS LÍDER” project, which aims to offer emerging leaders from Latin America and the Iberian Peninsula a better and deeper understanding of the present-day reality of Portugal, Spain and the European Union, through a visit made by young highly-qualified graduates from these countries to Portugal, Spain and Brussels (European Union).
- › “House of Science: the Gulbenkian Website for Teachers”. This website contains a wide range of educational materials from all the scientific areas covered – introduction to sciences, biology, physics, geology, mathematics and chemistry – essentially aimed at primary and secondary school science teachers and intended to provide a useful tool for their training.

The website is also used to disseminate the pedagogical experiences of teachers and to publicise their works, provided that, in both cases, the contents have been assessed and validated by those responsible for monitoring the project.

After the public presentation in May 2009, the public use of the website stabilised at a rate of roughly 500 to 1000 daily visits. In 2010, a new feature was added to the website – “WikiCiências” – by setting up working teams that produce and validate the entries made in relation to scientific concepts explained at an elementary level, geared towards secondary school teachers and students.

- › THEKA – Gulbenkian Project to Train Teachers Responsible for the Development of School Libraries, which aims to train teachers who are responsible for setting up, organising and activating school libraries/educational resource centres in pre-school and first and second cycle educational establishments, through their attending annual courses held in different regions of the country.

In 2010, work continued on the preparation of a publication describing the objectives and results of the project, while the project’s website was also maintained and updated.

- › “Reintegration through Art” project. Preparation of the publication of the work *As Artes e a Delinquência: Papéis e Conjugações*, which corresponds to the completion of the “Reintegration through Art” project, carried out between 2005 and 2008 by the Education and Scholarships Department, in association with the Directorate-General for Social Reintegration of the Ministry of Justice.

The subsidies awarded to these activities totalled

**[€ 147 610]**



*Igreja de Santa Engrácia ESTUDO PARA O SEU COMPLETAMENTO*

✦ Project for the completion of the Igreja de Santa Engrácia: main elevation / Raul Lino. 1956. RLDA 546.15. Calouste Gulbenkian Foundation – Art Library, Private Library and Personal Papers of Raul Lino. Image included in the catalogue of the exhibition “Obras de Santa Engrácia: o Panteão na República”, Lisbon, IGESPAR, June-November 2010.



Amounts in euros	
Personnel costs	1 727 563
Operating costs	26 939
Departmental activities	445 115
<i>Investment</i>	<i>96 780</i>
<b>Total</b>	<b>2 199 617</b>
Receipts	35 659

Set up in 1969, the Art Library fundamentally acts as a specialist research library that caters specifically for those involved in artistic, critical, educational or academic activities and mainly focusing on architecture and the visual arts. The Library's resources and services are designed to support individual and institutional activities alike, with particular emphasis on contributing to cultural initiatives such as the publication of studies and the organisation of exhibitions. The Library also centralises the management of a wide-ranging documentary heritage that goes beyond the arts and includes the management and conservation of all the publications produced or sponsored by the Foundation.

In addition to the constantly updated general collection, existing in a range of different media, the Library also holds an important set of special collections. These include, among others, the private libraries and personal papers of Amadeo de Souza-Cardoso, Diogo Macedo, Luís Reis Santos, Raul Lino and Cristino da Silva, amongst others, the photographic collections of Mário and Horácio Novais and the Teatro de Cordel Collection. The Library also has subscriptions to 200 periodicals.

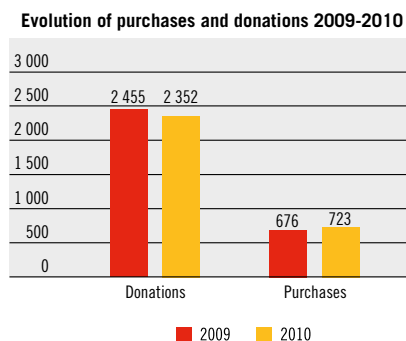
In 2010, as is customary and desirable in a library, the main objective of the activities undertaken was to ensure the quality and diversity of the Library's services to the public by systematically seeking

to enhance the provision of information, its quality and relevance, thus addressing its core mission. Activities of particular significance in this context are the continuing development and updating of the collections of documents, essentially in the Library's specific areas, the ongoing conservation and preservation plan and, naturally, the renewal of procedures and services with the aim of widening the means of dissemination and use of the information resources available.

## New contents made available to the public

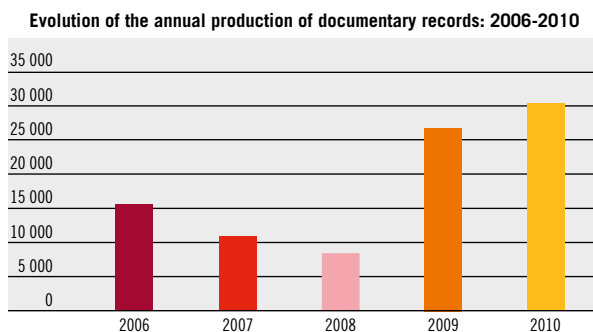
### Acquisitions

During 2010, the Art Library enriched its collections through the acquisition of new documents in the form of current publications, of which 2,352 were donations and 723 were purchases. In both cases, the numbers were much higher than originally envisaged, with an extra 352 donations and an extra 223 purchases being made. In comparison with the previous year, 47 extra titles were purchased, although 93 fewer donations were made.



### Contents made available – an overview

During the year, the public were afforded access to a significant set of new documents, resulting not only from fresh acquisitions, but also from the treatment of collections, made available through the catalogue and requiring the production of a sizeable number of new bibliographical and stock records. For 2010, 11,000 new bibliographical records had been



forecast, but in fact only 9,055 were produced, this shortfall being due to the fact that the analysis and treatment of some collections generated fewer bibliographical records than had initially been envisaged. Stock records showed a significant increase, in comparison with what had been forecast, of 5,288 new records (24,864 had been expected, but 30,152 were produced), which represents a growth rate of 21.3%.

By the end of the year, the Art Library's bibliographical database had 210,329 bibliographical records and 324,864 stock records.

The chart gives a broad overview of the growth in the annual production of the records made of the library's documents over the past five years, showing the results of the great effort that has been made to process the Library's highly valuable historical collections of documents that previously were not available to the public.

## Special collections and digital contents

One new collection was digitally processed in 2010 – the Movement for the Renewal of Religious Art – while work continued on the processing of two other large collections: the Mário Novais Studio and the Private Collection and Personal Papers of Diogo de Macedo. As a result of this treatment, an important set of new digital contents were made available to the public, namely:

- › Private Collection and Personal Papers of Diogo de Macedo: 10,845 new images;
- › Mário Novais Studio: 6,897 new images;
- › Movement for the Renewal of Religious Art: 1350 new images.

In addition to what was planned for the year, images were also made available from the following collections:

- › 1st and 2nd Exhibitions of Visual Arts: 500 new images;
- › Luís Cristino da Silva – Album of Drawings: 133 new images.

The total number of digital images increased from 150,029 in 2009 to 182,444 in 2010, representing an increase of 21.6%. These results exceeded the forecast made at the start of the year (180,000) by a total of 2,444 new images.

As far as the FLICKR service is concerned: 1,481 new photographs were uploaded.

At the same time, some special new collections have also been received by the Art Library. These will further enrich and diversify the information that is available to the public, namely:

- › Private Collection and Personal Papers of Alexandre Pomar (invitations to exhibitions and exhibition catalogues);
- › Private Collection and Personal Papers of Artur Nobre de Gusmão;
- › Private Collection of the Joalharia do Carmo;
- › Photographic report on the installation of the painting collection at the Brasileira do Chiado.

## Services to the public

No new specific services were planned to be created in 2010. Attention is, however, drawn to the ever greater number of digital contents that have been made available, especially in the case of some of the Art Library's most important special collections. This represents a major improvement in the service available to users, and has clearly had an immediate impact, as can be seen by the greater use that is now being made of these contents.

## Use of services and collections

### Users

Two thousand and forty-two new users were registered during 2010, amounting to an increase of 42 more readers in comparison with the number that was forecast. Compared with the previous year,



there was a slight reduction in the number of new readers: from 2,305 to 2,042, which, to a certain extent, compensated for the unusual growth recorded between 2008 and 2009 and is once again in keeping with the average growth in the number of readers recorded in recent years.

By the end of the year, the total number of registered users had increased to 37,371, which was 871 more than expected. Although the total number of registered users is a useful and important indicator, the indicator “active users” is closer to the actual reality for the purposes of analysing the frequency with which the Library is used each year. The number of active users amounted to 3,939, as opposed to the forecast figure of 4,000. Compared with 2009, this did, however, represent a decrease of 218 users, accompanying the already-mentioned trend for a normalisation of the number of new readers during this year, in contrast to the atypical figures recorded in 2008-2009.

Besides those users who physically come to the library, and because the Art Library has been making an ever larger number of digital contents available online, it is also important to take into account those who make use of the Library’s resources without actually needing to come there. Assessing this type of use is far more complex, but there are some indicators that help to show its importance:

- › the number of permanent followers of the Art Library’s photo gallery on FLICKR has increased significantly, ending the year with 2,266 regular users, which represents an increase of 37.2% in comparison with 2009.
- › the number of visitors and the number of searches made in the catalogue.

A more detailed analysis of the Library’s new readers shows that they are mainly students from higher education in the Art field, thus helping to make the general category of “students” the most relevant one amongst the Library’s users.

**TABLE I – Number of new readers by activity (2010)**

<b>Activity</b>	<b>No.</b>
Secondary school students	78
Secondary school art students	48
Higher education students (art)	1 090
Higher education students (social and human sciences)	46
Higher education students (other courses)	71
Secondary school teachers	30
Higher education teachers (art)	25
Higher education teachers (social and human sciences)	7
Higher education students (other courses)	8
Researchers	81
Artistic professions	313
Other professions and activities	103

These new readers mainly use the Library to find information corresponding to the following interests: architecture, urbanism and design. Besides these, other interests such as art history and visual arts also play an important role amongst the Library’s users.

### Uses made of the Library's services and collections

There are various indicators used to analyse the many different ways in which the available contents and services are used: ranging from loans of the Library's works to training activities, and including searches made in the catalogue.

### Loans

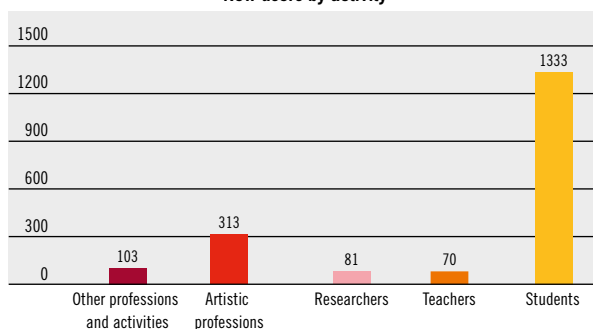
The number of loans forecast to be made by the end of 2010 was 70,000, but in reality these amounted to 74,539, representing an increase of 6.5%.

Of all the Art Library's collections, the most frequently used is, as expected, that of Art Monographs. However, it is significant that, in the hierarchy of uses, the collection that comes immediately afterwards is that of Special Collections, which seems to indicate that positive results have been obtained from the Library's policy of enriching its supply with collections such as the personal libraries, documents and papers of leading figures, as well as collections and donations of great documentary and informative value, and undertaking their corresponding digitisation. In this way, it can be said that this strategy has responded to the needs and interests of the Library's users. Another indicator of this reality is the increase in the number of requests made for the reproduction and use of the contents of these collections: the overall number of requests made for the digital reproduction and use of images increased from 57 in 2009 to 192 in 2010, which represents a growth of 236.8%.

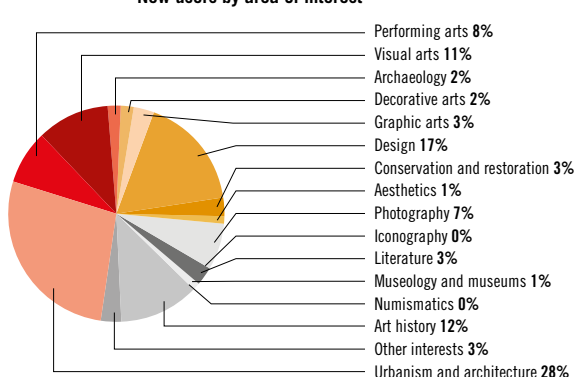
### Uses made of the catalogue, website and FLICKR

The catalogue available on the Internet was visited by 64,066 individuals (single visitors), who made 183,781 visits and conducted 1,606,755 searches.

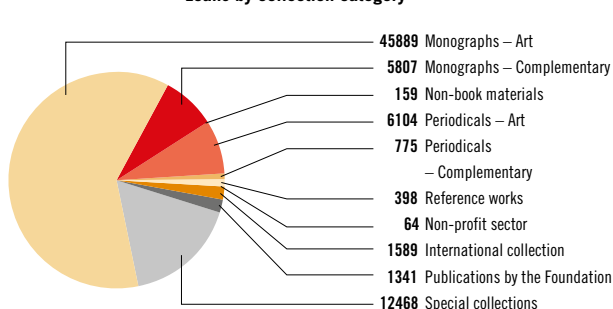
New users by activity



New users by area of interest



Loans by collection category



The Art Library website received 55,849 visitors, who made a total of 94,964 visits.

The photo gallery on FLICKR was viewed 960,543 times, ending 2010 with over two million views since its introduction in July 2008.

### Reference service

Answers were provided to the 592 queries presented by users through a wide variety of different channels, and 2,042 reference interviews were carried out.

### Top 10 works most frequently consulted in one year

The top 10 works most frequently consulted in 2010 provide an interesting indicator for understanding the interests of readers. The reality shows that these works range from architecture to painting and furniture, while also including art history, archaeology and aesthetics. Comparing these against the same scale of popularity in 2009, it can be seen that there was a greater representation of specialised works.

TABLE 2 – The 10 works most frequently consulted during the year (2010)

Title	Ref. no.	Loans
<i>Os Verdes Anos na Arquitectura Portuguesa</i>	AAT 2393	277
<i>Josefa de Óbidos e o Tempo Barroco</i>	P 5274	247
<i>Inventário do Museu Nacional de Arte Antiga</i>	MS 614	203
<i>Estudos de Iconologia</i>	IC 186	194
<i>Português Suave</i>	AAT 3654	183
<i>Mobiliário Português do Século XVIII</i>	BB 12901	181
<i>Techniques of the observer on vision and modernity [...]</i>	AE 784	176
<i>Conímbriga</i>	AAL 1143	176
<i>Betão Aparente em Portugal</i>	AAT 1571	174
<i>Pintura Portuguesa, Museu Nacional de Arte Antiga</i>	P 4034	170

### Conservation and management of collections

Conservation and restoration work was performed on 11 collections, involving a total of 16,075 items.

For reasons connected with the management of storage space, the current relevance of information and its relationship (or not) with the central subjects covered by the Art Library, permission was given for the sale of 1,068 items.



✚ 4th General artlibraries.net Meeting – Virtual Catalogue for Art History and the Future of Art Bibliography, Lisbon, Calouste Gulbenkian Foundation, 28-30 October 2010.

## Cooperation activities and participation in events

As far as its internal and external cooperation activities were concerned, the Library answered all requests addressed to it in good time. In the first instance, requests were presented from the Foundation's other departments, namely the Fine Arts Department, the Modern Art Centre, the Cultural Centre in Paris, the Calouste Gulbenkian Museum, the Next Future Programme and the Office of the President.

Externally, the Library rendered services to various cultural institutions, both lending documents from its collections for eight exhibitions, and searching for and organising information on artists or specific themes, with a view to the preparation of exhibition catalogues and other books, as well as projects designed to make information available online. Attention is drawn to the support given to the Museu Nacional de Arte Antiga, Museu Nacional de Soares dos Reis, National Centre for Culture, Fundação de Serralves, Casa das Histórias – Paula Rego, IGESPAR and the Centre for Theatre Studies of the Faculty of Letters of the University of Lisbon.

In cooperation with its partners in the artlibraries.net consortium, the Art Library organised and hosted the fourth general meeting of this organisation entitled “artlibraries.net – Virtual Catalogue for Art History and the Future of Art Bibliography”, which took place from 28 to 30 October. Besides the treatment that was given to matters relating to the business of the consortium, this meeting had a broader theme for discussion, namely the possible paths to be followed for the formation

of a global bibliographical product to be used by researchers, artists and the general public interested in the area of arts at a world level. As far as the participants at the meeting were concerned, these consisted of professionals from various regions around the world, from Europe to Asia, originating from the world's main art libraries, such as: The National Museum of Art, Architecture and Design, Oslo; Frick Art Reference Library; Avery Architectural & Fine Arts Library, Columbia University; Institut National d'Histoire de L'Art; Danish National Art Library; Victoria and Albert Museum; Kunst- und Museumsbibliothek / Rheinisches Bildarchiv; Rijksmuseum Research Library; Museo Nacional del Prado; Getty Research Institute; Kunst- und Ausstellungshalle der Bundesrepublik; ALBERTINA (Vienna); Art Library of the National Museum of Modern Art, Tokyo.

Besides the speeches that were made by some of the members of the consortium, there were also contributions made by specialists originating from some of the most important institutions in this area, such as the OCLC or the Getty Research Institute.

Various members of the Art Library team took part in national events related with some of the Library's most central themes, namely: 10th National Congress of Librarians, Archivists and Documentalists (Guimarães, 7-9 April); 2nd National Congress of Intellectual Property (Lisbon, 29-30 August); International Congress on the "The Estate of Santos Simões" (Lisbon, 15-17 November); conference on "Art and Melancholy" (Lisbon, 26-27 March); seminar on "International Standardisation Day 2010, Standards and Information Sharing" (Lisbon, 14 October).

The following papers were presented at the 10th BAD Congress:

- › Constança Rosa, Eunice Silva Pinto, Ana Barata – "A biblioteca particular de Calouste Gulbenkian: análise, tratamento e divulgação de uma coleção patrimonial".
- › Paulo Leitão – "Uma biblioteca nas redes sociais: a Biblioteca de Arte da Fundação Calouste Gulbenkian no FLICKR".

The following paper was also published in the Proceedings of the conference "Rocha Peixoto no Centenário da sua Morte":

- › José Afonso Furtado, Paulo Leitão, Ana Barata – "Coleções patrimoniais da Biblioteca de Arte: do analógico ao digital". Actas do Congresso Rocha Peixoto no Centenário da sua Morte, Póvoa de Varzim, 2010, pp. 241-249.

Internationally, the Art Library played an active role in the annual conference of IFLA (International Federation of Library Associations and Institutions), on the theme of "Open access to knowledge – promoting sustainable progress" (Gothenburg, 10-15 August) and the post-conference meeting "New Techniques for Old Documents" (Uppsala, 16-18 August).

The Library also continued to be part of the following international working groups:

- › IFLA – International Federation of Library Associations and Institutions – as a member of the following Standing Committees: "Art Libraries" and "Classification and Indexing".



› EBLIDA – European Bureau of Library, Information and Documentation Associations – as a member of its Expert Group on Information Law; in association with the Foundation’s Central Services Department, the Art Library gave logistical support to the EBLIDA Executive Committee Meeting, which was held at the Calouste Gulbenkian Foundation on 1 and 2 March.

## **Internships, study visits and training for users**

There were 14 study visits made during the year, attended by 165 individuals.

In 2010, the Library welcomed five interns in the area of library management and documentation science, coming from university master’s degree courses in Information and Documentation Sciences.

A further five activities were organised for the training of the Library’s users, dedicated to the following themes: “Searching in order to find: electronic resources at the Art Library, what they are and how to use them”, “How to keep yourself informed at the distance of a click”, “Reserved works, protected works?”, “The Art Library’s digitalised collections: the legal framework and procedures for consultation and use”.

In support of the project for the restructuring of the library at the Cultural Centre in Paris, two work sessions were organised, with the Centre’s director, at the Art Library.

## **Human resources training**

At the internal level, the Art Library held a training course for all of its employees on the theme of “The Art Library’s Collections and Services”. The main aim of this course was to publicise the work currently being undertaken in relation to the acquisition and incorporation of special collections into the Art Library since 2005, as well as to provide support information to all those who deal directly with readers.

Two employees participated in the “Olissipo III Project of the 2007-2013 Lifelong Learning Programme – Leonardo da Vinci Scheme, resulting in their participation in study visits to similar European institutions.

During the year, various continuous training courses held outside the Foundation were attended by members of the Art Library team:

- › “Attending the Public in Libraries”. BAD, 21 and 22 June 2010;
- › International Workshop “Virtual Historic Cities. Reinventing Urban Research”, promoted by CHAIA and the University of Évora, 21 May;
- › Course on “The Splendour of Wood Carving”, promoted by the Lisbon Patriarchate, on 16 and 17 July;
- › Course on “Decorative Settings in Portugal”, organised by the Casa-Museu Dr. Anastácio Gonçalves, from 23 September to 18 November.



👦 Bilingual class.

## The Gulbenkian Portuguese Language Programme

The Gulbenkian Portuguese Language Programme (PGLP) was set up in 2003, with the aim of encouraging the promotion and development of the Portuguese language by supporting activities carried out by third parties or by the Foundation.

	Amounts in euros
Personnel costs	52 349
Subsidies, scholarships and prizes	686 821
Own initiatives	156 115
<b>Total</b>	<b>895 285</b>
Receipts	19 636

### Subsidies

[€ 686 821]

The PGLP granted subsidies to a vast range of projects and activities, adopting guidelines of quality, rigour and effectiveness, both in terms of selecting the projects from amongst those submitted to the programme and in terms of projects and activities implemented by third parties but stimulated by the PGLP.

The following were of particular note: competitive application processes to support the promotion of reading in municipal public libraries; incentives for reading in small libraries; and the support given to secondary school libraries/resource centres. Subsidies were also granted to initiatives for the promotion of language and literature.

The support for Projects to Promote Reading in Public Libraries is designed to provide funding for projects that consolidate the taste for reading among users of municipal public libraries. A competitive application process was launched, inviting proposals for funding, and 63 projects were submitted. The idea of these subsidies is to encourage the appearance of innovative projects for the promotion of reading, whose quality is such as to produce an effect of greater dissemination. Fourteen projects were selected from amongst those presented, and the proposals of the following municipal libraries should be highlighted.

*Project:* Reading Workshops

*Proposed by:* Tábua Municipal Council

*Aim:* To increase children's ability to use appropriate language in different situations and enable them to come into contact with different kinds of books and literature.

*Project:* Special Reading Centre

*Proposed by:* São João da Madeira Municipal Council

*Aim:* To implement and organise a special reading room that will allow users with special needs arising from visual impairments to access information and knowledge independently.

*Project:* Cinema between the Lines

*Proposed by:* Faro Municipal Council

*Aim:* To encourage the 14 to 18-year-old age group to read, by exploring the potential of films and images.

*Project:* Bioarts

*Proposed by:* Sever do Vouga Municipal Council

*Aim:* To foster a liking for scientific and artistic reading in children.

Nineteen subsidies were also awarded to projects designed to encourage reading in small libraries, chosen from among the 46 applications for funding received during the year. These subsidies are essentially designed to help with the purchase of collections of documents in small libraries at parish councils, cultural associations or social centres, which are ineligible to apply for funding under the terms of the Gulbenkian's Support for Public Libraries scheme. Amongst the organisations awarded subsidies, attention is drawn in particular to Cabril Parish Council; Vila da Marmeleira Parish Council; the Child Support Institute; Areosa Parish Centre; the Cultural and Popular Education Association; Zona Alta Social Welfare Centre.

The Support for Secondary School Libraries/Resource Centres has as its main aim to encourage the appearance and development of projects that can help to minimise certain learning and educational problems, through a wide range of different components (cultural, curricular, research, etc).

One hundred and twenty-two schools presented projects applying for this support, 32 of which were given approval, most notably:

*Project:* Readers in the World of Science

*Proposed by:* São Pedro da Cova Secondary School

*Aim:* To increase the scientific literacy of secondary school pupils, minimise learning problems in the subjects taught by the Mathematics and Experimental Sciences Departments and develop active skills for the protection of the environment.

*Project:* Reading with Music

*Proposed by:* Calouste Gulbenkian Music Conservatory

*Aim:* To involve the School Library in projects organised by the Calouste Gulbenkian Music Conservatory, resulting in collaborative services with other schools, communities and at a national level.

*Project:* The Book – Between Reading and Preservation

*Proposed by:* Paredes Secondary School

*Aim:* To promote reading, training readers in a conscious manner, making them aware of the need to preserve and value books.

*Project:* From Literature to Performance: The Great Literary Works in Cinema and Theatre

*Proposed by:* Dom Pedro V Secondary School

*Aim:* To bring the film narrative and literary narrative text closer together through the identical use that they both make of a discourse particular to each text in order to transmit a story, analysing



and adapting various literary genres to cinema and the theatre and developing a taste for the reading of literature written in the Portuguese language and universal literature, as a means of increasing the reader's knowledge of the world.

The aim of the Support for Projects Promoting Language and Literature is to contribute towards implementing third-party activities designed to promote language and literature. The factors prioritised by the Calouste Gulbenkian Foundation have been reinforced by the creation of the PGLP. Four projects were awarded subsidies: the Sophia de Mello Breyner Andresen International Conference, organised by the National Centre for Culture; the Grand Prize for the Novel and Novella, awarded by the Portuguese Authors' Society; the 11th Palavras Andarilhas [Wandering Words] Festival, held by the Association for the Defence of the Cultural Heritage of Beja; and the Lisbon Architecture Triennale (lecture by Alberto Manguel), organised by the Faculty of Architecture of the Technical University of Lisbon.



✦ Presentation of the work awarded the Branquinho da Fonseca – Expresso/Gulbenkian Prize: *O Pintor Desconhecido*. Marta Torrão, illustrator; Mariana Roquette Teixeira, author; Cláudia Moura, publisher. Henrique Monteiro (editor-in-chief of the *Expresso* newspaper) and Eduardo Marçal Grilo (trustee of the Calouste Gulbenkian Foundation).

The “Bilingualism, Portuguese L2 Learning and Educational Success in the Portuguese School” project, run by the Institute for Theoretical and Computational Linguistics (ILTEC) is subsidised by the Foundation and is expected to last for five years.

In 2010, this project entered its third year and it has continued to operate in accordance with its initial programme. The activities that have been undertaken have produced positive results, testifying to the project's quality.

The project has two components:

- › The implementation of the teaching of Portuguese/Cape Verde Creole in a bilingual class. This project has been carefully monitored and has involved the accompaniment of 25 children, recording all indications of the positive effects of bilingual teaching, and, in particular, of biliteracy, that reflect the importance of this activity.
- › The creation of materials, the in-depth study and improvement of methodologies, and the supervision/training of teachers to teach Portuguese as a non-native language. This experiment is being tested in three schools/groups of schools from basic education, and the targets that have been established for the project are being satisfactorily met.

The European Web Site on Integration has referred to this project as an example of good practice.



The project known as the Gulbenkian “Home of Reading” project, was continued in 2010 with the development of the two websites created after the project’s initial start-up: “Serviço de Orientação da Leitura” (Reading Guidance Service) and “ABZ da Leitura” (The ABZ of Reading). Work also started on the design and development of another site – “Cata-Livros” (Book Hunt) – directly aimed at an audience of children and young people (initial readers and average readers).

Developed around the metaphor of a *house*, it is an interactive and dynamic project, which is intended to be fun for its users, although both sites are centred absolutely on books, which represent their ultimate object.

Throughout the year, books on 12 different topics will be presented. At the start of each month, a new topic will be presented, with the books presented in the previous months still remaining available. Each topic will involve a selection of 21 books that will be presented with varying levels of complexity. For example: “Book of the Month” – involving a book that is dealt with in greater depth, i.e. with six games linked to it, *Folhear* and *Em Voz Alta* (pages with narration) and *Irrequieto*, an animation based on the illustrations of the work. Creative writing exercises will also be set, as well as illustration and other activities, the results of which will all be displayed on the site. These activities will lead to partnerships with schools with a view to producing content for the site.

## Own activities

[€ 156 115]

The launches were held of the books corresponding to the International Conference for the Promotion of Reading “Training Readers to Read the World” and to the 18th Conference on Children’s Literature “Palavra de Trapos: A Língua que os Livros Falam” (Idle Words. The Language that Books Speak).

The leitura@gulbenkian website continues to be updated regularly, with critical reviews being posted of the works published in Portugal.

In 2010, the site recorded roughly 94,999 visits from several countries. Although most of the visitors are from Portugal, there is a notable stream of visits from Brazil (especially from São Paulo, Rio de Janeiro and Belo Horizonte), Angola (Luanda) and Mozambique (Maputo and Beira).

## ***Colóquio/Letras* magazine**

### **Description of the activities undertaken**

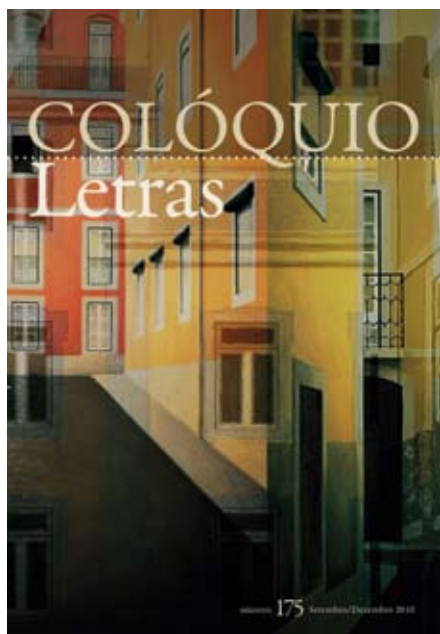
In 2010, the *Colóquio/Letras* magazine published Issues Nos. 173, 174 and 175, in which the painters António Sena, Júlio Pomar and Manuel Amado respectively collaborated with the reproduction of their work.

Issue No. 173 included a dossier dedicated to the poet Al Berto and included re-interpretations of the literary career of the author of *Salsugem* written by Mário Lugarinho (Brazil), Emerson da Cruz Inácio (Brazil), Golgona Anghel (Portugal) and Mark Sabine (United Kingdom). A second set of articles analysed the boundaries between poetry and fiction in the case of seven authors: Vasco Graça Moura, Armando Silva Carvalho, Maria Teresa Horta, Yvette K. Centeno, Mário Cláudio, Hélia Correia and Gonçalo M.

Tavares, who also published their own original works. Paulo Castilho was the author of the chronicle “Não ir a Nova Iorque” and Ana Marques Gastão interviewed the essayist Helena Carvalhão Buescu.

Looking at the critical publication of *Viagens na Minha Terra* published in 2010 by Imprensa Nacional-Casa da Moeda, Issue No. 174 dedicated a section to Almeida Garrett: the organiser of the book, Ofélia Paiva Monteiro, was interviewed by Ana Marques Gastão; Maria de Lourdes Lima dos Santos “hitched a ride” from the author to paint a portrait of him as a politician and a man of letters; the researcher Sérgio Nazar David sketched out Garrett’s political career and presented a revealing letter, previously unpublished, from Garrett to his elder brother, Alexandre José. Other themes were discussed by Maria do Céu Fraga (bucolicism), Cristina Vieira (timeless novels), Maria Manuel Lisboa (*O Conquistador* by Almeida Faria), Felipe Cammaert (the chronicles written by António Lobo Antunes), Filipa Leal (Arménio Vieira’s poetry), Dejanirah Couto (the melancholy of Lisbon). Susana Moreira Marques made her debut in the magazine with an original account of a meeting with the sculptor and surrealist poet Isabel Meyrelles, who has been living in France for many years. Almeida Faria, Arménio Vieira, Horácio Costa, Ana Paula Tavares and Luís Quintais also contributed to the magazine with their own prose and poetry.

In the year marking the centenary of the proclamation of the Portuguese Republic, Issue No. 175 sought to give views formed from in-depth studies about the way in which the intellectual world reacted to the change of regime, highlighting both the complex and the plural nature of the literature and culture of that time. With contributions from Miguel Real, Manuela Parreira da Silva, Nuno Júdice, Carlos Leone, Ana Alexandra Seabra de Carvalho and Carina Infante do Carmo, this issue also included, in the form of an offprint, an exhaustive panorama of *O Tempo Republicano da Literatura Portuguesa* by José Carlos Seabra Pereira. Also published were pages from the diary of Alberto de Lacerda on the poet’s close relationship with the couple Vieira da Silva and Arpad Szenes; António Vieira and João Paulo Borges Coelho wrote fictional texts and Guilherme d’Oliveira Martins contributed the chronicle entitled *De Cracóvia a São Petersburgo* (From Krakow to Saint Petersburg).



The three issues published in 2010 included reviews of over one hundred publications, ranging from poetry to fiction, translation, diaries, biographies, epistolography and essays, and covering works from Portuguese, Angolan, Mozambican and Brazilian literature.

The public presentation of Issue No. 174 took place on 1 June 2010, at the CEBuchholz bookshop (formerly the Livraria Buchholz). Eduardo Lourenço (president of the Editorial Board), José Manuel da Costa Esteves (University of Paris X – Nanterre La Défense) and Nuno Júdice (director) presented the magazine. Almeida Faria, Armando Silva Carvalho, Maria Teresa Horta and Vasco Graça Moura read texts they had written.

The website [www.coloquio.gulbenkian.pt](http://www.coloquio.gulbenkian.pt), which provides access to all the texts published in the magazine between 1971 and 2001, was updated with summaries of these last three issues.

## ■ Gulbenkian Programme to Combat Failure at School and Early School Leaving

The Gulbenkian Programme to Combat Failure at School and Early School Leaving was set up in 2008, with the aim of encouraging the development of innovative projects that help to combat failure at school and early school leaving and to improve the standards of both teaching and learning. Such projects must identify, promote and develop concrete experiences that make it possible to create the appropriate conditions for an effective improvement in the quality of the learning achieved by children and young people.

	Amounts in euros
Subsidies	226 013
Own initiatives	20 065
<b>Total</b>	<b>246 078</b>



■ Mesão Frio Group of Schools.

The aim is also to issue a challenge to the whole educational community, in its broadest and most complete sense (teachers, parents, school support staff, students, cultural, recreational and business associations, etc.), to commit themselves to projects of quality and excellence that may be promoted as effective proposals for combating failure at school and early school leaving.

In 2010, under the scope of this programme, public institutions from the basic education system (pre-school and 1st, 2nd and 3rd cycles) were invited to apply for support for projects designed to combat failure at school and early school leaving.

A total of 155 applications were received, and, after an exhaustive analysis had been carried out in accordance with strict criteria, five projects were selected and financed to a total amount of

**[€ 174 513]**

The projects listed below (together with the name of the groups of schools that are implementing them) are already being undertaken on a regular basis, with the first reports of their physical and financial implementation currently being prepared for sending to the Foundation.

- › Mesão Frio Group of Schools – “Shared Learning”;
- › “O Rouxinol” Group of Schools – “More Sense: Receiving to Know; Knowing to Grow”;
- › Aljustrel Group of Schools – “Knowing More”;
- › Gouveia Group of Schools – “Bridges of the River Success”;
- › Soure Group of Schools – “Educating for the Future”.

The “Education in the Rural Environment” project, carried out by the Oliveira do Bairro Institute of Education and Citizenship (IEC), completed the third year of its implementation in 2010, which was also the last year of its funding by the Foundation.

The assessment that was made at the end of the project was a highly positive one, which greatly encouraged its continuation as a means of combating the extremely low rates of cultural and economic development in the region where the IEC operates.

The total amount spent on this activity was

**[€ 49 000]**

The Associação Moimetense de Apoio à Infância (Moimetense Association for Childhood Support) was also given financial support to purchase recreational and pedagogical material for the Crèche, Kindergarten and leisure time activities, in the form of a grant amounting to

**[€ 2 500]**







# Science







✦ "Mathematics and its Charms" lecture cycle. Ana Cannas da Silva of the Higher Technical Institute of the Technical University of Lisbon gives the lecture on "Symmetry Step by Step". Auditorium 2 of the Calouste Gulbenkian Foundation, 23 June 2010.

## Science Department



	Amounts in euros
Personnel costs	446 394
Operating costs	85 438
Subsidies and grants	735 495
Departmental activities	373 864
<b>Total</b>	<b>1 641 191</b>
Receipts	256 216

Science has been used above all as a privileged instrument for advanced training and education, but also as a source for the creation of new technologies and high tech industries. However, today science is called upon to perform other types of central tasks. The quality of training and education needs to be afforded continuation at the highest level, but there is also a need to provide a reading grid that enables us to understand the role played by the communication and intensified circulation of knowledge in redefining the participative processes that bring with them solidarity and social cohesion.

In the support that it gives to research, to the circulation and use of argumentative knowledge, ranging from science to the social sciences and philosophy, the Calouste Gulbenkian Foundation has an irreplaceable role to play. The choice of a carefully thought out and rational assessment of our expectations will make a powerful contribution towards building a society in which we would all wish to live.

These were the premises that led to the Science Department's activities being guided by three main programmatic guidelines, in an attempt to facilitate the passage from the past to the future. The plan of activities is therefore centred around the following structural goals:

- › to foster creativity and rigour in scientific research;
- › to encourage links between science and culture;
- › to strengthen the interaction between science and society.

In order to achieve these goals, the Science Department continued its distributive activity of awarding subsidies and grants to support innovative research programmes and projects.

## **Stimulating creativity and rigour in scientific research**

### **Research Incentive Programme**

Under the scope of the Research Incentive Programme, continuation was given to activities designed to support and stimulate young researchers. A competitive application process was launched for funding in the following scientific areas:

- › differential geometry lalgebraic geometry lalgebraic analysis;
- › physics of nanostructures and its applications;
- › new materials in chemistry;
- › earth sciences: geophysicslnatural risks lsubmerged mineral resources.

The programme gives two annual awards to high-quality proposals from each scientific area, and simultaneously provides support to implement them in the following year at Portuguese research centres. Forty-six applications were submitted in the four scientific areas. After due analysis, the Jury recommended that eight applications be granted, two in each area, with a total financial incentive being awarded of € 12,500, divided into two instalments, one of € 2,500 for the researcher, and the other of € 10,000, awarded to the institution where the work is to be carried out, which is intended to help pay for the costs of undertaking the research.

The Jury recommended the attribution of two awards in each scientific area to the following research projects:

- › Differential geometry lalgebraic geometry lalgebraic analysis
  - “Specialisation and Microlocalisation of  $D[[h]]$ -modules along a Subvariety”, by David Simão Córias Raimundo, to be undertaken at the Centre for Algebra of the University of Lisbon;
  - “Moduli Spaces of Sheaves on Curves and Compactifications”, by Ana Margarida Mascarenhas Melo, to be undertaken at the Centre for Mathematics of the University of Coimbra (CMUC).
- › Physics of nanostructures and its applications;
  - “Optical Fibre Nanowires”, by Ricardo Melo André, to be undertaken at INESC (Institute for Systems and Computer Engineering of Porto);
  - “Surface Doping Strategies for Si Nanostructures”, by Alexandra Inês Sarabando de Carvalho, to be undertaken at the University of Aveiro.
- › New materials in chemistry;
  - “DNA for Applications in Optoelectronics”, by Luísa Cidália Guimarães Rodrigues, to be undertaken at the Chemistry Research Centre of the University of Minho;
  - “Selective Immunoaffinity Devices: A New Alternative to Blood Treatment”, by Telma Godinho Barroso, to be undertaken at REQUIMTE, Chemistry Department of the New University of Lisbon.

- › Earth sciences: geophysics/natural risks / submerged mineral resources
- “Physics of Seismo-Electromagnetic Phenomena”, by Hugo Manuel Gonçalves da Silva, to be undertaken at the Geophysics Centre of Évora (CGE), University of Évora;
- “EMPPPI – Magnetic and Palaeomagnetic Study of Iberian Plate Kinematics between 80-150 Ma”, by Marta Maria de Almeida Neres, to be undertaken at the Dom Luiz Institute, University of Lisbon.

### **Support Programme for Cutting-Edge Research in Life Sciences**

With the aim of stimulating originality and developing new and creative ideas in the research work being undertaken in life sciences, this programme resulted from the desire to encourage young researchers working at centres of excellence to take more risks and to engage in cutting-edge research.

A competitive application process was opened and 56 proposals were submitted for possible funding. In 2010, awards were made to the following institutions, consisting of a subsidy to the amount of € 50,000:

- › Institute of Molecular Medicine, Faculty of Medicine of the University of Lisbon, to support the implementation of the project “The Interplay between Lipid Droplets, RA and the Capsid Protein during Dengue Virus Assembly and Encapsidation”, headed by Ivo Cristiano Rocha Martins;
- › Life and Health Sciences Research Institute, University of Minho, to support the implementation of the project “The Transcriptome of the Oncogenic HOXA9 Homeoprotein in Human Glioblastoma and Precursor Cells”, headed by Bruno Filipe Marques da Costa.

### **Programme for the Internationalisation of Social Sciences in Portugal**

This programme seeks to encourage the internationalisation of the social sciences, providing incentives for the publication of research studies in leading international journals. The programme covers the following disciplines: anthropology, educational sciences, political science, demography, human geography, history, social psychology, international relations and sociology.

In accordance with the programme’s regulations, a public competition was launched, open to both Portuguese and foreign researchers working in Portuguese institutions. In 2010, applications were accepted in relation to articles that had already been published, or accepted for publication, in leading international journals during 2008 and 2009. Fifty-five applications were submitted for consideration, and the Jury decided to give awards to the following applicants:

- › Luís Francisco Aguiar-Conraria, for the article “Referendum design, quorum rules and turnout”, published in 2009, in the *Public Choice* journal;
- › Nina Wiesehomeier, for the article “Presidents, parties and policy competitions”, published in 2009, in *The Journal of Politics*.





### “New Talents in Mathematics” Programme

Every year, the “New Talents in Mathematics” Programme selects university students from courses with a strong Mathematics component who demonstrate high academic merit. Its aim is to encourage the development of their mathematical knowledge and skills, supporting their work with recognised specialists who will act as tutors.

Following a public competitive process, during which 66 applications were received, the Calouste Gulbenkian Foundation awarded 20 merit grants in the academic year 2010-2011 to the following students:

❖ Celebration of the tenth anniversary of the “New Talents in Mathematics” Programme: scientific conference “The Taste for Mathematics – A Decade of Talents”. Calouste Gulbenkian Foundation, 15 to 17 July 2010.

- › Ricardo Correia Moreira – 1st year of the Mathematics Applied to Economics and Management Degree at the Higher Institute of Economics and Management (ISEG) of the Technical University of Lisbon.
- › João Pedro Martins dos Santos – 1st year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon.
- › Rita Fernandes Neves – 1st year of the Integrated Master’s Degree in Aerospace Engineering at the Higher Technical Institute of the Technical University of Lisbon.
- › Pedro João Macedo Duarte Lemos – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto.



❖ Celebration of the tenth anniversary of the “New Talents in Mathematics” Programme: scientific conference “The Taste for Mathematics – A Decade of Talents”. Calouste Gulbenkian Foundation, 15 to 17 July 2010. Diogo Lucena and João Caraça with a group of tutors and both current and former scholarship holders.



- › João O'Neill Cortes – 2nd year of the Technological Physics Engineering Degree at the Higher Technical Institute of the Technical University of Lisbon.
- › João Moreira de Sousa Pinto – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto.
- › António José Ferra Gomes de Almeida Girão – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto.
- › Artur Jorge Carvalho Amorim de Sousa – 2nd year of the Physics Degree at the Faculty of Sciences of the University of Porto.
- › Pedro Henrique Oliveira Pantoja – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Lisbon.
- › Vítor Carlos Pinto de Freitas – 2nd year of the Mathematics Degree at the Faculty of Sciences and Technology of the University of Coimbra.
- › João Morais Carreira Pereira – 2nd year of the Mathematics Degree at the Faculty of Sciences and Technology of the University of Coimbra.
- › Gonçalo Pereira Simões Matos – 2nd year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon.
- › Ricardo Jorge Pratas Guilherme – 2nd year of the Mathematics Degree at the Faculty of Sciences and Technology of the New University of Lisbon.
- › Jorge Ricardo Landeira da Silva Miranda – 2nd year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon.
- › Pedro Manuel Passos de Sousa Vieira – 2nd year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon.
- › Henrique Manuel Pereira Cabral – 2nd year of the Integrated Master's Degree in Electrotechnical and Computer Engineering at the Faculty of Engineering of the University of Porto.
- › Diogo Pernes da Cunha – 3rd year of the Integrated Master's Degree in Electrotechnical and Computer Engineering at the Faculty of Engineering of the University of Porto.
- › Simão Fernandes Correia – 3rd year of the Mathematics Degree at the Faculty of Sciences of the University of Lisbon.
- › François Thierry Alfred Aubry – 3rd year of the Mathematics Degree at the Faculty of Sciences of the University of Lisbon.
- › Manuel Luís Henriques de Araújo – 3rd year of the Applied Mathematics and Computation Degree of the Higher Technical Institute of the Technical University of Lisbon.

### **10th National Conference of the “New Talents in Mathematics” Programme**

In 2010, the annual conference of the “New Talents in Mathematics” Programme took place from 15 to 17 July, being dedicated on this occasion to the celebration of its 10th anniversary. Under the scope of this celebration, a major scientific conference was held entitled “The Taste for Mathematics – A Decade of Talents”, which brought together leading names in the field of Mathematics as well as some of the programme's former scholarship holders. During those three days spent together at the Calouste Gulbenkian Foundation in Lisbon, there were Mathematics lessons, presentations and debates attended by both current and former scholarship holders and tutors from the programme. The plenary sessions involved lectures given by four prestigious overseas professors: Lenny Ng from Duke University, Bjorn Poonen from MIT, Rahul Pandharipande from Princeton University and Stanislav Smirnov from Université de Genève, who was awarded the Fields Medal in 2010.

## **Programmes to Strengthen Research Potential**

Basic research was supported through the award of subsidies to various institutions, most notably:

- › Portuguese Astronomy Society, for the organisation of the European Week of Astronomy and Space Sciences – JENAM 2010 – which included plenary sessions, seven symposiums, ten special sessions, public lectures and an open exhibition at the Faculty of Sciences of the University of Lisbon.
- › Council for the Lindau Nobel Laureate Meetings, to support the participation of two young Portuguese scientists, Catarina Pinho, PhD in Biology, and Eduardo Vieira de Castro, PhD in Physics, at the 60th Nobel Laureate Meeting in Lindau, Germany. The 2010 edition of this annual meeting enjoyed the participation of 650 researchers and young scientists from all over the world, as well as many Nobel Prize winners. The purpose of this meeting is to stimulate interdisciplinary dialogue by crossing over the boundaries between different disciplines in order to inspire new forms of research in the future.
- › Foundation of the Faculty of Sciences of the University of Lisbon to support the events related with the commemoration of the International Year of Biodiversity.
- › Institute of Complexity Sciences, for the organisation of the Arrábida “Paths of Complexity” Conference entitled “Innovation and Regulation in Socio-Economic Environments”.
- › Portuguese Association of Geologists, to share in the costs of publishing the three-volume work – *Ciências Geológicas – Ensino, Investigação e sua História* – under the scope of the commemorations of the International Year of Planet Earth.
- › Associazone Torino per ESOF2010, for the organisation of the EuroScience Open Forum 2010 – Science in the City Programme, consisting of a series of initiatives (seminars, workshops and debates) to discuss relevant issues in scientific research, as well as the relations between science and society. The basic aims of the EuroScience Open Forum are: to highlight the leading role played by the European research space; to create new communication instruments for European science; to underline Europe’s role in innovation and research; and also to stimulate opportunities for the creation of new jobs for young European researchers.
- › Portuguese Mathematical Society, to share in the costs of organising the National Conference of the Portuguese Mathematical Society. This initiative takes place every two years and provides an opportunity to discuss current mathematical issues.

## **Promoting links between science and culture**

### **Conferences and seminars**

In the first quarter of the year, as a complement to the celebrations of the International Year of Astronomy, the Science Department also promoted the last two lectures of the cycle “On the Frontiers of the Universe”. João Caraça, Director of the Science Department, talked about “The Day that Science Was Born”; Vítor Cardoso, a researcher at Centra – Multidisciplinary Centre for Astrophysics (Higher Technical Institute) delighted the audience with his lecture entitled “On the Frontiers of Gravitation”.



✦ Closing session of the International Year of Astronomy. Award of the prize for the “Best Astronomy Question”. President of the Unesco National Commission, Eduardo Marçal Grilo, Diogo Lucena and João Caraça from the Calouste Gulbenkian Foundation, Alda Matos and Francelina Matos with the prize-winning students from the Monte da Caparica Secondary School. Auditorium 2 of the Calouste Gulbenkian Foundation, 17 March 2010.

On 17 March, the Closing Session of the International Year of Astronomy took place, during which:

- › the exhibition “Astronomy in Today’s Portugal” was opened in the gallery of Level 01 at the Calouste Gulbenkian Foundation’s headquarters;
- › Henrique Leitão, from the Faculty of Sciences of the University of Lisbon, presented the book that he himself had translated – *Mensageiro das Estrelas* by Galileo Galilei;
- › Orfeu Bertolami of the Higher Technical Institute gave a lecture entitled “The International Year of Astronomy in Portugal: After the Farewell”;
- › The prize was awarded in the “Best Astronomy Question” competition.

In order to prepare the major conference that would be held in July 2010 to mark a decade of the “New Talents in Mathematics” Programme, the Science Department organised a cycle of lectures entitled “Mathematics and its Charms”. Jorge Picado, from the Faculty of Sciences and Technology of the University of Coimbra – and one of the programme’s tutors – talked about “The Mathematical Beauty of Seashells”; on 19 May, António Machiavelo, from the Faculty of Sciences of the University of Porto, delighted the audience with the lecture entitled “Top Secret! Mathematics in Confidential Communications”; on 23 June, Ana Cannas da Silva from the Higher Technical Institute brought the cycle to an end with the lecture entitled “Symmetry Step by Step”.

During the first quarter of the year, the ceremony was held to award the prizes attributed under the Research Incentive Programme and the Programme for the Internationalisation of Social Sciences. The prize-winners presented both the projects that had been selected by the Jury of the Research Incentive Programme and the scientific articles selected in the competition of the Programme for the Internationalisation of Social Sciences.



- ✦ Martin Kemp – a specialist on the work of Leonardo da Vinci – speaking on the theme “Taking it on Trust in Images of Nature” under the scope of the “Image in Science and Art” lecture cycle. Auditorium 2 of the Calouste Gulbenkian Foundation, 17 November 2010.

The “Image in Science and Art” lecture cycle began on 17 November with the lecture given by the specialist on Leonardo da Vinci – Martin Kemp – who talked about the theme “Taking it on Trust in Images of Nature”. On 15 December, Christopher Toumey, a cultural anthropologist and an expert in the Anthropology of Science, gave the lecture entitled “The Problem of a Picture of an Atom”.

## Science Promotion Programmes

### “Darwin’s Evolution” itinerant exhibition

The Darwin’s Evolution exhibition was on display at the Museo Nacional de Ciencias Naturales, in Madrid, from 11 July 2009 until January 2010. The exhibition was also presented at the Parque de las Ciencias, in Granada, from 19 March until 3 October 2010.

In Brussels, during the Foundations Week from 31 May to 4 June 2010, organised by the European Foundations Centre (EFC) with the aim of giving greater visibility to European institutions and fostering greater dialogue between them, the Calouste Gulbenkian Foundation was represented by a stand recreating the “Darwin’s Evolution” exhibition.

### “Koisas Kuriosas” television programme

A television series of 13 short thematic episodes to be broadcast on the SIC K channel.

The main aims of the “Koisas Kuriosas” (Curious Things) television programme are: to instil the taste for discovery and the pleasure of learning; to bring young people into closer contact with science and technology and with those engaged in scientific practice; to develop the relationship between scientific disciplines and greater technical knowledge; to arouse young people’s interest in developing professional careers in the scientific and technological fields.

## Strengthening the interaction between science and society

### Science and Society Programme

Under the scope of this programme, grants were awarded to the following institutions:

- › “Centre for Research and Studies in Sociology” (CIES – ISCTE), for the organisation of the second “AfterMath” seminar, which brought together a group of internationally renowned scientists with the aim of engaging in critical and philosophical reflection on the theme “After the Crisis. Towards a New Economic Culture”;
- › Institute of Social Sciences (ICS) of the University of Lisbon. A subsidy was granted in partnership with the President’s Direct Administration Reserve and the Education and Scholarships Department in order to help pay for the costs of the tasks involved in conducting the online survey, constructing the website and organising the conference for the disclosure of the data produced by the “State of the Republic” project;
- › Fondation Nationale des Sciences Politiques. A subsidy was granted to help pay for the costs of organising and holding the first scientific meeting of the “Europe as a Normative Power” research project;
- › University of Exeter. A subsidy was granted to help pay for the costs of holding three international workshops under the scope of the research project on the theme “New Ontologies”. The aim of this project is to contribute towards an epistemological change in social sciences as a reaction to the present duality between social sciences and natural sciences;
- › Centre for Research and Studies in Sociology (CIES – ISCTE). A subsidy was granted in order to help pay for the costs of implementing the research project “Open Science: Research, Publishing and Disseminating Science through the Network Society”;
- › International Mathematics Centre. A subsidy was granted for the publication of the book *Raising the Public Awareness of Mathematics* by Springer Verlag. This book includes a DVD – based on the algebraic surfaces of IMAGINARY – which is the result of a joint venture developed by the International Mathematics Centre, the Casa da Animação in Porto and the Mathematisches Forschungsinstitut Oberwolfach;
- › Science Museum/University of Lisbon. Under the scope of the museum’s 25th anniversary celebrations, a subsidy was granted for the publication of the book *Fernando Bragança Gil – Colectânea de Textos sobre Museus e Museologia* and to help pay for the costs of organising a conference held in tribute to Fernando Bragança Gil – the founder and director of the Science Museum until 2003, a university professor, researcher, museologist and promoter of science;
- › Following on from the award of a subsidy to the Research Foundation of the State University of New York in order to make it possible to implement the research project “Questioning Nineteenth-Century Assumptions about Knowledge”, coordinated by Immanuel Wallerstein, three books were published by Richard E. Lee – Professor of Sociology and director of the Fernand Braudel Center at Binghamton University, State University of New York – entitled: *Determinism, Reductionism and Dualism*. These books bring together the preparatory texts, commentaries, reflections and conclusions of the three international conferences held under the scope of that Project, and were published by SUNY Press (State University of New York Press).





Some of the one thousand and two hundred visitors to the fifth open day of the Gulbenkian Institute of Science. Images of IGC researchers.





	Amounts in euros
Personnel costs	1 542 255
Operating costs	1 726 287
Subsidies and grants	2 491 641
Departmental activities	7 472 294
<i>Investment</i>	<i>2 450 640</i>
<b>Total</b>	<b>13 232 477</b>
Receipts	8 147 686

In the annual survey carried out by the magazine *The Scientist*, the Gulbenkian Institute of Science (IGC) was ranked eighth in the table of the best places in the world for post-PhD scientists to work outside the United States in 2010. This classification among the world's top ten places was repeated in the 2011 survey. In the two years covered by these surveys, IGC is the only Portuguese institution to find itself ranked in this way. Among many other recognitions obtained by IGC and its researchers in 2010, this award underlines the Institute's dynamic and prosperous nature. IGC's main mission is to receive and support the world's future scientific leaders, including PhD students, PhD holders and group coordinators, in an environment of cooperation and mutual trust, promoting intellectual autonomy and institutional responsibility with the aim of achieving scientific excellence and strengthening the Portuguese scientific community.

### **Research**

In 2010, two new research groups joined forces with IGC in order to undertake their research programmes. Three groups left the Institute and joined other research centres. Altogether, 39 research groups and eight small teams of young independent researchers worked at IGC in 2010.

The Institute's research is focused upon the organism, being hypothesis-led and based on a transversal and multidisciplinary approach. Studies centre on the genetic bases for the development and evolution of complex living systems, covering evolutionary biology, the genetic makeup of complex diseases and the resistance to infection, cellular biology, cell cycle control and DNA repair, inflammation, immunity and auto-immune diseases, the biological development of animals and plants, behavioural neurosciences, and theoretical and computational biology.

The IGC's research community is, in itself, a varied and multidisciplinary one, bringing together biologists, biochemists, physicists, mathematicians, clinicians and computational scientists. And it is not just the scientific backgrounds of the researchers that vary, but also their nationalities: the team of approximately 260 researchers, technicians, students, PhD holders and group leaders originate from 30 different countries in each of the five continents, making IGC a genuinely international centre of scientific work.

Underlying the Institute's wide-ranging portfolio of research programmes are cutting-edge equipment, premises and services, headed by highly-qualified and experienced personnel, many of whom already hold PhDs. From the animal research room to the facilities for microscopy and DNA sequencing, all the shared equipment and services allow for the free access of all researchers, being kept under permanent review in order to ensure that everything is thoroughly up-to-date. Research does not live from technology alone, however, so that IGC also offers support in other less technologically based aspects of the research life. Its work is also directed towards guaranteeing the success of applications for support for project funding and management, disseminating the research undertaken at IGC, and involving the general public more in science by encouraging the use of the Institute's library, which offers online access to its subscriptions to more than 16 thousand journals, as well as a computerised information service with a data-centre dedicated to the Institute's research.

In 2010, 132 articles were published in international scientific journals, including some with a major impact worldwide – *Nature*, *Science Translational Medicine*, *Nature Cell Biology* and the *Proceedings of the National Academy of Sciences* (USA). Two hundred and eighty-six papers were given by IGC researchers at international congresses or scientific meetings. IGC was the host institution for the partial or total preparation of six doctoral theses and 17 master's degree theses. The year was particularly memorable in terms of scientific awards and funding obtained by IGC researchers.

In 2010, approval was obtained for the competitive applications presented for 62 new projects, with funding being provided by such organisations as the Bill and Melinda Gates Foundation and the European Research Council (one grant for advanced researchers and three grants for researchers at the beginning of their own independent careers). Two projects were funded by the Human Frontiers Science Programme (HFSP), one by an Association for International Cancer Research Grant and one by a Marie Curie International Reintegration Grant from the European Commission, while 46 projects were approved for funding by the Foundation for Science and Technology.

Roberto Keller



✚ IGC researchers at work.

IGC researchers received the following awards: *The Scientists-Faculty of 1000 Best Places for Post-doc Award*; the Pfizer Award for Basic Research, 2010; the Pfizer Award for Clinical Research, 2010; and the Seeds of Science-Health Sciences 2010; as well as nominations for membership of the editorial boards of international journals and a nomination for membership of the European Molecular Biology Organisation (EMBO).

IGC is located in what is currently known as the “Oeiras Campus”, which houses a range of other centres of basic and applied research in biology, biotechnology and chemistry, including the ITQB Associate Laboratory. This laboratory brings together IGC, the Institute of Chemical and Biological Technology (ITQB) and the Institute of Experimental and Technological Biology (IBET). But the Institute’s collaborations spread beyond Oeiras, and naturally beyond Portugal, to Europe, Africa and North and South America, through research networks and joint research programmes.

## Post-graduate education

Postgraduate teaching has always been a major component of IGC activities. In 2010, four doctoral programmes were in operation at the Institute, either completely or in part: the PhD Programme in Integrative Biomedical Science (PIBS), the Gulbenkian/Champalimaud International Neuroscience Doctoral Programme (INDP), the Advanced Medical Training Programme (of IGC and other Portuguese research institutes) and the Gulbenkian Doctoral Programme in Computational Biology (PDBC).

On completion of these programmes, the students, who consist of both Portuguese and foreign researchers, join a network of close on 350 *alumni*, spread throughout the world’s best research centres.



The doctoral programmes guarantee a constant stream of visiting professors, contributing towards a full component of permanent postgraduate education. In 2010, the international programme of seminars brought 130 scientists from outside the Institute to work on these courses, including leading specialists in their own particular fields. Together with the regular lecture programmes and visits by senior scientists on sabbatical leave, all of this helps to stimulate important discussions and improve the tutoring of many of the IGC’s young researchers.

## Involvement of society in science

IGC runs a programme dedicated to the communication of science. This programme actively involves researchers and collaborators in two main objectives: to promote IGC’s image and the research carried out at the Institute, both nationally and internationally, as well as to encourage the involvement of society in science. Another objective, closely related to these other two is that of providing the tools whereby scientists can effectively communicate the results of their scientific research to non-specialist

audiences. The projects are based on direct, two-way interactions of researchers, students and IGC technicians in dialogue with a series of different audiences: the media, students, teachers, the general public, artists and policymakers.

The Science Communication Team created a sustainable strategy for contacts with the media through the establishment of very strong channels of communication with both the Portuguese and foreign media. Altogether, 411 news items mentioning IGC were detected in 2010: 263 in the Portuguese media (64%) and 148 in the foreign media (36%). In 2010, a total of 16 press releases were issued, generating a total of 326 news items. On average, each press release generated 20.4 new news items. IGC became a major point of reference for journalists, with a total of 18 spontaneous requests for information being made by the media.

Activities for schools included various promotional initiatives, such as “hands-on” experiences, presentations, discussions and debates (seven of these were held in 2010); the support programme for scientific projects provides supervision, theoretical and experimental support for secondary school students (10 projects from 10 different schools in 2010), as well as summer or holiday placements for secondary school and undergraduate students, with the aim of giving students an opportunity to participate in research projects (13 students in 2010).

For the third year running, IGC took part in the “European Researchers’ Night”, an annual initiative promoted by the European Commission and designed to bring researchers and the general public closer together. The event is held simultaneously in various European countries. “Setting the Stage II”, a project that followed on from the one held the previous year (coordinated by IGC), brought researchers and the general public together through theatre, interactive activities and sport. Various IGC researchers took part

Maria João Leão



❖ Participants in the “OptimusAlive!-Oeiras” festival on a visit to the IGC space.



in the theatre productions; and the Science Communication Team developed a number of participatory activities specially designed for the project and made them available to the general public. A total of 18,500 visitors were counted in the four cities that were involved in this event.

The fifth IGC “Open Day”, under the title of the “Science Republic”, attracted roughly 1,200 visitors. All the activities were planned, developed and implemented by IGC researchers, coordinated by the Science Communication Team. Over 100 IGC researchers and collaborators led experimental activities, gave guided visits to the laboratories and the “Top Models” room (where the model organisms studied at IGC were exhibited) and promoted an activity entitled “Dress up as a Scientist”. Two plays were also specially prepared for the “Open Day”: *Quem Tem Medo das Neurociências?* (Who’s Afraid of Neurosciences?) and *Senhoras e Senhores: A Máquina dos Genes* (Ladies and Gentlemen: The Gene Machine), the latter performance being followed by a debate on genetic testing.

Gripenet is a syndrome surveillance system that monitors influenza-like illnesses, in almost real time, via the internet and with the help of volunteers. This surveillance system is based on the voluntary online participation of the general public, who respond to questions about flu symptoms that they are asked each week via the internet. The system includes a broad set of scientific communication and education activities and functions as an interactive project. Since 2009, this surveillance system has been part of FP7, a project financed by EPIWORK.

The partnership was maintained with the company Everything is New, who are the promoters of the art and music festival OptimusAlive!-Oeiras. This resulted in the award of two more research scholarships to two recent graduates selected on the basis of a national competition, enabling them to undertake research projects in groups at IGC. IGC was present at the OptimusAlive!-Oeiras festival for the third year running, offering festival participants the chance to enjoy brief encounters with scientists and take part in various practical scientific activities.

IGC and the Associação Viver a Ciência (VaC – the Living Science Association) were present at “Mundo Mix”, a three-day cultural event (fashion, music, art and multimedia), at the Castelo de São Jorge in Lisbon. Visitors had the opportunity to participate in different activities related with science. By buying IGC mugs, calendars and posters of the VaC’s “Image Laboratory” exhibition, the general public contributed to scientific research in Portugal.

A new partnership was established in 2010 between IGC and Vista Alegre, Portugal’s leading and most prestigious porcelain manufacturers, to produce and sell a new “Science Collection”. Original scientific images, obtained by young scientists from IGC, were redesigned for printing on coffee cups and mugs. These products have been available for purchase at IGC and the Foundation’s headquarters since December 2010, and, in 2011, will also be made available at Vista Alegre shops around the country.



Roberto Keller

✦ Lunch served on dishes from the Porcelain Garden Collection produced by Rob Kessler, a resident artist at IGC.



## Gulbenkian Advanced Medical Training Programme

The specific area of intervention of the Gulbenkian Advanced Medical Training Programme (PGFMA) is clinical research and the highly specialised training of clinicians. The main aim is to help doctors interested in combining their activity of attending patients with research into clinically relevant problems to acquire solid scientific bases and to be able to develop high-quality research projects in their specific areas of interest.

	Amounts in euros
Personnel costs	51 423
Subsidies and grants	608 060
Own initiatives	119 888
<b>Total</b>	<b>779 371</b>
Receipts	163 384

The first edition of the programme started in October 2008 and is set to last for three years for each of its three editions. Each year, 10 candidates will be selected to participate in the programme, five on a full-time basis and five on a part-time basis.

In each edition of the programme, the first six months are dedicated to the training component. Each trainee then embarks on research activity in an area of their own interest, either in Portugal or abroad. Training modules are, as a whole, geared towards science, although different topics of fundamental biology are approached from the point of view of their integration with medical practice.

### **2nd edition Second quarter of the programme's second edition (January-March, 2010)**

During this period, the 10 students of the second edition completed their training programme, which took place between 4 January and 4 March 2010, and eight postgraduate courses were taught at the institutions shown below.

Course	Organiser	Institution
Pathogens & Hosts	Adriano Henriques	IGC/ITQB – New University of Lisbon
Oncobiology	Raquel Seruca	IPATIMUP – University of Porto
Neurodegenerative, neuro-developmental and psychiatric disorders	Rui Costa Tiago Outeiro	Champalimaud Foundation IMM/FML – University of Lisbon
Immune-mediated inflammatory diseases	Luís Graça	IMM – University of Lisbon
Chronic inflammation	Miguel Seabra	FCM – New University of Lisbon
Regenerative Medicine	Domingos Henrique	IMM/FML – University of Lisbon
Scientific integrity	João Lobo Antunes	IMM/FML – University of Lisbon
Preparing for Research	Margarida Trindade Sheila Vidal	IMM/FML – University of Lisbon IGC

## Teaching staff

A total of 73 teachers, 10 of whom came from foreign institutions, were involved in the educational activities of these courses:

Name	Institution
Adriano Henriques	ITQB – New University of Lisbon
Karina B. Xavier	ITQB – New University of Lisbon
Luís Jaime Mota	ITQB – New University of Lisbon
Ivo Gomperts Boneca	Pasteur Institute, Paris
Raquel Seruca	IPATIMUP – University of Porto
M. Sobrinho-Simões	IPATIMUP – University of Porto
Paula Soares	IPATIMUP – University of Porto
Valdemar Máximo	IPATIMUP – University of Porto
Catarina Eloy	IPATIMUP – University of Porto
Carla Oliveira	IPATIMUP – University of Porto
Joana Correia	IPATIMUP – University of Porto
Patrícia Oliveira	IPATIMUP – University of Porto
Rune Matthiesen	IPATIMUP – University of Porto
Leonor David	IPATIMUP – University of Porto
Raquel Almeida	IPATIMUP – University of Porto
Celso Reis	IPATIMUP – University of Porto
Hugo Osório	IPATIMUP – University of Porto
Fátima Carneiro	IPATIMUP – University of Porto
Joana Paredes	IPATIMUP – University of Porto
Joana Caldeira	IPATIMUP – University of Porto
Fernando Schmitt	IPATIMUP – University of Porto
Tânia Carvalho	IPATIMUP – University of Porto
Sérgio Dias	IPO – Lisbon
Ghazaleh Sadri-Vakili	Harvard Medical School
Joaquim Ferreira	IMM – FML – University of Lisbon
Richard Wade-Martins	Oxford University
Rui Costa	Champalimaud Foundation / IGC
Ype Elgersma	Erasmus University, Rotterdam
Tiago Outeiro	IMM – FML – University of Lisbon
Steven Kushner	Erasmus University, Rotterdam
Luis Graça	IMM – FML – University of Lisbon
Mónica Marta	Queen Mary, University of London
David Baker	Queen Mary, University of London
Carlos Ramos	Baylor College of Medicine, Houston
Miguel Seabra	FCM – New University of Lisbon
Michael Brenner	Harvard University
Teresa Pereira	Karolinska Institute

## Assessment of students

Upon completion of their educational programme, the 10 students were interviewed and assessed by the evaluation committee, at the headquarters of the Calouste Gulbenkian Foundation (15 March, 2010).

## Research activities

The five part-time students returned to their respective health institutions on 1 April 2010. Three of them applied for the status of intern-PhD student, beginning to be supported by the Ministry of Health and the Ministry of Science, Technology and Higher Education. The other two students chose to leave the country; one obtained the status of specialist and a grant from the University of Toronto, having begun his research work in October 2010; the other applied for a PhD scholarship from the Foundation for Science and Technology and began his research project at the Erasmus University in Rotterdam, in January 2011. Four of the five full-time students chose to leave the country and attend foreign institutions. The host institutions of these students are shown below.



✚ Students from the 2nd PGFMA.

### PFMA-II [2009-2010]

Name			Regime	Institutions (Research project)
Alexandra Borges	Specialist	Radiology	Full-time	"Alberto Sols" Institute, Madrid
Sandra Jacinto	Specialist	Paediatrics	Full-time	Institute of Molecular Medicine /FML – UL
Alexandra Santos	Intern	Immuno-Allergology	Full-time	King's College, St Mary's Hospital, London
Susana Vacas	Intern	Anaesthesiology	Full-time	University of California, San Francisco
Inês Pires da Silva	Intern	Medical Oncology	Full-time	University of New York, NYU Cancer Institute
Nuno Cortez-Dias	Intern	Cardiology	Part-time	Institute of Molecular Medicine /FML – UL
Catarina R. dos Santos	Intern	General Surgery	Part-time	IPO – Lisbon/FML – UL
Diogo Bogalhão do Casal	Intern	Plastic Surgery	Part-time	FCM – UNL
Cláudia Faria	Intern	Neurosurgery	Part-time	Hospital for Sick Children, Toronto <sup>1</sup>
Jaime Almeida	Intern	Psychiatry	Part-time	Erasmus Medical Center/Erasmus University, Rotterdam <sup>2</sup>

<sup>1</sup> Obtained the status of specialist in July 2010. Scholarship from the University of Toronto (full-time since October 2010).

<sup>2</sup> Obtained a PhD scholarship from the Foundation for Science and Technology (full-time since January 2011).

### 3rd edition

The process of selecting students for the third edition of the PGFMA was completed on 20 April 2010, with the 65 applications nationwide demonstrating the great interest shown in the programme. Of the 65 applicants, 21 were already specialists (32%) and 44 were interns (68%). The average age was 38 for the first group and 28 for the second group. The distribution by gender was 57% women and 43% men.

Ten applicants were selected and admitted to the programme:

- › five full-time participants, with one doctor from each of the following specialities: gastroenterology, neurology, cardiology, radiology and internal medicine.
- › five part-time participants specialising in infectiology, orthopaedics, paediatrics, thoracic surgery and psychiatry.

### First quarter of the programme's 3rd edition [October-December 2010]

The 10 students admitted to the programme's third edition began their postgraduate courses on 1 October 2010 with an opening lecture given by Erna Möller (Karolinska Institute, Stockholm) at the Gulbenkian Institute of Science.

From October to December 2010, seven formal postgraduate courses were given, as shown below (one week each, except for the course in "Gene Expression", which lasted for two weeks).

Course	Organiser	Institution
Gene Expression	João Ferreira	IMM/FML – University of Lisbon
Structural Biology	José Leal	Gulbenkian Institute of Science
Cell Cycle & Disease	Mónica Bettencourt-Dias	Gulbenkian Institute of Science
Statistics	Armando Teixeira Pinto	FM – University of Porto
Computational Biology	José Leal	Gulbenkian Institute of Science
Epidemiology	Isabel Silva	Gulbenkian Institute of Science
Genetics	Carlos Penha Gonçalves	Gulbenkian Institute of Science

## Teaching staff

Fifty-two teachers took part in the first quarter of the 3rd edition of the programme, 22 of whom came from foreign institutions.

Name	Institution
João Ferreira	IMM/FML – University of Lisbon
Luis F. Moita	IMM/FML – University of Lisbon
Margarida G. Carvalho	FML, BioFig – FCUL
Carlos Farinha	FC – UL
Francisco Enguita	IMM/FML – University of Lisbon
Joana Cardoso	IMM/FML – University of Lisbon
Jamal Tazi	Institut de Génétique Moléculaire, Montpellier
Patrick Varga-Weisz	Babraham Institute, Cambridge
Christian Muchardt	Pasteur Institute, Paris
José Leal	Gulbenkian Institute of Science
Alekos Athanasiadis	Gulbenkian Institute of Science
Francisco Enguita	IMM/FML – University of Lisbon
Cláudio Gomes	ITQB – New University of Lisbon
Luísa Henriques	Gulbenkian Institute of Science
Nuno Palma	BIAL – Porto
Guillermo Montoya	CNIO, Madrid
Mónica Bettencourt-Dias	Gulbenkian Institute of Science
Florence Janody	Gulbenkian Institute of Science
Miguel Godinho	Gulbenkian Institute of Science
Vitor Barbosa	Gulbenkian Institute of Science
Lars Jansen	Gulbenkian Institute of Science
Rui Martinho	Gulbenkian Institute of Science
Buzz Baum	UCL, London, UK
Ted Weinert	Univ. Arizona, USA
Helder Maiato	IBMC – University of Porto
Carla Martins	Cancer Research, UK
Andrew Jackson	MRC, Edinburgh, UK



Name	Institution
Peter Jackson	Genentech, California, USA
A. Teixeira-Pinto	FM – University of Porto
Rosa Oliveira	FM – University of Porto
Jaroslav Harezlak	University of Indiana, USA
Patrick Aloy	Institute for Biomedical Research – Barcelona, Spain
Sofia Braga	Gulbenkian Institute of Science
Isabel Gordo	Gulbenkian Institute of Science
Jorge Carneiro	Gulbenkian Institute of Science
Ana Teresa Freitas	INESC – ID – Portugal
Ana Teresa Maia	Cancer Research UK Cambridge Research Institute – UK
James Brenton	Cancer Research UK Cambridge Research Institute – UK
Ramana Madupu	J. Craig Venter Institute, USA
Yu-Hui Rogers	J. Craig Venter Institute, USA
Nuria Lpopez-Bigas	University Pompeu Fabra, Spain (courtesy of GTPB)
Isabel Santos Silva	London School of Hygiene & Tropical Medicine
Valerie McCormack	International Agency for Research on Cancer, Lyon
Pablo Perel	London School of Hygiene & Tropical Medicine
Carlos Penha Gonçalves	Gulbenkian Institute of Science
Lounes Chikhi	Gulbenkian Institute of Science
Isabel Marques	Gulbenkian Institute of Science
Taane Clark	Wellcome Trust Sanger Institute, Hinxton, Cambridge
Susana Campino	Wellcome Trust Sanger Institute, Hinxton, Cambridge
Thomas Dan Otto	Wellcome Trust Sanger Institute, Hinxton, Cambridge
Frank Dudbridge	London School of Hygiene & Tropical Medicine

Note: Besides the 10 students of the PGFMA, a specialist doctor from the Hospital Santa Maria attended the programme's courses on a voluntary basis, and, as in previous editions of the programme, both medical and non-medical PhD students from the Faculty of Medicine/Institute of Molecular Medicine and the Gulbenkian Institute of Science applied to attend various PGFMA courses (with a maximum of five students being accepted for each course).

## External assessment

On 21 May 2010, the PGFMA's External Advisory Board, composed of David Sabatini (University of New York), Erna Möller (Karolinska Institute, Stockholm) and Jacques van Dongen (Erasmus University, Rotterdam), came to Lisbon to make an assessment of the programme, having analysed the report of activities and interviewed students and those responsible for the training modules. In its final report, the board concluded that the students admitted to the PGFMA and the respective training programme are of exceptional quality and recommended that the programme should be continued. It did, however, consider that, since the aim of the PGFMA is to contribute to the development of high-quality clinical research in Portugal, this would be better achieved if, in future editions, the students admitted to the programme were given the opportunity to choose the best foreign or Portuguese institutions for their thesis work, where they could study under conditions of total dedication to their research. The board therefore recommended that the full-time regime should be the preferred option for accepting candidates for admission to future editions of the PGFMA.

In 2010, the Gulbenkian Advanced Medical Training Programme benefited from the financial support of outside bodies as a result of the partnerships that have been established. The Champalimaud Foundation bore all of the costs incurred with the oncologists (two from the 1st edition, one from the 2nd edition and one from the 3rd edition). At the beginning of the year, a protocol was signed between the Foundation and APIFARMA, which made it possible for financial support to be given to the 3rd edition of the programme, with APIFARMA contributing € 50,000 per year for a period of three years.



✚ Students from the 3rd PGFMA.

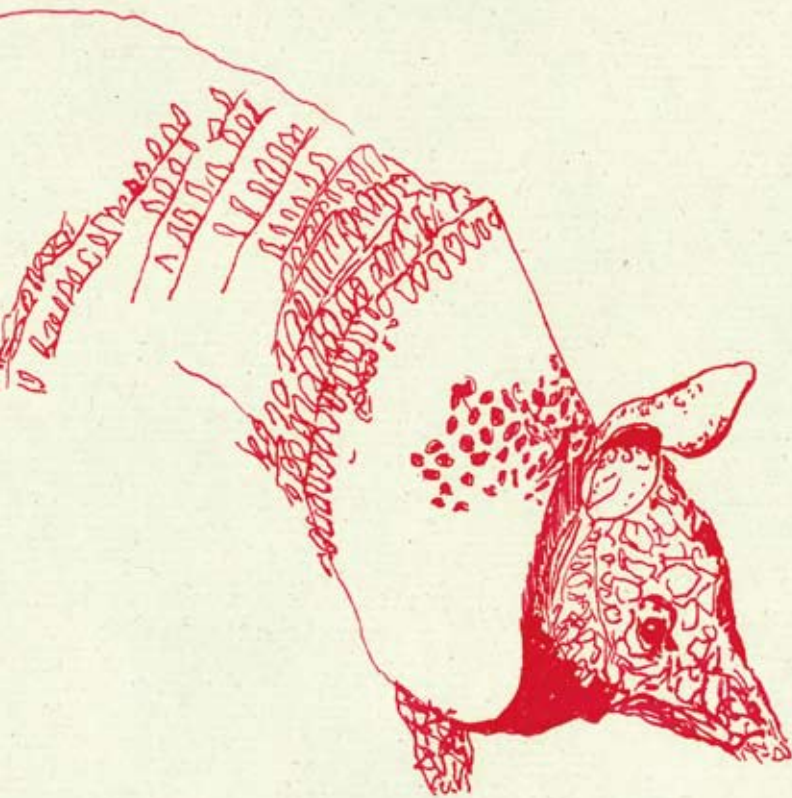
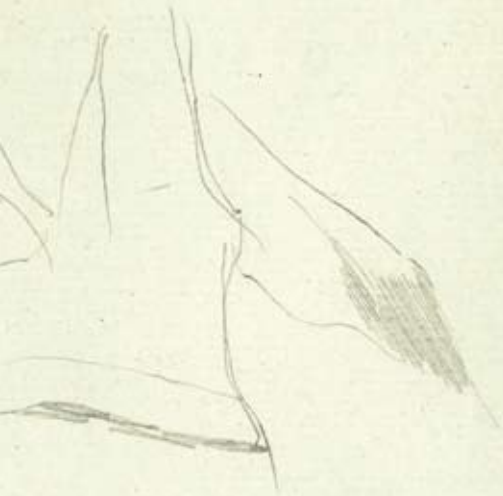
## ❖ Interuniversity Programme for Scientific Capacity Strengthening

Under the scope of this programme, subsidies were awarded to the following institutions:

- › Higher Technical Institute of the Technical University of Lisbon, a multi-year subsidy, between 2010 and 2013, to help pay for the costs of the mid-career fellowship of Rahul Pandharipande (full professor at the Department of Mathematics at Princeton University and considered to be one of the leading specialists in the area of algebraic geometry and, in particular, in the theory of Gromov-Witten invariants). The main aim of his fellowship is to form an international-level research group in the area of algebraic geometry, and simultaneously to contribute to a greater development of the research groups working in the Department of Mathematics of the Higher Technical Institute.
- › Faculty of Medical Sciences of the New University of Lisbon – a multi-year subsidy for the development of the scientific research project in the area of cellular and molecular biology, “Intracellular Organelles”, whose principal researcher is Miguel Seabra, and for the creation of CEDOC (Centre for the Study of Chronic Diseases).



## Ib. Overseas







Aspect of the exhibition “The Portuguese Historical Heritage throughout the World and the Calouste Gulbenkian Foundation” in the Grand Hall of the UNESCO headquarters in Paris.



	Amounts in euros
Personnel costs	395 584
Operating costs	100 305
Subsidies and grants	729 770
Departmental activities	471 519
<b>Total</b>	<b>1 697 178</b>
Receipts	63 833

In 2010, through its International Department, the Calouste Gulbenkian Foundation supported and participated in initiatives organised by international institutions, while continuing to undertake activities abroad designed to promote Portuguese culture.

Below is a brief summary of the most significant projects undertaken in the course of the year.

### Subsidies and grants

[€ 729 770]

#### Participation in initiatives organised by multilateral organisations

The Calouste Gulbenkian Foundation renewed its membership of NEF – Network of European Foundations for Innovative Cooperation, in Belgium, whose aim is to develop strategies for common activities across various European foundations and other philanthropic organisations, with a view to establishing cross-border cooperation and implementing programmes related with the role of Europe on a global scale, migration and systemic social development. NEF also received a contribution towards the costs relating to the activities to be carried out between January and June 2010, namely the publication of the reports on the “Religion and Democracy in Europe” initiative, in addition to support for the production and distribution of 1,000 copies of the book *Cultural Cooperation in Europe: What Role for the Foundations?*

The Foundation signed a three-year protocol (2009 to 2011) with the European Policy Centre (Brussels), with the aim of organising initiatives contributing to the process of European integration and the formation of a European civil society.

A three-year protocol was also established with the United Nations High Commissioner for Refugees (Geneva), making the Foundation a member of the High Commissioner's Portuguese "Partnership Network", with the aim of supporting and promoting the UNHCR's mission, in particular the causes of refugees.

The German Marshall Fund of the United States (Washington, DC) was awarded a subsidy for the organisation of the conference "Transatlantic Approach to North Africa & the Mediterranean", which was held in Genoa.

A subsidy was also granted to the Berliner Konferenz für Europäische Kulturpolitik, Germany, organised by A Soul for Europe, a European initiative to develop and strengthen cultural relations among various European partners.

A grant was awarded to pay for the enrolment and participation of four delegates in the 21st Annual General Assembly and the Annual Conference of the European Foundation Centre (Brussels): Monika Pisankaneva (Bulgaria), Claire Philippoteaux (Colombia), Acma Bulent (Turkey) and Deema Bibi (Jordan).

The "Mobilité Artistique en Méditerranée" project, developed by Fonds Roberto Cimetta (Paris) in collaboration with the Fondation Européenne de la Culture, was awarded a subsidy to carry out the activities planned for 2010.

Bertelsmann Stiftung (Gütersloh, Germany) received a subsidy for the conference "Reconciliation for Southeastern Europe on its Way to European Integration" and support was given to the International Society for Third-Sector Research to contribute towards the costs of organising the institution's Annual Conference, which was held in Istanbul.

A subsidy was granted to the Carnegie Endowment for International Peace (Washington, DC) for the publication of a report on mobility conditions for security in the Euro-Atlantic space, under the scope of the "Euro-Atlantic Security Initiative" study.

European Alternatives (London), received a subsidy for the 2010 edition of the Transeuropa Festival, a cross-border initiative which took place in Europe and other countries. Activities were aimed at cultural, artistic and political agents and discussed issues included on the current international agenda regarding cultural diversity and human development. The festival was held simultaneously in four European cities: Bologna, Paris, London and Cluj (Romania).

A subsidy was awarded to the Dialogue Café/Associação Promo Diálogo entre Culturas, with a view to the creation of a worldwide network of cafés, using a special system of monitors for long-distance connection designed to enable people from different cultures to establish a discussion forum in several different places around the world (Lisbon, Amsterdam, London, Florence, Istanbul, Cairo, New York, San Francisco, Rio de Janeiro and Seoul).

The Foundation supported the publication in Portuguese of the *Progress Report* journal, published by the IFA – Institut für Auslandsbeziehungen (Stuttgart), which examines matters of an artistic nature and discusses themes such as the role of literature in European cinema, art, fashion and architecture. The Journal is a co-publication of the IFA and the Robert Bosch Foundation. The first edition in Portugal (*A Europa Lê – A Literatura na Europa*) was launched in November at the Calouste Gulbenkian Foundation.

## Portuguese historical heritage around the world

Through the Espírito Santo Cultura Association, the Foundation supported the conservation project for the restoration of the 18th-century tile panels lining the interior walls of the Church of Santa Casa da Misericórdia da Bahia in Salvador, Brazil.



✚ Tile panel from the Church of Santa Casa da Misericórdia da Bahia, Salvador, Brazil.

## Promotion of Portuguese culture abroad

A subsidy was granted to the Roberto Marinho Foundation (São Paulo) for the holding of an exhibition at Museu da Língua Portuguesa in São Paulo, dedicated to the life and work of Fernando Pessoa. This itinerant exhibition was curated by Richard Zenith and Carlos Felipe Moisés. The next presentation will be at Centro Cultural dos Correios, in Rio de Janeiro.



✚ Exhibition of “Fernando Pessoa, Plural like the Universe”. First presentation at the Museu da Língua Portuguesa, Estação da Luz, São Paulo, Brazil.

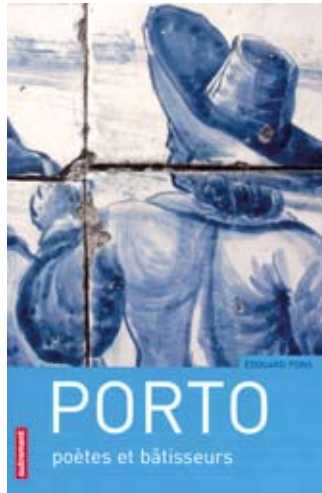
In 2010, the Foundation continued its cooperation programmes with foreign entities that organised initiatives related with Portuguese studies, one of the most important being the Jorge de Sena Chair in Luso-Afro-Brazilian Literary Studies at the Federal University of Rio de Janeiro.

The Real Gabinete Português de Leitura in Rio de Janeiro benefitted from support for two projects, “Resgate do Barão do Rio Branco” and “Reencontro”, which were related with the cataloguing and microfilming of documents on the common history of Portugal and Brazil.





✦ *Katie e o Devorador de Sonhos*, Princess Hisako Takamado, Edições Lidel.



✦ *Porto, Poètes et Bâtisseurs*, Edouard Pons, Éditions Autrement.



✦ *Le Pèlerin*, Fernando Pessoa, Éditions La Différence.

### Commemoration of the 150th anniversary of the signing of the Treaty of Peace, Friendship and Commerce between Japan and Portugal

The Foundation contributed towards the travelling expenses of the artist Teresa Lacerda to present her work at “Namban Jin 3 #XXI”, a group exhibition at the Eye of Gyre Gallery in Tokyo.

As part of the commemorations, support was also given to NCreatures (Portugal) for the publication of a bilingual manga (Japanese/Portuguese) with texts by Rui Zink and illustrations by Vekusa Wataru.

A subsidy was also granted to Edições Lidel (Portugal) for the publication in Portuguese of a book of short stories by Princess Hisako Takamado of Japan, under the Portuguese title *Katie e o Devorador de Sonhos*.

### Support for publication

The Foundation supported the publication of volume XVI of the *Cahiers du Crepal*, published by Presses de La Sorbonne Nouvelle, of the University of Paris III-Sorbonne Nouvelle (Paris).

Support was also given to Éditions Autrement (Paris) for the publication of the work *Porto, poètes et bâtisseurs*.

Éditions Chandeigne (Paris) was once again given support for the publication of three new works dedicated to Portuguese history and culture – *Njinga, Reine d'Angola, la Relation d'Antonio Cavazzi de Montecuccolo (1687); Ethiopia Orientale l'Afrique de l'Est et l'Océan Indien au XVI Siècle; Chronique de Guinée (1453)* – as part of the Collection Magellane.



Éditions la Différence (Paris) also received support for the publication of two volumes included in the Série Portugaise – *Le Pèlerin*, by Fernando Pessoa, and *Myra*, by Maria Velho da Costa.

The Foundation sponsored the publication by Typotex Kft (Budapest) of the book *Verbo Português/ Verbo Espanhol/Verbo Húngaro*, by Olga Zsoldos, a lecturer in Portuguese at Corvinus University in Budapest.

Filomatis Publishers (Moscow) were awarded a subsidy for the edition of the *Manual de Português para Principiantes*, written by Galina Petrova and João Carlos Mendonça.

The Foundation also awarded a subsidy to the publisher Tribuna da História (Lisbon) for the publication of the Portuguese and English versions of a work dedicated to the 9th Count of Feira, Miguel Pereira Forjaz, a leading figure in the context of the institutional organisation of the Anglo-Portuguese military alliance in the 19th century.

### **Library/equipment donations**

The Foundation donated a set of books by Portuguese authors to the libraries of two Gabinetes de Leitura in Brazil, in Pernambuco and in Salvador, respectively.

A set of books by Portuguese authors was also donated to the Diocese of Cochin (India) to support the teaching of Portuguese at the Diocese, a programme that began under the sponsorship of the current Bishop, Joseph Kariyil.

A set of books selected from among the Foundation's own publications was also offered to the Escuela Oficial de Idiomas de Navalmoral (Navalmoral de la Mata, Spain); the College of Europe (Bruges); the Proef Portugal Foundation (Amsterdam); Adam Mickiewicz University – Institute of the History of Art (Poznan, Poland); Centrum Jesyków Románskich (Łódz, Poland); the Jaime Cortesão Chair of the University of São Paulo (São Paulo); the Federal University of Ouro Preto – Institute of Philosophy, Arts and Culture (Ouro Preto, Brazil); Associação Pró-Vida (Alagoas, Brazil); Seton Hall University - Portuguese Library (New Jersey); and the University of Otago (Otago, New Zealand).

### **Scholarships**

A research scholarship was awarded for the organisation of the exhibition “Spiritual Beliefs and Earthly Goods: Jesuits and the Exchange between Portugal and Japan in the Age of Exploration”, to be held at the McMullen Museum of Art – Boston College, in 2013.

The Johns Hopkins University, in Washington, DC, continued with the post-doctoral scholarship programme set up under the auspices of the protocol signed with the Foundation for the development of studies on the transatlantic relations between Europe and the USA.

The Foundation continued to support the “Research Scholarships” programme at the Real Gabinete Português de Leitura (Rio de Janeiro) for four scholarships in the social sciences area.

The annual call was made for applications from foreign scholars to conduct research in Portugal. Ten scholarships were awarded either for doctoral studies or for the publication of a work on themes related with Portuguese culture in the area of the humanities, more specifically in the areas of history, the history of art and literature. Scholarships were awarded to applicants from the following countries: Spain, France, Italy, Hungary, Croatia, Brazil and the USA.

### Music, theatre and film

With the aim of promoting the participation of Portuguese artists at international events, the Foundation awarded a subsidy to the A Barraca theatre company for the performances of the plays *Pranto de Maria Parda*, by Gil Vicente, and *Obviamente Demito-o*, by Helder Costa at the Théâtre St. Gervais, in Geneva.

### Other projects

The Foundation contributed towards the cost of a meeting organised by former scholarship holders of the International Department, a “Gulbenkian Seminar” at the European University Institute on “Minority Rights: Lessons from the Past and Perspectives for the Future”, held in Florence.

The Foundation also contributed towards the expenses of a postgraduate course in Goa, India, on themes from Portuguese and European Law that were of interest to Goan lawyers. The course was organised by the Faculty of Law of the University of Lisbon under the scope of an exchange scheme with the V.M. Salgaocar College of Law, in Panaji, Goa.

## Departmental activities

[€ 471 519]

### Systematisation of the Portuguese historical heritage around the world

The Portuguese versions were published of the three volumes of the project for the systematic organisation of the Portuguese historical heritage throughout the world: architecture and urbanism.

The project is directed by José Mattoso in collaboration with Mafalda Soares da Cunha and began in September 2007. It involved a team of coordinators responsible for the different geographical areas corresponding to each of the volumes: *South America*, Renata Malcher de Araújo, *Africa, Red Sea and Persian Gulf*, Filipe Themudo Barata and José Manuel Fernandes, and *Asia and Oceania*, Walter Rossa.





✦ Handing over of the project for the restoration of the Portuguese Cathedral in Safi to the Moroccan Minister of Culture, Bensalem Himmich.



✦ Visit to Safi of the president of the Calouste Gulbenkian Foundation on the occasion of the handing over of the project for the restoration of the Portuguese Cathedral in Safi.

A large number of specialists in the fields of architecture, history and the history of art identified and organised an inventory of the architectural and urban heritage around the world that is either of Portuguese origin or was influenced by the Portuguese presence.

The work is presented in alphabetical order, in the form of a “dictionary” of sites and monuments, making the information accessible to a non-specialist audience. It provides comprehensive knowledge on architectural, urban and historical remains resulting from the encounters between different cultures initiated by the Portuguese in the 15th century.

### **Projects for the restoration of the Portuguese historical heritage around the world**

A team of Portuguese experts went to Safi, Morocco, to conduct a topographical survey for the restoration of the Portuguese Cathedral in Safi. The project was handed personally by the President of the Calouste Gulbenkian Foundation, Emílio Rui Vilar, to the Moroccan Minister of Culture and to the Governor of the region of Doukkala-Abda.

### **Exhibitions and conferences**

The exhibition “The Portuguese Historical Heritage throughout the World and the Calouste Gulbenkian Foundation” has been remodelled. The new exhibition, which highlights the Foundation’s activity in rehabilitating and preserving the heritage of Portuguese origin scattered around the world, was held at the UNESCO headquarters in Paris, on the occasion of the annual meeting of the UNESCO Executive Board.

At the same time, a special trilingual edition was published of the catalogue *The Portuguese Historical Heritage throughout the World and the Gulbenkian Foundation*.



- ✦ Inauguration of the exhibition “The Portuguese Historical Heritage throughout the World and the Calouste Gulbenkian Foundation” in the Grand Hall of the UNESCO headquarters in Paris. Emilio Rui Vilar, President of the Calouste Gulbenkian Foundation; Irina Bokova, Director-General of UNESCO; Manuel Maria Carrilho, Portuguese Ambassador to UNESCO; Francesco Bandarin, UNESCO Assistant Director-General for Culture (ADG CLT).



- ✦ Maria Cavaco Silva, Anibal Cavaco Silva and Emilio Rui Vilar at the launch of the volume *América do Sul* of the work *Património de Origem Portuguesa no Mundo: Arquitetura e Urbanismo*.



- ✦ José Mattoso speaking at the launch of the work *Património de Origem Portuguesa no Mundo: Arquitetura e Urbanismo*.



## Acquisition of books

Copies of works were purchased to be donated to institutions abroad involved in the study of themes related with Portuguese culture in the following languages: in Estonian, *Sõnum. Valik loomingut*, by Fernando Pessoa (Tartu University Press, Tartu, Estonia); in French, *Sigila n.º 25* (Association Gris-France, Paris), *Quadrant n.º 25-26* (Presses Universitaires de la Méditerranée, Montpellier), *Isabelle de Portugal duchesse de Bourgogne*, by Daniel Lacerda (Éditions Lanore, Paris); in English, *Yeats and Pessoa: Parallel Poetic Styles*, by Patricia McNeill (Maney Publishing, London); in Portuguese, *Cidades e Fortalezas do Estado da Índia. Séculos XVI e XVII* (Quidnovi, Matosinhos).

## Publications

The Foundation appointed a team of photographers to travel to Goa and conduct an exhaustive photographic survey of all the pieces that make up the collection of the Museum of Christian Art, housed in the Convent of Santa Monica (Velha Goa, India). The material will be used to produce an updated catalogue of the Museum.



- Aspect of the exhibition "The Portuguese Historical Heritage throughout the World and the Calouste Gulbenkian Foundation" in the Grand Hall of the UNESCO headquarters in Paris.





❖ The Gulbenkian Choir directed by Michel Corboz at the inauguration of the Calouste Gulbenkian Park, the new name for “Les Enclos”, the Founder’s former estate in Normandy.



## ❖ Calouste Gulbenkian Cultural Centre, Paris



	Amounts in euros
Personnel costs	923 721
Operating costs	2 396 352
Departmental activities	787 258
<i>Investment</i>	<i>921 738</i>
<b>Total</b>	<b>4 107 331</b>
Receipts	6 007

The Calouste Gulbenkian Cultural Centre is the department of the Calouste Gulbenkian Foundation in France responsible for promoting Portuguese culture and increasingly participating in the European and international aspects of reflection on contemporary themes.

2010 was a year of transition, during which the Centre continued to prepare its move to its new premises. The library was improved and expanded, and with more than 90,000 volumes is now the largest Portuguese library in Europe outside Portugal.

The cycle of European lectures was continued with the participation of eminent personalities, as well as a number of conferences, debates, seminars and book launches.

Four exhibitions were held. The Centre continued to remain open during the summer period, holding an exhibition that is designed to attract not only the residents of the French capital, but also the people visiting Paris at that time.

In association with the Music Department, the Centre organised chamber music concerts and recitals in the concert hall of the Avenue d'Iéna building, at the Cité de la Musique and the Salle Pleyel in Paris, as well as at the Théâtre du Casino in Deauville.

The Centre has continued to invest in its library services, as well as in international exhibitions and conferences, accompanied by the publication of the respective

catalogues and proceedings, in order to provide a documentary record of such events. This objective is pursued in close cooperation with the different departments at the Foundation's headquarters, in accordance with the Foundation's four statutory aims and in partnership with other Portuguese, French and European institutions.

## Main activities in 2010

### European Lectures

[€ 45 359]

The cycle of talks given by leading figures in the areas of politics, economics and culture, which was begun in 2009, was continued throughout 2010 with the participation of Hubert Védrine, António Vitorino, Alain Minc, Vítor Constâncio and Mário Soares.



- ✦ Cycle of European Lectures (from left to right and from top to bottom): Hubert Védrine, Alain Minc and Teresa Gouveia, António Vitorino and Isabel Mota, Vítor Constâncio and Artur Santos Silva, António Coimbra Martins, Mário Soares and Emílio Rui Vilar.

### Exhibitions

[€ 235 843]

An exhibition was held of Jorge Molder's work during the months of January, February and March, curated by Leonor Nazaré. From April to May, there was an exhibition of drawings from the collection of the Gulbenkian Modern Art Centre, *Le fil conducteur*, also curated by Leonor Nazaré. This was followed, from June to October, by an exhibition curated by Ana Vasconcelos, *Ainsi font les rêveurs*, which brought together a choice of works from the British Art Collection of the 1960s belonging to the Modern Art Centre. The Centre also held an exhibition of photographs by Edgar Martins, *La ligne volage*, curated by Sérgio Mah, which was presented from October to December.

These exhibitions were all accompanied by catalogues published specifically for this purpose.

## Concerts

[€ 86 626]

Two concerts were performed in partnership with the Cité de la Musique/Salle Pleyel: John Adams's opera, *A Flowering Tree*, with the participation of the Gulbenkian Choir and Orchestra, conducted by Joana Carneiro, and a concert by the pianist Abdel Rahman El Bacha with the Gulbenkian Orchestra, again conducted by Joana Carneiro. A concert of Portuguese acoustic rock music was held at the Calouste Gulbenkian Cultural Centre with the group UHF, as well as a concert with the Gulbenkian Choir conducted by Michel Corboz and the soloists Simon Savoy (piano), Nicholas McNair (harmonium), Sónia Grané (soprano), Catia Moreso (mezzo soprano), Mário Alves (tenor) and Luís Rodrigues (bass), who performed Rossini's *Small Solemn Mass*. The same concert was also presented at the Théâtre du Casino in Deauville in partnership with the Deauville Municipal Council.



✦ “L'interprétation des rêves”, exhibition of photographs by Jorge Molder.



✦ “La ligne volage”, exhibition of photographs by Edgar Martins.



## Publications

[€ 54 902]

The proceedings of the conference “Arrivée de la famille royale portugaise au Brésil”, held at the Centre in 2008, were published by Michel Chandeigne, under the title of *Rio de Janeiro, capitale de l'empire portugais: 1809-1821*, and launched at the Centre.

The proceedings of the international conference “Le regard éloigné. L'Europe et le Japon – XVI<sup>e</sup>/XIX<sup>e</sup> siècle”, held at the Centre in 2008, were published by the Ecole française d'Extrême-Orient under the title *Empires éloignés*, with the respective book launch also being held at the Centre. Both publications received financial support from the Calouste Gulbenkian Cultural Centre.

The following book and journals were also given special launches: *Poétique de l'écriture d'une expérience de guerre, Rue Descartes, n.º 68*, a publication of the Collège International de Philosophie, and *Sigila n.º 25, Masques et transparences*.

## Conferences, meetings and sundry events

[€ 157 129]

Four conferences and a workshop were held in 2010. In association with the Université Blaise Pascal (Clermont Ferrand), Centre de recherches sur les littératures et la sociopoétique (CELIS) and Real Gabinete Português de Leitura (Rio de Janeiro), the Centre held a conference to discuss the exchanges that have taken place between Europe and the Portuguese-speaking world: “L'Atlantique comme pont: l'Europe et l'espace lusophone (XVe-XXe siècle)”, coordinated by Gilda Santos (Federal University of Rio de Janeiro), Vanda Anastácio (University of Lisbon) and Saulo Neiva (Université Blaise Pascal). As part of the 12th International Conference on Indo-Portuguese History, held in Aix-en-Provence, the Calouste Gulbenkian Cultural Centre organised a session on “Goa et la mémoire des femmes”, coordinated by Ernestina Carreira and Maria Graciete Besse. The Centre also held a workshop dedicated to the study of the ageing of populations: “Innovation sociale pour une population vieillissante”. Three days of reflection were similarly organised to discuss the role played by intellectuals in the political evolution of Portugal and Brazil in the 20th century, firstly at Université Paris Ouest-Nanterre La Defense, then in the conference room at the Calouste Gulbenkian Cultural Centre, and finally at Université Rennes 2, Haute Bretagne. This conference, which had the name of “Ecrire le passé et construire l'avenir”, also included the presentation, at the Calouste Gulbenkian Cultural Centre, of the book published by l'Harmattan, *Agostinho da Silva – Penseur, écrivain, éducateur*, written by Idelette Muzart-Fonseca. The Centre further gave its support to an international conference, held at Université Paris 1, Panthéon Sorbonne, on the theme of “Le Portugal en relation avec l'Afrique. Récits, connexions, identités”, organised by Hervé Pennec and Thomas Vernet.

The first talk was given by Dominique Wolton in a cycle of debates dedicated to the theme of the present-day world and its main transformations – “Metamorphoses”, proposed by Manuel Maria Carrilho.

The following guest speakers gave lectures and took part in round-table discussions and seminars: João Paulo Oliveira e Costa, Paola Calanca, Alexandra Curvelo, Alain Arrault, Maria Augusta Lima Cruz,





✦ First edition of the cycle “Metamorphoses”: Dominique Wolton, João Pedro Garcia and Manuel Maria Carrilho.



✦ Rui Pereira, Minister for the Interior, at the conference “La Nouvelle Stratégie de Sécurité Intérieure pour l’Europe”.

Pierre Lachaier, Manuel Lobato, Bruno Bruguier, António Coimbra Martins, Jean-Paul Desroches, Maria Helena Buescu, Maria Fernanda Afonso, Vincenzo Arsillo, José Gil, Maria Graciete Besse, Régis Salado, Cleonice Berardinelli, Onésimo Teotónio Almeida, Gastão Cruz, Claude Rouquet, Rui Pereira, António Figueiredo Lopes, Yves-Léonard, Artur Santos Silva, Pierre Léglise-Costa, Isabel Seara, Francesco Masci, Isabel Cardoso and Maria Antónia Pinto de Matos.

### **Library facilities**

In addition to allowing readers access to more than 90,000 works, the Library also organises a range of events for its regular public.

Conferences, round-table discussions, debates and readings were organised, which enjoyed the participation of Olinda Kleiman, Anne-Marie Pascal, Philippe Rousseau, Jean-Marie Broucaret, Alain Simon, Isabel Cantista, Elena Esposito, Luís Adão da Fonseca and Evelyne Morin-Rotureau.

### **Other projects**

A special tribute was paid to Georges Boisvert, a university professor and researcher in the field of Portuguese studies and a man of great prestige in French cultural circles, who died recently. This event enjoyed the participation of Anne-Marie Quint, Michelle Giudicelli and António Coimbra Martins. As part of the “Parfums de Lisbonne 2010” event, coordinated by Graça dos Santos, the Centre supported a programme of readings of texts, film screenings and theatrical performances.

### **Future premises**

Work was begun on adapting the building that is to become the future home of the Foundation’s delegation in France. These works will be concluded in July 2011, and the new premises are set to open in October of the same year.



Children from the Terchunian orphanage working in the garden next to the premises.





	Amounts in euros
Personnel costs	639 816
Operating costs	101 330
Grants and scholarships	2 523 236
Departmental activities	19 303
<b>Total</b>	<b>3 283 685</b>
Receipts	3 982

The Department's activities aim to support the development and spread of the Armenian culture and language. To this end, the Department lends its support mainly to Armenian Communities across the world, working particularly in areas linked to education.

The main areas of intervention within this framework are as follows:

### **Education and training**

This is far and away the Department's most important area of intervention, with its activities being concentrated mainly on providing support in the following areas:

- › Support at school level for all of its components: study grants, textbooks, multimedia educational applications, computers, school furniture and the building and maintenance of academic establishments.
- › Support at higher education level by awarding grants to university students and teachers and short-term grants for training courses for periods shorter than one year, as well as grants for internships and for participation in international conferences.

## Research

The Department funds numerous publication projects for essential works in terms of preserving and disseminating the Armenian language, as well as preserving the history and identity of the Armenian people. Included in this area is support for projects for the conservation of the architectural heritage of Armenia, as well as a nuclear research project carried out by Armenian scientists at CERN (Geneva).

## Dissemination

Support was given for the publication of works on Armenian culture, as well as to high-quality technical and scientific reviews in the field of Armenian culture.

One of the Department's specific aspects is the fact that its activities are conducted at some distance from their beneficiaries, which involves numerous difficulties in terms of communication, following up matters and their financing. Thus, with the aim of rationalising its resources, the Department has found it necessary to create support teams in some of the countries where the beneficiaries live.

## Grants

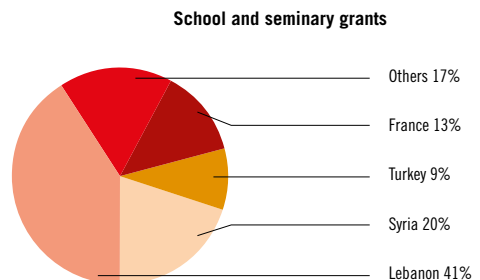
This is the most important field of the Department's activities, as it covers practically all levels of education from primary school to university. The main objective is to provide the means that will enable students from disadvantaged backgrounds to have access to educational institutions. However, selection criteria vary according to the level of education in question and the specific conditions in the country where the institutions operate.

The awarding of school grants focuses primarily on supporting pupils who do not have sufficient financial means to attend Armenian schools, and on supporting the schools themselves, so as to make it easier for pupils to attend. The criteria adopted for the award of university grants involve the combined assessment of the applicant's financial status and educational record, as the objective is to encourage those students that have the best academic performance.

### School and seminary grants

[€ 713 475]

Study grants represent the largest single item within the Department's budget. They are awarded to children attending educational establishments of the Armenian Diaspora, ranging from nursery schools through to secondary schools, as well as to students attending the two main Armenian seminaries. In 2010, such schools amounted to a total of 72 institutions located across 15 countries in Europe, the Middle East, America, Africa and Australia.

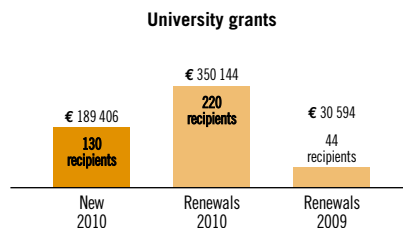
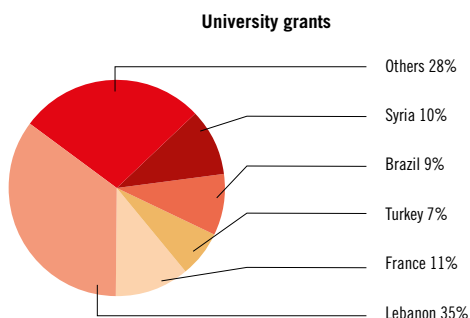


In 2010, under this programme, 2,992 grants totalling € 713,475 were awarded. There was a slight decrease in the total amount of grants in comparison with the previous year, due mainly to the reduction in the number of scholarship holders at Armenian schools in Turkey. In the other countries covered by this programme, there were no significant changes, with the exception of the schools in Lebanon, Syria and France, which recorded a significant increase in scholarships awarded by the Department.

## University grants

[€ 570 144]

The university grants programme is one of the activities that most benefitted from the computerisation project that was introduced at the level of the Foundation's various departments and the introduction of new media in the processing of applications. Now completely computerised, this programme guarantees applicants rapid and permanent access to a wide range of functions made available online through the website specially created for this purpose. Here, students can obtain relevant information about the different grants on offer, fill out their application forms online and send them via the Internet together with the other documents necessary for the evaluation of their applications. In this way, they can consult all the correspondence received and sent throughout the application period and obtain information or help directly from their process manager. At the same time, the new computer system has greatly benefitted the department itself, by reducing administrative tasks and paperwork and making the assessment system more efficient, speedier and more transparent.



Another aspect that is worth highlighting is the increasing solidarity to be noted among the students who have benefitted from our scholarships in the past. There is an ever greater number of previous scholarship holders contacting our department and expressing their wish to participate in student support programmes by making financial donations either to the Department or directly to other students in need of support.

As far as the indicators of the budget's implementation over 2010 are concerned, a total of 394 university students of Armenian origin benefitted from financial support amounting to € 570,144 in total. Because of budget control measures, this was one of the items that suffered the greatest reductions in relation to the previous year. Thus, in comparison with 2009, the total value of university grants awarded in 2010 showed a decrease of roughly € 51,775, i.e. more than 8%. This decrease would have been even more significant were it not for the inclusion of 44 scholarships totalling € 30,594 from 2009, which were brought forward in the accounts and added to the 2010 budget for administrative reasons.





✚ Festival organised by a group of Armenian students from the University of Haigazian (Lebanon).

## Pedagogical grants

[€ 266 125]

The objective of these pedagogical grants is to stimulate Armenian researchers in the field of education, particularly those working on the publication of new textbooks, as well as the development of new pedagogical media (software applications for teaching purposes and lexicological and lexicographical databases, etc.). Given the shortage of Armenian teachers in the Diaspora schools and some gaps in their academic and pedagogical training, these grants also aim to encourage the organisation of and participation in training courses that are vital in order to guarantee high standards in transmitting knowledge to pupils.

Another goal is to stimulate academic research by providing support for participation in seminars, conferences, internships, etc. In general terms, the objective is to improve the living conditions of these teachers and scientists and guarantee their active participation in the international scientific community.

Pedagogical grants were in great demand in 2010. We noticed that, in regard to candidates who applied for these grants, there was a great increase in the numbers of researchers from the area of Armenian history and culture, as well as from the social and human sciences. As far as the geographical distribution of applicants is concerned, the majority of scholarship holders are from Armenia and the Middle Eastern countries. Special mention should be made of the scholarship holders from Turkey, where a great number of grants were awarded for translation projects into Turkish, resulting in the consequent publication of studies in the area of Armenian history and culture. In Lebanon, grants were awarded for bibliographical research, publication projects for literary works written in Western Armenian, as well as for publications dedicated to the history of printing in the Armenian language.

In 2010, 88 grants totalling € 266,125 were awarded.



✚ One of our scholarship holders from the Yerevan State University (Armenia) at the European Neurosciences Forum in Amsterdam.

### Short-term grants for higher education

[€ 32 830]

This programme, based on the agreement with the Yerevan State University (Armenia), has completed its third year. It is designed to provide support for graduates and teachers at this institution wishing to participate in international academic conferences and congresses or in training courses at universities abroad. The main purpose is to encourage contacts between scientists studying at the Yerevan State University and their colleagues abroad, in this way guaranteeing the exchange of ideas and experiences, as well as allowing Armenian students to complete their university education.

In view of the growing number of applicants and the successful results achieved by this programme in previous years, the total amount of grants awarded under this item has been increased. Thus, in 2010, 22 grants totalling € 32,830 were awarded.

### Charity grants

[€ 688]

One charity grant was awarded to an old Armenian man living in the Russian Federation, for medical treatment.

### Subsidies

This section covers various activities from all of the Department's established areas. Naturally, education is the main priority, followed by charity, science and art.

Education subsidies are concentrated in the following activities: building and repairing schools; supplying IT equipment and furniture for schools; publishing school textbooks and providing support for the creation of multimedia applications; as well as providing direct assistance for the authors of these textbooks and other books in the educational field.

Besides giving individual support on particular occasions, the charity subsidies cover work for the maintenance or purchase of equipment for social or cultural institutions.

The science subsidies generally give priority to the purchase of equipment for Armenian science centres, as well as support for certain scientific publications.

Finally, the arts subsidies, whose values are normally relatively low, complete the Department's activities.

### **Reconstruction work and education equipment**

**[€ 453 611]**

This section covers financing the reconstruction and upgrading of schools and cultural buildings and is designed to support essential improvements in the teaching conditions and recreational facilities of these institutions. In recent years, the reconstruction programme has been aimed mainly at the buildings of the Armenian schools located in Middle Eastern countries. However, in 2010, preference was given to projects in the Republic of Armenia itself.

Under this section, a grant of € 13,750 was awarded to the Swiss organisation KASA to complete the project for the reconstruction of a music school in Gyumri, the second largest city in Armenia, which had been particularly badly hit by the 1988 earthquake.



✚ Students from the Terchunian orphanage at the party to mark the beginning of the school year.

Other beneficiaries under this section were six education and vocational training centres in the main cities of Northern Armenia. This project was organised by the Terchunian orphanage under the auspices of the Ministry of Culture of Armenia, for which a total of € 59,469 was awarded. Under this programme, art education courses were opened for orphans and children from less favoured families, involving dance, ceramics, drawing, engraving and wood carving, puppet shows, tapestry, singing and national musical instruments.

Moreover, the Yerevan State University, the largest university in Armenia, benefitted from an award of € 20,625 for reconstruction work at the reception centre for foreign students.

Finally, the fourth project, also located in Armenia, involved the reconstruction of two churches built in the early days of the Christian era. The Foundation awarded € 20,625 to this project, which was carried out by the Terre et Culture organisation with the approval of the Armenian Ministry of Culture.

As far as projects located outside Armenia are concerned, the Department awarded € 20,000 for the creation of a library at the Maison de la Culture Arménienne in Marseilles; € 17,188 to the Open University in Aleppo to buy furniture and computer equipment; and € 17,188 as a grant renewal to the Archives Institute of the Armenian Revolutionary Federation in the USA.

This section also supports educational institutions that, despite providing essential services at the heart of the communities, have low incomes and need financial support from other sources in order to continue their activities. In 2010, 16 subsidies totalling € 230 988 were awarded to support the operating costs of these institutions. The institutions that benefitted from these subsidies included orphanages, schools for the disabled, associations devoted to teaching the Armenian language, and other similar institutions.

Completing the list of beneficiaries under this section is the prestigious School of Oriental and African Studies (SOAS) of the University of London. Under the scope of this project, a chair was created for the study of Armenian language and culture, initiated in 2008. The SOAS received donations from the Foundation amounting to £ 159,800 over three years. In 2010, the third and final instalment of £ 47,940 was transferred. This funding was divided equally between the Armenian Communities Department and the Office of the President.

Thanks to these awards, the chair for the study of Armenian language and culture operates on a regular basis, offering students a comprehensive programme for learning the Armenian language. This course now joins another chair for the study of the Armenian language created by the Gulbenkian Foundation more than 30 years ago at the University of Oxford.

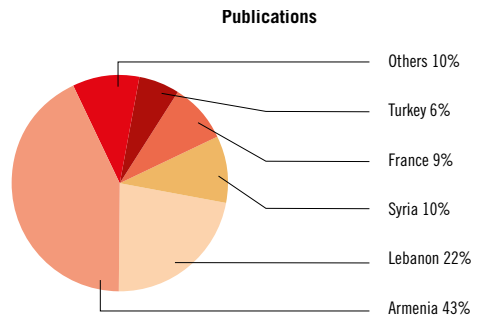
## **Publications and assistance**

**[€ 307 741]**

In recent years, the Foundation has become the leading editor worldwide of books devoted to the Armenian language and culture. In 2010, the total amount of awards made towards publications in the Armenian language was € 307,741, representing an increase of 10% in comparison with the previous year. The Foundation gave its support to the publication

of books in the Armenian language in 11 countries, with 75% of these awards being made in Armenia, Lebanon and Syria.

In the Republic of Armenia, one of the main beneficiaries of this publication programme was the Yerevan State University, which in 2010 received subsidies totalling € 58,747 for the publication of nine books dedicated to the Armenian, language, lexicography, history and literature:



- › *Dictionary of the Armenian Language*, a work published in four volumes, by the great lexicographer Stepanos Markhassian (re-edition);
- › vol. III of the works of Hrant Tamrazian dedicated to the literary analysis of 19th and 20th-century writers;
- › vol. V of the complete works of Avedik Isahakian;
- › *Linguistic Studies*, by Ruben Ghazarian;
- › vol. III of the work of the historian Hratchig Simonian devoted to modern history;
- › *History of the Armenian Genocide*, vol. III, by Stepan Boghossian;
- › *The Arab Caliphate in Armenia*, by Armand Ghazarian;
- › works by Edward Atayan;
- › vol. V of the *Grand Catalogue of the Armenian Manuscripts of the Matenadaran Library*, which consists of a collection of more than 17,000 manuscripts. This volume includes 200 manuscripts chosen from among the most important works in the collection.

In addition to the publishing house of the Yerevan State University, three other publishers in the Republic of Armenia benefitted from the Department's support:

- › The Sargis Khachents Publishing House received € 17,188 for the publication of five books: *Daphnis and Chloe*, by Longus, translated from Ancient Greek, with illustrations by Arto Tchakmaktchian; *History of Art*, vol. IV, by Elie Faure, translated from French, Art Collection; *Hölderlin*, by Serguei Stepanian, monograph, Philosophy Collection; *Mantramer*, by Krikor Beledian, with illustrations by Assatour, Art Collection; *Blessings in Classical and Modern Armenian*, by Mesrop Machtotz and Sahak Parthev.
- › The Moughni Publishing House received € 17,531 for three publications: *Album of Armenian Places of Worship around the World*, by Martin Kesskessian; *Album of the Toumanian Museum*, based on the works of Hovhannes Toumanian; *The Armenian Diaspora and Political and Cultural Movements 1945-1991*, by Kevork Yazedjian.
- › AZG Daily received € 32,175 for the publication of: *Selected Works*, by Vahan Tekeyan, a poet, writer and diplomat from the early 20th century; *The Book of the Tekeyan Cultural Association*; "Literary and Artistic Supplement" of the *AZG Journal*.
- › The Matenadaran Library received € 4,125 for the publication of the book *Les Miniatures Arméniennes*.



In Lebanon, the main beneficiary of the Foundation's support was the publishing house of the Catholicosate of the Great House of Cilicia in Antelias, which received € 43,106 for the publication of the following works:

- › *For a Changed World*, by Aram I Catholicos;
- › *Appreciating Existence through Unchangeable Values*, by Aram I Catholicos;
- › *Towards the Heavenly Life*;
- › *Hask Journal of Armenian Language and Culture* – 2009;
- › *Hask Journal of Armenian Language and Culture* – 1952-1953 (re-edition);
- › *Book of Hours*;
- › *I Confess in Faith*, by Nerces Chenorali, 12th century (in 33 languages);
- › *Monuments of Armenian Literature* – 5th to 18th centuries, vol. X;
- › *Monuments of Armenian Literature* – 5th to 18th centuries, vol. XI;
- › *The Year of Youth*.

Another Lebanese publisher, the Hamazkayin “Vahe Setian” Publishing House received € 10,313 for the publication of three textbooks of the *History of Armenia* for the 4th, 5th and 6th years of secondary education.

The Armenian publishers in Syria included the Cilicia – Library, Printing & Publishing House, which received € 26,400 for the following publications:

- › *Almanac for All* – 1922, 1923 and 1924, by Theotig;
- › *Great English-Armenian Dictionary*, by Mesrob Kouyoumdjian;
- › *Great Armenian-English Dictionary*, by Mesrob Kouyoumdjian;
- › *Manual of the Armenian Language*, by Frederick Feydit.

In France, the main beneficiaries of the Foundation's support were:

- › Association “Sources d'Arménie” (€ 7,000):
  - *Histoire de l'architecture*, by Mourat Hasratian;
  - *Les enfants de l'Arménie au service de l'état turc*, by Maxime Yevadian.
- › Société d'Édition Les Belles Lettres (€ 10,000)
  - *L'Arménie du Levant XII-XIV siècle*, by Claude Mutafian.
- › Imprimerie Graphique de L'Ouest (€ 3,438)
  - *Dictionnaire Arménien Français*, by Jean-Edouard Ayzazian.
- › Maison Arménienne de la Jeunesse et de la Culture de Marseille (€ 4,125)
  - Exhibition catalogue *Les Douze Capitales d'Arménie*.

Finally, among the beneficiaries from other countries, mention should be made of the following publishers:

- › Gomidas Institute, in the United Kingdom, four publications (€ 9,199);
- › Armenian Patriarchate of Jerusalem, in Israel, publication of the sermons of Archbishop Eghiché Derderian (€ 4,813);

- › Mekhitarista Congregation, in Austria, publication of the Classical Armenian textbook *Grabar* and the journal *Handes Amsorya* (€ 9,625);
- › Mekhitarista Congregation, in Italy, publication of the journal *Bazmavep* (€ 4,813);
- › Turkuaz Association, in Turkey, publication of the journal *Turkuaz* (€ 6,875).

## Research support

[€ 71 036]

Three particularly important projects are included in this section:

- › Support for a team of 12 researchers from Armenia, working under the auspices of the CERN research programme in Geneva (€ 24,406);
- › Support for the research dedicated to Armenian architecture. The “RAA” (Research on Armenian Architecture) association is undertaking a project for the restoration of monuments situated outside the present-day borders of Armenia. The aim is to contribute to the preservation of the historical heritage, which will serve as a basis for other academic research and for the publication of works about the region’s history (€ 13,750).
- › Support for the project being developed jointly by the Research Centre for Biodiversity and Genetic Resources (Portugal) and the Yerevan State University (Armenia). In 2010, this project received co-funding from three of the Foundation’s departments (the Armenian Communities Department, the Science Department and the Gulbenkian Environment Programme). It consists of various activities for the defence of the environment in Armenia, including an exchange of specialists in the biology area and the visit of a Portuguese team to Armenia (€ 32,880).

## Individual assistance

[€ 2 893]

Three charity subsidies totalling € 2,893 were awarded to Armenian emigrants in Portugal.

## Reconstruction and improvement work

[€ 25 000]

In 2010, only one subsidy was awarded: to the journal *France-Arménie*, under the scope of the project for the integration of immigrants of Armenian origin in France (€ 25,000)

## Support for artistic projects

[€ 28 688]

Grants were awarded to the following five projects under this section:

- › Armenian General Benevolent Union (SY) – Organisation of a master class for musicians of the Komitas Orchestra (€4,125).
- › Arto Tchakmaktchian – Publication of the catalogue of the exhibition of the works by Arto Tchakmaktchian, held in Paris by UNESCO (€ 18,563).

- › Association Delta Culture – Production of the play *Un coeur s’animera... Il parlera* (€ 1,000).
- › Richard Jeranian – Participation in the publication of the catalogue of the exhibition dedicated to R. Jeranian (€ 4,000).
- › Associação Bragança Histórica – Production and performance of the play *O Braganção Mendo Alão e o Rapto da Princesa da Arménia* (€ 1,000).

## Organisation of meetings and conferences

[€ 51 006]

Three initiatives were undertaken with the Department’s support:

- › Armenian Patriarchate of Jerusalem – International Conference on “The Armenian Patriarchate of Jerusalem in the 19th century” (€ 17,188);
- › Catholicos of Cilicie – 3rd International Conference on the Western Armenian Language, in Antelias, Lebanon (€ 28,127);
- › The International Hrant Dink Foundation – Symposium on Cultural Exchanges in Istanbul (€ 5,631).

## Departmental initiatives

In 2010, the Department undertook two projects under the scope of its own direct activities:

The first project was the publication of the book *C. S. Gulbenkian – The Man and his Work*, in its third revised edition:

- › Gráfica de Coimbra – Publication of the new version in Portuguese, French and English (€ 10,600);
- › More than Just Words – Translation from French into Portuguese (€ 1,440);
- › Caroline Beamish – Translation from French into English (€ 1,291);
- › Getty Images – Publishing rights for the photograph of Nubar Gulbenkian (€ 63).

The second project, which was undertaken in collaboration with the Foundation’s Cultural Centre in Paris was the translation and publication in Turkish of the Proceedings of the Conference on the Ottoman Empire and Europe.

- › Kitap Yayinevi – Translation and publication of the book (€ 4,538).



✦ The social design agency Thinkpublic led some working sessions at the UK Branch in the initial classification of co-projects for the IntergenerationAll pilot schemes.



	Amounts in euros
Personnel costs	543 139
Operating costs	155 833
Subsidies and grants	2 390 273
Departmental activities	30 762
<b>Total</b>	<b>3 120 007</b>
Receipts	18 260

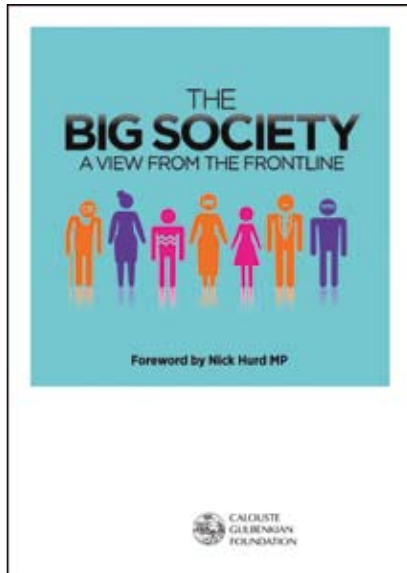
### Challenges and opportunities

With the advent in May 2010 of the coalition between the UK Conservative and Liberal Democrat parties, we were interested to learn what the change in UK 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 were 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 social impact of our work.

❖ *The Big Society*, a short documentary film and a brochure with five very different civil society organisations.

## 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 UK Branch 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 influence 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.

## **Cultural understanding**

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

## **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.



✦ Liverpool Biennial, video by Cristina Lucas of Touch and Go, 2010. Filmed at Europleasure International Ltd.

Artists have the ability to communicate their cultural experience and viewpoint directly through their work. In developing a new strategy to align the UK Branch'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 utilising this ability in working directly with communities, without compromising artistic standards.

In 2011, we are supporting two projects under development 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 UK Branch has commissioned an independent evaluation of the Manchester projects designed to assess both their artistic effectiveness and longer term creative, social and educational impact. Following on from these projects, we are inviting ideas for a new annual Gulbenkian arts award for projects that draw on international practice and/or create models which can be disseminated internationally.

During the last two years, we have also worked to highlight and promote Portuguese visual art in the UK 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.





Dave Weston, Post Photographic

✚ The first Literary Translation Centre at the London Book Fair, 2010.

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 UK Branch introduced a new strategy for the encouragement of multilingualism and promotion of literature in translation in the UK.

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.

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 UK Branch 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 *(ThS)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 UK Branch also supported the world premiere in London of a new

Robert Piwko, City of London Festival.



City of London Festival, 2010. Portuguese Chamber Orchestra, Guildhall Old Library.



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.

## 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 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 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.



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.

## 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 UK Branch 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, 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 UK Branch 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.



Thames Reach

✦ Making Every Adult Matter (MEAM) is a coalition of four charities focused on people facing multiple conditions of homelessness, substance misuse and mental illness, who often become involved with the criminal justice system. The Thames Reach’s London Street Rescue service in action.



✦ Age UK Oxfordshire's "IntergenerationAll" project in Oxford, Northway Community Centre.

## 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.

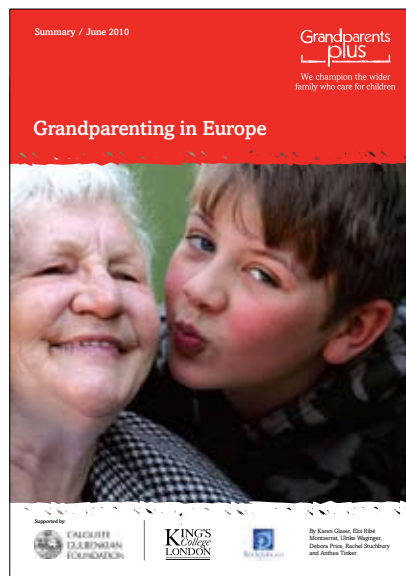
In 2010, the transnational IntergenerationAll programme began piloting a number of projects – in the UK and Portugal – concerned with: isolation and loneliness; dislocation from family and culture through migration; and the need for shared action to protect our environment. The programme is advised by 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.

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.

## 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 UK Branch 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 UK Branch 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.

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.

## 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 UK Branch 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 a creative engagement with the natural world which has a positive impact on people's attitudes and behaviour; and how to encourage the greening of the economy.

Chris Saville, courtesy of Eden Project



## 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 to contribute better towards positive social change and environmental awareness.

- ✦ The Eden initiative's "Seeds, Soup and Sardies" project, in which families learn to grow their own plants, provided a case study in the BGCI report "Towards a New Social Purpose: Redefining the Role of Botanic Gardens".

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.

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.

Art can be a powerful tool to promote public understanding of issues with a scientific basis, and last year the UK Branch 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.



- ✦ From left to right: Barbara Byrd of the Oregon Apollo Alliance, Carey Oppenheim of the IPPR and Joel Rogers of the Center on Wisconsin Strategy at the opening session of the IPPR Green Jobs Summit with the presentation of the “Green Jobs” initiatives in the United States.

## 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 will take 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.

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.

## Migration and the environment

The UK Branch 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 UK Branch 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.

## Innovation

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

## Maximising social and cultural value

An important objective for the UK Branch 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 UK Branch 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 UK Branch to have a robust model for this sort of evaluation – a model that would also help other funders and arts organisations.

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 UK Branch to ascertain its potential use by policy makers. This project meets UK Branch 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.

In the run-up to the 2010 election, the UK Branch 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 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.



Geoff Wilson

✦ The 2011 "Clore Social Fellows" with the director Dame Mary Marsh,

The UK Branch 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.

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 Portuguese-speaking African 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”.



Social Innovation eXchange

- ✦ The SIX Spring School held in Paris at the Calouste Gulbenkian Centre, 2010, on the theme of “Innovation and Opportunity in an Ageing Society”.





📍 CISA Project, Angola: prevalence survey of the main diseases.



## ❖ The Gulbenkian Development Aid Programme



	Amounts in euros
Personnel costs	96 883
Subsidies and grants	2 149 522
Own initiatives	412 724
<b>Total</b>	<b>2 659 129</b>
Receipts	400 241

The Gulbenkian Development Aid Programme (PGAD) was set up in 2003, and its strategic objective is to strengthen the internal capacity of the countries in which it acts (the Portuguese-speaking African countries and East Timor), stimulating their institutional development and enhancing the value of their human resources, in order to improve standards of performance and the quality of the services provided and make these better suited to satisfying the needs of the local populations, within the framework of a sustainable economic and social development.

The programme seeks to establish a structure for the Foundation's intervention, based on a strict and clear definition of priorities, highlighting the areas in which the actions undertaken may have important demonstration and scale effects and where failure to act may have adverse effects on the economic and social development of the countries affected by this programme – Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and East Timor.

The PGAD is transversal in nature and is implemented by several of the Foundation's departments (Fine Arts, Education and Scholarships, and Health and Human Development) in keeping with an integrated approach to the problems of development.

## The “education” component

In overall terms, the “education” component of the PGAD amounted to [€ 1 233 768]

	Amounts in euros
Subsidies and grants	1 509 598
Own initiatives	80 024
<b>Total</b>	<b>1 589 622</b>
Receipts	355 919

## Subsidies/structural projects

[€ 419 810]

In 2010, 34 subsidies with a total value of € 419,810 were awarded in the educational field. The underlying objective of these subsidies was to support the consolidation of the education systems in the Portuguese-speaking African countries and East Timor.

The strategy of intervention in the awarding of subsidies was generally based on the development and pursuit of medium-term projects designed to provide the necessary structures, and undertaken in partnership with institutions and bodies from the countries in question, thereby ensuring the sustainability of these same projects. Because of their relevance and importance in improving the quality of the education systems, the following projects deserve special mention: the support for the primary school reform project in São Tomé and Príncipe; the project to support training for primary school teacher trainers in Angola; and the 2nd Framework Programme with the Eduardo Mondlane University, in Mozambique, designed to support the development of higher education in that country. Together with these structural projects, the programme also supported a series of other complementary projects, mainly sponsored by other agencies, whose intervention in the educational field was seen to be a relevant and useful opportunity for the countries covered by the programme and their populations.

The framework by areas of intervention included the following subsidies:



✦ State secondary school in East Timor.



✦ Training for teacher trainers at the Benguela Primary School, Angola.

› *Projects to support primary and secondary education.* As a whole, the fundamental objective is to contribute towards a qualitative improvement in these levels of education, while the project also has as its frame of reference the target of the second Millennium Development Goal of achieving universal primary education by 2015.

The project to support primary education reform in São Tomé and Príncipe, under the agreement signed by the Foundation and the country's Ministry of Education, Youth and Sport was considered to be of particular importance. This agreement establishes consistent and integrated action in curricular development for the six years of schooling, the production of teaching materials (textbooks and teachers' guides), and training activities for teachers and ministry staff. This project has been undertaken by a team from the Santarém Higher School of Education, in partnership with teaching staff and technicians from the Ministry of Education, Youth and Sport of São Tomé and Príncipe. During 2010, the work that had been started in 2006 was completed, with the Textbooks and Teachers' Manuals that had been prepared for the sixth grade being put to the test, as well as the training of methodologists and teachers of experimental classes and the testing of textbooks for the fifth grade, which was considered crucial for consolidating the teaching methodologies and the materials produced.

The project to support training for primary school teacher trainers in Angola was also of central relevance. In the framework of the reform to extend primary school education to six years, the main goal was to contribute towards improving the quality and effectiveness of this level of education, focusing essentially on helping the trainers of primary school teachers to acquire and consolidate the necessary technical and pedagogical skills. The action undertaken in 2010, in keeping with ministerial guidelines and with the technical support of Setúbal Higher School of Education, centred on the Benguela Primary School, and was characterised, on the one hand, by the strengthening of the teaching of basic subjects, and, on the other hand, by a heavy emphasis on training-action schemes, designed to help in the acquisition of new concepts and the development of perspectives on team work; as a complement to this, in creating the Resource Centre at this same school in Benguela, special attention was given to training teachers in Information and Communication Technologies (ICT), documentation and the organisation of archives, as well as to developing a network structure for the school's computer equipment.

› *Projects to support the development of higher education.* The main objective is to help consolidate higher education institutions in countries covered by the PGAD. Among the range of subsidies awarded, attention is drawn to the following cases in particular:

- Continued support to the Guinea-Bissau Faculty of Law for a training/research internship for teaching staff of this institution at the Faculty of Law of the University of Lisbon. Activities in this area included continued support for the Higher Institute of Legal and Social Sciences, in Cape Verde, through the award of training/research grants for teachers of that higher education institution to enable them to study at the Faculty of Law of the University of Lisbon.
- In Angola, a project was started to provide support to the Angolan Faculties of Law, through the award to the teaching staff of research scholarships for internships in Portugal.
- Mention should also be made of the continued development of the 2nd Framework Programme of Support for the Eduardo Mondlane University, in Mozambique, designed to improve the quality of teaching in some areas of knowledge and to strengthen research capacity. Based on a proposal submitted by that university, which served to identify the priority training areas and the forms of intervention for the programme, a programme of action has been designed and agreed upon, giving special priority to training in the following areas: Portuguese language; hotel, catering and tourism services; and distance learning.

- In Cape Verde, taking into account the fundamental role played by the launch of the University of Cape Verde in the development of the country's human resources, a group of support areas was established for this higher education institution: the improvement of this institution's teaching staff through the award of postgraduate scholarships; support for the creation and structuring of specific training areas, particularly in the field of higher education music courses; and the equipment of the Gulbenkian Music Room, which is to be housed in this same university and will provide support for the respective training activities.
- Amongst the support of a regional nature that was also granted, attention is drawn to the backing given to the following initiatives: (a) the "SUGIK" project, of the Higher Institute of Statistics and Information Management, in a partnership with the University of Cape Verde and the Catholic University of Mozambique, which includes the holding of three editions of the Postgraduate and Master's Degree Programme in Geographical Information Sciences and Systems (GISS) in Cape Verde and Mozambique, and the creation of the requisites necessary for ensuring the continuity and sustainability of this teaching project; (b) the holding of the first PhD courses in Law, in the specialist areas of Public Law and Private Law, in Luanda and Maputo, in a partnership between the Faculty of Law of the New University of Lisbon, the Faculty of Law of the Agostinho Neto University (UAN) and the Higher Law School of the Mozambique Higher Institute of Sciences and Technology (ISCTEM).

› *Projects for the promotion of reading.* The main objective has been to stimulate and promote the use of the Portuguese language, making quantitative and qualitative improvements in the library collections in the countries that are eligible to receive support from this programme. Four subsidies were awarded, distributed as follows: Angola – one, Mozambique – two, and East Timor – one. Also of note is the fact that several requests for the granting of books were met by the Gulbenkian Foundation's Publishing Plan, particularly those provided for higher educational establishments.

› *Projects to support academic and professional cooperation.* The main objective is to strengthen relationships between organisations and professionals working in the same sectors/fields of activity by encouraging the pooling of knowledge and information, and enabling the creation of knowledge networks across the Portuguese-speaking world. Attention is drawn, in particular, to the support given to the 10th Geochemical Congress of the Portuguese-speaking African Countries, the 1st Conference on Physics of the Community of Portuguese Language Countries (CPLP) and the 7th Iberian Congress of African Studies.

› *Other innovative projects.* The main objective is to support research projects in new areas, with innovative contents and methods that allow for a more suitable development of educational systems. Included in this category is the renewable energies project, with support being given to the use of solar panels to increase the utilisation capacity of schools. The region of Bafatá, in Guinea-Bissau, was chosen, since, already being endowed with the appropriate infrastructures, it will be able to use this methodology to increase its endogenous capacity and thereby solve a series of shortages. It will contribute to minimising the learning difficulties of children living in rural areas and make it possible to use the school infrastructures to teach adult literacy programmes, particularly to women. In this same area, mention should be made of the support given to the creation of a Guide to Sources on the History of Education in São Tomé and Príncipe, compiled through historical research, and the preparation of a database on this theme. Also worthy of note is the support given to the Micaia Foundation project for community development in two Mozambican provinces. Based on an integrated and cohesive approach to the question, this project seeks to attain new levels of economic and social development, namely through basic training, specialised technical training, cultural training and the promotion of reading, as well as through new methodologies for rural agro-industrial development. Support was also given in Mozambique to the "Healing Wings" project, which is being implemented in the Matutine

region, in the south of the country, and which fundamentally develops community aid programmes of a cultural and civic nature. Among a series of activities that are being developed under the scope of the “Alulamile Children’s Village” project, attention is drawn in particular to the support being given to women without any academic training, through the teaching of skills in the area of textile manufacture and support for the marketing of products. Educational activities are being developed both for orphans and for children originating from families in the region, with the provision of pre-school activities.

In partnership with the Volkswagen Foundation, the Gulbenkian Foundation is taking part in a new Post-doctoral Programme for Young African Students, which is designed to support research in the social sciences and humanities, as well as in engineering, in the Sub-Saharan African Countries. The supported projects must deal with themes linked to the interrelations and interdependencies between African and non-African cultures and societies. It is aimed at young African researchers with less than three years post-doctoral experience, as well as more experienced researchers who can incorporate up to two PhD students in their research projects.

## Scholarships

[€ 716 983]

A total of 93 scholarships (new scholarships and renewals) were awarded in 2010, reaching a total value of € 716,983. One of the core PGAD objectives is to upgrade human resources in countries eligible under this programme, since this is considered to be a crucial means of ensuring their social and economic development. This priority is reflected in the relative weighting of around 62% of the total financing awarded under the scope of the “education” component.

In 2010, the strategy adopted continued to be that of emphasising the relative importance of postgraduate scholarships vis-à-vis undergraduate study, given that some of the countries covered by this programme offer a significant range of degrees and advanced training programmes. This is particularly true in the case of Angola and Mozambique, while Cape Verde and Guinea-Bissau are only able to provide a more restricted range. It should be stressed that, due to the recent creation of the University of Cape Verde, profound alterations are expected in the next few years in this country’s supply of higher education courses.

The strategy followed led to the granting of a small number of undergraduate scholarships, which were only awarded to residents of Cape Verde, Guinea-Bissau, São Tomé and Príncipe and East Timor. In the other countries, grants were only awarded for postgraduate study.

**Number of scholarship holders – evolution by educational levels**

	2004	2005	2006	2007	2008	2009	2010
Undergraduate scholarships	107	92	79	67	53	51	44
Postgraduate and specialisation scholarships	32	43	58	48	49	42	43
Research scholarships for foreign students	–	2	2	1	3	–	6
<b>TOTAL</b>	<b>139</b>	<b>137</b>	<b>139</b>	<b>116</b>	<b>105</b>	<b>93</b>	<b>93</b>



In 2010, the breakdown of scholarship holders by country of origin and scholarship type was as follows:

**Number of scholarship holders – by country and educational level**

<b>Country of origin</b>	<b>Undergraduate study</b>	<b>Postgraduate study</b>	<b>Research</b>	<b>Total</b>
Angola	1	10		11
Cape Verde	11	20		31
Guinea-Bissau	8	1		9
Mozambique	1	8		9
São Tomé and Príncipe	21	1		22
East Timor	2	3		5
Other countries	–	–	6	6
<b>TOTAL</b>	<b>44</b>	<b>43</b>	<b>6</b>	<b>93</b>

**Direct activities and own initiatives**

**[€ 452 829]**

In 2010, the programme’s direct activities in education included the technical assistance given to projects being developed by the Foundation in the Portuguese-speaking African countries, namely the projects for the training of teacher trainers in Angola, and the support project for the restructuring of the general secondary education system in East Timor.

As far as East Timor is concerned, in keeping with the request made by the Ministry of Education, work continued on the development of the support project for the restructuring of secondary education in East Timor, through the drawing up of a curriculum plan and the beginning of the tasks relating to the 10th year of compulsory schooling, namely the preparation of syllabuses, textbooks and teachers’ guides, which will be duly tested with a view to their general use nationwide. This project enjoys the technical support of the University of Aveiro and is managed under the responsibility of the Gulbenkian Foundation, within the framework of a partnership with the Portuguese Institute for Development Support (IPAD) and the East Timor Ministry of Education, with the Portuguese Language Fund acting as the main funding agency.

Under the scope of the missions undertaken in the field of education, attention is drawn to the work missions sent to East Timor, which made it possible to analyse and establish the Gulbenkian Foundation’s future lines of action for intervention in secondary education in that country.

Other work involved participation in the activities of the Steering Committee of the Association for the Development of Education in Africa (ADEA), an institution of which the Gulbenkian Foundation has been a member since 2007. This organisation seeks to promote dialogue about educational policies in Africa and has as one of its main aims to encourage exchanges and reinforce links between African Ministries of Education, responsible for the education policies in their respective countries, and the main cooperation and development agencies supporting the development of education in Africa.

It should also be stressed that, amongst the activities that the Gulbenkian Foundation has been undertaking under the scope of the PGAD, the research study that was being carried out into the results of roughly fifty years of activity in different areas, centred mainly on the education and health sectors, was completed in 2010. The research work was undertaken by Maria João Avillez, who has been working for a long time on surveying and analysing the activities undertaken by the Gulbenkian Foundation outside Portugal. During 2010, the final draft was made of the document, which was duly published and presented at a public session held at the Gulbenkian Foundation.

Work continued on the development of the database of both current and former scholarship holders under the scope of the PGAD, the main aim of which is to collate all the information existing about their respective academic careers, as well as inserting additional information about the professional careers followed by this group of people and creating a database of the master's degree dissertations and PhD theses written by former scholarship holders of the PGAD.

### The “health” component

In its health component, the PGAD intervened in areas that are considered to be priorities in this sector by the National Poverty Reduction Strategies in the programme's partner countries – the Portuguese-speaking African Countries and East Timor.

	Amounts in euros
Personnel costs	96 883
Subsidies and grants	574 187
Own initiatives	332 095
<b>Total</b>	<b>1 003 165</b>
Receipts	44 322

Work continued on promoting primary healthcare, giving greater emphasis to community-based intervention, which provides communities with greater autonomy and complements the local health services. Since it is recognised that it is the most disadvantaged sections of the population, who do not have access to health services, that present the highest morbidity and mortality rates in terms of infectious diseases, support was given to initiatives that helped to improve access to healthcare and the quality of the services provided in relation to these diseases. In its pursuit of these aims, the PGAD's health component has always placed great emphasis on the role played in this area by the Non-Governmental Development Organisations (NGDOs).

In view of the size and complexity of the problems caused by the lack of qualified human resources in the health sector in developing countries, support was given to strengthening the skills and competencies of health professionals and local training institutions, particularly at the medium level, in keeping with the strategies previously outlined by the aid recipient countries.

Finally, the PGAD's health component maintained its partnerships, both with the Angolan Ministry of Health, the Bengo Provincial Government and IPAD, under the scope of the CISA project for the creation of a Health Research Centre in Angola (CISA), and with the East Timor Institute of Health Sciences (ICS) and IPAD, under the scope of the project for the institutional strengthening of the ICS.

The priority areas of intervention of the PGAD's health component in 2010 were as follows:

- › maternal-infant health;
- › infectious diseases;
- › public health;
- › human resource training;
- › “STOP TB” initiative;
- › NGDO capacity-building; and
- › support for the strengthening of health systems.

Highlighted below are the main supports provided in the different areas mentioned above.

### Maternal-infant health

[€ 122 945]

#### › *Health for All: Specialities in São Tomé and Príncipe*

This project is managed by Instituto Marquês de Valle Flôr, in partnership with IPAD, the Ministry of Health of São Tomé and Príncipe and the Gulbenkian Foundation. It consists of undertaking short-term specialist medical missions, over a three-year period (2009-2012), with the aim of complementing the provision of preventive and primary healthcare, with specialist assistance in the form of secondary and tertiary healthcare. One of the main aims is to reduce the number of patients evacuated from the country for further treatment, also making it possible to train technicians and free up resources for interventions with more efficient results.



✦ “Health for All: Specialities” project in São Tomé and Príncipe.

› *SHIO in East Timor*

In partnership with the East Timor Ministry of Health, the expansion of the “SHIO” (*Suku Hadomi Inan no Oan*) programme, which means *Village Loves its Mothers and Children* and was set up in 2007, is a response by the Alola Foundation, with the support of the Gulbenkian Foundation, to the high maternal-infant mortality rates. It is based on a participative approach to the problems of maternal-infant health, creating community networks that can lead to improved knowledge about the risks of pregnancy, birth and the post-natal period, as well as providing transport to the hospital for pregnant women at risk.

**Infectious diseases**

**[€ 101 900]**

› *Oral Health and Disease Prevention in Guinea-Bissau*

The Associação Mundo a Sorrir (Smiling World Association), which has benefitted from the Gulbenkian Foundation’s support since 2007, has been implementing its “Information for Prevention in Oral Health” project in Guinea-Bissau – where there are only four stomatologists. This project consists of the provision of dental treatment, awareness-raising campaigns and oral health education activities, lectures for healthcare professionals and the supply of the equipment and materials necessary for medical and dental care assistance at the Emanuel Clinic in Bissau.

› *Health for All: Expansion and Consolidation in Guinea-Bissau*

The aim of this project is to guarantee the population of São Tomé and Príncipe a package of services that includes access to healthcare and community rehabilitation programmes – such as sanitation and improved access to potable water – as well as education and support to families, through a partnership between the Foundation, IPAD, the Ministry of Health of São Tomé and Príncipe and the Instituto Marquês de Valle Flôr. Working in close cooperation with the local authorities, it has been possible to significantly improve the conditions of equal access to healthcare in that country, consolidating a decentralised integrated network of primary healthcare with national coverage.



✚ Mental Health Centre in East Timor.

**Public health**

**[€ 40 000]**

› *Mental Health in East Timor*

With it being estimated that more than 30% of the population of East Timor suffers from post-traumatic stress disorder, since a significant part of the people were confronted with violence, torture, persecution, death and the disappearance of family members, the support that is given to the Laclubar Mental Health Centre, set up by the Hospitaller Order of the Brothers of St. John, arises from the need to identify, monitor and treat people with mental diseases, fight the stigmatisation and discrimination of mental patients, and empower the communities to intervene in defence of the social and therapeutic integration of these patients.

## Human resource training

[€ 175 261]

### › *Capacity-building at Training Institutes for Health Technicians*

Support continued to be given for institutional strengthening and capacity-building at the training institutes for medium-level health technicians in São Tomé and Príncipe (Dr. Victor Sá Machado Institute of Health Sciences) and Mozambique (Maputo Institute of Health Sciences) in association with the Portuguese partners, the Portuguese Red Cross Higher School of Health and the Lisbon Higher School of Health Technology.

### › *NAME for Health – Network Approach in Medical Education for the Pursuit of Quality in Higher Education Institutions and Health Systems*

Co-funded by the Edulink (EU) Programme, led by the Faculty of Medicine of the University of Porto, this project seeks to improve the provision of healthcare to the populations of Angola and Mozambique, in the areas of maternal-infant health and infectious diseases, by strengthening the partners' academic and clinical capacities, creating a network between the Faculties of Medicine of Porto, Luanda (Agostinho Neto University), Maputo (Eduardo Mondlane University) and Nampula (Unilúrio).

### › *Support for the Pain Unit of Maputo Central Hospital (Mozambique)*

Support was provided for capacity-building through the holding of training and refresher courses for doctors, nurses and other healthcare professionals, as well as for the purchase of medical and computer equipment for the Pain Unit of Maputo Central Hospital, geared not only towards medical training and research, but also towards receiving patients with chronic cancer and non-cancer pain, referred to the unit from various specialist areas.

## Gulbenkian STOP TB initiative

[€ 75 480]

### › *Improvement of Healthcare at the Cumura Hospital (Guinea-Bissau)*

Under the scope of the STOP TB partnership, created by the WHO in 2001 and involving a network of partners with the aim of eliminating tuberculosis as a health problem, this project includes co-funding for the installation of a medical gas plant at the Cumura Hospital (15 kilometres from Bissau), in response to the number of patients coming to the hospital with serious health problems. Within the overall context of the pathologies existing at this hospital, HIV/AIDS and tuberculosis infections have shown a significant increase, with tuberculosis continuing to be one of the greatest public health problems in Guinea-Bissau even today.

### › *Strengthening Laboratory Diagnosis Capacities in Mozambique*

In response to one of the priorities established in the Mozambique Strategic Plan for the Control of Tuberculosis 2008-2012, and with a view to strengthening laboratory capacities for diagnosing tuberculosis, short-term training courses continued to be held in Portugal for provincial laboratory technicians, together with support for capacity-building at the TB reference laboratory of Maputo Central Hospital. This project is being implemented through the partnership between the National Directorate for Cooperation and Planning of the Mozambican Ministry of Health, the Institute of Hygiene and Tropical Medicine and the Ricardo Jorge National Health Institute.





✚ Cumura Hospital, Guinea-Bissau.

### **NGDO capacity-building**

**[€ 10 750]**

› *Support mechanism for the Preparation of International Cooperation Projects for International Funding*  
With the aim of providing financial support to Non-Governmental Development Organisations (NGDOs) in drawing up applications for various international sources of funding, a matter which requires careful preparation, detailed knowledge and financial resources, the Calouste Gulbenkian Foundation, the EDP Foundation, the Portugal-Africa Foundation and the Luso-American Development Foundation, in association with IPAD, set up a financial fund to support the preparation of development cooperation projects.

### **Strengthening of health systems**

**[€ 5 968]**

› *Health Statistics Course in Guinea-Bissau*

Support for the Health Statistics Course at the Guinea-Bissau National Institute of Public Health (INASA), which is taught by the Centre for Research in Health Technologies and Information Systems (CINTESIS) of the Faculty of Medicine of the University of Porto.

## **Institutional support for the Bengo Medium-Level Health Institute**

**[€ 30 051]**

› With the collaboration of the Lisbon Higher School of Health Technology and the establishment of a technical consultancy team, work continued on the implementation of the project begun in 2009 with the aim of improving the curricular structure and teaching quality of initial and continuous training courses, in keeping with the needs and priorities of the health sector, as well as improving the quality of the academic management and training of the Bengo Medium-Level Health Institute.

The following projects are promoted, funded and implemented by the Foundation in partnership with IPAD:

› *Creation of the Health Research Centre in Angola – CISA, € 209,277*

The aim of this project – implemented under the scope of a partnership between the Gulbenkian Foundation, IPAD, the Angolan Ministry of Health and the Bengo Provincial Government – is to improve the health conditions of the population and operational research in the province of Bengo in Angola. Amongst the main results achieved so far, attention is drawn to the following in particular: (i) the building of a first nucleus for the installation of the research centre (CISA); (ii) the strengthening the quality of the health services provided to the municipality through the support for the management and organisation of the Bengo Provincial Hospital (HPB), the holding of training sessions in nursing and maternal-infant health for the municipality's various nurses, as well as continuous training in the various areas of the HPB, and improvements in the clinical information contained in hospital processes; (iii) the creation of a Demographic Surveillance System (DSS) covering three counties in the Dande municipality (Caxito, Mabubas, Úcua) and a population of more than 60,000 people; (iv) the implementation of epidemiological studies (prevalence survey of malaria, schistosomiasis, intestinal parasitoses, anaemia and malnutrition).

The overall cost of this project in 2010 was approximately 1.1 million euros, of which € 850,000 were funded by IPAD and the rest by the Gulbenkian Foundation and other patrons.

› *Institutional Strengthening of the East Timor Institute of Health Sciences (ICS)*

This project was begun in 2007 and is co-financed by IPAD. It is designed to improve the structure and teaching quality of initial and continuous training courses in keeping with the needs and priorities of the health sector, as well as to promote the use of the Portuguese language in the health sector, through partnership with two similar Portuguese schools – the Portuguese Red Cross Higher School of Health and the Lisbon Higher School of Health Technology. In 2010, besides maintaining a technical consultancy team in Dili to support the management of ICS, teachers were provided for the various modules of the midwife course and three bilingual publications (Portuguese and Tetun) were produced to serve as support material for this course. The project also supported the preparation of the curricula for the undergraduate courses in Pharmacy and Laboratory Techniques, which are planned to be implemented at the Faculty of Health Sciences of the University of East Timor.

The overall cost of this project in 2010 was € 140,000, of which € 73,600 were funded by the Gulbenkian Foundation and the rest by IPAD.



✦ Institute of Health Sciences project: Course for Midwives.

## Technical assistance, studies and consultancy

[€ 40 674]

### › *África Dentro*

The PGAD programme financed the production and publication of *África Dentro*, by Maria João Avillez, a work that reports on the way in which the Foundation has been cooperating with the present-day Portuguese-speaking African countries ever since the beginning of its activity.

### › *Development Days*

In 2010, the PGAD programme participated in the “Development Days” event, promoted by IPAD, with the session dedicated to the theme of “Women and Development: Testimonies of Citizenship”. This session was chaired by the journalist Adelino Gomes and the guest speakers were Vera Duarte and Paula Teixeira da Cruz.

## The “art” component

	Amounts in euros
Subsidies and grants	65 737
Own initiatives	605
<b>Total</b>	<b>66 342</b>

Under this programme, 13 multicultural projects were supported in keeping with its specific objective – to contribute towards the promotion and development of the artistic culture of Portuguese-speaking countries. Priority was given to supporting projects that involved training activities and to schemes that were to be developed in partnership with other prestigious national and international bodies.

Attention is drawn to the grant awarded to the University of Évora for the exhibition “Malangatana – 50 Years of Painting, 450 Years of University”, held in tribute to this Mozambican artist, who was distinguished, on the same occasion, with the title of Doctor Honoris Causa. Support was also given to the projects of Marta Mestre and Inês Mestre for the online programmes about African culture, entitled Buala, and about the Teatro Tchiloli in São Tomé and Príncipe, respectively.

The Xerem Cultural Association benefited from a subsidy for the participation of three visual artists and a curator from Angola, Cape Verde, Mozambique, and São Tomé and Príncipe in an international workshop entitled “Home and Abroad”, which was held in Portugal. The Amílcar Cabral Foundation was awarded a grant for the completion and publication of the documentary film *No Antigamente do Tarrafal / Luandino Vieira* and the Companhia Clara Andermatt Cultural Association was awarded a subsidy to present the show *VOID* at the 2010 Mindelact Festival, which was centred on the life experiences of two Cape Verdeans in Portugal.

Under the scope of the Artafrica project, the Faculty of Letters of the University of Lisbon held the third edition of the film cycle “Migration, Racism and the Power of the Image”, which received support from the PGAD.

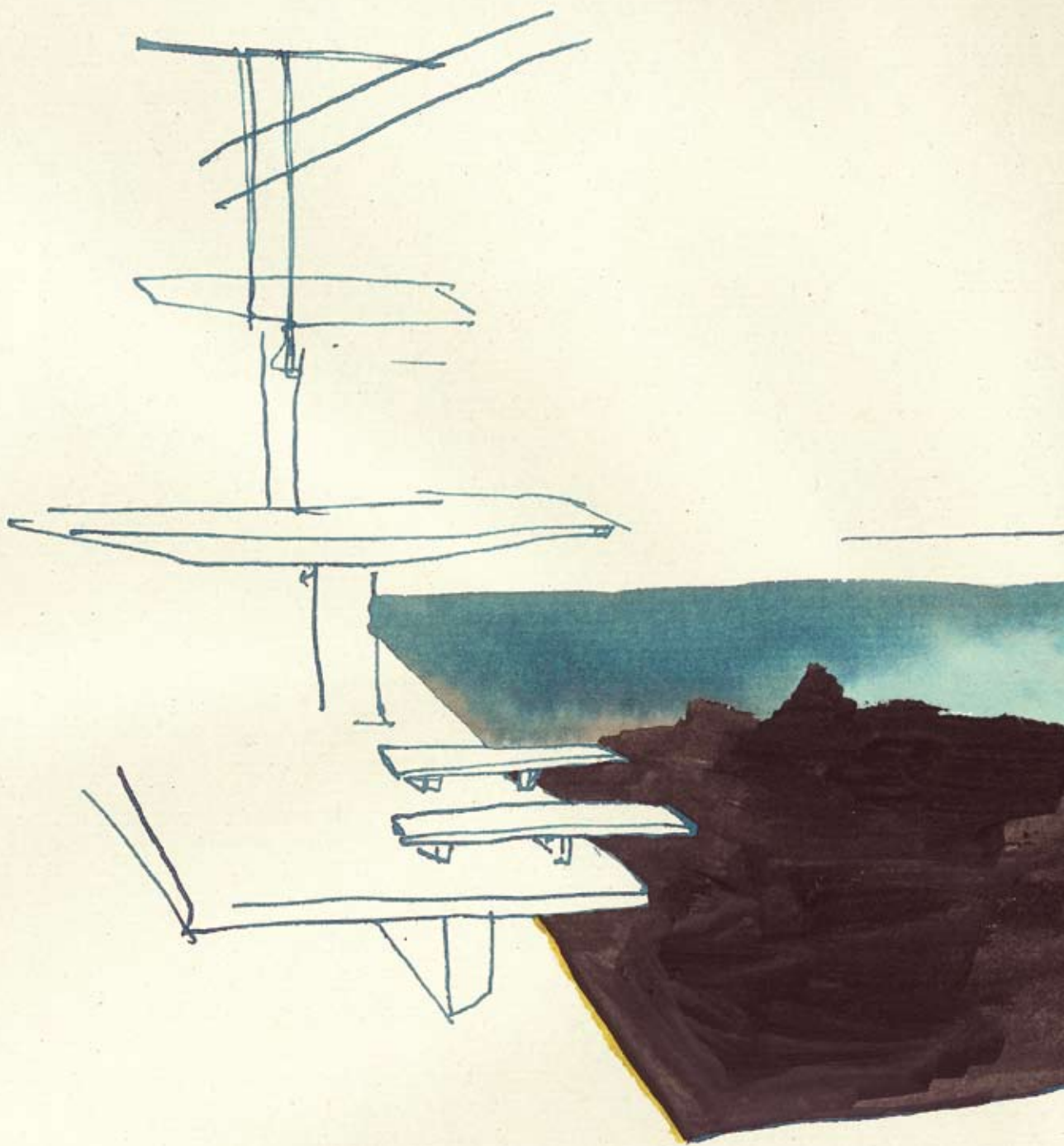
At the same time, grants were awarded to Bárbara Neves Alves and Pedro António Cardoso Rodrigues Manuel for an artistic training programme held in Maputo, with the collaboration of state higher education institutions; to Inês Gonçalves to make the documentary film on religious and healing practices in São Tomé, entitled “Na Terra como no Céu” and to Catarina Braga Simão to travel to Maputo, in order to take part in the First International Symposium on Mozambican Cinema, where she presented the “Fora de Campo” project, which she had been developing since June 2009 about the Mozambican film archives. Mention should also be made of the support given to Lourenço Conceição Gomes for the publication of the book *Centro Histórico da Praia: Arte e Memória (1840-2002)*, which resulted from his PhD thesis presented in 2008.

Finally, mention should be made of the subsidies awarded to Bard College – Center for Curatorial Studies (New York) to enable the Angolan artist Nástio Mosquito to present a series of video, photographic and sound works at the “Second Coming” exhibition and to GESTO – Cooperativa Cultural do Porto, for the processing and publication of texts from the International Meeting on Art Education, promoted in association with the Faculties of Fine Arts and Educational Sciences of the University of Porto and the International Art School of Mindelo.

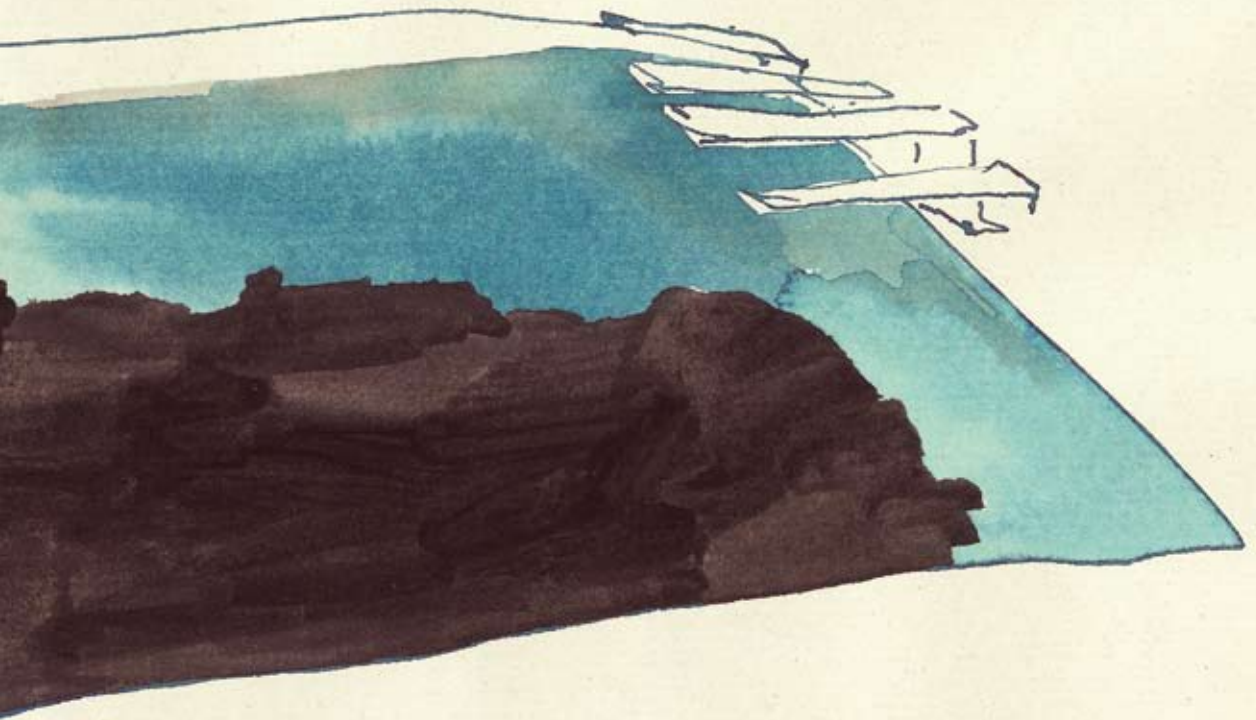
# MALANGATANA

50 Anos de Pintura 450 Anos de Universidade





# lc. Transverse and Innovative Projects



## Gulbenkian Próximo Futuro/ Next Future Programme

2010 was the second year of activity of the Gulbenkian Próximo Futuro/ Next Future Programme, dedicated to contemporary culture in Africa, South America, the Caribbean countries and Europe.

Broadly speaking, the Gulbenkian Next Future Programme is designed to provide a showcase for some of the most stimulating and intrinsically contemporary and cosmopolitan creations that are being produced in the cultural and artistic fields in each of these regions. These aims are pursued through the presentation of concerts, the holding of conferences and the production of projects in the visual arts, working in close conjunction with artists originating from different cultural regions, as well as through the commissioning of texts or essays of a theoretical nature written by leading figures from African, South American or European societies (writers, teachers and researchers, amongst others). The plan of activities that had been approved for 2010 was fully implemented in all its different aspects.

	Amounts in euros
Subsidies	5 000
Own initiatives	714 404
<b>Total</b>	<b>719 404</b>
Receipts	19 425



✚ *Neva* (Chile).

Accordingly, in February, April and November, the 2nd, 3rd and 4th Next Future research workshops were held. These meetings were organised in partnership with roughly 20 academic research centres (all of them classified as excellent by the Foundation for Science and Technology), affording different Portuguese and foreign researchers the chance to present papers and discuss some of the themes proposed by the programme (the current state of the contemporary city, the management of cultural and social organisations and happiness) in a multidisciplinary environment.

On 18 June, the works of art created *in situ* were inaugurated – *Liberty Leading the People*, by Barthélémy Togo, *Still Life* by Barrão, *The Brilliant Future of Sugar Cane*, by Kilian Glasner and the project “Sun Shades” by Inês Lobo. This was followed by the first in the series of Master Classes, given by Néstor García Canclini. The other classes were given by G. C. Spivak, Alexandra Barahona de Brito, José Tolentino de Mendonça, Ruth Simbao, Jose del Pozo, Pablo Brugnoli, Mamadou Diawara, Helena Buescu, Vítor Borges and Alan Pauls.

In co-production with the Music Department, Fritz Lang’s film *Metropolis* was shown, accompanied by the Gulbenkian Orchestra, which played a score composed by Martin Martelon, who also conducted the Orchestra. The other performances and concerts taking place in the Open-Air Amphitheatre and the Grand Auditorium were *Neva* (theatre/Chile), *Hechos Consumados* (theatre/Chile), Orchestre Poly Rythmo de Cotonou (Benin), Lula Pena



✚ Mural by Kilian Glasner, *The Brilliant Future of Sugar Cane*.

(music/Portugal), *Cribles* (dance/France), and Lucas Santtana (music/Brazil). There was also a dj'ing session held on the terrace of the Modern Art Centre with Miles Cleret from Soundway Records (United Kingdom).

22 June marked the beginning of a film cycle, under the name of the Next Future Cinemathèque, with the pre-release screening of the film *La Teta Asustada* by Claudia Llosa, which was awarded the Golden Bear at the Berlin Film Festival. This session was followed by another 11 sessions in the Open-Air Amphitheatre. These screenings are like a cinemathèque for film buffs who are particularly interested in the kind of cinema that includes European, African and Latin American films, both documentaries and fictional films that preferably build bridges between the various continents.

On Sunday 20 and 27 June and Sunday 4 and 11 July, the Foundation's *Descobrir* Programme, which works in partnership with the Next Future Programme, presented a series of educational activities of an interactive nature designed for a more family-type audience, using equipment created by the designer Marisa Vinha. These activities were particularly well received by visitors and public alike. Again in partnership with the *Descobrir* programme, on the last of these Sundays, the show *Palavras na Cidade* (Words in the City) was performed. This involved the rhythmic recital or singing of poetry in a show that was mainly conceived and performed by artists of African origin who are resident in Lisbon.

It is worth taking some time to reflect on the nature of these audiences: as was the case with the previous edition of the programme, the quality of the audiences was guaranteed with the presence of spectators, visitors, people attending the master classes, researchers, university teachers, students, an anonymous but curious public, artists and opinion makers. These people represented a loyal core audience attracted by cosmopolitan issues. The audiences attending the concerts showed an extraordinarily high level of participation in the programmed events, appearing in slightly larger numbers than was originally expected; the same can be said about the activities of the *Descobrir* programmes and about those visiting the Foundation to see the works *in situ*.

Furthermore, throughout the year, three issues of the newspaper *Próximo Futuro/Next Future* were published, thereby contributing to the ever growing body of texts, essays, stories, poems and artists' portfolios. It is planned for this collection of texts to outlive the Programme itself, thus helping to achieve one of its basic aims.



## ❖ Gulbenkian Environment Programme

The Gulbenkian Environment Programme (GEP), set up under the scientific coordination of Viriato Soromenho-Marques, is now in its fourth and penultimate year. Its field of intervention gives special priority to a triangle formed from the following areas: environment and citizenship; environment and healthcare; and environment and innovation. In 2010, particular attention was paid to the first of these three areas.

	Amounts in euros
Personnel costs	38 772
Subsidies and grants	156 132
Own initiatives	156 367
<b>Total</b>	<b>351 271</b>
Receipts	10 000

In 2010, the GEP continued to undertake a range of different activities promoting information, reflection and debate in relation to its chosen themes, and supported research projects and the dissemination of knowledge.

### Areas of intervention

#### Environment and citizenship

The first public event took place on 16 April, with the holding of the conference on “Thinking Green in the Workplace – An Analysis of Good Environmental Practices in a Work Context”, which was jointly organised by the Calouste Gulbenkian Foundation/GEP and the United States Embassy.

The main aim of this initiative was to share and discuss experiences about successes and failures in the implementation of measures that are considered “good environmental practices” in the workplace. To this end, small discussion groups were formed to debate three main topics: “Thinking Green/Acting Green/Buying Green”.



❖ Conference on “Thinking Green in the Workplace – An Analysis of Good Environmental Practices in a Work Context”.



❖ Conference on “Climate Change: The Great Challenge to Our Common Future”.



Taking part in this event were the following speakers: Abigail Dressel (Public Affairs Officer at the United States Embassy), António Repolho Correia (Director of the Calouste Gulbenkian Foundation's Central Services Department), and Carlos Borrego (University of Aveiro). The following people functioned as facilitators of the debate, Paulo Ferrão (Director of the MIT – Portugal programme), Francisco Ferreira (National Director of Quercus), and Sofia Santos (partner of Sustentare).

Under the framework of the lecture cycle “Facing the Global Environmental Crisis”, launched in 2008, the first lecture was given on 27 April: “Climate Change: The Great Challenge to Our Common Future”, by Rajendra Kumar Pachauri, the president of the UN's Intergovernmental Panel on Climate Change.

The event was opened by Teresa Gouveia, with Filipe Duarte Santos and Vasco Trigo taking part as commentators, and with Viriato Soromenho-Marques chairing the meeting.

Support continued to be given to the 15 projects financed by the 2009 edition of the competitive application process AGIR – Environment (Gulbenkian Environmental Information and Realisation Activities).

As planned, and under the scope of a protocol established between the Gulbenkian Foundation and the publishing house Esfera do Caos, which led to the creation of the Gulbenkian Environment Collection (designed for the publication of previously unpublished works that had won the “Comunicar Ambiente” (Communicate the Environment) competition and for supporting the Portuguese editions of other already existing works), the last work selected by the “Comunicar Ambiente” competition was published in 2009: *Alterações Climáticas e Desenvolvimento Limpo: Cooperação entre Portugal e os PALOP*, by Carla Maria Gomes.

The second edition of the “Comunicar Ambiente” competition was launched, designed to support the publication of entirely new works transmitting scientific information in the field of biodiversity, in a clear and rigorous manner that is accessible to the general public. Five works were received, and the Jury unanimously decided not to select any work for publication in the Gulbenkian Environment Collection.

Amongst the publications included in the Gulbenkian Environment Collection, attention is drawn to the publication of the proceedings of the 2009 international conference “Environment at the Crossroads. Aiming for a Sustainable Future”: *O Ambiente na Encruzilhada. Por Um Futuro Sustentável* (Lisbon, Esfera do Caos, 2010, 237 pp.), as well as the work *Políticas Públicas do Mar. Para Um Novo Conceito Estratégico Nacional* (Lisbon, Esfera do Caos, 2010, 297 pp.). It should also be mentioned that the first of these two works was also published in an English edition (*Environment at the Crossroads*. Manchester, Carcanet, 2010, 185 pp.).

World Environment Day (5 June), was commemorated by the Gulbenkian Environment Programme on 8 June, through the organisation of an activity designed to provide information, raise awareness and share experiences about environmental research, specially intended for secondary schools. Two speakers were invited to talk about their research work in two remote regions of the planet, with highly sensitive ecosystems. Manuel Mota, a Professor at the University of Évora, spoke about the Galapagos Islands, and Alice Ferreira, a researcher from the University of Lisbon, presented her research on the Antarctic.

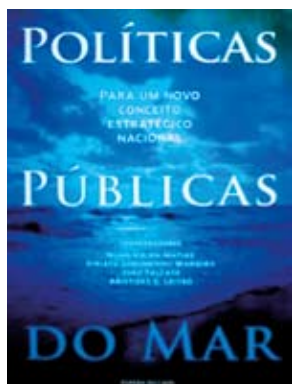


✦ Commemoration of World Environment Day with specially invited secondary schools.

On 9 November, the conference “Roadmap 2050: A Practical Guide to a Prosperous, Low-Carbon Europe – What does it mean for Portugal?” was held. This event resulted from a cooperation agreement between



- ✦ Conference on “Roadmap 2050: A Practical Guide to a Prosperous, Low-Carbon Europe – What does it mean for Portugal?”



- ✦ Conference on “Public Maritime Policies – For a New National Strategic Concept” and presentation of the book with the same title (*Políticas Públicas do Mar. Para Um Novo Conceito Estratégico Nacional*).

the European Climate Foundation (EFC) and the Gulbenkian Environment Programme. It was held after the Copenhagen Summit on Climate Change, which took place in December 2009 and pointed to the need to reform the economic and productive system in order to drastically reduce greenhouse gas emissions by 2050. The central theme of the conference was the presentation of the final results of a study coordinated by the EFC, which shows that it is possible and realistic to invest in energy production from renewable sources, over a time horizon that is compatible with effectively combating climate change. In this context, the Portuguese reality was also looked into by the speakers from the point of view of the competitiveness and sustainability of the national economy.

The conference was opened by Teresa Gouveia (a trustee of the Gulbenkian Foundation), Jules Kortenhorst (CEO, European Climate Foundation), and Carlos Zorrinho (Secretary of State for the Economy and Innovation).

Taking part in the conference as speakers were Jules Kortenhorst, Jurriaan Ruijs (partner, McKinsey & Company) and David Porter (partner, KEMA). The discussion panel was composed of Humberto Rosa (Secretary of State for the Environment), João Manso Neto (Energias de Portugal), Rui Cartaxo [CEO, REN (Redes de Confiança)], Jules Kortenhorst and Jorge Moreira da Silva (UNDP, senior advisor). Viriato Soromenho-Marques (Gulbenkian Environment Programme) chaired this panel.

The conference on “Public Maritime Policies – For a New National Strategic Concept” took place on 23 November, resulting from a partnership established between the Lisbon Academy of Sciences, the Gulbenkian Environment Programme and the Lisbon Oceanarium.

The conference was opened by Emílio Rui Vilar (President of the Gulbenkian Foundation), Rolando Borges Martins (President of the Lisbon Oceanarium) and Adriano Moreira (President of the Lisbon Academy of Sciences), who briefly presented the book with the same title as the conference: *Políticas Públicas do Mar. Para Um Novo Conceito Estratégico Nacional*. The first panel, which dealt with the theme “The Power of States at Sea – Sovereignty, Diplomacy and Security”, was chaired by Vieira Matias (President of the Naval Academy), with the following people taking part as speakers: Marta Chantal Ribeiro (University of Porto), Victor Lopo Cajarabille (the Portuguese Navy’s Strategic Reflection and Study Group) and António Rebelo Duarte (Commission of the Maritime Public Domain). The commentator was António José Telo (Military Academy).

The second panel, entitled “Knowing and Living the Sea – Knowledge and Uses of the Ocean”, was chaired by Viriato Soromenho-Marques (scientific coordinator of the Gulbenkian Environment Programme) with the following speakers: Ricardo Serrão Santos (Department of Oceanography and Fisheries of the University of the Azores), Maria José Costa (Centre of Oceanography of the Faculty of Sciences of the University of Lisbon), and Félix Ribeiro (Central Planning Department). The commentator was Tiago Pitta e Cunha.

At the end of the first half of the year, the Gulbenkian Think Tank on Water and the Future of Humankind was created under the scope of the Gulbenkian Environment Programme, whose mission is to reflect on the best and most sustainable use of water with 2050 as its time horizon and on the future state of water resources

in the global environment. This think tank, coordinated by Luís Veiga da Cunha, also has the responsibility of analysing the important constraints that will be placed on the living conditions of humankind by future growth and the increasing pressures on the use of water. The think tank is composed of internationally recognised experts: Benedito Braga (Department of Hydraulics and Sanitary Engineering of the Polytechnic School of the University of São Paulo, Brazil), Colin Chartres (Director-General, International Water Management Institute, Sri Lanka – a representative of Australia), William J. Cosgrove (President of Ecoconsult Inc., Canada), Luís Veiga da Cunha (New University of Lisbon, Portugal, coordinator of the Think Tank), Peter Gleick (President of the Pacific Institute, USA), Pavel Kabat (Center for Water and Climate, Holland), Mohamed Ait Kadi (Président du Conseil General du Développement Agricole, Morocco), Daniel P. Loucks (Cornell University, USA), Jan Lundqvist (Stockholm International Water Institute, SIWI, Sweden), Sunita Narain (Director of the Centre for Science and Environment, India) and Jun Xia (Director of the Key Laboratory of Water Cycle and Related Surface Processes of the Chinese Academy of Sciences, China).



✦ Meeting of the Gulbenkian Think Tank on Water and the Future of Humankind.

The think tank was given its public presentation on 6 December, at a session held expressly for this purpose.

The event was opened with a speech by Teresa Gouveia, followed by Luís Veiga da Cunha, the coordinator of the think tank. The group's work began with a panel composed of some members of the think tank, at which the following people contributed with speeches, Jan Lundqvist, Peter Gleick and Sunita Narain.

The GEP also sponsored the production and release of the DVD *Portugal: Um Retrato Ambiental*, by Luísa Schmidt.

Under the scope of a partnership established in 2009 between the Calouste Gulbenkian Foundation/ GEP and the Cinemateca Portuguesa (the Portuguese Film Institute), the film cycle organised under the title of Cinema and the Environment was continued. Eleven films were shown, once a month from September 2009 to July 2010, with special guests being invited to comment on each session. The films shown in 2010 were as follows:

- › *Five*, by Arch Oboler, on 12 January, with a commentary by Isabel Capeloa Gil;
- › *Soylent Green*, by Richard Fleischer, on 9 February, with a commentary by Inês de Medeiros;
- › *Into the Wild*, by Sean Penn, on 9 March, with a commentary by Paula Moura Pinheiro;
- › *Les Glaneurs et la Glaneuse* ("The Gleaners and I"), by Agnès Varda, on 13 April, with a commentary by Helena Roseta;
- › *Wind Across the Everglades*, by Nicholas Ray, on 18 May with a commentary by Rosalia Vargas;
- › *Le Monde du Silence* ("The World of Silence"), by Jacques-Yves Cousteau and Louis Malle, on 15 June, with a commentary by Maria Mota;
- › *The Happening*, by M. Night Shyamalan, on 13 July, with a commentary by Viriato Soromenho-Marques.

## Environment and healthcare

The implementation of the three projects selected under the "Environment and Healthcare" competitive application process in 2007 was closely monitored. These projects are now reaching completion.

On 31 May the GEP hosted the Environment and Respiratory Health Forum promoted by the Portuguese Lung Foundation. The opening speech was made by the coordinator of the GEP.

## **Environment and innovation**

Support continued to be given to the three projects selected in 2009, under the scope of the “Promoting Sustainable Mobility” scheme.

In order to mark the International Year of Biodiversity, the Gulbenkian Environment Programme and the Lisbon Oceanarium launched the second edition of the Gulbenkian/Oceanarium Award dedicated to the theme of “Joint Responsibility: Capacity-building for Conservation”, intended to attract initiatives seeking to contribute to the conservation of the coastal and marine ecosystems of the Portuguese-speaking African Countries.

Applications were received during the period from 26 April to 28 July, and six projects were presented.

The selection jury unanimously decided to award the prize to the project “Gaining Knowledge for the Preservation of the Marine Biodiversity of Pemba (Cabo Delgado, Mozambique) – Socio-Environmental Management for Sustainability”, presented by the Department of Biology of the University of Aveiro in partnership with the University of Lúrio (Beira, Mozambique) and other Mozambican bodies.

Also completed was the “Public Maritime Policies” project, begun in 2008 and based on a partnership between the Lisbon Academy of Sciences, the Lisbon Oceanarium and the Gulbenkian Environment Programme. This resulted in the publication of what is already considered to be the best synthesis and prospective study of public maritime policies, bringing together contributions by 16 of the leading Portuguese specialists in the seven thematic areas covered by the project, as well as the involvement of the four members of the coordinating committee.

In 2010, the first academic year of the PhD Programme on Climate Change and Sustainable Development was completed, resulting from an initiative of Lisbon’s three state universities. This initiative has enjoyed the support of the Gulbenkian Environment Programme from the outset, involving the payment of the travel expenses of visiting foreign lecturers and the award of some scholarships for first-year students.

The 11th Summer Institute on Global Environmental Issues was held at the premises of the Luso-American Development Foundation (FLAD) from 5 to 7 July 2010, with the participation of the Gulbenkian Environment Programme.

## **Other activities**

The GEP was also involved in a series of conferences through the participation of its scientific coordinator as a speaker.

Some of these initiatives are highlighted here because of their importance:

- › “Ambiente, Energia e Sustentabilidade”, paper presented at the Special Session held to commemorate the 99th Anniversary of the Foundation of the University of Porto, at the Dean’s Office, on 22 March 2010.

- › “Sobre o Futuro da Biodiversidade”, synthesis of a panel, presented at the international conference “2010 International Year of Biodiversity – and after 2010?”, promoted by the Portuguese Parliament, on 17 and 18 May 2010.
- › “Alimentar o Futuro: Nutrição e Crise Ambiental”, paper presented at the 9th Nutrition and Food Congress of the Portuguese Association of Nutritionists, at the Pavilhão dos Congressos, in Lisbon, on 20 May, 2010.
- › “Between Crisis and Collapse. Global Trends towards 2030”, paper presented at the 9th World Tomato Congress, which took place in Estoril, on 23 June, 2010.
- › “O Futuro da Política da Água e a Crise Global do Ambiente”, paper presented at the 14th Technical and Scientific Conference of FESA, in Luanda, from 21 to 24 September 2010.
- › Paper presented at the opening ceremony of the Garducho Biological Station, held at the station on 13 October 2010.
- › “What hinders a more effective Science-Policy Interface? Lessons from the climate change ongoing crisis”, main paper presented at the special symposium on “Climate Change and Impact Assessment”, at the University of Aalborg, Denmark, promoted by the International Association for Impact Assessment (IAIA), on 26 October 2010.
- › Organisation of the 3rd Funchal International Conference “Deserving the Future – Between Conflict and Sharing – Roots of War, Seeds of Peace”, Madeira, 12 and 13 November.

As part of a series of initiatives designed to celebrate the International Year of Biodiversity, the National Museum of Natural History and the Environmental Biology Centre, in partnership with the Calouste Gulbenkian Foundation/GEP, launched a lecture cycle entitled “Biodiversity and Society”, promoted by Bioeventos 2010, with the last two events having been hosted at the Gulbenkian Foundation’s premises, on 6 and 20 October.

Under the framework of the protocol signed between the Calouste Gulbenkian Foundation and the Instituto Camões, the video *Formação dos Leitores de Português* (Training of Portuguese Language Teachers Abroad) was broadcast over the Internet, on 7 October. This consisted of a conference with the participation of António Pinto Ribeiro (Gulbenkian Next Future Programme) and Viriato Soromenho-Marques (Gulbenkian Environment Programme). This video is available for viewing and/or consultation on YouTube.

With funding from the GEP, the “Natural and Cultural Heritage: Construction and Sustainability” conference was held at the Gulbenkian Foundation’s headquarters on 18 October. This meeting was co-organised by GECORPA – Grémio das Empresas de Conservação e Restauro do Património Arquitectónico (Guild of Companies for the Conservation and Restoration of the Architectural Heritage), Quercus – Associação Nacional de Conservação da Natureza (National Association for Nature Conservation) and ICOMOS Portugal – Portuguese National Commission of the International Council of Monuments and Sites.

On 18 October 2010, the Calouste Gulbenkian Foundation hosted the international conference “Forests and Climate – Experiences in Africa” at its own premises. This meeting was promoted by Euronatura, in partnership with the Directorate-General of Education and Culture (Lifelong Learning Programme) and the Portuguese Foundation for Science and Technology (FCT). This initiative was also supported by the Gulbenkian Environment Programme.

The 4th Research Workshop, dedicated to the theme of “Happiness”, resulted from a partnership between the Gulbenkian Next Future Programme and the Gulbenkian Environment Programme, and was held on 4 and 5 November.





❖ Interdisciplinary project “Palavras Daqui, Dali e Dacolá” (Words from Here, There and Everywhere) organised in association with the “Next Future” Programme.

## ❖ Gulbenkian Programme of Education for Culture – *Descobrir*



	Amounts in euros
Personnel costs	332 743
Operating costs	57 139
Own initiatives	164 421
<b>Total</b>	<b>554 303</b>
Receipts	48 277

2010 was the third year of activity of the Gulbenkian Programme of Education for Culture – *Descobrir* (PGEC), confirming its dual function of combining in one single transverse programme the educational projects designed and produced by the Gulbenkian Museum, the Modern Art Centre, the Music Department and the Central Services Department, while at the same time incorporating into this programme educational activities of its own conception, both those of an interdisciplinary nature and those centred on artistic and cultural disciplines that were not covered by the former departments. It also guaranteed the promotion, dissemination and front of house operations of this series of educational activities, directed both at schools and the general public.

Special priority was given, at this latter level, to the strengthening of the PGEC website ([descobrir-gulbenkian.pt](http://descobrir-gulbenkian.pt)), through the improvement, in collaboration with the Central Services Department, of the online facilities for reserving and purchasing tickets. At the same time, it was also made possible for visitors to the website to have access for the first time not only to the complete brochures displaying the programming of events, but also to educational support materials for the programmed activities, in order to allow teachers and families to optimise their preparations for their visits. It also made it possible to subsequently develop the pedagogical suggestions proposed at the sessions that were held and to significantly increase the number of hyperlinks to other relevant websites of an educational nature and to carry out surveys in order to have feedback from the participants on the activities that were undertaken. The strategy of communication with the programme's recipients was also reinforced through the creation of a weekly PGEC newsletter for the general public and a fortnightly newsletter for schools.





- ✦ Interdisciplinary project “Palavras Daqui, Dali e Dacolá” (Words from Here, There and Everywhere) organised in association with the “Next Future” Programme.

As far as the activities directly conceived by the central core of the PGEC were concerned, attention is drawn to the interdisciplinary project “Palavras Daqui, Dali e Dacolá” (Words from Here, There and Everywhere) organised in association with the Gulbenkian Next Future Programme and held on four separate Sundays in May. These activities were dedicated to introducing children to the excitement of reading through different approaches to children’s stories, involving narrative, theatre, visual arts, music and dance. In 2010, the PGEC also began its collaboration with MONSTRA – the Lisbon Animation Festival by hosting a cycle from this festival at the Foundation’s headquarters, dedicated to the theme of “Dance in Animation” and most notably involving a retrospective of the animation film work of Alexander Shirayev. At the same time, an attempt was made to intensify the crossover between the educational proposals of the various artistic disciplines, through the provision of integrated activities both during the school holidays (“Easter Special” and “Summer Special”) and in combination with various other activities in the form of a “Today’s Menu”.

For the second year running, the PGEC continued its collaboration with CESIS – the Centre of Studies for Social Intervention, under the scope of the artistic creativity project “Intervene – Collective Addresses”, with the aim of developing activities involving community intervention of a social and artistic nature with children and teenagers from the Bairro do Zambujal, in the municipality of Amadora, under the framework of the “Accompanied Pathways” programme supported by the Choices Programme.

The PGEC’s director represented the Foundation at the Second UNESCO World Conference on Art Education (Seoul, 25-28 May) and at the “Arts for Education” symposium, promoted by the Mercator Foundation (Essen, 13-15 September), as well as at the meeting of the Advisory Board of the UNESCO National Commission. He also chaired the working party set up by the Minister of Education, Isabel Alçada, with the aim of preparing the project for the institutionalisation of the Generation Orchestra. The PGEC promoted two conferences on the theme “Anguish, Hysteria and Perversion in the History of Opera” under the auspices of the Gulbenkian Health Forum “Mind Faces: The Different Faces of Mental Health” and collaborated with the Music Department in activities for the extension of art education, as well as providing artistic and pedagogical consultancy services to the Gulbenkian Human Development Programme under the scope of its support to the “Generation” project.



✦ Visit for adults to the Gulbenkian Museum.

## ▣ New Interventions

### The Opera *O Sonho* (The Dream)

In a co-production between the United Kingdom Branch and the Music Department, 2010 brought the world première of the chamber opera *O Sonho* (The Dream), by Pedro Amaral, which had been commissioned from the Portuguese composer in 2006, under the scope

of the Foundation's Incentive for Musical Creativity Programme. Based on a dramatic text about the biblical character Salome, which Fernando Pessoa never completed, Pedro Amaral composed the libretto from the typewritten texts and handwritten fragments of this play that the writer left without any visible order, in which the myth of Salome is completely reinterpreted.

Directed by Fernanda Lapa, the opera was presented in London (The Place) and in Lisbon (Grand Auditorium), being performed by the singers Carla Caramujo, Ângela Alves, Sara Braga Simões, Jorge Vaz de Carvalho, Mário Redondo and Armando Possante, and the London Sinfonietta conducted by the composer himself.

	Amounts in euros
Subsidies	41 144
Own initiatives	96 772
<b>Total</b>	<b>137 916</b>
Receipts	5 218



Rodrigo César



## Ageing and Social Cohesion (2008-2012)

	Amounts in euros
Subsidies	336 976
Own initiatives	79 758
<b>Total</b>	<b>416 734</b>

The main aim of the Ageing and Social Cohesion Programme is to test and evaluate different types of intergenerational initiatives and highlight those that lead to the creation of sustainable relationships between generations, in order to strengthen the sense of community and foster social cohesion.

This is a four-year Gulbenkian Human Development Programme/UK Branch transnational programme. As planned, in 2010 support was maintained for the EMIL Project, which continued to be closely monitored. The EMIL initiative is part of a European network for sharing good intergenerational practices, and under its scope more than 14 intergenerational projects were funded (five in Portugal and nine in the United Kingdom), benefitting from the support of the English Thinkpublic agency (a major global reference in designing new social services and responses) at the level of their co-design and accompaniment, under the form of thematic workshops, as well as at the level of the know-how and experience of the Oxford Institute of Ageing, which is responsible for the external assessment of the programme.

In order to be able to compare different approaches and methodologies, as well as the results obtained, between Portugal and the United Kingdom, projects were selected that were considered comparable, produced relevant data and allowed for the sharing of good practices between the “peers”, thus creating the right conditions for the establishment of transnational networks.

The Portuguese projects selected in the second edition of this competitive application process were: “Toca”, promoted by the Centro em Movimento, a dance project that will create a performance based on the sharing of stories between different immigrant communities living in the same Lisbon neighbourhood; “Parque = Lugar com História e Natureza para Socializar”, proposed by the University of Aveiro; the Altas Hortas Project, which promotes the creation of community allotments afforded greater dynamism by intergenerational activities between the community’s inhabitants, run by the Associação para a Valorização da Alta de Lisboa; “Memórias do Côa”, promoted by the Associação dos Amigos do Parque do Côa, which seeks to create a Databank of Memories about the Côa Region, based on intergenerational activities; “Aldeia Pedagógica”, a project designed to encourage the development of a pedagogical village where old people can teach the younger inhabitants traditional community-based activities, promoted by the Associação Azimute, in the municipality of Bragança.

In the United Kingdom, the projects that were selected came from the following bodies: Age Exchange, which proposed the organisation of workshops between young and old people with the aim of creating artistic projects based on identity and memory, culminating in the holding of an intergenerational festival, a film and an exhibition; Lambhill Stables, with a local project based on three types of intergenerational activities: allotments and healthy food; local heritage and arts; and activities in relation to the environment, in Lambhill; Urbivore, with the “Green Brigades” project, in which old people act as the mentors of the younger generations, working in public spaces where food will be planted for subsequent sale, at Greencorp, North London; “We are what we do”, with a project for the sharing of stories between the young and old populations of East London; the stories and images that are collected in this way will be used as the contents of “history pins”, a new interactive online tool; Action in Rural Sussex, with the Village of the Future Project, a research project that is led by young people who will study the history of their communities over the last fifty years, and who will subsequently discuss the future of their village with the older generations; Quarriers, with a project in which

the children of drug addicts will be accompanied by older people, leading to the creation of a video diary made by the children themselves, in West Glasgow; Gateway, East London, with the “100 Women” project, which will bring together women of all ages in order to share their life stories; offers of voluntary aid and other opportunities will be offered to this group; Family Mediation South Lanarkshire, with a project offering mediation between grandparents and grandchildren for families that have been divided through divorce, separation and other problematic situations; Age Concern Kingston-upon-Thames, with the project offering the possibility of volunteer old people providing accompaniment to teenagers at risk of dropping out of school.

The Foundation is represented in the Ageing Interest Group of the Network of European Foundations (NEF), where special emphasis has been given in this phase to the theme of dementias and intergenerational solidarity.

## Dialogue Café

Dialogue Café uses the latest video technology to enable people and organisations from different cultures to talk with one another in real time,

affording an exchange of experiences and learning processes, and making it possible to work together in the area of intercultural dialogue. The first two cafés were opened in Lisbon in 2010 at MUDE – Museu de Moda e Design, and in Rio de Janeiro at the Cândido Mendes University. By the end of 2011, 10 Dialogue Cafés will be set up in each of the five continents. The partners in this project are Aliança das Civilizações and Cisco.

	Amounts in euros
Subsidies	100 000
<b>Total</b>	<b>100 000</b>

## Initiative for Neglected Tropical Diseases

Under the scope of the European Foundations Initiative for Neglected Tropical Diseases, which benefits from the participation of the Calouste Gulbenkian Foundation, the Volkswagen Foundation, the Mérieux foundation, the Nuffield Foundation and the Cariplo Foundation, the 2nd

International Conference on “Neglected Tropical Diseases: Hidden Successes, Emerging Opportunities” was held from 8 to 10 February 2010, at the Calouste Gulbenkian Foundation, in Lisbon.

This conference had as its main aim to select candidates to receive post-doctoral scholarships financed by the partnership. It consisted of 11 sessions and enjoyed the participation of 400 people. In the second edition of this event, support was given to nine research projects in different African countries.

Also under the scope of this initiative, but with financing provided only by the Calouste Gulbenkian Foundation, the second edition was launched of the competitive application process for the award of PhD scholarships to graduates from the Portuguese-speaking African countries working in the area of Neglected Tropical Diseases. Four PhD study scholarships were awarded in the first edition of this competitive process, while the four scholarships awarded in the first edition – one master’s degree scholarship and three PhD scholarships – were all maintained.

	Amounts in euros
Personnel costs	2 875
Subsidies and grants	187 440
Own initiatives	79 412
<b>Total</b>	<b>269 727</b>
Receipts	59 000



✦ Participants in the 2nd International Conference on “Neglected Tropical Diseases: Hidden Successes, Emerging Opportunities”, Calouste Gulbenkian Foundation.

## Environmental science and art

As part of a transnational project of the Calouste Gulbenkian Foundation, co-organised between the United Kingdom Branch, the Gulbenkian Institute of Science (IGC) and the

Calouste Gulbenkian Foundation’s Art Services, the British artist Rob Kessler worked at IGC examining microscopic examples of Portuguese plants and wild flowers, as well as some of the animal models used at IGC (butterflies, mice). Besides the collection of large-sized paintings that he produced, Rob Kessler prepared a project with the Vista Alegre porcelain factory, *Jardin Porcelânico* (Porcelain Garden), based on the images that he constructed during his residency at IGC. The Portuguese artist Gabriela Albergaria took up an artistic residency at the University of Oxford Botanic Garden, where she created an artist’s book of the trees in the garden and an installation in the *Arboretum*.

IGC and the Calouste Gulbenkian Foundation’s Modern Art Centre established a one-year programme of correspondences between artists and scientists. Artists holding exhibitions at the Modern Art Centre talked about their work, at IGC; and the Modern Art Centre organised guided visits to the exhibition for IGC researchers, collaborators and friends; one IGC researcher talked about the work of the artists from the point of view of a scientist, during a public visit to the exhibition at the Modern Art Centre.

## Competitive application process for support for development cooperation projects

Under the scope of the New Interventions budget line,

a competitive application process was

launched at the end of 2009 for “Development Cooperation Projects”, which is designed to support development cooperation projects contributing to the concerted pursuit of more than one Millennium

	Amounts in euros
Subsidies and grants	25 740
Own initiatives	6 466
<b>Total</b>	<b>32 206</b>

	Amounts in euros
Subsidies and grants	199 023
Own initiatives	120
<b>Total</b>	<b>199 143</b>

Development Goal (MDG) in the Portuguese-Speaking African Countries and in East Timor, giving special emphasis to projects that seek to increase the autonomy of women, namely through their education and training and the improvement of the health conditions of the populations covered by these same projects.

The projects approved in 2010 and currently being implemented are as follows:

› “Nô DJunta, Nô Mindjora Nô Saúde”, which is being implemented by ISU (Instituto de Solidariedade e Cooperação Universitária).

An overall assessment of the project’s implementation considered that so far it has been a success in relation to a number of factors, essentially with regard to the receptiveness that the beneficiaries have shown to the idea of microcredit and their enthusiastic involvement in the project’s activities. As far as the granting of microloans was concerned, the partners followed a methodology of working very closely with the communities in the implementation of the process and explaining the conditions under which these were awarded and the repayment terms. They decided to distribute the planned amount for the development of agricultural activities that are currently taking place, with the aim being to facilitate the participation of farmers in view of the urgent need for such activities and their impact on the living conditions of the populations covered by this scheme.

This project will generally continue to build links between civil society and the State and between organisations from civil society.

› “Sinha Lowo Ni Kulangutelaca: Tree of Hope”, in Mozambique, which is being implemented by Instituto Marquês de Valle Flôr. As far as the aim of improving the nutritional state of the population covered by the project is concerned, the community land has been identified and the fields have been planted with moringa (a plant with a high energy and calorie content). All that remains is to distribute the crop amongst the community. The aim of improving the income of women heads of family has not yet achieved the desired results, while, in the case of the aim of improving access to potable water, tests have been carried out on purifying water with moringa seed dust and analyses have been made to control its quality. Contacts have also been made with the communities and associations in order to increase their awareness of the benefits of the moringa plant.

Comparing the results obtained with the expected results, it can be said that in these first months of the project, most of the planned activities have been successfully carried out. It is now planned that, with the rapid clearing of the land identified for the project, work can begin immediately on the planting of moringa and the activities that are dependent on this. Information has been produced to promote the project and to raise awareness of the advantages of the moringa plant.

› “Stitch by Stitch with Health”, in Mozambique, which is being implemented by Associação Mãos Unidas Padre Damião.

- In the sewing area – Three classes of 25 students were organised, one composed of women and two composed of young students. Training was undertaken in the planned areas, with special attention being given to the learning of sewing and embroidery. There was also training provided in the manufacture of handicraft articles made from local fabrics, which was received by the trainees with great enthusiasm. During the final months of the training programme, work was essentially concentrated on the manufacture of clothing and household linen largely made of capulana.

- In the health area, an attempt was made to captivate the interest of the trainees, encouraging them to work in a more practical field that has immediate and more stimulating results. After the



first results had been obtained and the expectation had been created that they could learn and produce more, while simultaneously building a team spirit and a sense of trust between all those involved (both trainees and trainers alike), training sessions were then organised in the classroom, where a small manual was provided outlining basic notions of health and home economics. In view of the high rates of endemic and contagious infectious diseases, tuberculosis and HIV/AIDS, basic guidance was provided about some of the precautions that should be taken. The fact that this project has already gained some maturity in the field meant that its implementation was more effective. Thanks to the support of the Calouste Gulbenkian Foundation, it proved possible to develop the project even further and extend it to a greater number of trainees, as well as introducing innovations in the form of new training areas. The final exhibition held with



❖ Bubacalhou – development of a fish salting and drying unit with a group of 20 women.



the students proved to be an important moment not only in enhancing the newly-acquired skills, but also in underlining the importance of the training activity in itself. The exhibition was also important for disseminating the articles that had been produced and providing a sales outlet for them. It was an important moment for all concerned, bringing together the community, the school, the trainees and naturally the mission itself, which had promoted and coordinated the training activity.

› “Training for Women”, in Cape Verde, which is being implemented by the City of Lisbon Foundation. This project seeks to improve the situation of a number of women through training/empowerment, equipping them with the skills that will enable them to develop a professional activity capable of helping them to overcome the problem of unemployment and poverty. The project’s initial phase took place as planned, with contacts being established with local entities, municipal councils and delegations of the Ministries of Education and Health, with a view to their involvement in the implementation of the activities. All of these entities agreed to collaborate in the project, recognising its pertinence and interest. The activities that are currently in progress have been welcomed with great enthusiasm by the communities, resulting in a high level of participation and involvement on the part of all the stakeholders and with great dedication and interest being shown by both trainees and trainers alike, which has greatly exceeded all expectations. The results are highly satisfactory, with the numbers of people enrolled and participating in the project already exceeding those that were forecast. The assessment that has so far been made of the project by trainers and trainees reveals a high level of commitment and learning.

› “Women and Development: Self-employment and Self-confidence”, in Guinea-Bissau, which is being implemented by ACEP (Association for Cooperation between Peoples), with the partnership of the local NGO Rede Ajuda (Aid Network). This project is being implemented in the Quinara region in the south of Guinea-Bissau (Buba and Fulacunda), a predominantly rural area, seeking to involve women in economic activities that can generate self-employment, income and social recognition, using local resources, adding value to them, and resorting to the use of simple technologies to facilitate appropriation and accessibility. In parallel to this, the project also seeks to create appropriate conditions for intervention in areas such as information about health and decent living conditions both in the family and in society. Under this framework, it was essentially planned to develop a fish salting and drying unit with a group of 20 women in Buba and the creation of a soap production unit with a group of ten young women in Fulacunda. The premises used for the processing of “bubacalhau” were restored and enlarged, with 40 women working there in collaboration with the Buba Fishermen’s Association, which has already made it possible to sell “bubacalhau” in Bissau, at Christmas time. As far as the artisanal soap production unit is concerned, this was built by the project from scratch, and it currently involves 20 young men and women who produce soap with techniques that they learned during a training course administered by an association from Casamança. The premises are also used for meetings held to raise awareness among the community about topics such as food, nutrition and basic hygiene.

› “Women’s Leadership in Health: a Process of Community Responsibility”, in Guinea-Bissau, which is being implemented by VIDA (International Volunteers for African Development), working with local health centres and health units, Casa das Mães and the Embuerere Local Women’s Association. Based on its 11 years of experience of working in the São Domingos region in Cacheu, this project is designed to build and strengthen the capacity of pilot schemes for co-management in the area of healthcare, led by women, so that they can form technical and material bases for the implementation of a system of co-management guaranteeing the level of access, quality and

sustainability that are essential for the existence of a fair and equitable system in terms of maternal-infant health. In 2010, work was essentially concentrated on training 49 basic health agents and 28 midwives, with the provision of a first technical training course in the use of computer resources. Ten of the 13 health technicians were qualified through this scheme, enabling them to come into closer contact with the Maternal-Infant Community Centre and to understand the way in which it operates, while the local chemist's shop has succeeded in restocking its medicine supplies. Work also continued on the preparation and assessment of the internal accountability procedures necessary to ensure that the Maternal-Infant Community Centre is operating satisfactorily.



✚ VIDA – the midwife Herminia and her pupils from Elia.



## Id. Support Departments





## ❖ Central Services Department

The Central Services Department has as its main responsibility to manage all of the Foundation's operations, while also providing logistical support to all the activities undertaken on its premises. Its partners are all the other departments, guaranteeing a transverse management of the reception and treatment that is given to all the audiences and members of the public visiting the Foundation.

	Amounts in euros
Personnel costs	6 212 961
Operating costs	5 528 509
Subsidies and grants	3 600
Departmental activities	180 385
<i>Investment</i>	<i>426 041</i>
<b>Total</b>	<b>11 925 455</b>
Receipts	374 064





In keeping with this aim, special attention continued to be paid in 2010 to the strategic areas of quality, the environment and the rationalisation of resources, as well as to the strengthening and marketing of the “GULBENKIAN” brand and the promotion of the “Gulbenkian Gardens” project of the *Descobrir* Programme.

## **Quality**

Once again, in all of the areas in which it intervened, the Central Services Department sought to transmit the same perception of quality and the same high standards of excellence that are expected from the Foundation as a whole in the pursuit of its statutory purposes and in the public supply of its activities.

Consequently, over the year, in seeking to strengthen the implementation of a service of excellence in the attention that is given to all of the Foundation’s different clients – visitors, spectators, conference participants, suppliers, customers in general, and employees and other collaborators – the Area of Logistics and Support for the Public, which includes the functions of public relations and support for events, purchases, promotion, dissemination and sales, worked with the Human Resources Department on the development of a system for assessing performance by objectives, which will be implemented in all these areas as from 2011.

The quality control of the reception services provided to the public, which was seen as the main task of the Quality Support Section, was strengthened. This same section promoted the systematised identification of opportunities for improving the services of this nature that are provided under a system of outsourcing, of which restaurant and catering services and cleaning services are the most significant.

## **Environment**

In 2010, in seeking to adopt measures that promote a better environment, the Foundation carried out a study on the use of renewable energies in its operations. This work had begun the previous year, but now stricter guidelines were put in place for the preservation of its spaces, taking into account the building’s recent classification as a “National Monument”.

The investments made in order to improve the electrical equipment made it possible to further reduce energy consumption by 2%, focusing on areas of public use. The car park’s distribution board was replaced and work began on the renewal of the lighting system, using more efficient technologies.

## **Rationalisation of resources**

The Central Services Department continued to consolidate the reduction of the Foundation’s operating costs, both by optimising the investments made in technical (electrical and electromechanical) installations and the application of control mechanisms and by renegotiating the contractual conditions for the supply of the Foundation’s goods and services.

Special emphasis was also given to the renegotiation of the service contracts for cleaning, security and the maintenance of the Foundation's electromechanical system, which brought further savings to the 2011 budget.

## **Planning, organisation and support for events**

In 2010, the Central Services Department gave technical and logistical support to 202 concerts, shows and performances attended by 123,108 people, and supported 276 events (congresses, conferences, lectures, meetings, workshops and other events), which brought around 77,000 visitors to the Foundation.

The high number of events held at the Foundation called for an extra effort on the part of the Central Services Department to strengthen its planning and coordination activities, providing the necessary technical and logistical support required at each moment and guaranteeing that all events met the high quality standards that have become the Foundation's hallmark.

## **Promotion, publications and sales under the "gulbenkian" brand**

The increasing efforts made to catch the attention of audiences have led to the need to develop and strengthen a brand that rapidly identifies the institution, its positioning and its performance.

In 2010, the Central Services Department strengthened the "GULBENKIAN" brand, developing more features to add to its promotional vehicles – books, products, shops, loyalty card and the Book Festival:

- › expanding the national distribution of the Foundation's exclusive products by negotiating royalties with the partners owning the distribution networks, namely Círculo de Leitores;
- › negotiating new partnerships for a greater publicising and promotion of concerts, shows and performances, namely the agreement with the *Público* newspaper, the media partner of the Music Season;
- › growing participation in the development of publicity campaigns for the activities promoted by the Foundation's departments;
- › internationalisation of the channels available for the assignment of images from the collections of the Calouste Gulbenkian Museum and the Modern Art Centre.

## ***Descobrir* Educational Programme in the Gulbenkian Gardens**

Forming part of the Gulbenkian Programme of Education for Culture – *Descobrir*, the different events programmed for the Gulbenkian Gardens have increased every year, encouraging the crossover of knowledge and seeking to meet the requirements of the public.

The activities developed under the scope of this programme are always designed to make the Gardens better known and to raise the awareness of audiences to questions such as art and nature, environment and sustainability.

The programming of events in 2010 sought to turn the Gardens into a special area where experiences that were of interest to different types of audiences could be freely exchanged, offering visits, workshops and courses for adults, families, children and schools.

## Budget, Planning and Control Department

The objectives of the Budget, Planning and Control Department are to ensure that the Budget and Activity Plan are properly drawn up and to implement the physical and financial monitoring of the approved activities by producing regular reports. The Department also manages the IT systems and

the projects that are undertaken to reorganise working processes both in terms of procedures and IT infrastructures. In addition, the Department is also responsible for Internal Auditing within the Foundation.

	Amounts in euros
Personnel costs	844 977
Operating costs	1 364 895
<i>Investment</i> 437 751	
<b>Total</b>	<b>2 209 872</b>

### Information systems

The main investment project was the conversion of the Foundation's Accounting System to comply with the new rules of the Accounting Standardisation System ("Sistema de Normalização Contabilística"), which consisted mainly of the drawing up of a new accounting plan and the migration of historical accounting data held on the SAP application to the new accounting system. At the same time, new financial reports were created for the Balance Sheet and the Statement of Comprehensive Income in order to meet the new accounting norms.

Other IT projects should also be emphasised, namely:

- ▶ Scholarships and grants – The application is now fully developed, so that work has mainly centred on supporting users and performing maintenance tasks. During the year, some changes were made to the Document Management application associated with this, namely at the level of reporting and in the interface itself, in order to speed up the work of the users of this application.
- ▶ Customer Relationship Management (CRM) – Although this application, which is used by the Foundation's educational activities, has now entered into a fairly stable phase, it was necessary to iron out certain aspects relating to its use in order to simplify the process for recording bookings and to allow for their processing at every stage in this procedure. The aim was also to enhance the possibilities offered by the application for establishing a better relationship with customers, namely by its acting as an essential channel for the transmission of information.
- ▶ Management of contacts – The migration of the contacts of the Foundation's different departments from Outlook to the CRM application is a slow process which is being implemented gradually. The migration of all the contacts of the Communication Department, which is the Foundation's largest contacts database, has already been carried out. The CRM is now the main primary channel between this department and the outside world. The migration of data from the Music Department and from the Health and Human Development Department has also been successfully carried out, as has the migration of data relating to the Box Office.

- › Box Office – New functions were made available, such as: the automation of cash procedures, with reports now being sent by e-mail; the possibility of booking tickets in “waiting list” mode; a better link with the contacts database in the CRM application; adaptations to the interface with the SAP application, with the production of new reports; and adaptations to the interface with the *Descobrir* website.
- › Events management – Various alterations were made to the Artifax application to improve access to information, speeding up the production of reports and making them more efficient.

In the OPAS application, an interface was developed with the SAP application, making it possible to automatically create orders and purchase requisitions. This function will be a very important addition in terms of the greater ease with which payments will be made to those taking part in concerts.

- › Museums Management – Several reports were made available to support “In-Arte”, with the aim of providing greater help to the application’s users and facilitating the auditing of works of art.
- › Management information – This project is designed to create the technical support framework that will make it possible to assemble information from the different applications and insert it in one single database, allowing for searches to be made in a simple and organised fashion, across all departments and from different perspectives. With this current structure, information can now be accessed about the number of visitors to museums, exhibitions, concerts, conferences and other events (collected via the Box Office and Artifax applications).

As is usual in such cases, the renewal of the Foundation’s IT system involved the replacement of obsolete equipment. As far as the interventions that were made in the area of servers’ infrastructures are concerned, we continued the extension of the virtualisation environment to the production systems, and on a trial basis, to desktops.

The costs of the activities undertaken in the Area of Information systems reached a total of 1,320,000 euros, of which 923,000 euros (70%) corresponded to the costs incurred with maintenance contracts and software licence agreements, as well as the computer system management agreement. The remaining expenses relate to the costs of development projects (193,000 euros – 15%) and the renewal of the current computer equipment (63,000 euros – 5%).

## **Organisation**

The review of the inventory of the Foundation’s fixed assets was continued in 2010, with roughly 26,000 items of basic and administrative equipment being analysed. This project was begun last year, following the auditors’ specific recommendations. 55% of the work relating to the inventory of the fixed assets is now completed, with a further 20% of the assets at the labelling stage and 25% of the assets still to be checked. The reviewing and labelling work will continue throughout 2011.

Throughout the course of the year, several of the tasks involved in the reorganisation of work processes were undertaken, both in response to requests made by the different units of the Foundation’s organisational structure and because some re-engineering of work processes was considered essential. By way of example, the following tasks were performed: i) support for the

Functional Analysis Survey of the Human Resources Department; ii) proposals for the putting into practice of the Code of Conduct; iii) support for the ECM computer project, with the holding of meetings, the performance of tests and the training of users; iv) support for the databases developed for the management of the Gulbenkian Card and the mailings of the Foundation's different departments; v) planning and implementation of the audit of the Calouste Gulbenkian Museum and Modern Art Centre inventory, which is due to take place in January 2011; vi) support for the creation and renewal of e-forms to be used in applications for the subsidies and scholarships awarded by the Foundation's different departments and programmes; vii) support for the full and systematic gathering of historical data about the Education Department's scholarship holders; viii) creation and maintenance of procedures for the accounting and purchase and sales sections.

## Internal Audit

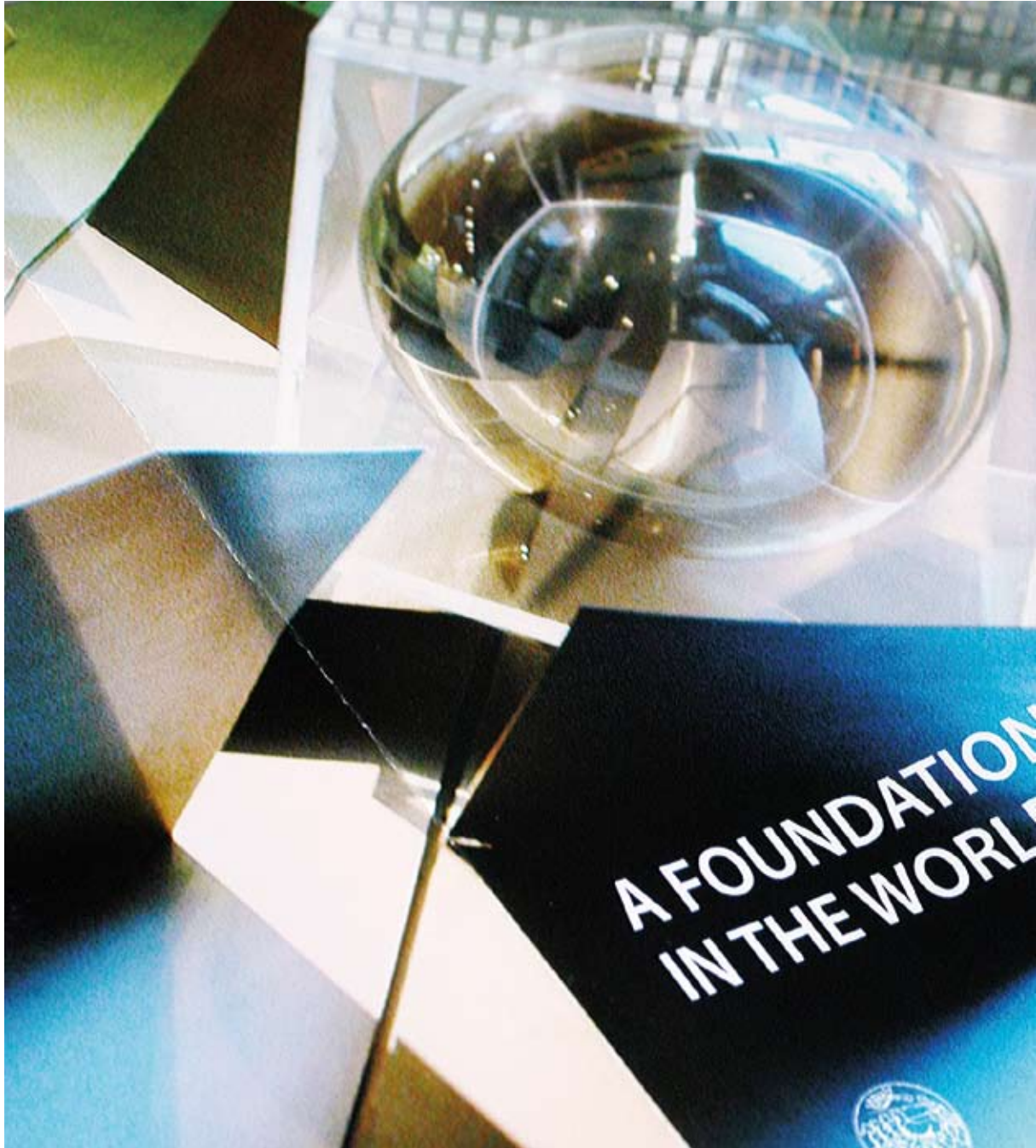
The goal of Internal Auditing is to ensure that the Foundation's norms and procedures are being met and to propose appropriate corrections and improvements. The following activities were carried out:

- › Audit of the authorisations of expenditure and of their compliance with the guidelines set out in the Budget Implementation Rules in the following departments and programmes: Modern Art Centre, Gulbenkian Environment Programme, Fine Arts Department, Gulbenkian Next Future Programme, Science Department, Calouste Gulbenkian Museum, Health and Human Development Department, Board of Trustees, Gulbenkian Programme of Education for Culture – *Descobrir* and Gulbenkian Advanced Medical Training Programme.
- › Audit of the income and expenditure relating to the Foundation's participation in the Leonardo da Vinci Lifelong Learning Programme.
- › Audit of the procedures relating to travel expenses incurred on the Foundation's business.
- › Checking the inventories of works of art belonging to the Calouste Gulbenkian Museum and the Modern Art Centre, based on a sample of 10% of the respective collections (this work is to be undertaken at the beginning of 2011, but is recorded in the accounts at 31 December 2010).
- › Checking the entries made in 2010, relating to the acquisitions and donations of works of art in the inventory of fixed assets of the Accounting Section and "In-Arte".

In addition to the aforementioned audits, the following standard monitoring procedures were continued:

- › Verifying that all decisions made by the Board of Trustees relating to the award of subsidies and scholarships were complied with.
- › Analysing the current accounts receivable: clients, employees and suppliers.
- › Analysing bank reconciliations and verifying cheques outstanding.





## ❖ Communication Department



	Amounts in euros
Personnel costs	318 534
Operating costs	92 161
Departmental activities	257 841
<b>Total</b>	<b>668 536</b>
Total publications	122 312
<i>Newsletter</i>	92 420
<i>Monthly Agenda</i>	29 892

The key tasks of the Communication Department include providing support in publicising the activities of the Calouste Gulbenkian Foundation, actively managing the tools that contribute to the formation of the Foundation's public image, guaranteeing graphic standardisation in the external and internal communications of the various departments and promoting access to internal information amongst all the Foundation's employees. The Communication Department also acts as the spokesperson of both the Foundation and the president.

Owing to the nature of its aims, the Communication Department is a department that works with and supports all of the Foundation's other departments in matters relating to their external and internal communications.

The following were amongst the most important core activities carried out in 2010:

### **The president and Board of Trustees**

In addition to responding to media requests in its role as the spokesperson for both the Foundation and the president, the Communication Department ensured the daily distribution of online clippings and press cuttings to the offices of the president and the other trustees. It also organised press conferences and other forms of contact

with journalists at the request of the president or the other trustees, and advised the Office of the President on media relations. In preparing the cycle of “Great Lectures 2010”, an initiative of the Foundation’s president, the Department was responsible for promoting the image and the graphic materials of all the lectures, as well as being responsible for publicising the events among the general public and in the media.

## **Media relations**

The Communication Department’s activities focused mainly on drawing up communication and event plans for activities programmed by the Foundation’s various departments. Specifically, this involved organising pre-inauguration media visits to the main temporary exhibitions held during the year, sending out over one hundred press releases and organising interviews with conference speakers, lecturers, award-winners and other expert participants in the Foundation’s activities and programmes, in addition to other interviews with the Foundation’s own staff. Throughout the year, the Department sought to promote and organise events related to the creation of the new Gulbenkian programmes, as well as the Foundation’s public activities.

The protocol, signed in 2008, was again renewed for the partnership with the “Parlamento Global” (Global Parliament) website, an initiative of SIC television, Rádio Renascença and the *Expresso* newspaper, with the aim of producing contents in the area of citizenship.

## **External communication**

Ten issues of the *Newsletter* were published in 2010, with an average print run of 10,000 copies, in addition to 11 issues of the *Monthly Agenda* pamphlet, with an average print run of 15,000 copies. Besides detailing the most relevant of the Foundation’s activities, the *Newsletter* sought to draw readers’ attention to events programmed for the month following publication. An e-mailing service was also created to ensure greater publicity of the Foundation’s activities.

In turn, the *Monthly Agenda* offered a succinct calendar of the Foundation’s events that were open to the public. It was not only made available to those visiting the head office, Bookshop, Art Library and museums, but was also distributed to the main tourist centres around the Greater Lisbon area (hotels, museums, tourist information offices, etc.). This agenda was also available for public consultation on the Foundation’s website and on the five plasma screens located at the head office, the Calouste Gulbenkian Museum and the Modern Art Centre.

Aware of the need to promote the Foundation’s international activities, the Department published 2,500 copies of a brochure – *A Foundation in the World* – printed entirely in English.

Being responsible for maintaining all of the Foundation’s webpages, the Department continued its task of renovating the Foundation’s existing website. New applications were created and the site is operated entirely by the Department. In this digital communication environment, the digital newsletter in Portuguese was maintained and sent to those interested, and the Foundation took part in various social networks, such as YouTube, Facebook and Twitter.

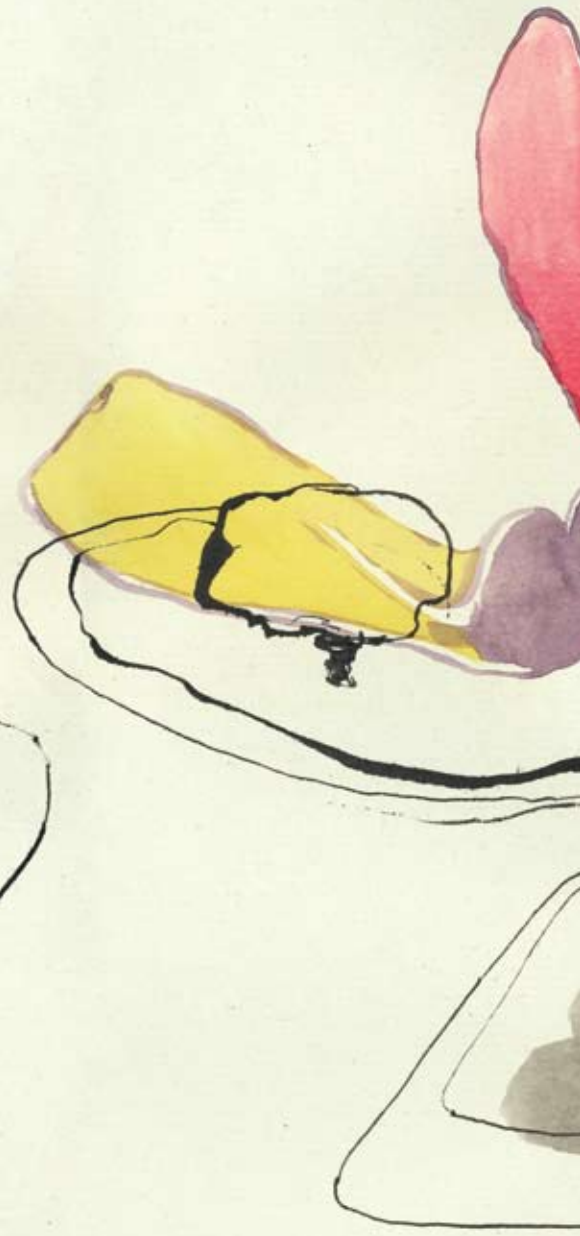
On various occasions, the Department designed and produced posters, invitations, pamphlets and catalogues to help publicise conferences, exhibitions, programmes and other events staged by the various departments. When necessary, it also gave support to other departments in receiving foreign journalists and other groups visiting the Foundation's premises.

### **Purchasing advertising space**

The Department guaranteed the purchase of advertising space in the various media, being responsible for the text, graphic design, purchase and placement of advertisements requested by the Foundation's different departments, involving total expenditure in excess of € 100,000 (pricelist).

### **Internal communication**

One of the Department's main activities in terms of internal information was the constant updating of the "Noticias" intranet channel and the maintenance of daily media and clipping services via e-mail to all employees.





## **II. Economic and Financial Situation Financial Statements**

This part of the report refers to the Foundation's economic and financial situation and comprises the publication of its respective Balance Sheets and Accounts and the Auditors' Report.





## Economic and Financial Situation

### Financial situation

In 2010, there was a strong recovery of the world economy, which evolved from a 2.3% fall in GDP in real terms in 2009 to a growth of 3.8%. This growth in real terms was fairly robust in the emerging markets (7.3%), but more moderate in the developed markets (2.5%); in the Euro Zone, growth amounted to only 1.7%, with the strong growth in Germany being offset by a much weaker growth in the other major economies, such as France and Italy. In the developing economies, China grew by 10.3%, India by 8.5% and Brazil by 7.5%.

Consumer prices rose by 1.2% in the USA and by 2.0% in the Euro Zone.

Governments continued with their programmes designed to soften the effects of the credit crisis, maintaining interest rates at low levels. In Europe, Greece received financial support from the International Monetary Fund (IMF) and other countries in the Euro Zone, while Ireland received support from the IMF, the European Union, the European Central Bank and the United Kingdom, when they were unable to refinance their sovereign loans at interest rates that were sustainable in the markets. Portugal and Spain were under pressure and the continued uncertainty at government level led to the banks in these four countries being unable to refinance their loans on the interbank market and consequently having to turn to the European Central Bank as the creditor of last resort. In 2011, Portugal was forced to seek help, but, at the time when this report was being written, it seemed that Spain would be capable of resisting the pressures from the market.

The equity markets, in general, displayed a solid growth measured in local currency, which, when assessed against the euro, was further increased by the weakening of the European currency. Thus, in local currency, the MSCI World Index rose by 7.8% in 2009, while the S&P 500 Index rose by 12.8% and significant increases were attained in the emerging markets. In Europe, however, the behaviour of the markets proved to be a mixed one, with increases in Germany (16.1% in the case of the DAX Index) and the United Kingdom (9.0% in the case of the FTSE 100), but with a fall of 3.3% in the CAC 40 in France. In the peripheral countries, which were subject to a significant pressure from investors, the markets fell by 10.3% in Portugal (PSI 20) and 17.4% in Spain (IBEX).

Global government bonds, quoted in local currency, increased by 6.4% and government bonds denominated in euros by 1.2%. Government bonds issued by Portugal fell by 16.1% and their Spanish counterparts by 6.9%.

The central banks continued to pursue their policies of maintaining very low short-term interest rates. The US central bank maintained the federal funds rate at 0.25% throughout 2010, while the European Central Bank maintained the repo rate at 1%.

The dollar rose by 6.6% against the euro, while the yen rose by 18.5% and the pound sterling by 3.2%.

In 2010, the total return on the Foundation's investment, including the Partex Oil and Gas Group, was 8%.

## Investment portfolio

The Foundation's investment portfolio obtained a nominal return of 4.3% as against its benchmark index return of 7.5% and its target return of 6.8%. The investment guidelines point to an annualised real return, before inflation, of 4.5% measured over a three to five-year period.

The Foundation has eight entities with active management mandates and one entity with a passive management mandate. The return obtained by the entities with active management mandates was 5.8% (ranging between 11% and -0.7%), while the entity with a passive management mandate obtained a return of 4% in shares and -1% in bonds, in line with the respective benchmark indexes. Despite investing in the main world markets, the Foundation's investment portfolio tends to give greater emphasis to European equities, whose return was, generally speaking, weaker than that provided by other markets. Furthermore, the managers have to maintain a minimum foreign currency exposure of 80% in relation to the euro (in 2010 that exposure rate was close to 95%, which meant that, in 2010, the Foundation was unable to benefit from the devaluation of the euro, for example, against the US dollar. In the fixed income securities of European sovereign debt, where the Foundation has a significant exposure, the returns were particularly low.

The distribution of the portfolio by principal asset classes, at 31 December 2010, was as follows:

Equities	46.1%
Bonds	35.4%
Liquidity	11.5%
Property and other investments	7.2%
Currency hedges	(0.2)%
	<hr/>
	100%

The investment portfolio had a market value of € 1,772 million in 2010, compared with € 1,776 million in December 2009. Despite the withdrawals made to cover operating expenses that were planned in the Foundation's budget, the value of the portfolio was therefore maintained at the same level.

## Oil interests

Brent spot oil prices rose by 22% in 2010, from USD 77 per barrel at 31 December 2009 to USD 94 per barrel at year end. The average price per barrel of oil in 2010 was USD 80, as compared with USD 62 in 2009. The highest price in 2010 was USD 94 per barrel and the lowest price was USD 70 per barrel.

The turnover of the Partex Group increased by 34%, due above all to the higher price of oil in 2010, in comparison with the previous year.

In 2010, the Partex Group obtained a consolidated profit of USD 82,489,000, as compared with USD 49,399,000 in 2009; the increase in profit is explained by the rise in the price of oil and by the lower impairment costs, offset by lower exchange rate gains.

The consolidated net worth of the Partex Oil and Gas (Holdings) Corporation increased by 5.6%, essentially due to the programme of continued investment and the revaluation of assets at fair value.

Participations in oil companies were revalued at fair value by an independent investment bank at 31 December 2010, in accordance with the international reporting standards currently in force. These participations were originally valued at fair value in 2001 and net present fair values have subsequently been recalculated at each year end to ensure that they remain reasonable and up-to-date.

At the end of 2010, the Partex Group's concessions in Angola, Algeria, Portugal and Brazil continued to be at an exploration stage, while in Kazakhstan the Dunga full field development plan was still at the implementation stage. The Oman and Abu Dhabi concessions are at the production stage.

The Group has unaudited proven and provable reserves of 167.2 million barrels of oil. The calculation of reserves was carried out internally by the Partex Group, using internationally accepted standards.

A first interim dividend of USD 2 million was declared and paid in 2010. A second interim dividend of USD 38 million was also declared in 2010 for payment in 2011. A final dividend of USD 3 million was declared in 2011, which will also be paid in 2011.

## **Implementation of the budget**

The data relating to the implementation of the Foundation's Budget and Activities Plan, during 2010, demonstrate the following:

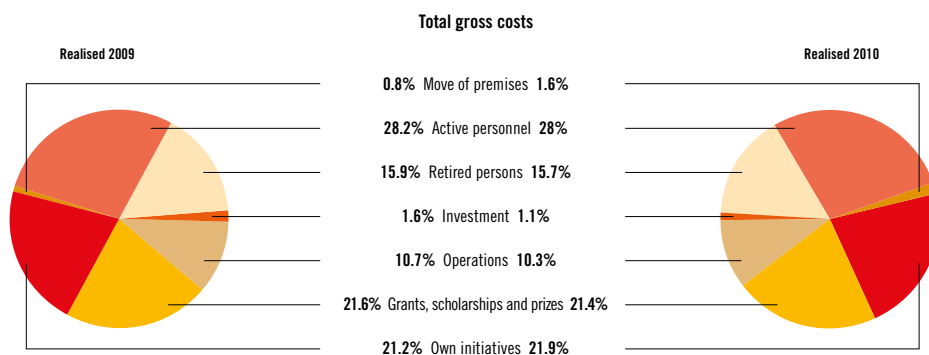
- ▶ Overall the budget implementation was in keeping with the initial forecasts, although there were a number of unforeseen costs, namely those associated with the move to new premises in Paris, which can be regarded as exceptional in nature.
- ▶ The level of the Foundation's activity was marked by a slight reduction in its distributive activity (grants, scholarships and prizes) and by an increase in its own activities. In comparison with 2009, these changes represented a fall of 2.4% and a rise of 1.4%, respectively. The distributive activity was in keeping with the respective budget allocation, while the total amount spent on the Foundation's own activities was greater than that originally forecast.
- ▶ The costs incurred with staff in active employment remained within the budget and even generated a positive balance of 646 thousand euros. In comparison with the previous year, the costs incurred with staff in active employment fell by 2%, resulting from the absence of any updating of wage scales and the effects of promotions and career progressions. At the end of 2010, the Foundation had 482 active employees and 19 employees on fixed-term contracts, in addition to the nine Trustees. In comparison with the previous year, the number of employees decreased by 10 (seven permanent employees and three employees on fixed-term contracts).
- ▶ The costs incurred with retired persons were higher than forecast, although they fell by 2.6% in comparison with the previous year, largely as a consequence of the effects of the reduction in medical expenses. At the end of 2010, the Foundation had 1,034 retired persons, four more than in 2009.
- ▶ Investment costs fell by roughly 35.1% when compared with 2009, representing a deliberate slowing down of the major works planned for the refurbishment of the Foundation's physical structures. However, investment costs still exceeded the budgeted amount.
- ▶ Operating costs fell by 4.4% in comparison with the previous year, being very close to the amount estimated.



- › Income increased, in relation both to 2009 and budget forecasts. External contributions related to scientific research projects continue to be the most significant share of income.
- › The Foundation's cost and income structure did not show any notable changes in comparison with the previous year. There were very slight increases in the relative shares of costs incurred with staff in active employment and retired persons. The relative share of activities – grants, scholarships, prizes and own initiatives – also showed a slight increase. The relative shares of both investment and operating costs also fell.

## Costs and realised income

Costs and Income	Euros			
	Realised	Realised	Change	
	2009	2010	Absolute value	%
	1	2	3=2-1	4=3/1
Active personnel costs	31 513 042	30 851 218	-661 824	-2.1
Structural costs	14 523 884	14 290 458	-233 426	-1.6
› Investment	1 781 032	1 155 113	-625 919	-35.1
› Operations	11 903 376	11 374 300	-529 076	-4.4
› Move of premises	839 476	1 761 045	921 569	109.8
Grants, scholarships and prizes	24 168 094	23 577 197	-590 897	-2.4
Own initiatives	23 708 464	24 044 492	336 028	1.4
Retired persons	17 778 325	17 318 016	-460 309	-2.6
<b>Total gross costs</b>	<b>111 691 809</b>	<b>110 081 381</b>	<b>-1 610 428</b>	<b>-1.4</b>
Income (-)	13 117 754	14 377 018	1 259 264	9.6
<b>Total net costs</b>	<b>98 574 055</b>	<b>95 704 363</b>	<b>-2 869 692</b>	<b>-2.9</b>



## **Gulbenkian Programmes**

During 2010, activities were continued in relation to the following Gulbenkian Programmes: “Portuguese Language”, “Development Aid”, “Environment”, “Advanced Medical Training”, “Education for Culture”, “Human Development” and “Next Future”. The “Programme to Combat Failure at School and Early School Leaving” was brought to completion at the end of the year.

## **New Interventions**

The “New Interventions” budget line was continued, with the aim of supporting innovative projects or programmes that met the greatest number of the following requirements: they were initiatives that were strategic, transverse and international, cutting across the Foundation’s different statutory aims, they were developed in the form of a partnership or they involved distributive activities. Six initiatives were selected for support under the scope of the “New Interventions” budget line: *O Sonho* (opera by Pedro Amaral), “Older People”, “Café Salam / Dialogue Café”, “Neglected Tropical Diseases Initiative”, “Environmental Science and Art” and “Support for Development Cooperation Projects”.

## **Statutory purposes**

Statutory purposes showed some changes in their distribution structure when compared to the previous year: Art – 37%; Charity – 13.6%; Science – 22.9% and Education – 26.2%.

In comparison with 2009, there was a fall of 0.7 percentage points in Art expenditure 0.4 percentage points in Charity and 0.9 percentage points in Education. Science, on the other hand, recorded an increase of 2 percentage points.

It should be noted that the aims of the Gulbenkian Advanced Medical Training Programme were altered, and it was reclassified as Charity for Science.

## **Division of costs between Portugal and overseas**

Considering the activity of the Foundation’s departments in Portugal and its branches abroad, the division of costs was 78% in Portugal and 22% overseas.

## **Distribution of common costs**

After closure of the accounts, common costs – shared by the Central Services Department, Accounts Department, Finance and Investment Department, Communication Department and the Budget, Planning and Control Department, as well as the costs incurred with the Board of Trustees – were divided up amongst the other departments and programmes, in order to make it possible to assess the real cost of activities.

As a result of this new distribution, the costs of those departments that had their own direct activities represented 58% of total costs, while the costs of departments with distributive activities represented 27%. After this redistribution, the group of Programmes and New Interventions was responsible for 13% of costs.

## Projects also funded by outside bodies

Besides the projects registered and implemented under the auspices of the Budget and Activities Plan, there are other interventions that are undertaken with the active participation of the Foundation, but which are wholly or partly funded by outside bodies. The projects that are to be found in this situation are: Support for the East Timor Institute of Health Sciences, the Installation of the Health Research Centre in Angola and the Professional Integration of Immigrant Doctors. The amounts raised for these projects from outside the Foundation were recorded in third party accounts and, in 2010, involved more than 1.5 million euros.

## Personnel in active employment

Staff movements during the year resulted in a decrease of seven permanent employees and three employees working on fixed-term contracts.

<i>Active personnel</i>	<i>31.12.2009</i>	<i>31.12.2010</i>	<i>Change</i>
Trustees	9	9	0
Permanent staff	489	482	-7
› General employees	429	417	-12
› Artistic employees	60	65	5
Fixed-term contracts	22	19	-3
› General employees	17	15	-2
› Artistic employees	5	4	-1

## Retired persons

As far as retired persons are concerned, there was an increase of four people. The category recording the largest increase was that of people taking early retirement, with five new pensions.

<i>Retired persons</i>	<i>31.12.2009</i>	<i>31.12.2010</i>	<i>Change</i>
Pre-retirements	66	64	-2
Early retirements	262	267	5
Old age or disability pensions	494	494	0
Pensions to widows/widowers	208	209	1
<b>TOTAL</b>	<b>1 030</b>	<b>1 034</b>	<b>4</b>

## Foundation's activities during 2010

The Foundation's activities comprise two separate areas: the award of grants, scholarships and prizes and the realisation of own initiatives. The importance and variety of these activities and their impact in

terms of the number of beneficiaries, the number of events and the financial support involved are clearly set out in the following tables:

<i>Distributive activities</i>	<i>Beneficiaries</i>		<i>Direct cost</i>
		<b>No.</b>	<b>Euros</b>
Grants		861	13 839 516
Scholarships		5 563	8 331 475
Prizes		6	355 000
Associated expenses		–	2 271 191

<i>Initiatives</i>	<i>Events</i>		<i>Direct cost</i>
		<b>No.</b>	<b>Euros</b>
Exhibitions		28	2 579 061
Concerts (no. of sessions)		175	11 813 769
Film shows and other performances (no. of sessions)		52	165 507
Publications		130	2 507 181
Conferences and lectures		356	841 661
Educational activities		3 249	1 368 118
Training courses		52	267 761
Projects		234	5 990 195
Acquisition of works of art		38	478 539
Other initiatives		–	1 345 442

<i>Permanent activities</i>	<i>Visitors/Users</i>		<i>Direct cost</i>
		<b>No.</b>	<b>Euros</b>
Calouste Gulbenkian Museum		193 621	2 532 750
Modern Art Centre		118 010	1 716 080
Gulbenkian Institute of Science		–	4 902 353
Art Library		3 939	2 199 617
Library of the Paris Cultural Centre		1 203	430 718

## Beneficiaries and activities

The impact of the activities developed by the Foundation over the last two years can be measured through the physical indicators shown below:

<i>Audiences benefiting from activities</i>	<i>2009</i>	<i>2010</i>	<i>Change</i>
	<b>No.</b>	<b>No.</b>	<b>%</b>
Recipients of grants*	833	861	3
Scholarship holders*	5 641	5 563	-1
Visitors to museums	239 206	311 631	30
Visitors to temporary exhibitions	404 228	373 449	-8
Attendance at concerts	113 459	137 949	22
Attendance at film shows and other performances	3 135	9 229	194
Participants in educational activities	58 776	74 044	26
Libraries and archives readers/users	5 240	5 142	-2

\* Numbers adjusted in 2009, due to the change in the criterion for the support awarded by the Human Resources Department to workers and their children (for study purposes).

<i>Activities</i>	<i>2009</i>	<i>2010</i>	<i>Change</i>
	<i>No.</i>	<i>No.</i>	<i>No.</i>
Temporary exhibitions	30	28	-2
Concerts (no. of sessions)	166	175	9
Film shows and other performances (no. of sessions)	30	52	22
Publications › Editions	129	130	1
› Copies	141 922	127 689	-14 233
Conferences, lectures and seminars	352	356	4
Educational activities	2 532	3 249	717
Training courses	108	52	-56
Prizes	7	6	-1
Projects	168	234	66
Acquisition of works of art	21	38	17

The following conclusions can be drawn from the analysis of the evolution of these indicators:

- › In the case of distributive activities, there was a slight increase in the number of people receiving grants and a very small fall in the number of people awarded scholarships.

As far as grants are concerned, there was a slight reduction in the total amount awarded, while the number of beneficiaries increased very slightly. Consequently, there was a reduction in the average value of grants.

In the case of scholarships, the average value of the awards did not suffer any significant change, since there was a very small reduction in the number of beneficiaries and the total amount that was awarded also increased very slightly.

- › The number of people visiting the two museums increased, this being particularly noticeable in the case of the Modern Art Centre. It should be noted that the number of admissions to the museums, as considered under the terms of this report, refer to the number of people coming to these places to visit either the permanent collections or the temporary exhibitions.
- › The number of visitors to the temporary exhibitions showed a slight reduction in comparison with the previous year, since two fewer events were held.
- › The total number of people attending concerts increased, as did the average attendance at each concert.
- › There was an increase in the number of film sessions and other shows and performances, and, above all, in the size of the audience, with the numbers of people attending these sessions growing at a proportionally higher rate than the number of events held.
- › The total number of readers using the libraries remained relatively stable (it rose slightly at the library of the Cultural Centre in Paris and fell slightly at the Art Library). As far as the number of books and other documents consulted is concerned, there were no changes to be noted.
- › Publishing activity remained unchanged in terms of the number of publications produced, although there was a fall both in the average print runs and in the total number of copies produced of each publication.
- › Conferences, lectures and seminars recorded a similar number of events to that of the previous year.
- › Educational activities showed a very significant increase: not only were more events held, but there was also a greater number of participants.
- › As far as the other training activities are concerned, there was a slight fall in the number of training courses held. This situation was due, above all, to the performance of the Gulbenkian Institute of Science, which has a major influence on activities of this nature.



- › The number of projects increased, as a result of the growth in scientific research activities.
- › There was a greater intensity in the acquisition of works of art, resulting both in a higher number of works being acquired and a greater overall investment being made in this area.

## Cost of activities

The evolution of the financial support allocated to the development of the Foundation's various activities over the last two years is shown in the following tables:

<i>Distributive activities</i>	2009	2010	Change
	Euros	Euros	%
Grants*	14 452 981	13 839 516	-4
Scholarships*	8 149 295	8 331 475	2
Prizes	355 000	350 000	-1
Associated expenses	2 708 217	2 271 191	-16

<i>Initiatives</i>	2009	2010	Change
	Euros	Euros	%
Exhibitions	3 592 808	2 579 061	-28
Concerts	11 950 733	11 813 769	-1
Film shows and other performances	28 081	165 507	489
Publications	2 566 104	2 507 181	-2
Conferences and lectures	973 617	841 661	-14
Educational activities	1 336 411	1 368 118	2
Training courses	512 494	267 761	-48
Projects	4 564 497	5 990 195	31
Acquisition of works of art	391 550	478 539	22
Other initiatives	1 239 162	1 345 442	9

<i>Permanent activities</i>	2009	2010	Change
	Euros	Euros	%
Calouste Gulbenkian Museum	2 590 774	2 532 750	-2
Modern Art Centre	1 861 708	1 716 080	-8
Gulbenkian Institute of Science	4 984 934	4 902 353	-2
Art Library	2 232 069	2 199 617	-1
Library of Paris Cultural Centre	430 168	440 718	2

\* Numbers adjusted in 2009, due to the change in the criterion for the support awarded by the Human Resources Department to workers and their children (for study purposes).

## **Consolidated Financial Statements**

### **2010 Financial Year**

#### **Preliminary Note**

The Foundation changed from the Official Chart of Accounts (*Plano Oficial de Contas – POC*), which it had been using since 1989, and, as from January 2010, has begun to use the accounting records of the new chart of accounts – the National Accounting System (*Sistema Nacional de Contas – SNC*), which came into force with Decree-Law No. 158/2009 of 13 July, complemented by Executive Order No. 987/2009 of 7 September.

The conceptual structure for the accounting of corporate financial facts (including the criteria for their recognition and measurement) and the preparation of the financial statements continue to be carried out according to the International Financial Reporting Standards (IFRS).

#### **Analysis of the Consolidated Financial Statements**

In 2010, the net equity represented by the capital fund amounted to 2,555.8 million euros, which represents an increase of 126.4 million euros (5.2%) compared to the previous year.

At 31 December, 2010, the Balance Sheet showed total assets of 2,930.8 million euros, which represented an increase of 130.4 million euros (4.7%) compared to the previous year. The following factors fundamentally contributed to this result:

- › The financial investment portfolio – Current financial assets and part of the non-current financial assets after the deduction of current financial liabilities, as well as other treasury applications – amounting to 1,779.1 million euros, which showed an increase of roughly 0.7 million euros compared to 2009.
- › The investments made in the energy sector – included in non-current financial assets, tangible and intangible fixed assets, advances and deferred tax assets – amounting to 939.2 million euros, representing an increase of 104.6 million euros (12.5%) over 2009. Also contributing to this result was the effect of the appreciation against the euro of the US dollar, which is the basic reference currency of these assets in the consolidation.
- › Cash and liquid assets – Cash and cash equivalents – which showed an increase of 7.1 million euros, rising from 55.6 million euros in 2009 to 62.7 million euros in 2010.
- › Other assets – which increased from 97.6 million euros in 2009 to 114.9 million euros in 2010, representing an increase of roughly 17.7%.

Liabilities showed a relatively insignificant rise of 1%, from 371 million euros in 2009 to 375 million euros in 2010.

In the case of the Statement of Comprehensive Income, the total return – return from oil activities and financial return – rose from 140.3 million euros in 2009 to 176.1 million euros in 2010. The return from oil activities rose by 35.9 million euros, from 56 million euros in 2009 to 92 million euros in 2010. The financial return remained practically unchanged, falling slightly from 84.3 million euros in 2009 to 84.1 million euros in 2010.

Other income amounted to 14.7 million euros, which represented an increase of 1.1 million euros in comparison with the previous year.

The resources allocated to distribution and direct activities amounted to 73.4 million euros, which was 0.8 million euros less than in 2009, and administrative and operating costs fell by an equal amount, from 32.6 million euros in 2009 to 31.8 million euros in 2010.

5 May 2011

## Financial Statements

### Consolidated statement of comprehensive income for the years ended 31 December, 2010 and 2009

		(10 <sup>3</sup> Euros)	
	Notes	2010	2009
Oil and gas sales		879 883	619 541
Cost of sales		(812 169)	(584 386)
Other oil and gas income	3	24 241	20 836
<b>Return from oil activities</b>		<b>91 955</b>	<b>55 991</b>
Results of current financial assets and liabilities		75 612	63 722
Results of non-current financial assets		4 632	571
Results of advances		3 474	2 024
Other financial results		402	18 001
<b>Financial return</b>	4	<b>84 120</b>	<b>84 318</b>
Other income	5	14 736	13 588
Distribution and direct activities	6	(73 361)	(74 163)
Other administrative and operating costs	7	(31 784)	(32 565)
Employee benefits	9	(18 999)	(20 194)
Provisions	10	(1 861)	(366)
Impairment	11	(4 084)	(17 246)
Amortisations and depreciations	12	(13 303)	(13 025)
Income taxes	16	(4 015)	(375)
<b>Transfer to the Capital Fund</b>		<b>43 404</b>	<b>(4 037)</b>
<b>Other comprehensive income for the year</b>			
Exchange differences resulting from consolidation		26 957	(18 558)
Gifts and legacies		935	694
Non-current financial assets			
Profits and losses for the year		56 159	54 910
Reclassification of profits and losses included in the statement of comprehensive income		(1 044)	(76)
		<b>55 115</b>	<b>54 834</b>
<b>Total comprehensive income for the year</b>		<b>126 411</b>	<b>32 933</b>

CHIEF ACCOUNTANT

See accompanying notes to the Financial Statements.

## Consolidated balance sheet at 31 December, 2010 and 2009

(10<sup>3</sup> Euros)

	Notes	2010	2009
<b>ASSETS</b>			
<b>Non-current assets</b>			
Intangible assets	13	159 242	134 837
Tangible fixed assets	14	118 292	104 451
Non-current financial assets	15	679 944	611 156
Advances	15	92 093	87 520
Deferred tax assets	16	–	1 531
		<b>1 049 571</b>	<b>939 495</b>
<b>Current assets</b>			
Current financial assets	18	1 590 037	1 213 548
Other treasury applications	19	113 546	493 845
Inventories	20	6 706	3 033
Current tax assets		–	352
Debtors	21	108 201	94 583
Cash and cash equivalents	22	62 722	55 560
		<b>1 881 212</b>	<b>1 860 921</b>
<b>Total assets</b>		<b>2 930 783</b>	<b>2 800 416</b>
<b>CAPITAL FUND</b>			
Capital received from the Founder	23	11 747	11 747
Reserves	24	2 500 628	2 421 658
Transfer to the capital fund		43 404	(4 037)
<b>Total capital fund</b>		<b>2 555 779</b>	<b>2 429 368</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Provisions	25	194 040	210 083
Deferred tax liabilities	16	4 077	1 752
Creditors and other liabilities	26	15 411	29 250
		<b>213 528</b>	<b>241 085</b>
<b>Current liabilities</b>			
Provisions	25	–	354
Current financial liabilities	18	8 816	11 071
Grants and scholarships	27	7 674	8 487
Creditors and other liabilities	28	144 986	110 051
		<b>161 476</b>	<b>129 963</b>
<b>Total liabilities</b>		<b>375 004</b>	<b>371 048</b>
<b>Total capital fund and liabilities</b>		<b>2 930 783</b>	<b>2 800 416</b>

CHIEF ACCOUNTANT

✦ See accompanying notes to the Financial Statements.



Consolidated statement of cash flows for the years  
ended 31 December, 2010 and 2009

(10<sup>9</sup> Euros)

	Notes	2010	2009
<b>Operating activities</b>			
Oil and gas income received		85 551	32 325
Proceeds/investments in current financial assets		(317 981)	335 728
Distribution and direct activities		(71 346)	(71 017)
Pensions paid		(17 546)	(18 468)
Income taxes		268	(492)
Other receipts/(payments) relating to operating activities		(18 497)	1 048
<b>Cash flows generated by operating activities</b>		<b>(339 551)</b>	<b>279 124</b>
<b>Investment activities</b>			
Non-current financial assets		(16 129)	(26 571)
Dividends		17 830	16 501
Acquisitions of fixed assets		(36 027)	(94 106)
Other receipts/(payments)		7 958	41 943
<b>Cash flows generated by investment activities</b>		<b>(42 284)</b>	<b>(62 233)</b>
Net changes in cash and cash equivalents		(381 835)	216 891
Effects of exchange differences		8 698	(23 311)
Cash and cash equivalents at the beginning of the year		549 405	355 825
Cash and cash equivalents at the end of the year		176 268	549 405
Cash and cash equivalents includes:			
Cash	22	93	62
Deposits	22	62 629	55 498
Other treasury applications	19	113 546	493 845
		<b>176 268</b>	<b>549 405</b>

CHIEF ACCOUNTANT

✦ See accompanying notes to the Financial Statements.

Consolidated statement of changes in the Capital Fund  
for the years ended 31 December, 2010 and 2009

(10<sup>3</sup> Euros)

	Total capital fund	Capital received from the Founder	Exchange differences	Fair value reserve	Other reserves
<b>Balance at 31 December, 2008</b>	2 396 435	11 747	(30 857)	408 091	2 007 454
Transfer to the capital fund	(4 037)	–	–	–	(4 037)
Exchange differences	(18 558)	–	(18 558)	–	–
Change in the fair value	54 834	–	–	54 834	–
Gifts and legacies	694	–	–	–	694
Total comprehensive income for the year	32 933	–	(18 558)	54 834	(3 343)
<b>Balance at 31 December, 2009</b>	2 429 368	11 747	(49 415)	462 925	2 004 111
Transfer to the capital fund	43 404	–	–	–	43 404
Exchange differences	26 957	–	26 957	–	–
Change in the fair value	55 115	–	–	55 115	–
Gifts and legacies	935	–	–	–	935
Total comprehensive income for the year	126 411	–	26 957	55 115	44 339
<b>Balance at 31 December, 2010</b>	2 555 779	11 747	(22 458)	518 040	2 048 450

CHIEF ACCOUNTANT

➤ See accompanying notes to the Financial Statements.

Individual statement of comprehensive income  
for the years ended 31 December, 2010 and 2009

(10<sup>3</sup> Euros)

	Notes	2010	2009
Results of current financial assets and liabilities		75 612	63 722
Results of non-current financial assets		35 606	14 378
Other financial results		(1 228)	(326)
<b>Financial return</b>	4	<b>109 990</b>	<b>77 774</b>
Other income	5	14 736	13 588
Distribution and direct activities	6	(73 361)	(74 163)
Other administrative and operating costs	7	(15 990)	(18 878)
Employee benefits	9	(18 795)	(19 838)
Provisions	10	(1 875)	–
Amortisations and depreciations	12	(1 742)	(1 867)
<b>Transfer to the capital fund</b>		<b>12 963</b>	<b>(23 384)</b>
<b>Other comprehensive income for the year</b>			
Gifts and legacies		935	694
Non-current financial assets			
Profits and losses for the year		112 513	55 623
<b>Total comprehensive income for the year</b>		<b>126 411</b>	<b>32 933</b>

CHIEF ACCOUNTANT

➤ See accompanying notes to the Financial Statements.

## Individual balance sheet at 31 December, 2010 and 2009

(10<sup>3</sup> Euros)

	Notes	2010	2009
<b>ASSETS</b>			
<b>Non-current assets</b>			
Tangible fixed assets	14	22 009	21 160
Non-current financial assets	15	84 286	82 032
Investments in subsidiary companies	17	933 829	820 025
		<b>1 040 124</b>	<b>923 217</b>
<b>Current assets</b>			
Current financial assets	18	1 590 037	1 213 548
Other treasury applications	19	113 546	493 845
Inventories	20	2 344	–
Debtors	21	31 800	37 241
Cash and cash equivalents	22	1 353	957
		<b>1 739 080</b>	<b>1 745 591</b>
<b>Total assets</b>		<b>2 779 204</b>	<b>2 668 808</b>
<b>CAPITAL FUND</b>			
Capital received from the Founder	23	11 747	11 747
Reserves	24	2 531 069	2 441 005
Transfer to the capital fund		12 963	(23 384)
<b>Total capital fund</b>		<b>2 555 779</b>	<b>2 429 368</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Provisions	25	187 814	204 598
Creditors and other liabilities		786	537
		<b>188 600</b>	<b>205 135</b>
<b>Current liabilities</b>			
Current financial liabilities	18	8 816	11 071
Grants and scholarships	27	7 674	8 487
Creditors and other liabilities	28	18 335	14 747
		<b>34 825</b>	<b>34 305</b>
<b>Total liabilities</b>		<b>223 425</b>	<b>239 440</b>
<b>Total capital fund and liabilities</b>		<b>2 779 204</b>	<b>2 668 808</b>

CHIEF ACCOUNTANT

✦ See accompanying notes to the Financial Statements.

Statement of cash flows for the years  
ended 31 December, 2010 and 2009

(10<sup>3</sup> Euros)

	Notes	2010	2009
<b>Operating activities</b>			
Proceeds/investments in current financial assets		(318 159)	332 322
Distribution and direct activities		(71 346)	(71 017)
Pensions paid		(16 841)	(17 265)
Other receipts/(payments) relating to operating activities		(8 106)	(10 904)
<b>Cash flows generated by operating activities</b>		<b>(414 452)</b>	<b>233 136</b>
<b>Investment activities</b>			
Non-current financial assets		44	(2 278)
Dividends		35 292	22 559
Acquisitions of fixed assets		(4 254)	(5 351)
Other receipts		3 467	18 644
<b>Cash flows generated by investment activities</b>		<b>34 549</b>	<b>33 574</b>
Net changes in cash and cash equivalents		(379 903)	266 710
Cash and cash equivalents at the beginning of the year		494 802	228 092
Cash and cash equivalents at the end of the year		<b>114 899</b>	<b>494 802</b>
Cash and cash equivalents includes:			
Cash	22	93	62
Deposits	22	1 260	895
Other treasury applications	19	113 546	493 845
		<b>114 899</b>	<b>494 802</b>

CHIEF ACCOUNTANT

❖ See accompanying notes to the Financial Statements.



Statement of changes in the Capital Fund for the years  
ended 31 December, 2010 and 2009

(10<sup>3</sup> Euros)

	Total capital fund	Capital received from the Founder	Fair value reserve	Other reserves
<b>Balance at 31 December, 2008</b>	2 396 435	11 747	775 655	1 609 033
Transfer to the capital fund	(23 384)	–	–	(23 384)
Change in the fair value	55 623	–	55 623	–
Gifts and legacies	694	–	–	694
Total comprehensive income for the year	32 933	–	55 623	(22 690)
<b>Balance at 31 December, 2009</b>	2 429 368	11 747	831 278	1 586 343
Transfer to the capital fund	12 963	–	–	12 963
Change in the fair value	112 513	–	112 513	–
Gifts and legacies	935	–	–	935
Total comprehensive income for the year	126 411	–	112 513	13 898
<b>Balance at 31 December, 2010</b>	2 555 779	11 747	943 791	1 600 241

CHIEF ACCOUNTANT

➤ See accompanying notes to the Financial Statements.



# Notes to the Individual and Consolidated Financial Statements

## 31 de December, 2010 and 2009

### Note 1

#### *Activities*

The Calouste Gulbenkian Foundation (the “Foundation”) is a non-profit organisation with its head office in Lisbon, Portugal. The Foundation was created by the will of its founder Calouste Sarkis Gulbenkian, and was granted public utility status under Decree Law No. 40690, of 18 July, 1956. The Foundation’s mission comprises the award of grants and scholarships and other distributive activities with the following statutory purposes: Art, Charity, Science and Education.

The activities of its subsidiary companies (the “Group”) are related to its oil and gas investments in the Middle East, North Africa, Brazil, Kazakhstan, Angola and Portugal.

### Note 2

#### *Accounting policies*

##### **2.1 Basis of presentation**

The financial statements now presented were approved by the Foundation’s Board of Trustees on 5 May, 2011. They reflect the individual and consolidated results of the operations of the Foundation and its subsidiary companies for the years ended on 31 December, 2010 and 2009.

The International Financial Reporting Standards (IFRS) include accounting standards issued by the International Accounting Standards Board (“IASB”) and interpretations issued by the International Financial Reporting Interpretations Committee (“IFRIC”) and their respective predecessor bodies.

The Foundation’s individual and consolidated financial statements now presented refer to the financial year ended on 31 December, 2010, and were prepared in keeping with the IFRS standards in force, as adopted in the European Union until 31 December, 2010. The accounting policies used by the Foundation in the preparation of its individual and consolidated financial statements relating to 31 December, 2010, are consistent with the ones used in the preparation of the annual individual and consolidated financial statements relating to 31 December, 2009.

However, as described in Note 33, in preparing the consolidated financial statements relating to 31 December, 2010, the Foundation adopted the accounting standards issued by the IASB and the interpretations issued by IFRIC, the application of which has been mandatory since 1 January 2010. The accounting policies used by the Foundation in the preparation of its consolidated financial statements, described in this note, were adapted in conformity with these interpretations. The new standards and interpretations adopted by the Foundation in 2010 had an impact, above all, at the level of the presentation of the financial statements and their disclosures, with comparative values being presented in relation to the new disclosures required.

The accounting standards that have recently been issued, but which have not yet come into force and which the Foundation has not yet applied in the preparation of its financial statements may also be analysed in Note 33.

The individual and consolidated financial statements are expressed in euros, rounded up or down to the nearest thousand and were prepared in accordance with the historical cost convention, except for the assets and liabilities recorded at their fair value, namely derivative financial instruments, current and non-current assets and liabilities.

The preparation of individual and consolidated financial statements in accordance with IFRS standards requires the Foundation to make judgements and estimates, and use assumptions that affect the application of the accounting policies and the reported amounts of income, expenses, assets and liabilities. Any alterations to these assumptions or any differences noted in them in relation to the actual reality may have an impact on the actual estimates and judgements. Matters involving greater judgement or complexity, or where the assumptions and estimates used are considered to be significant in the preparation of the financial statements, are shown in section 2.23 of this Note.

## **2.2 Basis of consolidation**

### *Reference dates*

The consolidated financial statements reflect the assets, liabilities and results of the Foundation and its subsidiaries, as defined in Note 17, for the years ended on 31 December, 2010 and 2009.

The accounting policies were applied in a consistent manner by all of the Foundation's companies.

### *Investments in subsidiaries*

Those companies over which the Foundation exercises control are classified as its subsidiaries. Normally control is presumed to exist when the Foundation has more than half of the voting rights. Additionally, control also exists when the Foundation has the power,

directly or indirectly, to manage the financial and operating policies of a certain company in order to obtain benefits from its activities, even if its shareholding is less than 50%. Subsidiary companies are fully consolidated from the moment when the Foundation assumes control over their activities until the moment when this control ceases to exist.

When the accumulated losses of a subsidiary company exceed the interest of minorities in the equity of that subsidiary, the excess is attributed to the Foundation as it is incurred. Profits subsequently obtained by this same subsidiary are recognised as income of the Foundation until the prior losses previously recognised have been recovered.

### *Jointly controlled bodies*

Jointly controlled bodies, consolidated using the proportional method, are bodies in which the Foundation has control established by contractual agreement. The consolidated financial statements include, under the respective items of assets, liabilities, expenditure and income, the jointly controlled parts, from the date when joint control began to the date when this ended.

### *Translation of financial statements into foreign currency*

The financial statements of the Foundation's foreign subsidiaries are prepared in their functional currency. The consolidated financial statements are prepared in euros, which is the Foundation's functional currency.

The financial statements of the Group's companies that have a different functional currency from the euro are translated into euros according to the following criteria:

- › Assets and liabilities are converted at the exchange rate in force at the balance sheet date;
- › Income and expenses are converted by

applying the exchange rates that are closest to the real rates on the date of the transactions;

› The exchange differences calculated between the value of the conversion into euros of shareholders' equity at the beginning of the year and its value when converted at the exchange rate in force at the date of the balance sheet to which the consolidated accounts refer are recorded as reserves. In the same way, in the case of the subsidiary and associated companies, the exchange differences, arising from the conversion into euros of their results for the year, between the exchange rates used in the financial statements and the exchange rates in force at the date of the balance sheet, are recorded as reserves. At the date when the company is sold, these differences are recognised in the statement of comprehensive income as an integral part of the profit or loss resulting from the sale.

#### *Accounting of investments in subsidiaries on an individual basis*

On an individual basis, investments in subsidiaries which are not classified as held for sale, or included in a group for disposal, classified as held for sale, are recognised at fair value, the changes are recorded in a fair value reserve, and the value of the asset is periodically subjected to impairment tests.

#### *Balances and transactions eliminated on consolidation*

Balances and transactions between the Foundation's companies, including any unrealised profits or losses resulting from intra-Group operations, are eliminated in preparing the consolidated financial statements, except in those cases when the unrealised losses show the existence of impairment that must be recognised in the consolidated accounts.

Unrealised profits resulting from transactions with associated bodies are eliminated in proportion to the Foundation's share in these.

Unrealised losses are also eliminated, but only in those cases when they do not show the existence of impairment.

### **2.3 Foreign currency transactions**

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into euros at the foreign exchange rates in force at the balance sheet date. The exchange differences arising from this conversion are recognised in the statement of comprehensive income.

Non-monetary assets and liabilities that are recorded at historical cost in a foreign currency are converted using the exchange rate at the date of the transaction. Non-monetary assets and liabilities that are stated at fair value are converted into euros at the exchange rate in force at the date when the fair value was determined. The resulting exchange differences are recognised in the statement of comprehensive income, except for those differences relating to shares classified as current financial assets, which are recorded as reserves.

### **2.4 Intangible assets**

The Foundation's intangible assets are recorded at acquisition cost, net of the respective accumulated amortisations and impairment losses.

The acquisition costs of oil and gas exploration rights are amortised at constant shares during the remainder of the concession period, which varies between 17 and 33 years.

Costs incurred in the acquisition of software, whose use can be expected to generate future economic benefits extending beyond one financial year, are recognised as intangible assets.



The remaining expenses related with information technology services are recognised as costs when they are incurred.

## 2.5 Tangible fixed assets

Tangible fixed assets are recorded at acquisition cost, net of the respective accumulated depreciations and impairment losses. Government subsidies that are to be used for financing the remodelling of infrastructure and equipment are recorded in the statement of comprehensive income, in keeping with the amortisation rates for the corresponding equipment. Gifts and legacies are initially recorded at fair value.

Subsequent costs are recognised only when it is probable that future economic benefits will flow to the Foundation, so that repairs and maintenance are charged to the statement of comprehensive income in accordance with the principles of accrual accounting.

Land is not amortised. Depreciation of buildings and motor vehicles is calculated using the straight-line method. The remaining tangible fixed assets are totally depreciated in the year of acquisition. Depreciation is calculated over the following periods, which correspond to their estimated useful life:

	Number of years
Buildings	50
Motor vehicles	4 to 5
Oil equipment	5 to 10
Other equipment	1 to 5

Works undertaken on buildings are amortised over the remaining periods of their useful life.

When there are signs that an asset may be impaired, IAS 36 requires that its recoverable amount is estimated, and an impairment loss must be recognised whenever the net

value of an asset exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. This latter value is the present value of the future cash flows expected to be derived from the continued use of the asset and its disposal at the end of its useful life.

## 2.6 Art collections

The Foundation's art collection was donated by Mr. Calouste Sarkis Gulbenkian and is shown in the financial statements at a symbolic value.

Works of art acquired subsequently and up to the financial year of 2005 were totally amortised in the year of their acquisition. After 2006, they are recorded at their acquisition value and periodically submitted to impairment tests, in accordance with IAS 36.

## 2.7 Leases

The classification of lease operations as finance leases or operating leases, established by IAS 17 – Leases, and applied by the Foundation, depends on the substance of the transaction rather than the legal form of the contract. A lease is classified as a finance lease if it substantially transfers all the risks and rewards incidental to ownership of an asset to the lessee. All other leases are classified as operating leases.

### *Operating leases*

Payments made by the Foundation under the terms of operating lease contracts are recorded as costs in the periods to which they relate.

### *Finance leases – as lessee*

Finance lease contracts are recorded at inception as assets and liabilities, at the acquisition cost of the asset leased, which is equal to the present value of outstanding lease instalments. Such instalments comprise i) the financial charge, which is recognised in the statement of comprehensive income and ii) the amortisation of principal, which is deducted from liabilities. Financial charges are recognised as costs over the lease period, in order to give a constant rate of interest on the remaining balance of the liability in each period.

### **2.8 Other current and non-current financial assets**

The Foundation classifies its other financial assets on acquisition, taking account of their underlying purpose, into the following categories:

#### *Current financial assets*

This category includes: (i) financial assets held for trading, which are those acquired principally to be sold in the short term, and (ii) financial assets that are designated at the time of their initial recognition as being at fair value with value changes put through the profit or loss account.

On initial recognition, the Foundation designates certain financial assets as being current when:

- ▶ such financial assets are managed, valued and analysed internally based on their fair value;
- ▶ derivative operations are contractually agreed with the aim of covering these assets economically, thus guaranteeing consistency in the valuation of assets and derivatives (*accounting mismatch*); or
- ▶ such financial assets contain embedded derivatives.

### *Investments held until maturity*

These investments are non-derivative financial assets with fixed or determinable payments and fixed maturities, which the Foundation both intends and has the capacity to hold until maturity and which are not designated, on initial recognition, as being current or non-current financial assets.

#### *Non-current financial assets*

Non-current financial assets are non-derivative financial assets that i) the Foundation intends to hold for an indefinite period of time, ii) are designated as non-current on initial recognition, or iii) do not fit into any of the aforementioned categories.

#### *Initial recognition, measurement and derecognition*

Purchases and sales of i) current financial assets, ii) investments held until maturity and iii) non-current financial assets, are recognised on trade date, i.e. on the date when the Foundation commits to the purchase or sale of the asset.

Financial assets are initially recognised at fair value plus transaction costs, except in the event of current investments, in which case these transaction costs are directly recognised in the statement of comprehensive income.

Financial assets are derecognised when i) the Foundation's contractual rights to receive their cash flows have expired, ii) the Foundation has substantially transferred all risks and rewards of ownership, or iii) although retaining some but not substantially all of the risks and rewards of ownership, the Foundation has transferred control over the assets.

### *Subsequent measurement*

After their initial recognition, current financial assets are valued at fair value, with their changes being recognised in the statement of comprehensive income.

Non-current financial assets are also recorded at fair value. However, profits and losses arising from changes in their fair value are recognised in a fair value reserve, until the financial assets are derecognised or impaired, at which time the cumulative potential profits or losses previously recognised in the fair value reserve are transferred to the statement of comprehensive income. Foreign exchange differences arising from these investments are also recognised in the reserves in the case of shares and other equity securities, and in the statement of comprehensive income in the case of debt instruments. Interest, calculated at the effective interest rate, and dividends are recognised in the statement of comprehensive income.

Investments held until maturity are valued at amortised cost, using the effective rate method, and impairment losses are deducted.

The fair values of listed financial assets are based on current bid prices. For unlisted securities, the Foundation estimates fair value by using valuation techniques, such as the use of the prices of similar recent transactions undertaken under market conditions, discounted cash flow analysis and valuation assumptions based on market information.

Financial assets whose fair value cannot be reliably measured are recorded at their acquisition cost.

### *Reclassifications between categories*

In accordance with IAS 39, after initial recognition, the Foundation does not reclassify

a financial instrument into or out of the category of current financial assets.

### *Impairment*

The Foundation periodically assesses whether there is objective evidence that a financial asset, or group of financial assets, is impaired. When evidence of impairment is encountered, the respective recoverable amount of the asset is determined and any impairment losses are recognised through the statement of comprehensive income.

A financial asset, or a group of financial assets, is considered to be impaired whenever there is objective evidence of impairment arising from one or more events that occurred after their initial recognition, such as:

- ▶ for shares and other equity instruments, a significant or prolonged decline in its market value below acquisition cost; and
- ▶ for debt securities, when that event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

As far as investments held until maturity are concerned, impairment losses correspond to the differences between the asset's book value and the current value of estimated future cash flows (taking the recovery period into account), discounted at the original effective interest rate of the financial asset. These assets are presented in the balance sheet, net of impairment.

In the case of an asset with a variable interest rate, the discount rate to be used to determine the respective impairment loss is the current effective interest rate, determined according to the rules of each contract. In the case of investments held until maturity, should the amount of the impairment loss fall in a subsequent period,

and if such a reduction may be objectively related to an event that happened after the recognition of the impairment, this is recognised in the statement of comprehensive income.

When there is evidence that an impairment loss has been incurred on non-current financial assets, the cumulative potential loss shown in the fair value reserve and measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the statement of comprehensive income, is transferred to the statement of comprehensive income. If, in a subsequent period, the amount of the impairment loss falls in value, the previously recognised impairment loss is recognised in the reserves.

## **2.9 Current financial liabilities**

An instrument is classified as a current financial liability when there is a contractual obligation for its settlement to be effected through the delivery of cash or another financial asset, regardless of its legal form.

These financial liabilities are registered i) initially at fair value, net of the transaction costs incurred and ii) subsequently at amortised cost, using the effective rate method.

On initial recognition, the Foundation designates certain current financial liabilities as being at fair value through profit or loss when:

- ▶ derivative operations are contractually agreed with the aim of covering these liabilities economically, thus guaranteeing consistency in the valuation of liabilities and derivatives (accounting mismatch); or
- ▶ such financial liabilities contain embedded derivatives.

The fair value of listed liabilities is that of their listed value. In the case of unlisted liabilities, the Foundation estimates their fair value by using valuation methodologies that take into account assumptions based on market information, including the actual risk of the issuer.

## **2.10 Offsetting financial instruments**

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

## **2.11 Derivative financial instruments**

Derivatives are recorded at fair value on their trade date. Subsequently, derivative financial instruments are re-measured on a regular basis and the resulting profits or losses on revaluation are recognised directly in the statement of comprehensive income.

Fair values of derivative financial instruments are obtained from market prices, if available, or are determined by third parties using valuation techniques including discounted cash flow models and options pricing models, as appropriate.

## **2.12 Assets transferred under repurchase agreements and security loans**

Securities bought with a resale agreement (reverse repos) at a fixed price or for a price that is equal to the purchase price plus the interest that is inherent in the operating period are not recognised in the balance sheet, with the purchase value being recorded as other treasury applications. The difference between the purchase value and the resale value is treated as interest and is deferred

during the validity period of the agreement, using the effective rate method.

Securities transferred through loan agreements are not derecognised in the balance sheet, but are classified and accounted for in accordance with the accounting policy outlined in section 2.8 of this Note. Securities received through loan agreements are not recognised in the balance sheet.

### **2.13 Debtors**

The carrying amounts of debtors are examined annually with the aim of determining if there are any signs of impairment. Should this be the case, the asset's recoverable value is calculated. Impairment losses are recognised in the statement of comprehensive income whenever the asset's carrying value exceeds its recoverable amount.

An asset's impairment loss recognised in previous years should be readjusted if, and only if, an alteration has been made to the estimates used to determine the recoverable amount of the asset since impairment loss was last recognised.

### **2.14 Cash and cash equivalents**

For the purposes of the cash flow statement, cash and cash equivalents comprise balances with less than three months' maturity from the date of acquisition, including cash and deposits with banks.

### **2.15 Recognition of costs and income**

Costs and income are recognised in the year to which they relate, irrespectively of when they are paid or collected, in accordance with the principles of accrual accounting.

Interest, dividends and other income

generated from the Foundation's resources are recognised as income, when it is probable that the economic benefits associated with the transaction will accrue to the Foundation and when such income can be reliably determined. Interest is recognised on an accrual basis unless there are any doubts about its collection. Other income is recognised on an accrual basis in accordance with the substance of the respective agreement.

### **2.16 Recognition of income from oil and gas activities**

Income generated from oil and gas sales is only recognised when the risks and benefits of ownership have been transferred to the purchaser and the respective costs associated with the transaction have been determined.

### **2.17 Capitalisation of oil production costs**

#### *(i) Exploration costs*

Costs incurred prior to the exploration phase are recognised in the statement of comprehensive income at the time when they are incurred. Acquisition costs of properties or concessions, successful exploratory wells, development costs, including interest on finance, equipment and support installations for oil activity are capitalised in tangible or intangible fixed assets, depending on their nature. Internally generated costs are recognised as operating costs for the year. The costs incurred with unsuccessful exploratory wells are recognised as losses.

The Foundation carries out impairment tests whenever events show that the book value of an asset may exceed its recoverable value. The difference between the book value and the recoverable value, if this is found to exist, is charged to the statement of comprehensive income.



### *(ii) Assets for oil and gas production*

The costs incurred in the drilling of development wells when building production facilities are capitalised, together with the costs of finance incurred during the construction phase, as well as the current value of the future costs for the removal of assets.

The amortisation of assets is determined by the unit-of-production method.

### **2.18 Inventories**

Inventories are valued at the lower of their acquisition cost or net realisable value. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. The net realisable value corresponds to the estimated selling price in the ordinary course of business, less the respective costs necessary to make the sale.

The cost of crude is determined using the FIFO (First In/First Out) method. The Foundation's inventories essentially consist of crude that is to be found in pipelines or reservoirs, or is stored by transport companies, in which the ownership rights have not been totally transferred to the client.

The average weighted cost method is used to determine the sales of other inventories.

### **2.19 Taxation**

The Calouste Gulbenkian Foundation is exempt from corporation taxes by decision of the Minister of Finance dated 18 July 1989.

Taxes on profits comprise the current taxes and deferred taxes of the subsidiary companies. Taxes on profits are recognised in the statement of comprehensive income,

except when they are related to items recognised directly in equity, in which case they are also offset against equity. Taxes recognised in equity resulting from the revaluation of available-for-sale investments and cash flow hedging derivatives are subsequently recognised in the statement of comprehensive income when the gains or losses which gave rise to them are recognised in the statement of comprehensive income.

Current taxes are those which are expected to be paid on the basis of the taxable income determined in accordance with the fiscal rules in force and using the rate of tax approved or substantially approved in each jurisdiction.

Deferred taxes are calculated in accordance with the liabilities method on the basis of the balance sheet, in respect of temporary differences between the accounting values of assets and liabilities and their fiscal basis, using the rates of tax approved or substantially approved at the balance sheet date in each jurisdiction and which are expected to be applied when the temporary differences are reversed.

Deferred tax liabilities are recognised for all temporary taxable differences with the exception of goodwill that is not deductible for fiscal purposes, the differences resulting from initial recognition of assets and liabilities which do not affect either the accounting profit or the fiscal profit, and differences relating to investments in subsidiaries insofar as they will probably not be reversed in the future. Deferred tax assets are recognised only insofar as it may be expected that taxable profits will exist in the future capable of absorbing the temporary deductible differences.

The Foundation offsets deferred tax assets and liabilities at the level of each subsidiary,

whenever i) the income tax of each subsidiary to be paid to the Tax Authorities is determined on a net basis, i.e. by offsetting deferred assets and liabilities, and ii) taxes are levied by the same Tax Authority on the same taxable entity. This offsetting is therefore undertaken at the level of each subsidiary, with the credit balance of the consolidated balance sheet reflecting the sum of the values of the subsidiaries presenting deferred tax assets and the debit balance of the consolidated balance sheet reflecting the sum of the values of the subsidiaries presenting deferred tax liabilities.

## 2.20 Pension plans

The Foundation has several pension plans, including defined benefit and defined contribution pension plans.

Under a defined benefit pension plan, the Foundation undertook to pay its employees pensions on retirement, pre-retirement or disability, as set out in the “Staff Pension Plan” (1979) and in the “Foundation Pension Plan” (1997). The funding policy of the defined contribution pension plan (“Plano Complementar de Pensões de Contribuição Definida” 2005) is to make contributions to the “Fundo de Pensões Aberto BPI Valorização” and the “Fundo de Pensões Aberto BPI Segurança”, having initially made an extraordinary contribution to the “Fundo de Pensões Aberto BPI Ações”. The employees of the Foundation’s United Kingdom branch have their own pension plan.

The pensions relating to the 1979 and 1997 plans are complementary to those paid by the Social Security Services and are based on the employee’s length of service. A provision has been set up, which represents an estimate of the capital required to cover the future cost of paying benefits to current retired persons and the future benefits to current employees.

The Foundation’s liabilities with retirement pensions are calculated on an annual basis, at the balance sheet date, by external and independent actuaries.

The calculation is made using the projected unit credit method and following actuarial and financial assumptions, in accordance with the requirements of IAS 19.

Current and past service costs, together with the provision calculated, are charged to the statement of comprehensive income.

The Foundation’s liability in respect of defined benefit pension plans is calculated by estimating the amount of future benefits that each employee has earned in current and prior periods. The benefit is discounted in order to determine its present value. The discount rate is the yield, at the balance sheet date, on risk-free bonds that have maturity dates similar to the end dates of the plan’s obligations.

Actuarial profits and losses are calculated on an annual basis and result from i) differences between actuarial and financial assumptions used and the values actually recorded (experience gains and losses), and from ii) changes introduced in actuarial assumptions. These are recognised as an asset or a liability and their accumulated amount is charged to the statement of comprehensive income using the corridor method, in accordance with the requirements of IAS 19.

This method establishes that accumulated actuarial gains and losses at the beginning of the year that are greater than 10% of the liabilities also brought forward at the beginning of the year are to be recognised as a profit or loss to be charged to the costs or income account in the year in which they occur. Accumulated actuarial

gains and losses at the beginning of the year that are within the above limit are recognised in the corridor of the pension plan and are not amortised.

Annually, the Foundation recognises as a cost, in the statement of comprehensive income, the net amount, which includes i) current service costs, ii) interest cost and iii) a portion of the actuarial gains and losses determined using the aforementioned corridor method.

## **2.21 Recognition of dividends**

The income from equity instruments (dividends) is recognised when the right to receive its payment is established.

## **2.22 Provisions**

Provisions are created when: i) the Foundation has present legal or constructive liability, ii) it is probable that payment will be required and iii) a reliable estimate can be made of the amount of the liability.

## **2.23 Main estimates and judgements used in preparing the Financial Statements**

IFRS standards set out a range of accounting treatments and require the Board of Trustees to apply judgements and make estimates in deciding which treatment is most appropriate. The most significant of these accounting policies are discussed in this section in order to improve understanding of how their application affects the Foundation's reported results and related disclosures. A broader description of the main accounting policies used by the Foundation is presented in the previous sections of Note 2 to the Individual and Consolidated Financial Statements.

In many cases, there are several alternatives to the accounting treatment chosen by the Board of Trustees, and the Foundation's

reported results would be changed if a different treatment were chosen.

The Board of Trustees believes that the choices made are appropriate and that the financial statements present the Foundation's financial position and results fairly in all materially relevant respects.

### *Impairment of non-current financial assets*

The Foundation determines that non-current financial assets are impaired when there has been a significant or prolonged decline in the fair value below their cost or when there is expected to be an impact on the future cash flows of its assets. This determination of what is significant or prolonged requires judgement, in which the Foundation collates and analyses all the data that are relevant for the formulation of such a decision, namely information relating to the normal volatility of the prices of financial instruments.

The Foundation determines the fair value through a valuation made by independent experts or through mark-to-market prices. The valuation reflects the net present value of future estimated cash flows using market assumptions.

Alternative methodologies and the use of different assumptions and estimates could result in a higher level of impairment losses being recognised, with a consequent impact on the Foundation's statement of comprehensive income.

### *Fair value of financial instruments*

Fair values are based on listed market prices when available or are determined either by the use of the prices of similar recent transactions undertaken under market conditions, or by the use of pricing models, based on the net present value of discounted future cash flows, which take account

of market conditions, the time effect, the yield curve and volatility factors. These pricing models may require assumptions or judgements in estimating the fair values.

Consequently, the use of a different model or different assumptions or judgements in applying a particular model may produce financial results that differ from those reported.

#### *Pension plans*

Determining pension liabilities requires the use of assumptions and estimates, including the use of actuarial projections, estimated returns on investment, and other factors that could have an impact on the costs and level of liability of the pension plan.

Changes in these assumptions could materially affect these values.

#### *Taxes on profits*

The Foundation is subject to the payment of taxes on profits in several jurisdictions. Determining the overall amount of taxes on profits calls for certain interpretations and estimations to be made. There are various transactions and calculations for which it is not possible to accurately determine the final value of the tax to be paid during the normal business cycle.

Other interpretations and estimations could result in a different level of taxes being levied on both the current and deferred profits recognised in the period.

#### *Crude oil reserves*

Estimations of crude oil reserves are an integral part of the decision-making process relating to the assets of the activity of crude oil research and development. The volume of proven reserves of crude oil is used to calculate the depreciation of the assets involved in the activity of oil exploration and production in accordance with the unit of production method, as well as to assess impairment on investments in the assets associated with this activity.

The estimation of proven reserves is subject to future reviews, based on such new information as may be made available, for example information relating to the activities of development, drilling or production, exchange rates, prices, contract termination dates or development plans. The impact of changes in the estimated proven reserves on amortisations and provisions for abandonment costs is treated in a prospective manner, with the remaining net value of assets being amortised and the provision for abandonment costs being reinforced, respectively, depending on the forecasts for future production.

#### *Environmental liabilities*

The Foundation makes estimates and judgments to calculate the provisions made for environmental concerns, which are based on current information relating to costs and expected intervention plans. These costs may vary due to alterations in the legislation and regulations, or changes in the conditions of a certain site.

Changes in these assumptions could have a significant impact on certain values.

### Note 3

#### Other oil and gas income

“Other oil and gas income” is made up as follows:

	(€10 <sup>3</sup> )	
	<i>Consolidated</i>	
	2010	2009
Dividends	20 323	16 501
Services rendered	3 918	4 335
	<b>24 241</b>	<b>20 836</b>

### Note 4

#### Financial return

The policy of the Foundation is to obtain a rate of return on its investment portfolio, net of commissions. This rate is agreed annually with its investment fund managers, within guidelines established by the Foundation.

The financial return obtained in 2010 and 2009 in the Consolidated Account is made up as follows:

	(€10 <sup>3</sup> )					
	Income	Costs	Total	Income	Costs	Total
	2010			2009		
<b>Current financial assets and liabilities</b>						
<b>Bonds and other fixed-yield securities</b>						
From public issuers	59 272	(48 531)	10 741	48 300	(48 389)	(89)
From other issuers	40 245	(29 321)	10 924	44 842	(29 231)	15 611
<b>Shares</b>						
Other variable-yield securities	252 223	(183 293)	68 930	163 208	(134 305)	28 903
<b>Investment funds</b>						
Liquidity	324	(2)	322	1 827	(110)	1 717
Shares	65 019	(51 589)	13 430	29 596	(18 004)	11 592
Bonds	2 387	(2 007)	380	8 350	(6 769)	1 581
Others	12 946	(9 364)	3 582	13 744	(10 474)	3 270
<b>Derivatives</b>						
Forwards	369 892	(403 611)	(33 719)	107 579	(115 284)	(7 705)
Futures	27 216	(26 265)	951	36 960	(28 415)	8 545
Options	1 018	(948)	70	1 801	(1 664)	137
Warrants	2	(1)	1	1 590	(1 430)	160
	<b>830 544</b>	<b>(754 932)</b>	<b>75 612</b>	<b>457 797</b>	<b>(394 075)</b>	<b>63 722</b>
<b>Non-current financial assets</b>						
Investment Funds	4 636	(4)	4 632	571	–	571
	<b>4 636</b>	<b>(4)</b>	<b>4 632</b>	<b>571</b>	<b>–</b>	<b>571</b>
<b>Advances</b>						
Investments in oil and gas companies	3 167	–	3 167	1 591	–	1 591
Other companies	307	–	307	433	–	433
	<b>3 474</b>	<b>–</b>	<b>3 474</b>	<b>2 024</b>	<b>–</b>	<b>2 024</b>
<b>Other treasury applications</b>						
	13 744	(10 763)	2 981	14 513	(9 144)	5 369
<b>Commissions</b>						
	–	(5 166)	(5 166)	–	(5 557)	(5 557)
<b>Exchange differences</b>						
	5 030	(2 443)	2 587	19 636	(1 447)	18 189
	<b>18 774</b>	<b>(18 372)</b>	<b>402</b>	<b>34 149</b>	<b>(16 148)</b>	<b>18 001</b>
	<b>857 428</b>	<b>(773 308)</b>	<b>84 120</b>	<b>494 541</b>	<b>(410 223)</b>	<b>84 318</b>



The financial return obtained in 2010 and 2009 in the Foundation's Account is made up as follows:

	(€10 <sup>3</sup> )					
	Income	Costs	Total	Income	Costs	Total
	2010			2009		
<b>Current financial assets and liabilities</b>						
<b>Bonds and other fixed-yield securities</b>						
From public issuers	59 272	(48 531)	10 741	48 300	(48 389)	(89)
From other issuers	40 245	(29 321)	10 924	44 842	(29 231)	15 611
<b>Shares</b>						
Other variable-yield securities	252 223	(183 293)	68 930	163 208	(134 305)	28 903
<b>Investment funds</b>						
Liquidity	324	(2)	322	1 827	(110)	1 717
Shares	65 019	(51 589)	13 430	29 596	(18 004)	11 592
Bonds	2 387	(2 007)	380	8 350	(6 769)	1 581
Others	12 946	(9 364)	3 582	13 744	(10 474)	3 270
<b>Derivatives</b>						
Forwards	369 892	(403 611)	(33 719)	107 579	(115 284)	(7 705)
Futures	27 216	(26 265)	951	36 960	(28 415)	8 545
Options	1 018	(948)	70	1 801	(1 664)	137
Warrants	2	(1)	1	1 590	(1 430)	160
	<b>830 544</b>	<b>(754 932)</b>	<b>75 612</b>	<b>457 797</b>	<b>(394 075)</b>	<b>63 722</b>
<b>Non-current financial assets</b>						
Subsidiary companies	32 018	–	32 018	13 883	–	13 883
Investment Funds	3 592	(4)	3 588	495	–	495
	<b>35 610</b>	<b>(4)</b>	<b>35 606</b>	<b>14 378</b>	<b>–</b>	<b>14 378</b>
<b>Other treasury applications</b>	13 566	(10 763)	2 803	13 919	(9 144)	4 775
<b>Commissions</b>	–	(5 166)	(5 166)	–	(5 557)	(5 557)
<b>Exchange differences</b>	3 578	(2 443)	1 135	1 903	(1 447)	456
	<b>17 144</b>	<b>(18 372)</b>	<b>(1 228)</b>	<b>15 822</b>	<b>(16 148)</b>	<b>(326)</b>
	<b>883 298</b>	<b>(773 308)</b>	<b>109 990</b>	<b>487 997</b>	<b>(410 223)</b>	<b>77 774</b>

## Note 5

### Other income

Other income is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Sale of publications	1 057	1 204	1 057	1 204
Sale of tickets	2 108	2 271	2 108	2 271
Contributions from third parties	9 560	7 190	9 560	7 190
Other items	2 011	2 923	2 011	2 923
	<b>14 736</b>	<b>13 588</b>	<b>14 736</b>	<b>13 588</b>

The account "Contributions from third parties" refers to contributions made to scientific research projects and in the area of artistic activities.

## Note 6

### Distribution and direct activities

Expenditure on the Foundation's statutory purposes is divided as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Charity	10 455	10 507	10 455	10 507
Art	27 846	29 155	27 846	29 155
Education	19 814	19 968	19 814	19 968
Science	15 246	14 533	15 246	14 533
	<b>73 361</b>	<b>74 163</b>	<b>73 361</b>	<b>74 163</b>

The account "Distribution and direct activities" includes the amounts of € 2,828,000 (2009: € 2,473,000) and € 20,327,000 (2009: € 21,005,000) relating to amortisation and depreciation costs and personnel costs, respectively.

## Note 7

### Other administrative and operating costs

"Other administrative and operating costs" are made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Personnel costs	21 055	21 048	10 404	10 757
Specialised works	4 856	4 459	3 905	3 601
Conservation and repair	232	544	232	544
Other supplies and services	2 890	4 856	1 326	3 718
Other operating costs	2 751	1 658	123	258
	<b>31 784</b>	<b>32 565</b>	<b>15 990</b>	<b>18 878</b>

At 31 December 2010, the item "Specialised works" includes the sum of € 471,000 (2009: € 553,000) relating to auditing and consultancy work.

At 31 December 2010, the item "Specialised works" also includes the sum of € 1,324,000 (2009: € 884,000) relating to the maintenance and conservation of equipment.

At 31 December 2010, the item "Specialised works" also includes the sum of € 493,000 (2009: € 467,000) relating to investment custody.

At 31 December 2010, the item "Specialised works" also includes the sum of € 739,000 (2009: € 667,000) relating to specialised services in the field of information technology.

## Note 8

### Personnel costs

The item “Personnel costs” is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Remuneration of the Board of Trustees	1 336	1 326	1 147	1 148
Wages and salaries of employees	30 440	31 390	22 658	23 491
Social charges	6 240	6 397	4 967	5 184
Other personnel costs	3 366	2 940	1 959	1 939
	<b>41 382</b>	<b>42 053</b>	<b>30 731</b>	<b>31 762</b>

The number of full-time employees is analysed as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Board of Trustees	9	9	9	9
Staff				
Permanent staff	532	534	482	489
Contract staff	51	50	19	22
	<b>592</b>	<b>593</b>	<b>510</b>	<b>520</b>

Personnel costs include an amount of € 20,327,000 (2009: € 21,005,000), which is allocated to “Distribution and direct activities” (see Note 6).

The item “Other personnel costs” includes an amount of € 107,000 (2009: € 124,000) relating to contributions to the defined contribution pension plan of the Foundation’s employees.

## Note 9

### Employee benefits

The item “Employee benefits” is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Pensions	16 110	19 476	16 011	19 387
Other benefits	2 889	718	2 784	451
	<b>18 999</b>	<b>20 194</b>	<b>18 795</b>	<b>19 838</b>

## Note 10

### Provisions

“Provisions” are made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Provisions	1 861	366	1 875	–
	<b>1 861</b>	<b>366</b>	<b>1 875</b>	<b>–</b>

## Note 11

### Impairment

“Impairment” for the year is made up as follows:

	(€10 <sup>3</sup> )	
	Consolidated	
	2010	2009
Impairment on intangible assets	(1 643)	(17 246)
Impairment on non-current financial assets	(2 441)	–
	<b>(4 084)</b>	<b>(17 246)</b>

The item “Impairment on intangible assets”, amounting to € 1,643,000 (2009: € 17,246,000), arises from the oil concessions in Portugal, Brazil and Angola, as explained in Note 13.

At 31 December 2010, the item “Impairment on non-current financial assets”, amounting to € 2,441,000, arises from investments made in the Middle East (see Note 15).

## Note 12

### Amortisations and depreciations

The item “Amortisations and depreciations” is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
<b>Intangible assets</b>				
Exploration rights	2 231	2 072	–	–
Concession rights	2 958	3 497	–	–
Software	447	467	384	448
	<b>5 636</b>	<b>6 036</b>	<b>384</b>	<b>448</b>
<b>Tangible fixed assets</b>				
Real estate	1 108	1 106	1 108	1 106
Equipment	3 131	2 820	2 996	2 703
Oil and gas production	5 888	5 149	–	–
Other assets	368	387	82	83
	<b>10 495</b>	<b>9 462</b>	<b>4 186</b>	<b>3 892</b>
<b>Amortisations and depreciations allocated to the item</b>				
Distribution and direct activities	(2 828)	(2 473)	(2 828)	(2 473)
	<b>13 303</b>	<b>13 025</b>	<b>1 742</b>	<b>1 867</b>

Amortisations and depreciations for the year include the amount of €2,828,000 (2009: €2,473,000), which is allocated to “Distribution and direct activities” (see Note 6).

## Note 13

### Intangible assets

The item “Intangible assets” is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
<b>Cost:</b>				
Exploration rights	58 617	53 938	–	–
Oil and gas exploration	77 217	53 949	–	–
Concession rights	58 468	54 231	–	–
Software	3 200	2 208	2 467	2 083
Other intangible assets	338	338	338	338
	<b>197 840</b>	<b>164 664</b>	<b>2 805</b>	<b>2 421</b>
<b>Accumulated amortisation and impairment losses:</b>				
Accumulated amortisation	(20 157)	(13 112)	(2 805)	(2 421)
Impairment losses	(18 441)	(16 715)	–	–
	<b>(38 598)</b>	<b>(29 827)</b>	<b>(2 805)</b>	<b>(2 421)</b>
	<b>159 242</b>	<b>134 837</b>	<b>–</b>	<b>–</b>

The item “Exploration rights” refers to costs incurred with oil and gas exploration and production rights existing in Brazil, Angola and Kazakhstan and jointly controlled by the Group, which are amortised during the remaining period of the licence.

The item “Oil and gas exploration” refers to investments made in oil and gas concessions in Brazil, Algeria, Angola and Portugal, which are jointly controlled. In the case of the oil and gas concessions in Brazil, the amount of € 5,881,000 was transferred, in 2009, to the “Tangible fixed assets” account (see Note 14).

The item “Concession rights” refers to the values agreed for the establishment of agreements for the production of natural gas in Abu Dhabi, as mentioned in Note 26.

“Impairment losses” amounted to € 1,643,000 (2009: € 17,246,000), as mentioned in Note 11, and were determined in 2010 based on the success of exploratory wells and the market conditions in the oil and gas concessions of Portugal, Brazil and Angola (2009: Portugal and Brazil), as mentioned in Note 2.17. During 2010, the Group deducted the amount of € 1,219,000 from oil and gas investments that were affected by impairment loss. The accruals of Software at the

Foundation amounting to € 384,000 (2009: € 448,000) in value were totally amortised during the year, as mentioned in Note 2.4.

The movements on the consolidated “Intangible assets” account during 2010 and 2009 are analysed as follows:

	(€10 <sup>3</sup> )					
	Exploration rights	Oil and gas exploration	Concession rights	Software	Other assets	Total
<i>Acquisition cost:</i>						
<b>Balance at 31 December 2008</b>	<b>52 878</b>	<b>37 885</b>	<b>–</b>	<b>1 716</b>	<b>343</b>	<b>92 822</b>
Accruals	576	13 609	55 951	468	–	70 604
Deductions	–	–	–	–	(5)	(5)
Transfers	–	(5 881)	–	28	–	(5 853)
Exchange differences	484	8 336	(1 720)	(4)	–	7 096
<b>Balance at 31 December 2009</b>	<b>53 938</b>	<b>53 949</b>	<b>54 231</b>	<b>2 208</b>	<b>338</b>	<b>164 664</b>
Accruals	–	19 562	–	442	–	20 004
Deductions	–	(1 219)	–	–	–	(1 219)
Transfers	–	–	–	542	–	542
Exchange differences	4 679	4 925	4 237	8	–	13 849
<b>Balance at 31 December 2010</b>	<b>58 617</b>	<b>77 217</b>	<b>58 468</b>	<b>3 200</b>	<b>338</b>	<b>197 840</b>
<i>Amortisations:</i>						
<b>Balance at 31 December 2008</b>	<b>4 821</b>	<b>–</b>	<b>–</b>	<b>1 669</b>	<b>343</b>	<b>6 833</b>
Amortisations for the year	2 072	–	3 497	467	–	6 036
Deductions	–	–	–	–	(5)	(5)
Transfers	–	–	–	13	–	13
Exchange differences	344	(531)	(108)	1	–	(296)
Impairment	–	17 246	–	–	–	17 246
<b>Balance at 31 December 2009</b>	<b>7 237</b>	<b>16 715</b>	<b>3 389</b>	<b>2 148</b>	<b>338</b>	<b>29 827</b>
Amortisations for the year	2 231	–	2 958	447	–	5 636
Deductions/sales	–	(1 219)	–	–	–	(1 219)
Transfers	–	–	–	504	–	504
Exchange differences	672	1 302	230	3	–	2 207
Impairment	–	1 643	–	–	–	1 643
<b>Balance at 31 December 2010</b>	<b>10 140</b>	<b>18 441</b>	<b>6 577</b>	<b>3 102</b>	<b>338</b>	<b>38 598</b>
<b>Net balance at 31 December 2009</b>	<b>46 701</b>	<b>37 234</b>	<b>50 842</b>	<b>60</b>	<b>–</b>	<b>134 837</b>
<b>Net balance at 31 December 2010</b>	<b>48 477</b>	<b>58 776</b>	<b>51 891</b>	<b>98</b>	<b>–</b>	<b>159 242</b>



## Note 14

### Tangible fixed assets

The item “Tangible fixed assets” is made up as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
<b>Cost:</b>				
Real estate	35 928	34 861	35 928	34 861
Equipment	44 668	42 594	43 990	42 015
Works of art	5 179	4 520	5 179	4 520
Oil and gas production	118 917	99 333	–	–
Other assets	3 941	3 598	1 145	1 063
	<b>208 633</b>	<b>184 906</b>	<b>86 242</b>	<b>82 459</b>
<b>Accumulated depreciation</b>	(90 341)	(80 455)	(64 233)	(61 299)
	<b>118 292</b>	<b>104 451</b>	<b>22 009</b>	<b>21 160</b>

The item “Oil and gas production” includes investments made in the “Dunga Oil Field” project where a 20% share is held in partnership with Maersk (the operator) and the Oman Oil Company Ltd., amounting to € 75,790,000 (2009: € 65,989,000).

This item also includes investments made in the “Mukhaizna Oil Field” project where a 1% share is held in partnership with other entities, with the operator being the Occidental Petroleum Co., amounting to € 29,325,000 (2009: € 22,009,000).

This item also includes the amount of € 13,330,000 (2009: € 11,148,000), which corresponds to the investments made in the “Colibri” and “Cardeal” oil fields in Brazil. In 2009, these investments moved from the exploration phase to the development phase, with the amount of € 5,881,000 having been transferred from “Tangible fixed assets” to the “Oil and gas production” account, as mentioned in Note 13.

The movements occurring in the Consolidated “Tangible fixed assets” account during 2010 and 2009 are made up as follows:

(€10<sup>3</sup>)

	Real estate	Equipment	Works of art	Oil and gas production	Other assets	Total
<i>Acquisition cost:</i>						
<b>Balance at 31 December 2008</b>	<b>33 732</b>	<b>40 686</b>	<b>3 435</b>	<b>76 540</b>	<b>3 920</b>	<b>158 313</b>
Accruals	1 129	2 772	1 085	20 315	597	25 898
Deductions/Sales	–	(859)	–	–	(927)	(1 786)
Transfers	–	–	–	5 881	(28)	5 853
Exchange differences	–	(5)	–	(3 403)	36	(3 372)
<b>Balance at 31 December 2009</b>	<b>34 861</b>	<b>42 594</b>	<b>4 520</b>	<b>99 333</b>	<b>3 598</b>	<b>184 906</b>
Accruals	1 104	3 488	659	11 405	773	17 429
Deductions/Sales	(37)	(1 430)	–	–	(6)	(1 473)
Transfers	–	–	–	–	(542)	542
Exchange differences	–	16	–	8 179	118	8 313
<b>Balance at 31 December 2010</b>	<b>35 928</b>	<b>44 668</b>	<b>5 179</b>	<b>118 917</b>	<b>3 941</b>	<b>208 633</b>
<i>Depreciation:</i>						
<b>Balance at 31 December 2008</b>	<b>16 189</b>	<b>39 864</b>	<b>1 514</b>	<b>12 224</b>	<b>3 548</b>	<b>73 339</b>
Depreciation for the year	1 106	2 820	–	5 149	387	9 462
Deductions/Sales	–	(859)	–	–	(927)	(1 786)
Transfers	–	–	–	–	(13)	(13)
Exchange differences	–	(2)	–	(572)	27	(547)
<b>Balance at 31 December 2009</b>	<b>17 295</b>	<b>41 823</b>	<b>1 514</b>	<b>16 801</b>	<b>3 022</b>	<b>80 455</b>
Depreciations for the year	1 108	3 131	–	5 888	368	10 495
Deductions/Sales	–	(1 422)	–	–	(6)	(1 428)
Transfers	–	–	–	–	(504)	(504)
Exchange differences	–	21	–	1 246	56	1 323
<b>Balance at 31 December 2010</b>	<b>18 403</b>	<b>43 553</b>	<b>1 514</b>	<b>23 935</b>	<b>2 936</b>	<b>90 341</b>
<b>Net balance at 31 December 2009</b>	<b>17 566</b>	<b>771</b>	<b>3 006</b>	<b>82 532</b>	<b>576</b>	<b>104 451</b>
<b>Net balance at 31 December 2010</b>	<b>17 525</b>	<b>1 115</b>	<b>3 665</b>	<b>94 982</b>	<b>1 005</b>	<b>118 292</b>

At 31 December 2010, the Group recognised a future obligation with the abandonment of wells and environmental problems at the end of concessions, amounting to € 2,017,000 (2009: € 1,650,000). This obligation is valued at fair value, as a cost of the related assets (oil and gas production) and recorded as a provision, as mentioned in Note 25.

The movements occurring in the Foundation's "Tangible fixed assets" account during 2010 and 2009 are made up as follows:

	(€10 <sup>3</sup> )				
	Real estate	Equipment	Works of art	Other assets	Total
<i>Acquisition cost:</i>					
<b>Balance at 31 December 2008</b>	<b>33 732</b>	<b>40 178</b>	<b>3 435</b>	<b>980</b>	<b>78 325</b>
Accruals	1 129	2 588	1 085	83	4 885
Deductions/Sales	–	(751)	–	–	(751)
<b>Balance at 31 December 2009</b>	<b>34 861</b>	<b>42 015</b>	<b>4 520</b>	<b>1 063</b>	<b>82 459</b>
Accruals	1 104	3 227	659	82	5 072
Deductions/Sales	(37)	(1 252)	–	–	(1 289)
<b>Balance at 31 December 2010</b>	<b>35 928</b>	<b>43 990</b>	<b>5 179</b>	<b>1 145</b>	<b>86 242</b>
<i>Depreciation:</i>					
<b>Balance at 31 December 2008</b>	<b>16 189</b>	<b>39 475</b>	<b>1 514</b>	<b>980</b>	<b>58 158</b>
Depreciation for the year	1 106	2 703	–	83	3 892
Deductions/Sales	–	(751)	–	–	(751)
<b>Balance at 31 December 2009</b>	<b>17 295</b>	<b>41 427</b>	<b>1 514</b>	<b>1 063</b>	<b>61 299</b>
Depreciation for the year	1 108	2 996	–	82	4 186
Deductions/Sales	–	(1 252)	–	–	(1 252)
<b>Balance at 31 December 2010</b>	<b>18 403</b>	<b>43 171</b>	<b>1 514</b>	<b>1 145</b>	<b>64 233</b>
<b>Net balance at 31 December 2009</b>	<b>17 566</b>	<b>588</b>	<b>3 006</b>	<b>–</b>	<b>21 160</b>
<b>Net balance at 31 December 2010</b>	<b>17 525</b>	<b>819</b>	<b>3 665</b>	<b>–</b>	<b>22 009</b>

The Foundation finances the acquisition of transport equipment through finance lease contracts.

At 31 December 2010, the gross value of tangible fixed assets financed through financial lease contracts amounted to € 2,111,000 (2009: € 2,099,000), accumulated amortisation to € 1,291,000 (2009: € 1,510,000) and the respective instalments due to € 1,275,000 (2009: € 984,000), as follows:

	Total	Less than one year	From one to five years	Total	Less than one year	From one to five years
	2010			2009		
Principal	1 196	410	786	929	392	537
Interest owing	79	37	42	55	31	24
<b>Instalments due</b>	<b>1 275</b>	<b>447</b>	<b>828</b>	<b>984</b>	<b>423</b>	<b>561</b>

## Note 15

### Non-current financial assets and advances

The item “Non-current financial assets and advances” is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
<b>Shares</b>				
Investments in oil and gas companies	493 788	440 927	–	–
Other companies	48 269	36 969	–	–
<b>Investment Funds</b>	137 887	133 260	84 286	82 032
	<b>679 944</b>	<b>611 156</b>	<b>84 286</b>	<b>82 032</b>
<b>Advances</b>				
Investments in oil and gas companies	79 447	75 115	–	–
Other companies	12 646	12 405	–	–
	<b>92 093</b>	<b>87 520</b>	–	–
	<b>772 037</b>	<b>698 676</b>	<b>84 286</b>	<b>82 032</b>

The difference between the acquisition value and the fair value is recorded in the Fair value reserve of the Capital Fund, as mentioned in Note 24.

Shares in investments in oil and gas companies are recorded at fair value, as described in Note 2.8.

Valuations are carried out by independent bodies and represent the current net value of estimated future cash flows, based on market assumptions.

Advances in investments in oil and gas companies are made in order to finance long-term assets, which are reimbursed at the end of the agreements for these advances and not remunerated during this period. These advances are recorded at their current discounted value, as mentioned in Note 2.8.

At 31 December, 2010 and 2009, the Consolidated “Non-current financial assets” account is made up as follows:

	(€10 <sup>3</sup> )			
	Cost	Fair value reserver	Impairment losses	Book value
				<b>2010</b>
<b>Shares</b>				
ADPC/ADCO	10 785	55 148	–	65 933
PDO/POHOL	1 733	239 698	–	241 431
OLNG	2 355	171 496	–	173 851
Other investments	3 324	10 403	(1 154)	12 573
	<b>18 197</b>	<b>476 745</b>	<b>(1 154)</b>	<b>493 788</b>
Other companies	29 171	19 098	–	48 269
<b>Investment Funds</b>				
Fundo NovEnergia II	41 447	10 743	–	52 190
Office Park Expo	45 000	8 341	–	53 341
Logística & Distribuição	8 213	1 803	–	10 016
Other funds	21 030	1 310	–	22 340
	<b>115 690</b>	<b>22 197</b>	–	<b>137 887</b>
<b>Balance at 31 December 2010</b>	<b>163 058</b>	<b>518 040</b>	<b>(1 154)</b>	<b>679 944</b>

	(€10 <sup>3</sup> )			
	Cost	Fair value reserve	Impairment losses	Book value
				<b>2009</b>
<b>Shares</b>				
ADPC/ADCO	10 003	44 141	–	54 144
PDO/POHOL	1 607	224 895	–	226 502
OLNG	2 184	154 209	–	156 393
Other investments	3 084	1 527	(723)	3 888
	<b>16 878</b>	<b>424 772</b>	<b>(723)</b>	<b>440 927</b>
Other companies	22 935	14 034	–	36 969
<b>Investment Funds</b>				
Fundo NovEnergia II	38 443	11 200	–	49 643
Office Park Expo	45 000	9 484	–	54 484
Logística & Distribuição	8 214	1 641	–	9 855
Other funds	17 484	1 794	–	19 278
	<b>109 141</b>	<b>24 119</b>	–	<b>133 260</b>
<b>Balance at 31 December 2009</b>	<b>148 954</b>	<b>462 925</b>	<b>(723)</b>	<b>611 156</b>

At 31 December 2010 and 2009, the Consolidated “Advances” account is made up as follows:

(€10 <sup>3</sup> )		
<i>Consolidated</i>		
	2010	2009
<b>Advances</b>		
Investments in oil and gas companies	79 447	75 115
Other companies	12 646	12 405
	<b>92 093</b>	<b>87 520</b>

An impairment loss of € 2,038,000 relating to GISCO has been deducted from the value of investments in oil and gas companies in 2010.

The assumptions made for calculating the current discounted value of advances in investments in oil and gas companies are presented within the intervals shown below:

2010	2009	Maturity
1.7% – 2.2%	1.7% – 2.2%	1–3 years

The movements occurring in the “Impairment losses” account in Non-current financial assets are presented as follows:

(€10 <sup>3</sup> )		
<i>Consolidated</i>		
	2010	2009
Balance at 1 January	723	4 735
Appropriations	2 441	–
Funds used	–	(3 972)
Exchange differences	28	(40)
<b>Balance at 31 December</b>	<b>3 192</b>	<b>723</b>

At 31 December 2010 and 2009, the Foundation’s “Non-current financial assets” account is made up as follows:

(€10 <sup>3</sup> )			
	Cost	Fair value reserve	Book value
2010			
<b>Investment Funds</b>			
Office Park Expo	45 000	8 341	53 341
Logística & Distribuição	8 213	1 803	10 016
Other funds	21 030	(101)	20 929
<b>Balance at 31 December 2010</b>	<b>74 243</b>	<b>10 043</b>	<b>84 286</b>

(€10 <sup>3</sup> )			
	Cost	Fair value reserve	Book value
2009			
<b>Investment Funds</b>			
Office Park Expo	45 000	9 484	54 484
Logística & Distribuição	8 214	1 641	9 855
Other funds	17 484	209	17 693
<b>Balance at 31 December 2009</b>	<b>70 698</b>	<b>11 334</b>	<b>82 032</b>

The Group has an investment in the closed fund NovEnergia II, amounting to € 41,447,000 (2009: € 38,443,000), with the fair value of the fund being valued at € 52,190,000 (2009: 49,643,000). The aim of this fund is to invest in projects that use renewable energies as an energy source and in companies that are involved in their development.

The Foundation has an investment amounting to € 45,000,000 in the closed property investment fund Office Park Expo – Fundo de Investimento Imobiliário Fechado, with the fair value of the fund being valued at € 53,341,000 (2009: € 54,484,000). The aim of this fund is to purchase land and buildings, and to rent or sell land and buildings in Parque das Nações in Lisbon.

In the case of listed and unlisted securities, the Consolidated account is made up as follows:



(€10 <sup>3</sup> )			
	Listed	Unlisted	Total
<b>2010</b>			
<b>Shares</b>			
Investments in oil and gas companies	-	493 788	493 788
Other companies	-	48 269	48 269
<b>Investment Funds</b>	<b>74 373</b>	<b>63 514</b>	<b>137 887</b>
<b>Advances</b>			
Investments in oil and gas companies	-	79 447	79 447
Other companies	-	12 646	12 646
	<b>74 373</b>	<b>697 664</b>	<b>772 037</b>

(€10 <sup>3</sup> )			
	Listed	Unlisted	Total
<b>2009</b>			
<b>Shares</b>			
Investments in oil and gas companies	-	440 927	440 927
Other companies	-	36 969	36 969
<b>Investment Funds</b>	<b>75 001</b>	<b>58 259</b>	<b>133 260</b>
<b>Advances</b>			
Investments in oil and gas companies	-	75 115	75 115
Other companies	-	12 405	12 405
	<b>75 001</b>	<b>623 675</b>	<b>698 676</b>

At the Foundation, the unlisted investment funds amount to € 9,913,000 (2009: € 7,031,000) and the listed investment funds amount to € 74,373,000 (2009: € 75,001,000).

The Foundation's non-current financial assets and liabilities are valued according to the hierarchy outlined in Note 18.

At 31 December 2010 and 2009, "Non-current financial assets" had the following periods to maturity:

(€10 <sup>3</sup> )				
	Consolidated		Foundation	
	2010	2009	2010	2009
From 3 months to 1 year	473	-	-	-
From 1 year to 5 years	160 430	81 303	69 596	70 486
Over 5 years	71 234	140 502	14 690	11 546
Indeterminate duration	539 900	476 871	-	-
	<b>772 037</b>	<b>698 676</b>	<b>84 286</b>	<b>82 032</b>

Non-current financial assets are valued in accordance with the following hierarchy:

Market quotation prices (level 1) – included in this category are the quotations available in official markets and those disclosed by entities that normally provide transaction prices for these assets/liabilities traded in liquid markets.

Valuation methods with parameters/prices observable in the market (level 2) – this consists of using internal valuation methods, namely discounted cash flow models and options pricing models, which involve the use of estimates and require judgements that vary according to the complexity of the products being valued.

Valuation methods with parameters that are not observable in the market (level 3) – included in this category are valuations made using internal valuation models or quotations provided by third parties using parameters that are not observable in the market.

	Consolidated		Foundation	
	2010	2009	2010	2009
Level 1	74 373	75 001	74 373	75 001
Level 2	111 783	95 228	9 913	7 031
Level 3	493 788	440 927	-	-
	<b>679 944</b>	<b>611 156</b>	<b>84 286</b>	<b>82 032</b>

During 2010, the movements of the financial assets valued using methods with parameters that are not observable in the market can be analysed as follows:

(€10 <sup>3</sup> )	
	Consolidated
	<b>2010</b>
<b>Balance at 1 January</b>	<b>440 927</b>
Changes in fair value	52 861
<b>Balance at 31 December</b>	<b>493 788</b>

During 2010, there were no significant transfers between the different valuation levels of financial assets and liabilities.

## Note 16

### Deferred tax assets and liabilities

As stated in Note 2.19, the Calouste Gulbenkian Foundation is exempt from corporation taxes. Consequently, the taxes that are presented relate to the subsidiary companies. The Foundation's subsidiary companies with head offices in Portugal are subject to the payment of corporation taxes and the corresponding municipal surcharge. The calculation of current taxes for 2010 was based on a nominal rate of corporation tax and municipal surcharge of 26.5%, to which is added an additional state surcharge of 2.5% levied under the scope of the additional measures of the Stability and Growth Programme (*Programa de Estabilidade e Crescimento – PEC*) approved by Law No. 12-A/2010, of 30 June. The calculation of deferred taxes for 2010 was based on a nominal rate of corporation tax and municipal surcharge of 26.5%. The calculation of current and deferred taxes for 2009 was based on a nominal rate of corporation tax and municipal surcharge of 26.5%, under the terms of Law No.107–B/2003, of 31 December, and Law No.2/2007, of 15 January (which approved the Local Finance Law).

The charges incurred with taxes on profits, with reference to 2010 in the Consolidated Account are made up as follows:

	(€10 <sup>3</sup> )	
	<i>Consolidated</i>	
	2010	2009
<b>Current tax</b>	84	140
<b>Deferred tax</b>	3 931	235
	<b>4 015</b>	<b>375</b>

The deferred tax assets and liabilities recognised in the balance sheet at 31 December 2010 are made up as follows:

	(€10 <sup>3</sup> )		
	Assets	Liabilities	Net
	2010	2010	2010
Tax losses brought forward	8 737	–	8 737
Exchange differences originating from loans	–	(8 737)	(8 737)
Provisions not accepted for tax purposes	77	–	77
Tangible and intangible fixed assets	–	(4 154)	(4 154)
	<b>8 814</b>	<b>(12 891)</b>	<b>(4 077)</b>
Set-off of deferred tax assets/liabilities	(8 814)	8 814	–
	<b>–</b>	<b>(4 077)</b>	<b>(4 077)</b>

	(€10 <sup>3</sup> )		
	Assets	Liabilities	Net
	2009	2009	2009
Tax losses brought forward	9 068	–	9 068
Exchange differences originating from loans	–	(6 049)	(6 049)
Provisions not accepted for tax purposes	85	–	85
Tangible and intangible fixed assets	–	(3 325)	(3 325)
	<b>9 153</b>	<b>(9 374)</b>	<b>(221)</b>
Set-off of deferred tax assets/liabilities	(7 622)	7 622	–
	<b>1 531</b>	<b>(1 752)</b>	<b>(221)</b>

The movements on the deferred tax items in the balance sheet were offset as follows:

	(€10 <sup>3</sup> )	
	<i>Consolidated</i>	
	2010	2009
<b>Opening balance</b>	(221)	–
Recognised in the statement of comprehensive income	(3 931)	(235)
Exchange differences	75	(14)
<b>Closing balance</b>	<b>(4 077)</b>	<b>(221)</b>

The Foundation does not recognise deferred tax assets in relation to tax losses brought forward that are incurred by certain subsidiaries, as it cannot be expected that these losses

will be recovered in the near future. A detail of the tax losses brought forward for which deferred tax assets were not recognised is shown below:

Limit year for deduction	Tax losses brought forward at	
	2010	2009
2012	3	3
2013	154	143
2014	1 106	1 026
2015	375	–
No limit	26 115	–
	<b>27 753</b>	<b>1 172</b>

## Note 17

### Investments in subsidiaries

The item “Investments in subsidiaries” is made up as follows:

	Foundation	
	2010	2009
Partex Oil and Gas (Holdings) Corporation	933 802	819 999
Economic and General Secretariat Limited	27	26
	<b>933 829</b>	<b>820 025</b>

The value of these investments was reassessed at 31 December, 2010, increasing the fair value reserve to € 933,748,000 (2009: € 819,944,000).

The difference between the acquisition value and the fair value is recorded in the fair value reserve of the Capital Fund, as mentioned in Note 24.

At 31 December 2010, the subsidiary companies consolidated by the integral consolidation method were as follows:

Subsidiary	Head office	Capital	Currency	Assets	Liabilities	Equity	Income	Net income	%	Economic activity
<b>Directly held:</b>										
Partex Oil and Gas (Holdings) Corporation	Cayman Islands	50 000	USD	1 113 856	180 054	933 802	908 820	62 459	100	c)
Economic and General Secretariat Limited (*)	UK	4 000	GBP	27	–	27	–	–	100	b)
<b>Indirectly held: (through Partex Oil and Gas (Holdings) Corporation)</b>										
Participations and Explorations Corporation	Panama	2 800	USD	407 253	270 704	136 549	534 670	5 736	100	a)
Partex (Oman) Corporation	Panama	2 500	USD	790 264	46 157	744 107	290 102	53 510	100	a)
Partex Gas Corporation	Panama	2 000 000	USD	86 149	52 264	33 885	37 050	(961)	100	a)
Partex (Kazakhstan) Corporation	Cayman Islands	5 000	USD	89 547	91 318	(1 771)	19 841	8 800	100	a)
Partex Services Corporation	Panama	2 300 000	USD	4 367	1 935	2 432	–	46	100	b)
PMO Services S.A.	Liechtenstein	500 000	CHF	1 868	67	1 801	–	61	100	b)
Partex Brasil Ltda.	Brazil	1 000 000	BRL	77 851	103 605	(25 754)	1 520	1 876	100	a)
Partex (Brazil) Corporation	Cayman Islands	50 000	USD	80 798	78 444	2 354	–	(503)	100	c)
Partex (Algeria) Corporation	Cayman Islands	50 000	USD	1 256	1 870	(614)	–	(247)	100	a)
Partex (Angola) Corporation	Cayman Islands	50 000	USD	34 437	39 966	(5 529)	–	(3 631)	100	a)
Partex Services Brasil Petrolíferos Ltda.	Brazil	1 000 000	BRL	963	186	777	21	(122)	100	b)
Partex (Iberia) S.A.	Portugal	1 150 000	EUR	8 678	9 097	(419)	–	(501)	100	a)

(€10<sup>3</sup>)

Subsidiary	Head office	Capital	Currency	Assets	Liabilities	Equity	Income	Net income	%	Economic activity
<b>(through Partex Services Corporation)</b>										
Partex Services Portugal – Serviços para a Indústria Petrólfera, S.A.	Portugal	50 000	EUR	1 647	1 315	332	6 504	86	100	b)

a) Companies with interests in oil concessions or contractual operations.

b) Provider of services to the Group's companies.

c) Financial investment manager.

(\*) This subsidiary is currently dormant.

## Note 18

### Current financial assets and liabilities

The “Current financial assets and liabilities” account is made up as follows:

(€10<sup>3</sup>)

	Consolidated		Foundation	
	2010	2009	2010	2009
<b>Bonds and other fixed-yield securities</b>				
From public issuers	468 349	309 971	468 349	309 971
From other issuers	150 804	281 597	150 804	281 597
<b>Shares</b>				
Other variable-yield securities	684 748	320 968	684 748	320 968
<b>Investment funds</b>				
Liquidity	97 703	83 281	97 703	83 281
Shares	131 558	178 486	131 558	178 486
Bonds	6 758	–	6 758	–
Others	43 961	26 375	43 961	26 375
<b>Derivatives</b>				
<b>Financial instruments with positive fair value</b>				
Forwards	5 212	12 342	5 212	12 342
Futures	518	528	518	528
Options	426	–	426	–
	<b>1 590 037</b>	<b>1 213 548</b>	<b>1 590 037</b>	<b>1 213 548</b>
<b>Derivatives</b>				
<b>Financial instruments with negative fair value</b>				
Forwards	(8 390)	(11 070)	(8 390)	(11 070)
Futures	(281)	(1)	(281)	(1)
Options	(145)	–	(145)	–
	<b>(8 816)</b>	<b>(11 071)</b>	<b>(8 816)</b>	<b>(11 071)</b>
	<b>1 581 221</b>	<b>1 202 477</b>	<b>1 581 221</b>	<b>1 202 477</b>

(€10<sup>3</sup>)

	Consolidated		Foundation	
	2010	2009	2010	2009
Up to 3 months	6 414	57 527	6 414	57 527
From 3 months to 1 year	43 018	82 360	43 018	82 360
From 1 year to 5 years	259 536	341 203	259 536	341 203
Over 5 years	307 529	112 234	307 529	112 234
Indeterminate duration	964 724	609 153	964 724	609 153
	<b>1 581 221</b>	<b>1 202 477</b>	<b>1 581 221</b>	<b>1 202 477</b>

At 31 December 2010 and 2009, current financial assets and liabilities had the following periods to maturity:

At 31 December 2010 and 2009, in the case of listed and unlisted securities, the item “Current financial assets and liabilities” is made up as follows:

	(€10 <sup>3</sup> )		
	Listed	Unlisted	Total
	<b>2010</b>		
<b>Bonds and other fixed-yield securities</b>			
From public issuers	468 349	–	468 349
From other issuers	137 099	13 705	150 804
<b>Shares</b>			
Other variable-yield securities	684 532	216	684 748
<b>Investment funds</b>			
Liquidity	58 968	38 735	97 703
Shares	101 549	30 009	131 558
Bonds	–	6 758	6 758
Others	11 477	32 484	43 961
<b>Derivatives</b>			
Forwards	–	(3 178)	(3 178)
Futures	237	–	237
Options	281	–	281
	<b>1 462 492</b>	<b>118 729</b>	<b>1 581 221</b>

	(€10 <sup>3</sup> )		
	Listed	Unlisted	Total
	<b>2009</b>		
<b>Bonds and other fixed-yield securities</b>			
From public issuers	309 539	432	309 971
From other issuers	275 343	6 254	281 597
<b>Shares</b>			
Other variable-yield securities	320 968	–	320 968
<b>Investment funds</b>			
Liquidity	58 789	24 492	83 281
Shares	155 926	22 560	178 486
Others	3 165	23 210	26 375
<b>Derivatives</b>			
Forwards	–	1 272	1 272
Futures	527	–	527
	<b>1 124 257</b>	<b>78 220</b>	<b>1 202 477</b>

The Foundation’s current financial assets and liabilities are valued in accordance with the following hierarchy:

Market quotation prices (level 1) – included in this category are the quotations available in official markets and those disclosed by entities that normally provide transaction prices for these assets/liabilities traded in liquid markets.

Valuation methods with parameters/prices observable in the market (level 2) – this consists of using internal valuation methods, namely discounted cash flow models and options pricing models, which involve the use of estimates and require judgements that vary according to the complexity of the products being valued.

Valuation methods with parameters that are not observable in the market (level 3) – included in this category are valuations made using internal valuation models or quotations provided by third parties using parameters that are not observable in the market.

During 2010, there were no significant transfers between the different valuation levels of financial assets and liabilities.

	Consolidated		Foundation	
	2010	2009	2010	2009
Level 1	1 462 492	1 124 257	1 462 492	1 124 257
Level 2	86 545	53 308	86 545	53 308
Level 3	32 184	24 912	32 184	24 912
	<b>1 581 221</b>	<b>1 202 477</b>	<b>1 581 221</b>	<b>1 202 477</b>



During 2010, the movements of the financial assets valued using methods with parameters that are not observable in the market can be analysed as follows:

(€10 <sup>3</sup> )		
	<i>Consolidated</i>	<i>Foundation</i>
	2010	2010
<b>Balance at 1 January</b>	<b>24 912</b>	<b>24 912</b>
Accruals	7 726	7 726
Sales	(843)	(843)
Changes in fair value	389	389
<b>Balance at 31 December</b>	<b>32 184</b>	<b>32 184</b>

At 31 December 2010 and 2009, derivative financial assets and liabilities are made up as follows:

(€10 <sup>3</sup> )			
	<b>Notional</b>	<b>Fair value</b>	
		<b>Assets</b>	<b>Liabilities</b>
2010			
<b>Foreign exchange contracts</b>			
Forward purchase	644 386	5 212	(8 390)
Forward sale	(644 386)		
	-	<b>5 212</b>	<b>(8 390)</b>
<b>Share contracts/indexes</b>			
Futures	4 737	518	(281)
Options	14	426	(145)
	<b>4 751</b>	<b>944</b>	<b>(426)</b>
	<b>4 751</b>	<b>6 156</b>	<b>(8 816)</b>

(€10 <sup>3</sup> )			
	<b>Notional</b>	<b>Fair value</b>	
		<b>Assets</b>	<b>Liabilities</b>
2009			
<b>Foreign exchange contracts</b>			
Forward purchase	781 820	12 342	(11 070)
Forward sale	(781 820)		
	-	<b>12 342</b>	<b>(11 070)</b>
<b>Share contracts/indexes</b>			
Futures	4 047	528	(1)
	<b>4 047</b>	<b>528</b>	<b>(1)</b>
	<b>4 047</b>	<b>12 870</b>	<b>(11 071)</b>

At 31 December 2010 and 2009, derivative financial assets and liabilities had the following periods to maturity:

	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
Up to 3 months	(2 696)	502	(2 696)	502
From 3 months to 1 year	12	1 297	12	1 297
From 1 year to 5 years	24	-	24	-
	<b>(2 660)</b>	<b>1 799</b>	<b>(2 660)</b>	<b>1 799</b>

## Note 19

### *Other treasury applications*

The item "Other treasury applications", amounting to € 113,546,000 (2009: € 493,845,000), refers to treasury applications with a period to maturity of up to or less than 3 months, which are recorded at their amortised cost.

## Note 20

### *Inventories*

The item "Inventories" is made up as follows:

(€10 <sup>3</sup> )				
	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
Crude oil	1 118	125	-	-
Other materials	3 244	2 908	-	-
Publications	2 344	-	2 344	-
	<b>6 706</b>	<b>3 033</b>	<b>2 344</b>	<b>-</b>

The item "Publications", amounting to € 2,344,000, refers to the Foundation's publications.

## Note 21

### Debtors

The item “Debtors” is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Subsidiaries	-	-	28 476	13 940
Debtors (oil and gas investments)	99 816	67 336	-	-
Income receivable	275	719	275	719
Pension plan corridor	-	19 902	-	20 136
Expenses with deferred costs	792	651	792	651
Sundry debtors	7 570	6 227	2 509	2 047
	<b>108 453</b>	<b>94 835</b>	<b>32 052</b>	<b>37 493</b>
Impairment losses	(252)	(252)	(252)	(252)
	<b>108 201</b>	<b>94 583</b>	<b>31 800</b>	<b>37 241</b>

The item “Subsidiaries” is made up as follows:

	(€10 <sup>3</sup> )	
	Foundation	
	2010	2009
Dividends	28 439	13 883
Advances	37	57
	<b>28 476</b>	<b>13 940</b>

The item “Sundry debtors” includes the amount of € 113,000 (2009: € 107,000) relating to a contribution to the open pensions fund “Fundo de Pensões Aberto BPI Acções”, in accordance with the Complementary Defined Contribution Pensions Plan (PCPCD).

At 31 December, 2010, the item “Pension plan corridor”, in both the Consolidated and the Foundation’s accounts, amounting to € 19,902,000 and € 20,136,000 respectively, refers to the amount of the corridor identified in accordance with Note 2.20, which in 2010 is presented in the item “Provisions”, as mentioned in Note 25.

## Note 22

### Cash and cash equivalents

The item “Cash and cash equivalents” is made up as follows:

	(€10 <sup>3</sup> )			
	Consolidated		Foundation	
	2010	2009	2010	2009
Cash	93	62	93	62
Deposits	62 629	55 498	1 260	895
	<b>62 722</b>	<b>55 560</b>	<b>1 353</b>	<b>957</b>

At 31 December 2009, the item “Deposits”, amounting to € 55,498,000 included the amount of € 11,902,000, which was allocated to bank guarantees provided by financial institutions.

## Note 23

### Capital received from the Founder

The item “Capital received from the Founder”, amounting to € 11,746,690 refers to the amount received from the Founder, Mr. Calouste Sarkis Gulbenkian.

## Note 24

### Reserves

The fair value reserve represents the gains and losses on the portfolio of non-current financial assets, net of impairment losses recognised in the results of this and/or previous years.

During 2010 and 2009, the movements under these items in the Consolidated accounts were as follows:

(€10 <sup>3</sup> )				
	Fair value reserves	Other reserves	Exchange differences	Total
<b>Balance at 31 December 2008</b>	<b>408 091</b>	<b>2 441 967</b>	<b>(30 857)</b>	<b>2 819 201</b>
Changes in fair value	54 834	-	-	54 834
Exchange differences	-	-	(18 558)	(18 558)
Gifts and legacies	-	694	-	694
Formation of reserves	-	(434 513)	-	(434 513)
<b>Balance at 31 December 2009</b>	<b>462 925</b>	<b>2 008 148</b>	<b>(49 415)</b>	<b>2 421 658</b>
Changes in fair value	55 115	-	-	55 115
Exchange differences	-	-	-	-
Gifts and legacies	-	935	26 957	27 892
Formation of reserves	-	(4 037)	-	(4 037)
<b>Balance at 31 December 2010</b>	<b>518 040</b>	<b>2 005 046</b>	<b>(22 458)</b>	<b>2 500 628</b>

During 2010 and 2009, the movements under these items in the Foundation's accounts were as follows:

(€10 <sup>3</sup> )				
	Fair value reserves			Total
	Subsidiaries	Non-current financial assets	Other reserves	
<b>Balance at 31 December 2008</b>	<b>766 844</b>	<b>8 811</b>	<b>2 068 423</b>	<b>2 844 078</b>
Changes in fair value	53 100	2 523	-	55 623
Gifts and legacies	-	-	694	694
Formation of reserves	-	-	(459 390)	(459 390)
<b>Balance at 31 December 2009</b>	<b>819 944</b>	<b>11 334</b>	<b>1 609 727</b>	<b>2 441 005</b>
Changes in fair value	113 804	(1 291)	-	112 513
Gifts and legacies	-	-	935	935
Formation of reserves	-	-	(23 384)	(23 384)
<b>Balance at 31 December 2010</b>	<b>933 748</b>	<b>10 043</b>	<b>1 587 278</b>	<b>2 531 069</b>

The fair value reserve in 2010 and 2009, in both the Consolidated and the Foundation's accounts, is explained as follows:

	Consolidated		Foundation	
	2010	2009	2010	2009
Subsidiaries	-	-	933 748	819 944
Non-current financial assets	518 040	462 925	10 043	11 334
	<b>518 040</b>	<b>462 925</b>	<b>943 791</b>	<b>831 278</b>

The changes in the fair value reserve in 2010 and 2009 in both the Consolidated and the Foundation's accounts are explained as follows:

	Consolidated		Foundation	
	2010	2009	2010	2009
<b>Balance at 1 January</b>	462 925	408 091	831 278	775 655
Changes in fair value	56 159	54 910	112 513	55 623
Sales during the year	(1 044)	(76)	-	-
<b>Balance at 31 December</b>	<b>518 040</b>	<b>462 925</b>	<b>943 791</b>	<b>831 278</b>

The fair value reserve records at the balance sheet date the accumulated changes in the fair value of non-current financial assets and investments in subsidiaries.

The item "Exchange differences" arising on consolidation shows the effect of changes in the share capital recorded in local currency for each consolidated company.

At 31 December 2010, the item "Other reserves" includes the amount of € 935,000 relating to donations of works of art to the Foundation.

The exchange rates used in the preparation of the Financial Statements are analysed as follows:

(€10<sup>3</sup>)

Currency	Exchange rates in 2010		Exchange rates in 2009	
	Year-end exchange rate	Average exchange rate	Year-end exchange rate	Average exchange rate
Dollar – USD	1,3362	1,3207	1,4406	1,3963
Pound sterling – GBP	0,8608	0,8560	0,8881	0,8900
Swiss franc – CHF	1,2504	1,3700	1,4836	1,5076
Brazilian real – BRL	2,3234	2,2177	2,5113	2,7642

## Note 25

### Provisions

The item “Provisions” is made up as follows:

(€10<sup>3</sup>)

	Consolidated		Foundation	
	2010	2009	2010	2009
Provision for pension plans	183 337	204 074	181 107	202 073
Provision for other employee benefits	6 443	4 005	4 832	2 525
Provision for removal and restoration	2 017	1 650	–	–
Other provisions	2 243	708	1 875	–
	<b>194 040</b>	<b>210 437</b>	<b>187 814</b>	<b>204 598</b>
Non-current	194 040	210 083	187 814	204 598
Current	–	354	–	–
	<b>194 040</b>	<b>210 437</b>	<b>187 814</b>	<b>204 598</b>

### Provision for pension plans

The Foundation has undertaken the responsibility to pay pensions to employees on their retirement, through old age, disability or pre-retirement, as set out in the “Regulations of the Staff Pension Plan” (1979) and in the “Pensions Plan” (1997).

These pensions are complementary to the pensions awarded by the Social Security and are calculated according to the length of service of each employee. A provision has been

created to cover this liability based on an estimate of the capital required to pay the benefits to existing retired persons and future benefits to current employees.

The number of participants in these pension plans is as follows:

	Consolidated		Foundation	
	2010	2009	2010	2009
Active employees	460	472	456	468
Pre-retirement	64	64	64	64
Retired persons	934	931	929	926
	<b>1 458</b>	<b>1 467</b>	<b>1 449</b>	<b>1 458</b>

The movements in the provisions for the pension plans have the following breakdown:

	Consolidated		Foundation	
	2010	2009	2010	2009
Provisions for Pension Plans	203 343	204 074	201 314	202 073
Pension Plan Corridor	(20 006)	–	(20 207)	–
	<b>183 337</b>	<b>204 074</b>	<b>181 107</b>	<b>202 073</b>

The item “Pension Plan Corridor” in both the Consolidated and the Foundation’s accounts, amounting to € 20,006,000 and € 20,207,000, respectively, refers to the value of the corridor in accordance with Note 2.20, which in 2009 was presented in the item “Debtors”, as mentioned in Note 21.

The movements relating to provisions for pension plans had the following breakdown:

(€10<sup>3</sup>)

	Consolidated		Foundation	
	2010	2009	2010	2009
<b>Balance at 1 January</b>	<b>204 074</b>	<b>203 704</b>	<b>202 073</b>	<b>201 359</b>
Appropriations	16 110	19 476	16 011	19 387
Provisions used	(16 980)	(17 455)	(16 841)	(17 265)
Exchange differences	18	(3)	–	–
Transfers	121	(1 648)	71	(1 408)
<b>Balance at 31 December</b>	<b>203 343</b>	<b>204 074</b>	<b>201 314</b>	<b>202 073</b>

The item “Transfers” refers to the amount of actuarial losses within the corridor limit of the Pensions Plan.

At 31 December 2010 and 2009, the responsibilities for past services related to these pension plans are as follows:

	(€10 <sup>3</sup> )			
	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
<b>Responsibilities at 1 January</b>	<b>204 074</b>	<b>203 704</b>	<b>202 073</b>	<b>201 359</b>
Current services expenses	2 019	1 985	1 981	1 925
Interest expenses	10 900	10 886	10 790	10 754
Benefits paid	(16 980)	(17 455)	(16 841)	(17 265)
Actuarial losses/(gains)	3 330	4 954	3 311	5 300
<b>Responsibilities at 31 December</b>	<b>203 343</b>	<b>204 074</b>	<b>201 314</b>	<b>202 073</b>

In accordance with the accounting policy described in Note 2.20, the responsibilities for retirement pensions on the Consolidated Account at 31 December 2010 and 2009, calculated using the projected unit credit method, are made up as follows:

	(€10 <sup>3</sup> )				
	<i>Consolidated</i>		<i>Foundation</i>		
	2010	2009	2008	2007	2006
<b>Responsibilities for projected benefits</b>					
Consolidated	203 343	204 074	203 704	218 031	218 851
Foundation	201 314	202 073	201 359	215 437	216 326

Following a review of market indicators, especially forecast inflation and longer term interest rates for the Euro Zone, and the age profile of the employees, the actuarial assumptions used in calculating the pension responsibilities at 31 December 2010 were not

altered. The comparative analysis of the actuarial assumptions is as follows:

	2010	2009
Nominal rate of increase in salaries	2.75%	2.75%
Nominal rate of increase in pensions	1.50%	1.50%
Discount rate	5.50%	5.50%
Mortality tables		
Male	TV 73/77(M)	TV 73/77(M)
Female	TV 88/90(F)	TV 88/90(F)
Disability table	EKV 80	EKV 80
Actuarial valuation method	Projected unit credit method	

During 2010, the Consolidated and the Foundation’s accounts recognised as retirement pension costs the amounts of € 16,110,000 (2009: € 19,476,000) and € 16,011,000 (2009: € 19,387,000), respectively.

The movements in the item “Pension plan corridor”, relating to pensions for the years 2010 and 2009, are as follows:

	(€10 <sup>3</sup> )			
	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
<b>Balance at 1 January</b>	19 902	21 550	20 136	21 544
Transfers	121	(1 648)	71	(1 408)
Exchange differences	(17)	–	–	–
<b>Balance at 31 December</b>	<b>20 006</b>	<b>19 902</b>	<b>20 207</b>	<b>20 136</b>

### Provision for other employee benefits

The provision for other employee benefits refers to commitments with the Social Security and health benefits awarded to retired persons during the period of pre-retirement or early retirement and indemnities for end of service benefits payable to employees on termination of their contracts abroad.



The movements relating to provisions for other employee benefits are as follows:

(€10<sup>3</sup>)

	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
<b>Balance at 1 January</b>	4 005	4 353	2 525	2 587
Reinforcement of provisions	2 889	718	2 784	451
Discount effect	39	(22)	–	–
Provisions used	(605)	(991)	(477)	(513)
Exchange differences	115	(53)	–	–
<b>Balance at 31 December</b>	<b>6 443</b>	<b>4 005</b>	<b>4 832</b>	<b>2 525</b>

The provision for indemnities for end of service benefits payable to employees on termination of their contracts abroad was calculated on the basis of the following assumptions: a 2% increase in salaries (2009: 2%), an average time to the end of the contract of five years (2009: five years), and a discount rate of 1.76% (2009: 2.4%).

The assumptions used in the calculation of responsibilities with health benefits are the same as those in the pension plan and also envisage a 4.5% growth in medical costs.

### Provision for removal and restoration

The movements relating to provisions for removal and restoration are as follows:

(€10<sup>3</sup>)

	<i>Consolidated</i>	
	2010	2009
<b>Balance at 1 January</b>	1 650	–
Capitalisation of tangible assets	204	1 702
Exchange differences	163	(52)
<b>Balance at 31 December</b>	<b>2 017</b>	<b>1 650</b>

At 31 December 2010, the Foundation recognised a future obligation, amounting to € 2,017,000 (2009: € 1,650,000), with the removal and restoration of production areas in Oman, Kazakhstan and Brazil. This provision is valued at fair value, as a cost of the related assets (tangible fixed assets)

and recorded as a provision, as mentioned in Note 14. The discount rate used for calculating the provision was 4.6% (2009: 4.6%).

### Other provisions

The movements in other provisions are analysed as follows:

(€10<sup>3</sup>)

	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
<b>Balance at 1 January</b>	708	366	–	–
Formation of provisions	1 875	–	1 875	–
Reinforcement of provisions	–	366	–	–
Provisions used	(386)	–	–	–
Reversal of provisions	(14)	–	–	–
Exchange differences	60	(24)	–	–
<b>Balance at 31 December</b>	<b>2 243</b>	<b>708</b>	<b>1 875</b>	<b>–</b>
Non-current	2 243	354	1 875	–
Current	–	354	–	–
	2 243	708	1 875	–

“Other provisions” also include the amount of € 369,000 (2009: € 354,000) relating to the amounts to be paid to operators for concessions that have ended or are due to come to an end, as well as the amount of € 1,875,000 relating to lawsuits currently in progress.

In 2009, “Other provisions” include the amount of € 354,000 to be paid in 2010, relating to contingencies arising from the requirements demanded by the Kazakhstan authorities.

### Note 26

#### *Creditors and other non-current liabilities*

The item “Creditors and other non-current liabilities” amounting to € 15,411,000 (2009: € 29,250,000) includes the amount of € 14,350,000 (2009: € 26,527,000) to be paid to ADNOC in 2010 and 2011, which is recorded at its amortised cost.

On 31 March 2009, the Group renewed the Joint Venture Agreement with Abu Dhabi Gas Industries Ltd. (gasco) for an additional 20-year period, effective as from 1 October 2008. The original Joint Venture Agreement was signed in 1978 for a period of 30 years. Due to the renewal of this agreement, the Group agreed to pay Abu Dhabi National Oil Company (ADNOC) concession rights amounting to USD 78,125,000. This sum is to be paid in equal instalments in 2009, 2010, 2011 and 2012.

### Note 27

#### *Grants and scholarships*

The item “Grants and scholarships”, amounting to € 7,674,000 (2009: € 8,487,000), refers to grants and scholarships already approved by the Board of Trustees but not yet paid, for reasons not attributable to the Foundation.

### Note 28

#### *Creditors and other current liabilities*

The item “Creditors and other current liabilities” is made up as follows:

	(€10 <sup>3</sup> )			
	<i>Consolidated</i>		<i>Foundation</i>	
	2010	2009	2010	2009
Creditors (oil and gas companies)	92 331	64 926	-	-
Financial-lease liability	410	392	410	392
Sundry creditors				
Suppliers	4 021	2 370	4 021	2 370
State	4 620	2 218	933	909
Costs payable	9 581	7 331	6 426	6 372
Deferred income	882	759	882	759
Concession rights	14 617	13 558	-	-
Other creditors	18 524	18 497	5 663	3 945
	<b>144 986</b>	<b>110 051</b>	<b>18 335</b>	<b>14 747</b>

Due to the renewal of the Joint Venture Agreement with Abu Dhabi Gas Industries Ltd. (GASCO), signed on 31 March 2009, the Foundation agreed to pay Abu Dhabi National Oil Company (ADNOC) the sum of USD 78,125,000. The item “Concession rights”, amounting to € 14,617,000 (2009: € 13,588,000), refers to the amount to be paid to ADNOC in 2010, as mentioned in Note 26.

At 31 December 2010, the item “Other creditors” includes the amount of € 9,730,000 (2009: € 11,759,000) relating to the expenses incurred with oil blocks not operated by the Group in Brazil, in proportion to its interests in the respective consortia.

The item “State” in 2009 includes the amount of € 868,000 relating to social projects to be paid in 2010 under the terms of the oil block concession in Angola.

### Note 29

#### *Transactions with related parties*

At 31 December 2010 and 2009, the value of the Foundation’s transactions with related parties, conducted on an individual basis and cancelled in the consolidation, is analysed as follows:

	(€10 <sup>3</sup> )				
	Assets	Liabilities	Guarantees	Costs	Income
	2010				
Partex Oil and Gas (Holdings) Corporation	28 439	-	12 340	-	28 439
Participations and Explorations Corporation	37	-	-	-	-
	<b>28 476</b>	<b>-</b>	<b>12 340</b>	<b>-</b>	<b>28 439</b>
	(10 <sup>3</sup> Euros)				
	Assets	Liabilities	Guarantees	Costs	Income
	2009				
Partex Oil and Gas (Holdings) Corporation	13 883	-	14 518	-	13 883
Participations and Explorations Corporation	57	-	-	-	-
	<b>13 940</b>	<b>-</b>	<b>14 518</b>	<b>-</b>	<b>13 883</b>

All the transactions made with related parties are undertaken at normal market prices, in keeping with the principle of fair value.

### **Note 30**

#### *Fair value of financial assets and liabilities*

At 31 December 2010 and 2009, there were no significant differences between the book value and the fair value of financial assets and liabilities.

#### *Cash and cash equivalents*

Bearing in mind that these are normally short-term assets, the amount stated on the balance sheet is a reasonable estimate of their fair value.

#### *Debtors, grants and scholarships and creditors and other liabilities*

Bearing in mind that these are normally short-term assets and liabilities, the amount stated for the various items on the balance sheet is considered a reasonable estimate of their fair value at the balance sheet date.

#### *Advances and creditors and other non-current liabilities*

Bearing in mind that these assets and liabilities are recorded at their current value, the amount stated for the various items on the balance sheet is considered to be a reasonable estimate of their fair value at the balance sheet date.

### **Note 31**

#### *Commitments*

At 31 December 2010 and 2009, the commitments in the Consolidated and the Foundation's accounts are analysed as follows:

(€10<sup>3</sup>)

	<i>Consolidated</i>		<i>Foundation</i>	
	<b>2010</b>	<b>2009</b>	<b>2010</b>	<b>2009</b>
Bank guarantees	24 789	24 727	12 449	14 610
Revocable commitments	25 037	14 721	25 037	13 664
	<b>49 826</b>	<b>39 448</b>	<b>37 486</b>	<b>28 274</b>

Bank guarantees include the amount of € 12,340,000 (2009: € 24,635,000) relating to performance guarantees issued by various banks in relation to commitments undertaken through concessions in Brazil and Angola.

The Group signed an agreement with the government of the Republic of Kazakhstan in which the Partex (Kazakhstan) Corporation undertakes to fulfil its obligations in relation to the Dunga oil-field concession.

“Revocable commitments” relate to subscriptions to be made in closed investment funds.

### **Note 32**

#### *Management of risk activities*

The Foundation has investments in the oil and gas business and in financial instruments. It is therefore exposed to various risks, most notably operational risk, market risk, foreign exchange risk and liquidity risk.

#### **Operational risk**

The Group actively participates in oil and gas exploration and production, and therefore runs the risk of its activity being unsuccessful.

## Market risk

Market risk represents the possible loss resulting from an adverse change in the prices of crude oil and natural gas, interest rates, exchange rates and share prices.

The Foundation's oil and gas interests are mainly concentrated in the Middle East and Brazil. The production of crude oil and natural gas is sold through contracts that are signed each year, making it possible to reduce exposure to short-term fluctuations. The Foundation supervises the management of the risk associated with its financial assets and liabilities.

## Foreign exchange risk

Foreign exchange risk occurs when an entity undertakes transactions in a currency that is different from its functional currency. The Foundation's functional currency is the euro, while most of its subsidiaries have the US dollar as their functional currency.

At 31 December 2010 and 2009, the breakdown of assets and liabilities by currency in the Consolidated account is as follows:

	Book value	Euro	US dollar	Pound sterling	Other currencies
(€10 <sup>3</sup> )					
<b>2010</b>					
<b>ASSETS</b>					
Non-current financial assets	679 944	679 944	–	–	–
Advances	92 093	–	92 093	–	–
Current financial assets	1 590 037	1 037 311	313 056	95 399	144 271
Other treasury applications	113 546	106 966	2 768	762	3 050
Cash and cash equivalents	62 722	1 353	61 369	–	–
	<b>2 538 342</b>	<b>1 825 574</b>	<b>469 286</b>	<b>96 161</b>	<b>147 321</b>
<b>LIABILITIES</b>					
Current financial liabilities	<b>8 816</b>	<b>329</b>	<b>4 096</b>	<b>582</b>	<b>3 809</b>

	Book value	Euro	US dollar	Pound sterling	Other currencies
(€10 <sup>3</sup> )					
<b>2009</b>					
<b>ASSETS</b>					
Non-current financial assets	611 156	524 544	86 612	–	–
Advances	87 520	12 405	75 115	–	–
Current financial assets	1 213 548	898 685	199 295	67 563	48 005
Other treasury applications	493 845	490 755	2 235	523	332
Cash and cash equivalents	55 560	14 097	41 463	–	–
	<b>2 461 629</b>	<b>1 940 486</b>	<b>404 720</b>	<b>68 086</b>	<b>48 337</b>
<b>LIABILITIES</b>					
Current financial liabilities	<b>11 071</b>	<b>–</b>	<b>9 922</b>	<b>642</b>	<b>507</b>

At 31 December 2010 and 2009, the breakdown of assets and liabilities by currency in the Foundation's account is as follows:

	(€10 <sup>3</sup> )				
	Book value	Euro	US dollar	Pound sterling	Other currencies
	<b>2010</b>				
<b>ASSETS</b>					
Non-current financial assets	84 286	84 286	–	–	–
Investments in subsidiaries	933 829	–	933 802	27	–
Current financial assets	1 590 037	1 037 311	313 056	95 399	144 271
Other treasury applications	113 546	106 966	2 768	762	3 050
Cash and cash equivalents	1 353	1 353	–	–	–
	<b>2 723 051</b>	<b>1 229 916</b>	<b>1 249 626</b>	<b>96 188</b>	<b>147 321</b>
<b>LIABILITIES</b>					
Current financial liabilities	<b>8 816</b>	<b>329</b>	<b>4 096</b>	<b>582</b>	<b>3 809</b>
	(€10 <sup>3</sup> )				
	Book value	Euro	US dollar	Pound sterling	Other currencies
	<b>2009</b>				
<b>ASSETS</b>					
Non-current financial assets	82 032	82 032	–	–	–
Investments in subsidiaries	820 025	–	819 999	26	–
Current financial assets	1 213 548	898 685	199 295	67 563	48 005
Other treasury applications	493 845	490 755	2 235	523	332
Cash and cash equivalents	957	957	–	–	–
	<b>2 610 407</b>	<b>1 472 429</b>	<b>1 021 529</b>	<b>68 112</b>	<b>48 337</b>
<b>LIABILITIES</b>					
Current financial liabilities	<b>11 071</b>	<b>–</b>	<b>9 922</b>	<b>642</b>	<b>507</b>



## Liquidity risk

The liquidity risk is reflected in the Foundation's incapacity to obtain the necessary funding for its activities. The Foundation considers that the liquidity risk is low.

At 31 December 2010 and 2009, the assets and liabilities of the Consolidated account had the following periods to maturity:

	(€10 <sup>3</sup> )					
	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Not sensitive
<b>2010</b>						
<b>ASSETS</b>						
Non-current financial assets	679 944	–	–	69 596	70 448	539 900
Advances	92 093	–	473	90 834	786	–
Current financial assets	1 590 037	15 196	43 035	259 553	307 529	964 724
Other treasury applications	113 546	113 546	–	–	–	–
Debtors	108 201	107 225	949	–	27	–
Cash and cash equivalents	62 722	62 722	–	–	–	–
	<b>2 646 543</b>	<b>298 689</b>	<b>44 457</b>	<b>419 983</b>	<b>378 790</b>	<b>1 504 624</b>
<b>LIABILITIES</b>						
Creditors and other non-current liabilities	15 411	–	–	15 411	–	–
Current financial liabilities	8 816	8 782	17	17	–	–
Creditors and other current liabilities	144 986	130 369	14 617	–	–	–
	<b>169 213</b>	<b>139 151</b>	<b>14 634</b>	<b>15 428</b>	<b>–</b>	<b>–</b>
<b>2009</b>						
(€10 <sup>3</sup> )						
	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Not sensitive
<b>ASSETS</b>						
Non-current financial assets	611 156	–	–	70 486	63 799	476 871
Advances	87 520	–	–	10 817	76 703	–
Current financial assets	1 213 548	66 059	84 899	341 203	112 234	609 153
Other treasury applications	493 845	493 845	–	–	–	–
Debtors	94 583	73 855	566	–	20 162	–
Cash and cash equivalents	55 560	55 560	–	–	–	–
	<b>2 556 212</b>	<b>689 319</b>	<b>85 465</b>	<b>422 506</b>	<b>272 898</b>	<b>1 086 024</b>
<b>LIABILITIES</b>						
Creditors and other non-current liabilities	29 250	–	–	29 250	–	–
Current financial liabilities	11 071	8 532	2 539	–	–	–
Creditors and other current liabilities	110 051	95 626	14 425	–	–	–
	<b>150 372</b>	<b>104 158</b>	<b>16 964</b>	<b>29 250</b>	<b>–</b>	<b>–</b>

At 31 December 2010 and 2009, the assets and liabilities of the Foundation's account had the following periods to maturity:

(€10<sup>3</sup>)

	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Not sensitive
<b>2010</b>						
<b>ASSETS</b>						
Non-current financial assets	84 286	–	–	69 596	14 690	–
Investments in subsidiaries	933 829	–	–	–	–	933 829
Current financial assets	1 590 037	15 196	43 035	259 553	307 529	964 724
Other treasury applications	113 546	113 546	–	–	–	–
Debtors	30 734	8 752	21 982	–	–	–
Cash and cash equivalents	1 353	1 353	–	–	–	–
	<b>2 753 785</b>	<b>138 847</b>	<b>65 017</b>	<b>329 149</b>	<b>322 219</b>	<b>1 898 553</b>
<b>LIABILITIES</b>						
Creditors and other non-current liabilities	<b>786</b>	–	–	<b>786</b>	–	–
Current financial liabilities	<b>8 816</b>	<b>8 782</b>	<b>17</b>	<b>17</b>	–	–
Creditors and other current liabilities	<b>11 027</b>	<b>11 027</b>	–	–	–	–
	<b>20 629</b>	<b>19 809</b>	<b>17</b>	<b>803</b>	–	–

(€10<sup>3</sup>)

	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Not sensitive
<b>2009</b>						
<b>ASSETS</b>						
Non-current financial assets	82 032	–	–	70 486	11 546	–
Investments in subsidiaries	820 025	–	–	–	–	820 025
Current financial assets	1 213 548	66 059	84 899	341 203	112 234	609 153
Other treasury applications	493 845	493 845	–	–	–	–
Debtors	35 870	4 786	10 948	–	20 136	–
Cash and cash equivalents	957	957	–	–	–	–
	<b>2 646 277</b>	<b>565 647</b>	<b>95 847</b>	<b>411 689</b>	<b>143 916</b>	<b>1 429 178</b>
<b>LIABILITIES</b>						
Creditors and other non-current liabilities	<b>537</b>	–	–	<b>537</b>	–	–
Current financial liabilities	<b>11 071</b>	<b>8 532</b>	<b>2 539</b>	–	–	–
Creditors and other current liabilities	<b>7 616</b>	<b>7 616</b>	–	–	–	–
	<b>19 224</b>	<b>16 148</b>	<b>2 539</b>	<b>537</b>	–	–

### **Note 33**

#### *Recently issued accounting standards and interpretations*

##### *Recently issued accounting standards and interpretations adopted by the Foundation*

In preparing its financial statements at 31 December 2010, the Foundation adopted the following accounting standards and interpretations, the application of which has been mandatory since 1 January 2010:

##### *IAS 39 (amended) – Financial instruments: recognition and measurement – eligible hedged items*

The International Accounting Standards Board (IASB) issued an amendment to IAS 39 – Financial instruments: recognition and measurement – eligible hedged items, which is mandatory for financial years beginning after 1 July 2009.

This amendment clarifies the application of the existing principles that determine which risks or cash flows are eligible for inclusion in a hedging operation.

The adoption of this amendment had no impact at the level of the Foundation's financial statements.

##### *Annual Improvement Project*

In May 2008, the IASB published the *Annual Improvement Project*, which amended certain standards that were in force at that time. The changes that had an impact on the Foundation's accounts in 2010 are as follows:

› Amendment to IFRS 5 – Non-current Assets Held for Sale and Discontinued Operations, with effect for periods starting on or after 1 July 2009. This alteration has clarified that all the assets and liabilities of a subsidiary should be

classified as non-current assets held for sale under IFRS 5 if there is a plan for partial disposal of the subsidiary resulting in a loss of control.

The adoption of this amendment had no impact on the Foundation's financial statements.

##### *Recently issued accounting standards and interpretations that have not yet been adopted by the Foundation*

The recently issued accounting standards and interpretations that have not yet come into force and which have not yet been adopted by the Foundation in the preparation of its financial statements, can be analysed as follows. The Foundation will adopt these standards when they become mandatory.

##### *IFRS 9 – Financial Instruments*

In November 2009, the International Accounting Standards Board (IASB) issued IFRS 9 – Financial Instruments part 1: Classification and Measurement, which must be applied for financial years beginning after 1 January 2013, with early adoption permitted. This standard underwent some changes in October 2010. IFRS 9 has not yet been adopted by the European Union.

This standard forms part of the first phase of the IASB's overall project for the replacement of IAS 39, and covers the themes of the classification and measurement of financial assets. The main aspects considered are as follows:

› Financial assets will now be classified under two categories: either at amortised cost or at fair value. This decision will be made on initial recognition of the financial assets. Their classification depends on the business model adopted by the entity for managing these financial assets and the contractual cash flow characteristics of each financial asset.

› Only debt instruments whose contractual cash flow characteristics represent only principal and interest can be measured at amortised cost, i.e. they must contain only basic debt characteristics, and the entity must hold those financial assets in its business model with the aim of capturing only the respective cash flows. All other debt instruments are recognised at fair value.

› Equity instruments issued by third parties are recognised at fair value with subsequent changes being recognised in the statement of comprehensive income. However, an entity may irrevocably choose to have equity instruments on initial recognition for which fair value changes and the realised gain or loss are recognised in fair value reserves. Gains and losses recognised in fair value reserves cannot be recycled to the statement of comprehensive income. This is a discretionary decision, and does not imply that all the equity instruments should be treated on this basis. The dividends received are recognised as income for the year.

› All equity instruments will have to be measured at fair value, so that the possibility established by IAS 39 of maintaining these instruments at their acquisition cost in situations where this cannot be reliably measured will cease to exist.

› The fair value changes that can be attributed to the credit risk relating to financial liabilities measured at fair value through results (*fair value option*) will be directly recognised in equity. Any other fair value changes associated with these financial liabilities will be recognised in results. The amounts recorded in equity will not be transferred to results at a subsequent date.

The Foundation is currently assessing the impact of adopting this standard.

#### *IFRS 7 – Financial Instruments: Disclosures – Transfers of financial assets*

In October 2010, the International Accounting Standards Board (IASB) issued IFRS 7 – Financial Instruments: Disclosures – Transfers of Financial Assets, the application of which will be mandatory as from 1 July 2011, with earlier application permitted. This alteration has not yet been adopted by the European Union.

The required changes for disclosures about operations involving the transfer of financial assets, namely securitisations of financial assets, are designed to make it possible for the users of financial statements to assess the risk and impacts associated with these operations at the level of the financial statements.

The Foundation does not expect this interpretation to have any impact on its financial statements.

#### *IAS 24 (revised) – Related Party Disclosures*

In October 2009, the International Accounting Standards Board (IASB) issued IAS 24 (revised) – Related Party Disclosures, the application of which will be mandatory as from 1 January 2011, with earlier application permitted (in whole or in part). This alteration has not yet been adopted by the European Union.

The revised standard clarifies and simplifies the definition of a “related party” and exempts government-related entities from the mandatory requirement of disclosing in full detail all of their transactions with the State and other similar entities.

The Foundation is currently assessing the impact of adopting this standard.

*IAS 32 (amended) – Classification of rights issues*

On 8 October 2008, the International Accounting Standards Board (IASB) published a change to IAS 32 – Financial instruments: presentation – Classification of rights issues. The application of this change will be mandatory as from 1 February 2010, with earlier application permitted.

The amendment to IAS 32 addresses the accounting for rights issues (rights, options or warrants) that are denominated in a currency other than the functional currency of the issuer. It is thereby established that the rights, options or warrants issued for the acquisition of a fixed number of the issuer's equity instruments for a fixed amount in any currency should be treated as equity instruments, provided that the entity offers these rights, options or warrants pro-rata to all the holders of equity instruments (of the same class) of the company that are not based on derivatives contracts.

The Foundation does not expect the adoption of this standard to have any significant impact on its financial statements.

*IFRIC 14 (amended) – Prepayments of a Minimum Funding Requirement*

This alteration is designed to correct the unintended consequence of IFRIC 14 – “IAS 19 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction”.

Without this alteration, it was not possible for an entity to recognise voluntary payments relating to minimum contributions to the fund as an asset. This was not the intention when IFRIC 14 was issued, and this alteration now corrects this situation.

This alteration comes into force as from 1 January 2011, with earlier application permitted. The application of this alteration is retrospective for the first comparative period presented.

The Foundation is currently assessing the impact of adopting this standard.

*IFRIC 19 – Extinguishing Financial Liabilities with Equity Instruments*

On 26 November 2009, the International Accounting Standards Board (IASB) published IFRIC 19 – Extinguishing Financial Liabilities with Equity Instruments. The application of this interpretation is mandatory as from 1 July 2010, with earlier application permitted.

In accordance with this interpretation, there are a number of ways of dealing with the measurement of equity instruments issued in a transaction that exchanges a debt instrument for an equity instrument. A transaction that exchanges a debt instrument for an equity instrument relates to a transaction in which the debtor and the creditor renegotiate the terms of a financial liability, in which the debtor extinguishes the liability totally or partially through the issue of equity instruments delivered to the creditor.

This interpretation clarifies (i) when an equity instrument is issued in order to totally or partially extinguish a financial liability, it corresponds to the “retribution paid” in accordance with paragraph 41 of IAS 39, (ii) how an entity should initially measure the equity instrument issued to extinguish the financial liability, and (iii) how an entity should state the differences between the balance sheet value of the extinguished financial liability and the value of the equity instrument issued.

The Foundation does not expect this interpretation to have any impact on its financial statements.



# Auditors' Report

## Legal certification of the consolidated accounts

### Introduction

1. We have examined the consolidated financial statements of the **Calouste Gulbenkian Foundation (the "Foundation")**, which comprise the consolidated Balance Sheet at 31 December, 2010 (showing total assets of 2,930,783 thousand euros and a total capital fund of 2,555,779 thousand euros, including a transfer to the capital fund of 43,404 thousand euros), the consolidated Statement of Comprehensive Income, the consolidated Statement of Changes in the Capital Fund and the consolidated Statement of Cash Flows for the year then ended, and the corresponding Notes.

### Responsibilities

2. The Board of Trustees is responsible for the preparation of the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union, which accurately and appropriately present the financial position of the group of companies included in the consolidation, the transfer to the consolidated capital fund, the consolidated comprehensive income, the changes in its consolidated capital fund and the consolidated cash flows, as well as the adoption of adequate accounting policies and criteria and the maintenance of an appropriate system of internal control.

3. Our responsibility is to express a professional and independent opinion, based on our examination of the said financial statements.

### Scope

4. Our examination was performed in accordance with the Technical Rules and Recommendations for the Review/Auditing of Accounts of the Portuguese Institute of Chartered Accountants ("Ordem dos Revisores Oficiais de Contas"), which require that we plan and perform the examination to obtain a reasonable degree of assurance as to whether or not the consolidated financial statements are free of materially relevant misstatements. Accordingly our examination included:

- › verification that the financial statements of the companies included in the consolidated accounts were properly audited, and for the significant cases of companies that were not audited, verification, based on sampling, of information underlying the figures and disclosures contained in the financial statements, and an assessment of the estimates, based on the judgements and criteria defined by the Board of Trustees, used in their preparation;
- › verification of the consolidation process;
- › assessment of the appropriateness of the accounting policies used and of their disclosure, taking into account the circumstances;

- › verification of the applicability of the continuity principle; and
- › assessment of the appropriateness of the overall presentation of the consolidated financial statements.

5. We believe that our audit provides a reasonable basis for the expression of our opinion.

## Opinion

6. In our opinion, the consolidated financial statements referred to above present, in all materially relevant respects, a true and appropriate picture of the consolidated financial position of the **Calouste Gulbenkian Foundation**, at 31 December, 2010, the transfer to the consolidated capital fund, the consolidated comprehensive income, the consolidated cash flows and the changes in the consolidated capital fund for the year then ended, in accordance with International Financial Reporting Standards (IFRS), as adopted for use in the European Union.

Lisbon, 16 May, 2011

KPMG & Associados

Sociedade de Revisores Oficiais de Contas, S.A. (no. 189)

represented by

Ana Cristina Soares Valente Dourado

(Official Auditor no. 1011)

# Auditors' Report

## Legal certification of the accounts

### Introduction

1. We have examined the financial statements of the **Calouste Gulbenkian Foundation (the "Foundation")**, which comprise the Balance Sheet at 31 December, 2010 (showing total assets of 2,779,204 thousand euros and a total capital fund of 2,555,779 thousand euros, including a transfer to the capital fund of 12,963 thousand euros), the Statement of Comprehensive Income, the Statement of Changes in the Capital Fund and the Statement of Cash Flows for the year then ended, and the corresponding Notes.

### Responsibilities

2. The Board of Trustees is responsible for the preparation of the financial statements in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union, which accurately and appropriately present the financial position of the Foundation, the transfer to the capital fund, the comprehensive income, the changes in its capital fund and the cash flows, as well as the adoption of adequate accounting policies and criteria and the maintenance of an appropriate system of internal control.

3. Our responsibility is to express a professional and independent opinion, based on our examination of the said financial statements.

### Scope

4. Our examination was performed in accordance with the Technical Rules and Recommendations for the Review/Auditing of Accounts of the Portuguese Institute of Chartered Accountants ("Ordem dos Revisores Oficiais de Contas"), which require that we plan and perform the examination to obtain a reasonable degree of assurance as to whether or not the financial statements are free of materially relevant misstatements. Accordingly our examination included:

- › verification, based on sampling, of information underlying the figures and disclosures contained in the financial statements, and an assessment of the estimates, based on the judgements and criteria defined by the Board of Trustees, used in their preparation;
- › assessment of the appropriateness of the accounting policies used and of their disclosure, taking into account the circumstances;
- › verification of the applicability of the continuity principle; and
- › assessment of the appropriateness of the overall presentation of the financial statements.

5. We believe that our audit provides a reasonable basis for the expression of our opinion.

## Opinion

6. In our opinion, the financial statements referred to above present, in all materially relevant respects, a true and appropriate picture of the financial position of the **Calouste Gulbenkian Foundation**, at 31 December, 2010, the transfer to the capital fund, the comprehensive income, the cash flows and the changes in the capital fund for the year then ended, in accordance with International Financial Reporting Standards (IFRS), as adopted for use in the European Union.

Lisbon, 16 May, 2011

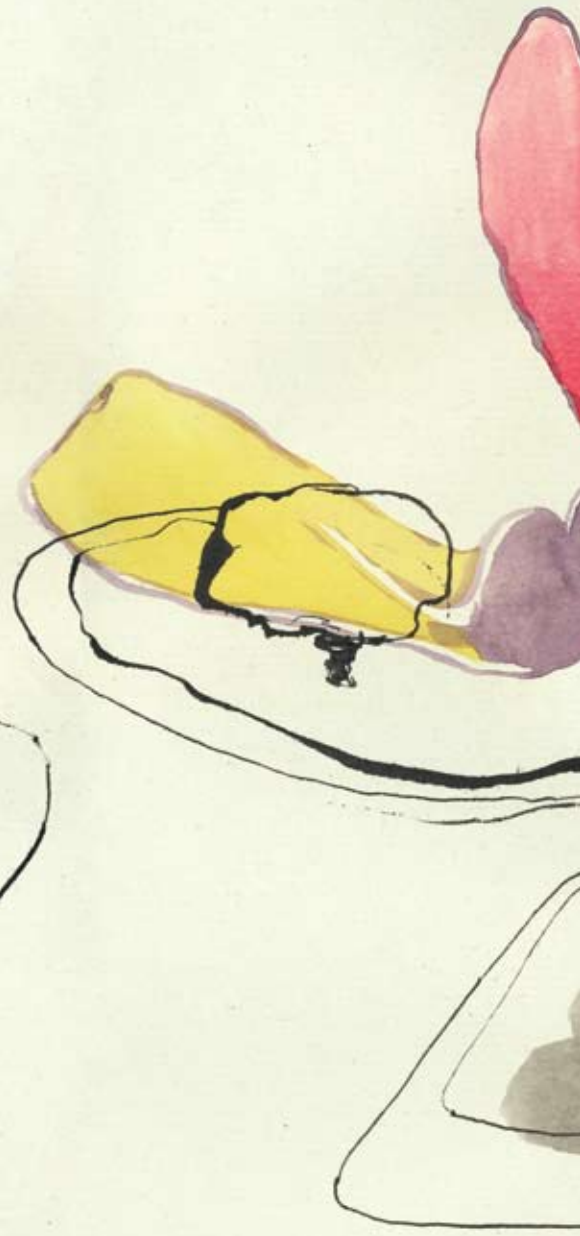
KPMG & Associados

Sociedade de Revisores Oficiais de Contas, S.A. (no. 189)

represented by

Ana Cristina Soares Valente Dourado

(Official Auditor no. 1011)





### **III. Internal Audit Committee**

Report and Opinion



# Report of the Internal Audit Committee

## 1. Introduction

**1.1.** In accordance with articles 25 and 26 of the Statutes of the Calouste Gulbenkian Foundation, the Internal Audit Committee presents its Report and Opinion on the Foundation's financial situation, based on the accounts for the year ended 2010.

**1.2.** Both the Foundation's Financial Statements and its Consolidated Financial Statements were submitted to the necessary legal checks and were approved without any reservations.

## 2. Accounting policies

**2.1.** Since January 2010, the accounting records have been kept in accordance with the new chart of accounts – the National Accounting System (“Sistema Nacional de Contas – SNC”).

**2.2.** The IFRS were applied in the accounting of corporate financial facts and the financial statements.

## 3. Analysis of the Consolidated Balance Sheet

**3.1.** The Foundation's net equity showed an increase of € 126.4 million, amounting to a value of € 2,555.8 million, which corresponds to an increase of 5.2% in comparison with 2009.

**3.2.** Contributing to this result were an increase in the reserves of € 79.0 million and the transfer to the capital fund of an additional increase of € 47.4 million.

**3.3.** At the end of 2010, the Foundation's consolidated assets amounted to € 2,930.8 million, recording an increase of 4.7% in comparison with the previous year. The most notable increase was in the Foundation's investment in financial assets, which recorded a growth of € 68.8 million (11.3%), and in intangible assets, which recorded a growth of € 24.4 million (18.1%).

**3.4.** Current assets amounted to € 1,881.2 million, representing an increase of € 20.3 million (1.1%) in comparison with 2009, largely driven by the financial assets amounting to € 1,590.0 million. Non-current assets rose to € 1,049.6 million, which corresponds to an increase of 11.7% in comparison with 2009. The ratio of current assets to current liabilities fell slightly, when compared with the previous year, amounting to 11.7.

## 4. Analysis of the Consolidated Financial Statements

**4.1.** In 2010, the Foundation's return on its oil and gas activities was € 92.0 million (64.2%) and there was a slight decrease in its financial return, which amounted to € 84.1 million.

**4.2.** The costs incurred with the direct activities envisaged in the Foundation's statutory aims amounted to € 73.4 million. The division of these costs among the Foundation's statutory purposes shows that Art was responsible for 38% of the total and Education 27%, followed by Science with 21% and Charity with 14%. In comparison with 2009, these costs fell by € 0.8 million.

**4.3.** Other administrative and operating costs and the costs incurred with employee benefits (these latter costs being largely related with the payment of pensions) amounted to € 50.8 million, corresponding to a decrease of € 2.0 million in comparison with the previous year.

**4.4.** It should also be pointed out, contrary to what had happened in 2009, the exchange differences resulting from consolidation were positive, increasing income for the year by € 27.0 million.

## 5. Conclusions

**5.1.** The members of the Internal Audit Committee were provided with all the information necessary to undertake their analysis.

**5.2.** On this basis, the Internal Audit Committee issues the following opinion under article 26 of the statutes:

## Opinion

- › Whereas the accounting policies and criteria adopted were suitable and were uniformly applied by the Foundation and the subsidiary companies included in the consolidated accounts;
- › Whereas the financial statements present truly and fairly all the materially relevant aspects showing the Foundation's economic and financial evolution;
- › Whereas the management activity of the Board of Trustees was in accordance with the provisions of the Foundation's statutes;
- › The members of the Internal Audit Committee unanimously resolved:

- a) to emphasise the successful performance of the Board of Trustees in the management of the Foundation during 2010;
- b) to express their appreciation to all Foundation staff for their commitment and competence in performing their duties;
- c) to ratify the accounts relating to the management of the Calouste Gulbenkian Foundation in 2010.

Lisbon, 27 May, 2011

Maria Eugénia Melo de Almeida Pires  
*Director-General for the Budget*

José Nuno Rangel Cid Proença  
*Director-General for Social Security*

Manuel Jacinto Nunes  
*Member nominated by the Lisbon Science Academy*

José Stone de Medeiros Tavares (António Valdemar)  
*Member nominated by the National Fine Arts Academy*

Manuel Maçaroco Candeias  
*Member nominated by the Bank of Portugal to represent the banks and banking houses*

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### **Gulbenkian Programme of Education for Culture –**

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