Annual Report 2012

CALOUSTE GULBENKIAN FOUNDATION

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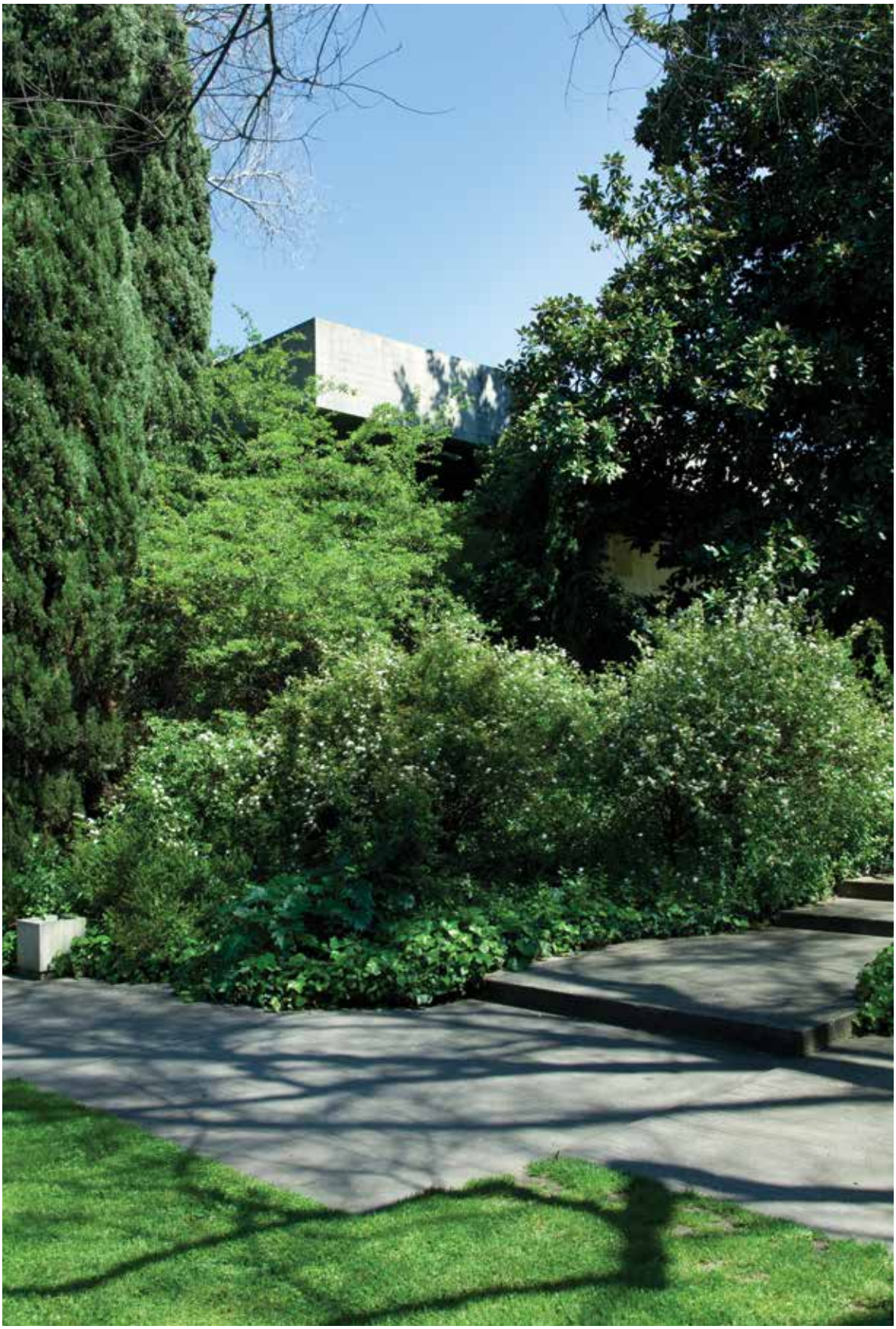

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9 APRIL 2013

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APRIL 2013

Introduction

With the publication of its 2012 Report, the Calouste Gulbenkian Foundation once again fulfils the rule of transparency in the rendering of accounts. This is a maxim by which it has abided ever since its creation at a time when the word "transparency" was not even contemplated in our legal framework.

The Foundation has always considered it important to keep all those involved (the beneficiaries of its activities, authorities, employees, the public in general) thoroughly informed, not only of its activities, but also of the whys and wherefores of what it does. The comprehensive and open nature of such disclosures is clearly demonstrated by the first *President's Reports*, particularly if we take into account the historical context under which these documents were published.

As we have gradually entered further into this new century, Annual Reports have begun to lose some of their relevance. In fact, foundations have steadily acquired new mechanisms and instruments for informing the public of the activities that they undertake, and they can now do so almost instantaneously and in a manner that makes it possible to permanently update the information provided. Furthermore, the periodical reporting of a foundation's activities is now regarded as less important than providing a continuous and rigorous assessment of their impact, comparing the results obtained with the planned goals and extrapolating the path that was followed in their achievement.

In fact, not only has the term *impact assessment* become part of the everyday language of foundations, but, more importantly, it is seen as a crucial concept for the good practices that the foundation sector constantly spends its time reviewing and reaffirming. Such good practices are part of a self-regulatory culture that has always been naturally assimilated by foundations, since, unlike other organisations, these are bodies whose mandate generally presupposes the absence of the entity on whose behalf they are acting.

Trust is therefore a key feature in the administration of foundations, calling for the adoption of management practices that both contribute towards their consolidation and demonstrate that they have behaved in an appropriate and responsible manner. The assessment of a foundation's activities is therefore one of the means of guaranteeing that such procedures have, in fact, been adopted. But such assessment must be designed to operate in a very special manner: it must be developed both by and for the foundation sector, taking into account all of its specificities. In particular, we must bear in mind that, in the case of non-profit activities, impact indicators, by virtue of their being less material or tangible, are more difficult to measure, although this does not detract from either the validity or the usefulness of the assessment that is made.

The Calouste Gulbenkian Foundation has always considered that the successful performance of philanthropic work in keeping with our Founder's expectations necessarily requires the use of planning, monitoring and the assessment of results, i.e. it depends on the establishment of an institutional culture that focuses on the real impact of the activities undertaken.

The Calouste Gulbenkian Foundation therefore revitalised its organisational model in 2012. Interventions previously made in statutory areas that were not supported by perma-

nent structures have now given way to programmes with pre-defined time limits and goals. These will be monitored with the support of advisory boards composed entirely of both national and foreign experts from outside the Foundation. At the same time, an independent assessment will be made of the results obtained by each programme, and this same procedure will also be gradually introduced for the Foundation's permanent activities.

This model will help to make the Foundation's activity more flexible in its statutory areas, replacing the more rigid organisational solutions that were previously adopted.

As far as the permanent structures are concerned, special mention should be made of the autonomy granted to the management of the Gulbenkian Institute of Science (IGC) in 2012, while at the same time its level of funding was increased with the aim of supporting a new and more ambitious cycle.

The IGC is one of the best examples of the advances made in scientific research in Portugal and it is considered a benchmark institution at the European level. The undeniable success of the last 14 years owes much to the leadership, consummate professionalism and total dedication of Professor António Coutinho.

The Foundation believes that strengthening the IGC's capacity is the best way to ensure the successful restructuring of scientific research.

Another important step was the decision taken to renovate the Grand Auditorium as part of the programme for the refurbishment of the Foundation's buildings and gardens, originally begun in the late 1990s. This is a project that will certainly involve a significant investment.

The intervention will fully respect the philosophy of the original project, its main contribution being to modernise and update the infrastructure and to install high-tech equipment, which will strengthen the Grand Auditorium's capacities and improve the conditions for the production and editing of contents.

In 2012, what has so far proved to be the most complex crisis in contemporary history took a turn for the worse, with unemployment reaching unprecedented levels.

Given this never-ending crisis, excessive expectations regarding the foundations' response capacity, coupled with reduced public support for their activities, have sometimes given rise to ill-judged actions that have damaged the reputation of the foundation movement. We therefore need to find a way to publicise the value of the sector and to underline the contribution that it makes towards a better informed society, one that is less vulnerable and more just.

The world has changed and foundations nowadays are faced with even greater challenges, particularly in social contexts where the notion of work inherited from the previous century is beginning to place a great strain on our social cohesion. We must therefore strive to ensure that everyone is able to live a dignified life, with the possibility of fulfilling their dreams.

Similarly, at a European level, political changes have failed to create the climate of confidence needed to overcome the crisis.

Foundations also have a duty to bring fresh thinking to the European project, proposing innovative solutions for the current impasse. The networks of European foundations must intervene more, launching initiatives that will encourage decision-makers to defend Europe's role in the world.

The Gulbenkian Foundation therefore has to be capable of responding to these ever greater challenges by doing more in its philanthropic activity than merely providing financial aid. Its interventions in this area must strengthen the capacity of its beneficiaries, thereby contributing towards their sustainability.

The Calouste Gulbenkian Foundation is fully aware of the difficulties that people face at the present time, and understands how urgent it is to solve the social problems that currently affect us. We are constantly striving to ensure that dreams can be turned into projects, leading to a better future. In the words of our Founder, Calouste Sarkis Gulbenkian, "So many dreams for the future! But dreams are projects and the future is almost upon us".

The Foundation's continued existence and independence are guaranteed by carefully controlling its operating costs – an essential condition in times of such great uncertainty – and by strengthening the economic and financial return on its investments, which are, in fact, the sole source of funds for its multiple and diversified activities.

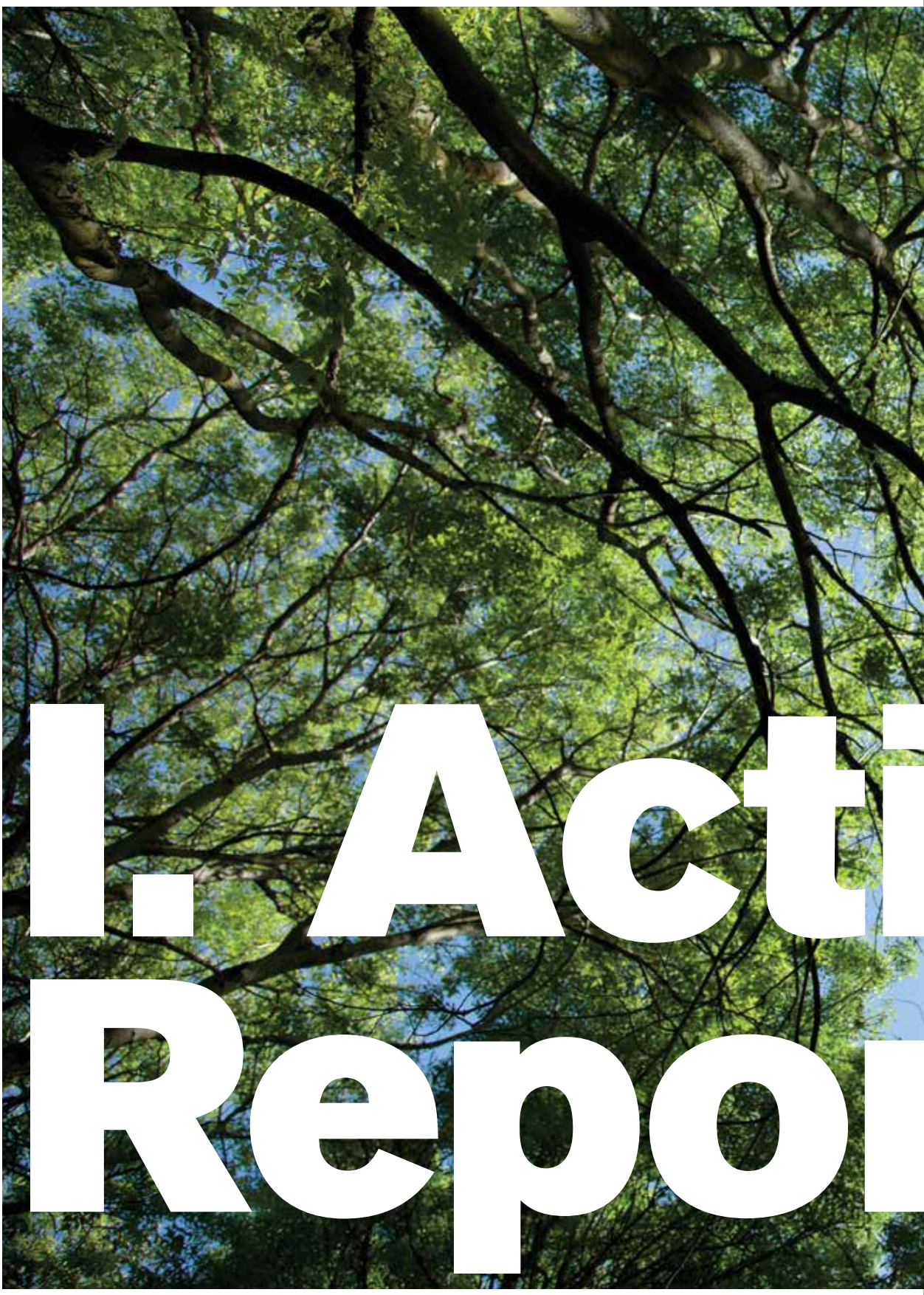
Our concern with controlling costs is clearly shown by the fact that the aggregate value of personnel costs and expenses with external supplies and services fell from 64.8 to 63.9 million euros, i.e. a drop of 1.3%.

On the other hand, the value of the Foundation's assets rose from 2.65 to 2.77 billion euros, representing an increase of 4.6%, when the inflation rate in the Euro zone was 2.5%.

In 2012, Eduardo Lourenço and André Gonçalves Pereira ended their terms of office as non-executive trustees. We wish to express our heartfelt gratitude for the contributions that they made to the Foundation's diversified range of activities. They always used their great knowledge and wisdom to motivate and stimulate those around them, being most active and responsible in their supervision of the Foundation's activities.

I hope that the reading of this report will help to provide a better understanding of our activities in 2012, the year when I began my term of office as President of the Foundation, aware of the enormous responsibility of the job and of the invaluable legacy that I had received from Emílio Rui Vilar. It is my obligation and duty to consolidate this legacy and to build upon it.

Artur Santos Silva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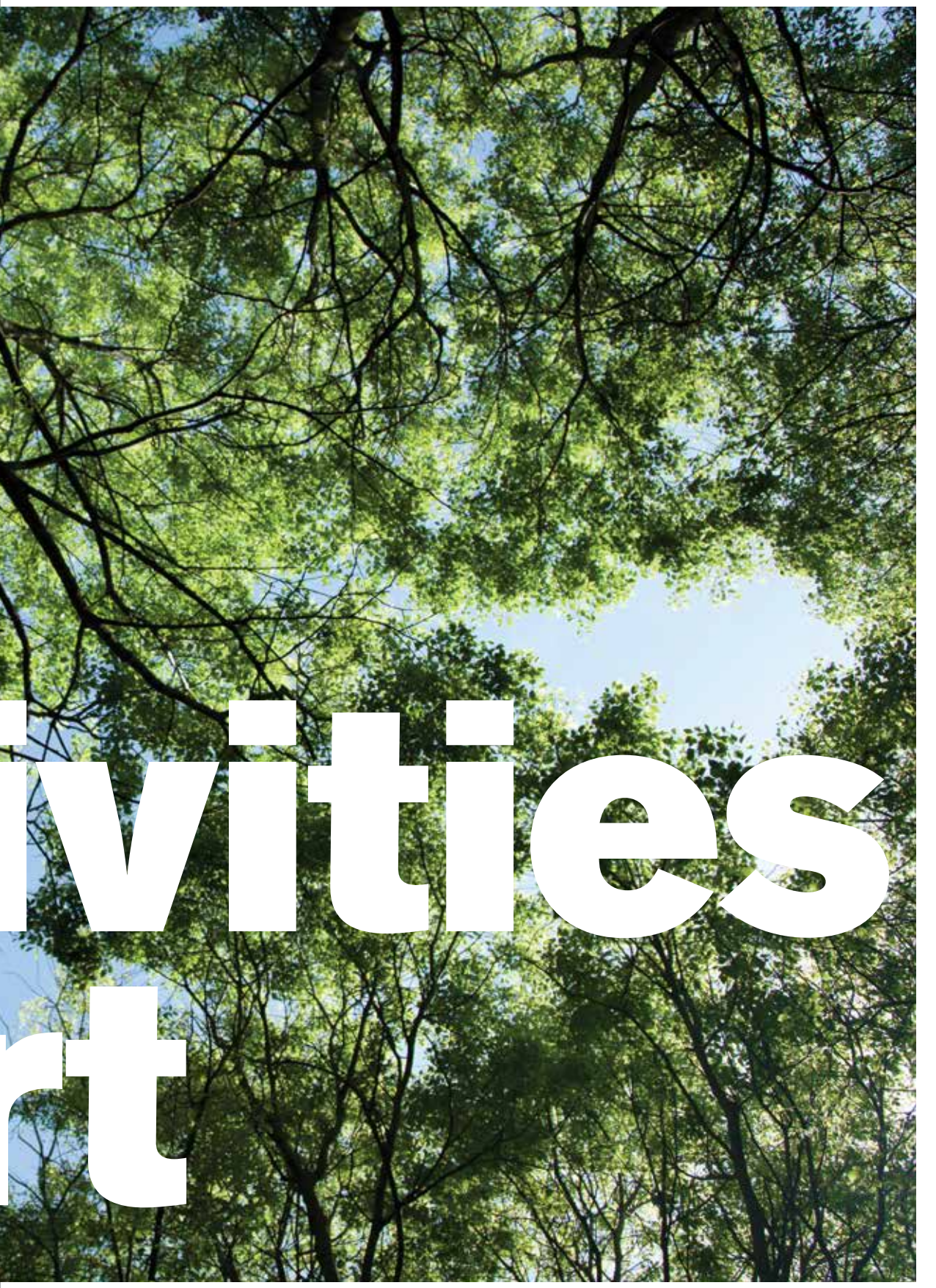
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Office of the President

The Office of the President supports the President of the Board of Trustees with the following duties: monitoring and participating in the implementation of projects that are part of the presidential remit; supporting the institutional representation and participation of the Foundation in organisations in the foundation sector; offering legal assistance for the Foundation's operations and providing administrative management of internal and external requests made to the President.

In 2012, with the closure of the International Service due to the restructuring taking place within the Foundation, the Office of the President took on some of its activities and responsibilities, such as managing international subsidies (Organisational Participation and Multilateral Initiatives).

On 2 May, 2012, Emílio Rui Vilar came to the end of his term as President of the Board of Trustees of the Calouste Gulbenkian Foundation and was replaced by Artur Santos Silva (a non-executive trustee of the Foundation since 2002), who has a five-year mandate.

Activities

Participation in foundation networks

The Office of the President monitors the Calouste Gulbenkian Foundation's participation in similar institutions and foundation networks that promote the development of the foundation sector, foster co-operation between foundations and other organisations (multilateral organisations, think-tanks, etc.) and allow the Foundation to act as a facilitator in debate and intervention regarding the main issues that affect the different communities within which it operates, both nationally and internationally. In 2012, the following activities were amongst the most important at an international level:

› Continuing support for the President of the Foundation's participation in the activities of the European Foundation Centre (EFC), as a member of the EFC's Governing Council, being involved in the 23rd Annual General Assembly (AGA) and the EFC conference on "Peace through Social Justice: A Role for Foundations?" held between 6 and 8 June, 2012, in Belfast. The Gulbenkian Foundation, represented by the non-executive trustee Emílio Rui Vilar, also participated in the EFC/Foundation Council of Europe's Autumn Assembly, which took place on 12 November and was entitled "Foundations of Europe: Think, Act, Change".

› Support for the activities of the Network of European Foundations (NEF) through the President of the Foundation's participation in the NEF's General Assembly, as well as replying to and forwarding requests made by the network's partners. The NEF is an operational network of European foundations that seeks to implement projects and/or initiatives related to Europe and the role of Europe in the world, through intra-foundation cooperation or between these and other forms of organised philanthropy, business organisations and public bodies. In 2012, as part of the NEF's tenth anniversary celebrations, the Foundation gave its support to the project "Unconventional Back Channel Talks on the EU's Future", designed to produce a roadmap of European integration priorities within a post-crisis scenario that can be implemented by the partner foundations in a decentralised way.

Artur Santos Silva takes office as President of the Foundation

› Participation of the President of the Foundation at the 53rd Meeting of The Hague Club, an informal network of presidents and chief executive officers of the largest European foundations, which have met annually to discuss the role of philanthropy and foundation management since 1971. In 2012, the meeting was held in Madrid.
› Continuing support for the activities of the Alliance of Civilisations (AOC), a United Nations initiative designed to *support* 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 2012, the Dialogue Cafe (an AOC sub-project) was transferred to the Foundation's premises and the journalist Laurinda Alves was recruited to coordinate the project. In 2012, the Lisbon Dialogue Cafe (DC) mapped out a series of good practices and initiatives to encourage intercultural dialogue, publicising them among important institutions, organisations and people in Portuguese civil society. Last year, the Lisbon DC began a regular programme in pursuit of its main objectives of bringing people and cultures together, producing knowledge, co-creating new projects for sustainability, social innovation and civic participation, as well as generating new partnerships between people with projects designed to bring about changes in society.
› Concluding its participation in the Global Philanthropy Leadership Initiative (GPLI) task force, co-chaired by the President of the Foundation, 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.
› Participating in the activities of the Transatlantic Council on Migrations (TCM), an initiative of the Migration Policy Institute, whose main purpose is to influence immigration and integration policies on both sides of the Atlantic. The Foundation was represented by António Vitorino at TCM meetings.

At a national level, the Office continued to support the President of the Foundation in his role as President of the Centro Português de Fundações (CPF – Portuguese Foundation Centre), particularly in terms of supporting the board meetings and activities proposed by the CPF board for 2012, which included:
› Participation in the Organising Committee of the 12th National Foundations Meeting on "Social Cohesion", which took place at the Calouste Gulbenkian Foundation on 13 April, attended by over 100 representatives from Portuguese foundations.
› Participation in the Organising Committee of the 9th Meeting of the Foundations of the CPLP (Community of Portuguese-Speaking Countries) on the issue of "Local Development: Development of Civil Society", which took place on 7 and 8 November in São Vicente and Santo Antão, Cape Verde. At the 9th Meeting, there were over 82 representatives from 32 foundations from Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, Portugal and São Tomé and Príncipe, as well as a number of local NGOs.
› Monitoring the Working Group for the Legislative Reform of the Social and Solidarity Economy Sector, created as part of the National Council for Social Economy (CNES).
› Monitoring and responding to the results of the Foundations Assessment Report, published in August 2012 and drawn up under the terms of Law No. 1/12, of 3 January, (Portuguese Foundations Census),
› Monitoring the legislative process that led to the Portuguese Parliament passing Law No. 24/2012, of 9 July, which approved the Foundations Framework Law, as well as changes to the legal system governing foundations, as provided for in the Civil Code. This included passing comment on the different versions of the law that were presented by both the government and parliament, which, in the latter case, culminated in the President of the Foundation speaking to the Constitutional Affairs Committee in his capacity as President of the Board of the Portuguese Foundations Centre.
› In 2012, the Office of the President, in partnership with the Gulbenkian Human Development Programme, began preparing the Calouste Gulbenkian

Foundation's application for EEA Grants[1] (2009-2014) in the area of "Funds for Non-Governmental Organisations", with the Foundation's application being granted at the end of the year.

With this new programme, the Foundation is committed to interventions geared towards civil society on a broader level, extending the four statutory areas traditionally covered. Key aspects of the Programme's intervention will be to increase the access of civil society to decision-making processes and to ensure its greater involvement in the collaboration between NGOs and public bodies, as well as to promote democratic values and human rights, and to develop and consolidate the NGOs' real ability to intervene in civil society.

Editions and support for publications

In 2012, the Office of the President organised the publication of the Portuguese version of the children's book *Mr. Finney and the World Upside Down*, written by Her Royal Highness Princess Laurentien of the Netherlands, with illustrations by Sieb Posthuma, in partnership with the publisher Esfera do Caos. This book was written for children aged five and over and focuses on matters relating to the environment and sustainability. The Office of the President organised the book's launch at the Foundation's premises on 2 May, running two workshops in Lisbon for primary school children, in cooperation with the Queen Elizabeth School and the Vasco da Gama Integrated Basic School.

The Office of the President also organised the publication of the book *Varia*, by Emílio Rui Vilar, which is a collection of articles, speeches and interviews given by the former President of the Foundation.

Support was also given for the publication of the correspondence between Calouste Sarkis Gulbenkian and Alexis Léger (Saint-John Perse), the winner of the Nobel Prize for Literature in 1960, edited by Vasco Graça Moura. The work, which is scheduled to be launched in spring 2013, will be published as part of the "Cahiers de la Nouvelle Revue Française" series of the publisher Gallimard, a collection that brings together Alexis Léger's literary output.

Finally, in 2012, the Foundation's Board of Trustees gave a grant of £300,000 to the University of Southampton (United Kingdom) for the research and writing of an exhaustive biography on Calouste Sarkis Gulbenkian, coordinated by Professor Jonathan Conlin, from the university's history department. This work is expected to be completed in 2016.

1 EEA Grants are the financial contributions of Norway, Iceland and Liechtenstein towards the reduction of social and economic inequalities in Europe and the strengthening of cooperation between the countries of the European Economic Area (EEA). The beneficiaries of these funds are the twelve new Member States of the European Union resulting from its enlargement to include Eastern European countries, as well as Greece, Spain and Portugal.

Visit of Desmond Tutu

Conferences and the co-organisation of events

After its 50th anniversary celebrations in 2006, the Calouste Gulbenkian Foundation restarted its funding for Portuguese film production. Having never ceased to support training and specialisation in this field, the Foundation has partially funded ten films in recent years, particularly through the Office of the President. On 10 and 11 March, the Office organised a cycle of Portuguese cinema, showing seven feature-length films in the Foundation's Grand Auditorium.

On 17 April, in partnership with the Luso-American Foundation for Development and the Aga Khan Foundation, the Office organised the public presentation of the report "Portugal's Non-Profit Sector in Comparative Perspective", published by the Johns Hopkins University Centre for Civil Society Studies (USA) in conjunction with the Instituto Nacional de Estatística (Statistics Portugal). This report was partly funded by the Calouste Gulbenkian Foundation, through the award of a €5,000 grant for this research project in 2011.

From 21 to 25 May, the Calouste Gulbenkian Foundation, via the Office of the President, hosted and supported the organisation of the 4th edition of the "CAF Foundation School". This intensive course on family philanthropy and foundation management was promoted by the Charities Aid Foundation – CAF (United Kingdom), in partnership with the Institute for the Development of Social Investment – IDIS (Brazil), and was attended by more than 20 Portuguese and international representatives, from various foundations, and from emerging economies in particular (Brazil and Russia).

On 25 June, a conference entitled "Dialogues on Peace and Sustainable Development" was organ-

ised, which brought together Bishop Desmond Tutu and the UN High Representative for the Alliance of Civilisations, Jorge Sampaio. Desmond Tutu came to the Foundation to participate in the meeting of the Global e-Health Ambassadors' Programme, of which he is president.

On 8 October, as part of the Year of Brazil in Portugal programme, which began in September, 2012, the Office organised a concert in the Foundation's Grand Auditorium given by one of the most celebrated percussionists in the world, Naná Vasconcelos, which was preceded by a workshop with the artist. With the Year of Brazil in Portugal and of Portugal in Brazil, which will continue until June 2013, the aim is to demonstrate the creativity and diversity of thought, and the artistic and cultural expressions of the two countries, through meetings that encourage greater scientific and technological exchange and lead to closer economic relations between Brazil and Portugal.

Finally, on 28 November, the Office of the President organised the seminar "Portugal's Labour Market: Towards the Nordic Flexicurity Model?" in partnership with the Danish, Finnish, Norwegian and Swedish Embassies, as well as the Office of the Secretary of State for Employment. The seminar was designed to encourage reflection on the Nordic labour market model, particularly the model of "flexicurity", outlining the significant differences between Portugal and Nordic countries and presenting solutions in these times of financial and employment crisis.

Prizes

Calouste Gulbenkian Prize

The Calouste Gulbenkian Prize (worth €250,000) is awarded to a Portuguese or foreign institution or person, distinguished for their role in defending the core values of the human condition. This new prize replaces the five Gulbenkian prizes awarded between 2007 and 2011 in the areas of Intercultural Dialogue and the Environment, Art, Science, Charity and Education, which were created to mark the 50th anniversary of the Foundation in 2006, distinguishing over three dozen people and institutions over those five years.

The newly-created Calouste Gulbenkian Prize will last for five years and is attributed by the Foundation's Board of Trustees based on a proposal made by the panel, which is chaired by Jorge Sampaio. The current panel of judges for the Calouste Gulbenkian Prize is made up of Vartan Gregorian (Carnegie Corporation, USA), Paul Brest (Hewlett Foundation, USA), Pedro Pires (ex-President of the Republic of Cape Verde), Her Royal Highness Princess Rym Ali of Jordan (founder of the Jordan Media Institute), António Nóvoa (Rector of the University of Lisbon) and Miguel Poiares Maduro (Florence University Institute and winner of the Gulbenkian Science Prize in 2010).

The Office of the President organised the reception and management of the award nominations, as well as giving support to the panel of judges. In 2012, 73 Gulbenkian Prize nominations were received, and the Prize was eventually awarded to the West Eastern Divan Orchestra**.** This ensemble was set up in 1999 by Edward Said and Daniel Barenboim, bringing together musicians from Israel, Palestine and other Arab countries. The panel considered this project to be exemplary in promoting the universal values of dialogue and peace.

Fernando Gil International Prize for the Philosophy of Science

The Fernando Gil International Prize for the Philosophy of Science (worth €125,000) was created by the Portuguese government (represented by the Science and Technology Foundation) and the Calouste Gulbenkian Foundation in memory of the life and work of the great thinker Fernando Gil, who died in 2006. This prize is designed to distinguish an excellent piece of work produced in the area of the Philosophy of Science by researchers of any nationality or professional affiliation, published up to three years before the prize is awarded.

In its second year, the prize was won by the Italian Niccolò Guicciardinni and was awarded at the Gulbenkian Foundation on 19 March. The winner, who is a professor at the Università degli Studi di Bergamo, in Italy, is a specialist in the History of Exact Sciences and was distinguished because of his work *Isaac Newton on Mathematical Certainty and Method* (MIT Press, 2009).

Vasco Vilalva Award for the Restoration and Enhancement of Heritage

Beginning in 2007, as a tribute to Vasco Vilalva, a patron in the area of heritage restoration and enhancement, the Calouste Gulbenkian Foundation instituted an annual award (worth €50,000) for exemplary work relating to cultural assets that will encourage the preservation and restoration of important heritage.

Previously promoted by the former Fine Arts Department, the management of the Vasco Vilalva Award is now the responsibility of the Office of the President. In its fifth year, around two dozen applications were received, with the Vasco Vilalva Award being attributed to a project for the restoration and adaptation of a building from the time of the Marquis of Pombal, developed by the studio of José Adrião Architects.

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. Whenever requested, the Office also provides legal support to the Foundation's other departments, units and Gulbenkian Programmes.

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 2012, the total amount involved in free premises provision, which is considered a subsidy, was €118,221.25, with revenue from premises provision requiring the payment of a charge totalling €31,443.75. In 2012, the Foundation hosted 114 third party events, which brought over 21,000 people to the Foundation.

Grants

The Office of the President is responsible for managing the grants awarded by the President, as part of the Direct Administration Reserve (DAR), whether these are study or research grants for individuals or subsidies awarded to other institutions and projects. Since 2012, due to the closure of the International Department, the Office has also become responsible for awarding grants for initiatives and participation in multilateral organisations.

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 (DAR), which is divided among the Foundation's four statutory areas, the Office of the President directly awarded a total of €494,553 in subsidies and scholarships, as well as a total of €115,000 for projects co-funded by other Foundation departments. Some of the most important awards were:

BENEFICIARY	AMOUNT	INITIATIVE / PROJECT	COUNTRY
Sé Patriarcal de Lisboa	€50,000	Renovation of the Cathedral's Flentrop Organ.	PORTUGAL
Pedro Costa	€45,000	*Cem Mil Cigarros* film.	PORTUGAL
JFC Filmes (José Fonseca e Costa)	€30,000	*O Porto Visto por Álvaro Siza* film.	PORTUGAL
A Árvore – Cooperativa de Atividades Artísticas CRL	€30,000	Purchase of equipment for the storage of art works.	PORTUGAL
Associação Portuguesa de Bancos	€30,000	Portugal Economy Probe project. Multi-year grant worth €90,000 over 3 years: €30,000 in 2012, 2013 and 2014.	PORTUGAL
Centro de Investigação de Estudos em Sociologia – ISCTE-IUL	€22,000	"Journalism and Society" project. Multi-year grant worth €66,000 for the years 2011-2013.	PORTUGAL
John Hopkins University	€20,000	John Hopkins University Fellows Conference 2011	USA
Museum With No Frontiers	€12,500	Discover Islamic Art.	BELGIUM
Sociedade Portuguesa de Estudos do Século XVIII	€10,000	International Conference.	PORTUGAL
Europa Nostra	€10,000	Support for activities Multi-year grant of €30,000 over 3 years (€10,000/year) between 2012 and 2014	BELGIUM
Igreja de Nossa Senhora de Fátima	€10,000	Publication of monograph entitled *75 years of the Church.*	PORTUGAL
Instituto de Direito Comparado Luso-Brasileiro (IDCLB)	€10,000	Congress commemorating the 30th anniversary of IDCLB.	PORTUGAL
Vigília Filmes	€10,000	Documentary on the writer Mário Cláudio, directed by Jorge Campos	PORTUGAL
Editora Imoedições Projecto Impulso Positivo	€10,000	Support for Projeto Impulso Positivo – communication project in the non-profit sector Multi-year grant of €7,500 in 2010 and €10,000 in 2011 and in 2012.	PORTUGAL
Fundação para o Desenvolvimento da Comunidade	USD 12,000	Updating of the report on the Millennium Development Goals in CPLP countries	MOZAMBIQUE
Instituto Europeu da Faculdade de Direito de Lisboa	€5,000	Project for the development of a website, computer library, blog and discussion forum for European affairs	PORTUGAL

As part of the support provided for Participation in Multilateral Organisations and Initiatives, a total of €552,755 was awarded in grants for projects, which included the following in 2012:

BENEFICIARY	AMOUNT	INITIATIVE / PROJECT	COUNTRY
Château de Versailles	€100,000	Joana Vasconcelos exhibition.	FRANCE
Centre for European Policy Studies	€95,900	EU-Brazil project: Deepening the Strategic Partnership. Multi-year grant of €47,950 in 2012 and €47,950 in 2011 and 2013.	BELGIUM
Migration Policy Institute	€65,700	Transatlantic Council on Migrations.	USA
Volkswagen Foundation	€50,000	European Elections Study 2014.	GERMANY
European Foundation Centre	€50,000	Global Philanthropy Leadership Initiative.	BELGIUM
Europa Nostra	€40,000	European Heritage Congress 2012.	PORTUGAL
Network of European Foundations	€30,000	NEF Summit – Unconventional Back Channel Talks on the EU's Future.	BELGIUM
European Council on European Relations	€25,000	What Does The New China Think?	UNITED KINGDOM
Network of European Foundations	€25,000	Tunisia Joint Fund. Multi-year grant of €25,000 in 2012 and €25,000 in 2011 and 2013.	TUNISIA
Seton Hall University – School of Diplomacy and International Relations	€15,462	Post-Conflict State Reconstruction and Sustainability Archive.	USA
Fonds Roberto Cimetta	€10,000	Support for the Fonds Roberto Cimetta activity programme.	BELGIUM
International Society for Third Sector Research (ISTR)	€7,500	10th ISTR International Conference.	USA
On the Move	€7,500	Contribution to the strategic activity plan Multi-year grant of €20,000 (€7,500 in 2011, €7,500 in 2012 and €5,000 in 2013).	BELGIUM
European Foundation Centre (EFC)	€2,680	EFC Scholarship Programme.	BELGIUM

Project for the Reconstitution of the Archive of the Former Overseas Ministry

The Office of the President continued its support for the second phase of the Project for the Reconstitution of the Archive of the Former Overseas Ministry – the Inventory of the Overseas Historical Archive of the Overseas Ministry, coordinated by Professor José Mattoso and performed by the company B-Safe. The work will be completed by the end of the first quarter of 2013. Between August and December 2012, 2,710 units were described and numbered chronologically from 1884-1975.

Secretary-General

In 2012, Rui Esgaio was appointed as the Foundation's Secretary-General, in accordance with article 16, sub-paragraph d) of the Foundation's Statutes, in addition to continuing to perform his role as Secretary to the Board of Trustees and Director of the Office of the President. As part of these new duties, the Board has given the Secretary-General the task of monitoring the transverse activities mentioned below, without prejudice to the specific responsibilities and duties already entrusted to the Foundation's other departments:

› Monitoring the implementation of the evaluation system: continuing the work of defining a methodology for evaluating the Gulbenkian Programmes, based on the work begun in the Gulbenkian Development Aid Programme and the Gulbenkian Human Development Programme.

› Monitoring the implementation of the quality management system of the Foundation's different areas of activity. The main objective of this measure is to improve effectiveness and efficiency, as well as to guarantee recognition of the quality of the Foundation's performance by its various audiences, optimising the use of resources from the point of view of environmental protection, optimising the health and safety conditions for people and spaces and consolidating the principles of social responsibility. In 2012, the Calouste Gulbenkian Foundation received three quality certifications: one certification for environmental management (standard NP EN ISO 14001) and two certifications for quality management (standard NP EN ISO 9001), which were awarded for the activities undertaken in relation to the "Permanent Exhibition and Temporary Exhibitions of the Gulbenkian Museum" and the "Art Library".

› Monitoring the design and implementation of the Strategic Plan for Information Systems in cooperation with the Budget, Planning and Control Department, since the computing platforms currently used by the Foundation have been discontinued by Oracle and Microsoft. As such, it has become essential to implement a new computer application that is suited to the management of new programmes and projects.

› Monitoring the development of the "Calouste Gulbenkian Foundation Brand" project, which is designed to revamp the brand and adapt it to the present reality, under the scope of the Working Group with Elisabete Caramelo (Communication Department) and Susana Prudêncio (Central Services Department).

Archive project

The Calouste Gulbenkian Foundation's archives are made up of the documents and records created by the different bodies and services that have formed part of the Foundation over the last 50 years. This also includes the collection of documents generated by the extensive and complex business and philanthropic activity of Calouste Gulbenkian and his colleagues, within the context of the business world that he established and which essentially continues to this day.

The Foundation's archive programme dates back to 2003, the year when the Working Group for the Calouste Gulbenkian Foundation Archive System was created. Given the transverse nature of the archives and the strategic corporate value of these information resources, it was decided that the President would oversee the working group. Since the beginning of the project and until the end of the year under review, the following archives have been fully processed:

› Archives of the Presidency (1953-2007);
› Archive of the former Oil and Gas Department (1927-1996);
› Archive of the former Middle East Department (1955-1978);
› Archives of the former Cooperation Department (1964-2002);
› Collection of diplomas, mentions and tributes attributed to the Calouste Gulbenkian Foundation (1957-2011);
› Archive of the Music Department – Festivals Series (1950-1971);
› Archive of the former Exhibitions and Museography Department (1966-1995);
› Archive of the former Projects and Building Works Department – "Gulbenkian Headquarters and Museum. The Architecture of the 1960s" Exhibition (1957-2010);
› Archive of the Office of the Assistant Technical Director of the Modern Art Centre (Nunes de Oliveira) (1976-1996);
› Archive of the Brigada de Estudos de Azulejaria (Tile Studies Team) (1960-1972);
› Archive of the former Fine Arts Department (1957-2010);
› Archive of the former Gulbenkian Ballet (1996-2005);
› Photographic collections of the Communication Department (1956-2007);
› London Archives (1897-1973);
› Microfilm collection;
› Archive of the former Projects and Building Works Department – collection of photographs (1957-1969).

Partial view of the archive's cool storage

Archives being processed in 2012

Paris Archives (1923-2011)
Set of documents stored at the premises of the Delegation in France, in Paris, which includes several archives, such as the Calouste Sarkis Gulbenkian Archive – Paris, the Archive of the Commercial Chancery of the Imperial Embassy of Iran in Paris, and the archive of the former Calouste Gulbenkian Cultural Centre.

Archive of the former Gulbenkian Ballet – collection of photographs (1965-2005)

Archive of the former ACARTE – Department of Animation, Artistic Creation and Education through Art (1984-1999)
An archive measuring an estimated 71 metres in length. Treatment began in November 2010, with 29 metres of documents having already been processed.

Calouste Gulbenkian – Paris Archive – documentary series related to the acquisition of pieces for the collection of the Gulbenkian Museum
This series boasts exceptional documentary value in terms of both the works in the Museum's collection and the collector's personal taste. The painstaking process of archiving these documents began this year. The digitalisation of documents began in October of this year.

Archive of the former Library and Reading Support Department (1958-2002)
Treatment of this archive began in the second quarter of 2012. This is a major set of documents (roughly 90 metres of documents), of which only 10% have so far been processed.

Archive of the Music Department – Digital collection of programmes (1958-2012)
Work started at the beginning of the year, with the aim of describing and indexing the programmes of 40 seasons + 12 Gulbenkian festivals, in terms of simple documents and the respective contextual documentary units, as well as the production and updating of the records of the different authorities that function as standardised points of access to the respective documentation. This work is scheduled to be completed during 2013.

Archive of the Office of the President (1982-2012)
Set of documents sent to the Archive Centre, which consist of a number of files created in the course of the activities undertaken during this period, as well as the collection of speeches, interviews and articles by the then President of the Foundation, Emílio Rui Vilar.

From the above-mentioned results in the treatment of archives, it is also worth mentioning that, during this period, 53,850 official record cards (relating to individuals, legal persons, works and events associated with the processed documentation) were created, 10,859 of them in 2012 alone.

In addition to the treatment of archives, it is important (particularly because of the significant social and organisational role of archives) to highlight the communication service and access to documentation offered to internal and external users. It is also worth noting that, during 2012, the centre received 1,414 requests for documentation from the Foundation's different departments and 1,454 requests for documentation for research, from external bodies.
Other important activities include:
› control of the entry and storage of documentation in the archive deposit, periodically sent by the Foundation's different departments and programmes;
› monitoring of both academic and professional internships;
› monitoring of the environmental control of deposits (hygiene, temperature and humidity).

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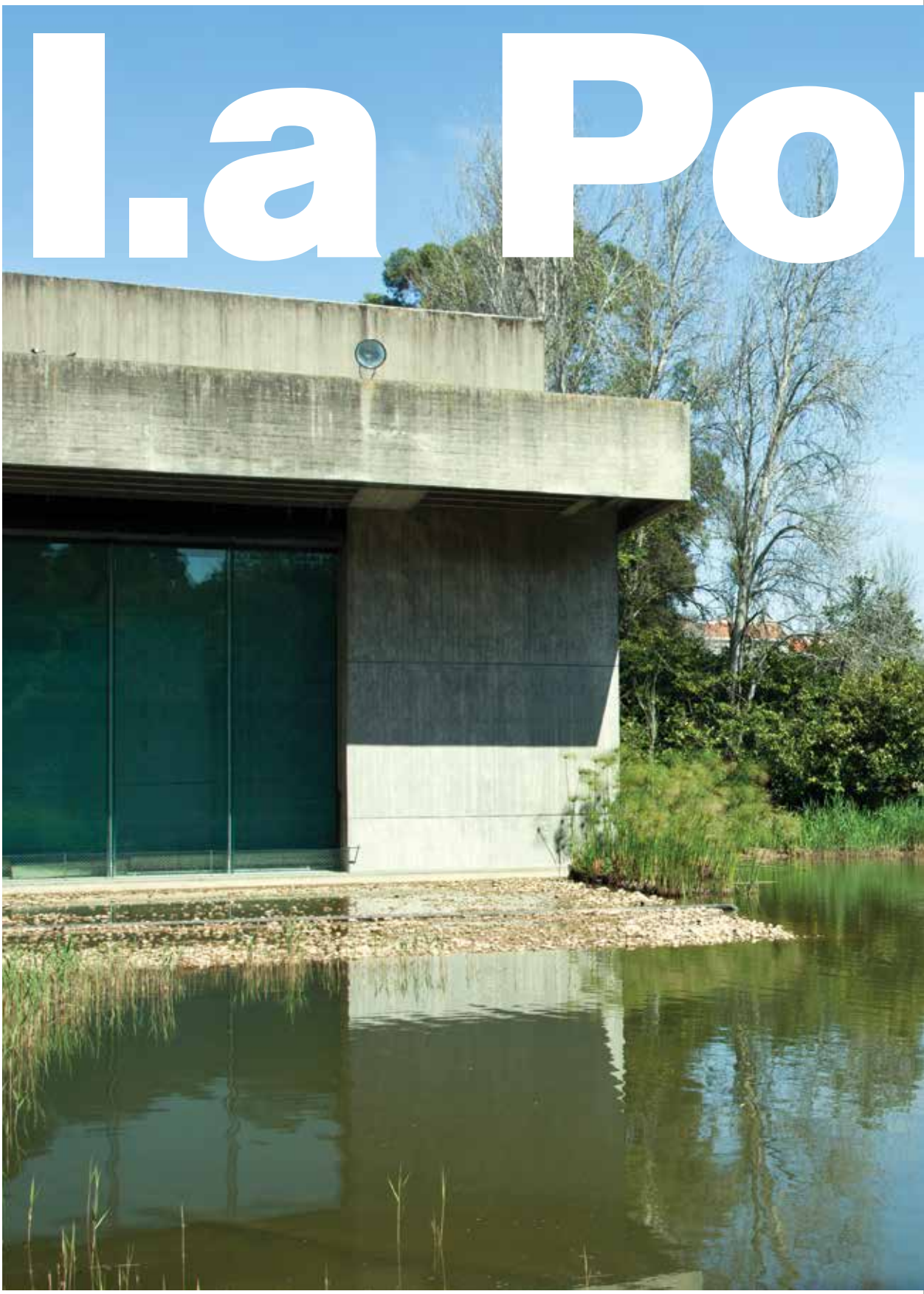

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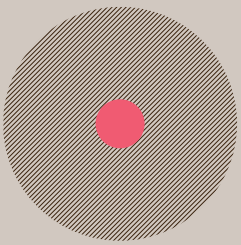
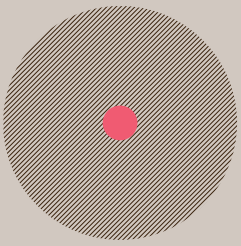
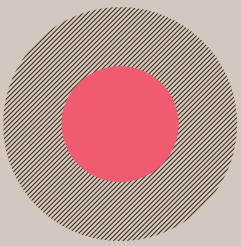


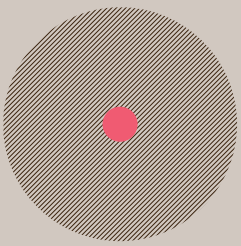
Personnel costs **411 338**



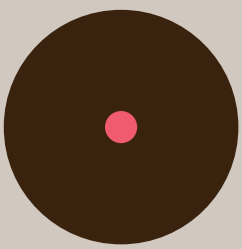
Operating costs **62 881**



Subsidies and grants **2 036 261**



Departmental activities **71 195**



Total 2 581 675

Receipts **2 742**

AMOUNTS IN EUROS

Health and Human Development Department

In 2012, the activity of the Health and Human Development Department came to an end and the department was closed. A concerted effort was made to bring continuity and coherence to the situation, completing the activities programmed in previous years, as shown below:

› promoting health research;
› strengthening the humanisation of community healthcare provision;
› promoting the concept of global health;
› technological modernisation.

Health research

Health research is one of the driving forces behind the promotion of new ways of predicting, preventing, diagnosing and treating pathologies, as well as assessing the organisation and quality of healthcare, the practices and social and moral values that are associated with this.

In 2012, the support given to the "Development of Health Law and Bioethics in Public Healthcare and Health Management" project came to an end. This was an initiative run by the Portuguese School of Public Health, in partnership with the Boston University School of Public Health (Department of Health Law, Bioethics and Human Rights), which resulted in: *a*) the holding of two international seminars on Health Law and Bioethics, together with the organisation of exchange programmes; *b*) an online bilingual newsletter (English/Portuguese), promoting the latest events and scientific publications in the area of health law and ethics; and, *c*) the following projects: "Model for Assessing the Impact of Public Health Laws", "Fulfilment of Patient Duties and Maximisation of Therapeutics" and "Translational Biolaw and Bioethics in Innovative Biomedical Sciences", currently being published in specialist journals.

We also ended our financial support for the Tuberculosis Vaccine Initiative, a European foundation that had been set up to develop new vaccines against tuberculosis. New vaccines have, in fact, already been produced and are currently undergoing trials, with one such vaccine (MTBVAC) displaying characteristics of safety and effectiveness, and with excellent field results throughout phase II of the testing. Applications were also invited in the field of public health to fund projects relating to health policies and systems, patient safety and quality, information and communication technologies, health economics, epidemiology and health determinants, and the history and philosophy of medicine. Funding was given to ten of the 276 applications received.

Support (project year two) was continued for the epidemiological study of chronic rheumatic diseases (*EpiReumaPt*) in Portugal, in partnership with a varied range of public and private entities. This project seeks to determine the national prevalence of pathologies that fall within the scope of this disease and to evaluate their impacts in terms of employment, society and the economy.

We also ended our support for the action research programme "Almodôvar – the Healthiest Municipality", run by the Fernando de Pádua Foundation, designed to improve the state of health of a geographically defined population cohort, with interventions being made at the level of lifestyles and behaviours, namely in the promotion of health literacy and in the acknowledgement of individual responsibilities on health issues.

"The Colours of Thought" exhibition

Humanising healthcare

Palliative care

Palliative care has represented the most significant target of the Health and Human Development Department's support for humanising healthcare ever since 2009. The Foundation therefore continued its support for the urban home care units set up in 2011 at the hospitals of São João (Greater Porto) and Pedro Hispano (Matosinhos). This support was given to activities involving the direct provision of healthcare, as well as training programmes for a diverse range of carers.

The third phase of support for the National Programme of Advanced Training in Chronic Pain and the programme of training activities run by the home care unit in the north-east region of Trás-os-Montes, which was designed to expand the specific training for health professionals in the use of analgesic pharmaceutical drugs.

Support continued to be given in the field of research and advanced training in palliative care: 1) at the Faculty of Medicine of the University of Lisbon, through the Gulbenkian Chair established for the master's degree in Palliative Care, where the new visiting professor Peter Lawlor lectured five modules and supervised six PhD students in his first year; 2) at the Cicely Saunders Institute – King's College London, through the advanced training programme, which includes grants for two master's degree students and one PHD student.

Interventions for the promotion of literacy

Support continued to be given to the project "Know the Disease: Patients First", implemented by the Institute of Molecular Pathology and Immunology at the University of Porto (IPATIMUP) and by the Centre for Social Studies of the Faculty of Economics of the University of Coimbra, which are developing platforms that enable health professionals to reach out and progressively involve patients in managing their own health.

Funding was also given to the Dona Estefânia Hospital for a mural decoration in its Outpatient Department as part of a project coordinated by the Anouk Foundation with the aim of improving the reception given to children and parents attending the hospital. This support was a continuation of other similar projects developed in previous years at the hospitals of Leiria and Caldas da Rainha.

Global Health

With the aim of contributing to the international dialogue on questions related to the global dimension of health, while also raising awareness among the medical community about global health problems, the following initiatives were supported in order to strengthen the Foundation's cooperation in international networks.

Chair in Global Health at the Faculty of Medical Sciences – New University of Lisbon

This was the first year of support for the Calouste Gulbenkian Chair in Global Health (Faculty of Medical Sciences of the New University of Lisbon), coordinated by Professor Benedetto Saraceno, in order to train health professionals in understanding, analysing, researching and disseminating content on global healthcare matters.

Gulbenkian Platform for Mental Health

The Advisory Board of the Gulbenkian Platform for Global Mental Health met for the first time at the Foundation's headquarters on 28 June. The main topic of discussion was the approach to be adopted by the groups of 60 international experts, created by the World Health Organisation for the purpose of drawing up three technical documents. A fourth project was later added to these – on the social determinants that influence mental health and its associated pathologies.

Meeting of the "Global e-Health Ambassadors' Programme"

Support continued to be given to the "Global e-Health Ambassadors' Programme" (GeHAP) designed to promote information and communication technologies as a core strategy for the future provision of citizen-focused healthcare services. On 25 June, the Foundation hosted the second annual meeting of GeHAP, attended by the European Commissioner for Health and Consumer Policy, the Portuguese Minister for Health, Archbishop Emeritus Desmond Tutu, and the President of the Calouste Gulbenkian Foundation.

Strengthening of health structures and equipment

Although there was a reduction in the level of support provided for the acquisition of hospital equipment, exceptional funding was granted to the Cardiothoracic Surgery Theatre of Santa Marta Hospital (belonging to the Central Lisbon Hospital Centre) for the acquisition of a digital imaging machine to be used for implanting aortic valves and for performing aortic surgery on aneurisms through the endovascular technique, thus avoiding the need for thoracotomy with extracorporeal circulation.

A contribution was also made to the Institute of Molecular Medicine (Rheumatology Research Unit) for the acquisition of micro arthroscopy equipment, a key requirement for undertaking clinical trials of new drugs designed for the treatment of inflammatory arthritis, one of the most common rheumatic diseases and one that has a major impact on global health.

Departmental activities

In order to stimulate reflection on health themes considered relevant for health professionals and society in general, the Department promoted the following initiatives:

Gulbenkian Health Forum: Brain.org
Dedicated to the advancement and evolution of scientific research into the brain and its functions, the 2012 Health Forum, held over two consecutive days, consisted of a range of conferences and debates that brought many Portuguese and international neuroscience specialists to the Foundation.

With an average attendance of 500 participants, in addition to the 150 people joining the conference via live streaming, the eight sessions that made up the programme discussed a diverse range of themes: consciousness and dreams, and the brain's relationship with morality, technology and questions of gender, as well as with music, beauty and art.

Under the auspices of the Forum, a brochure was published featuring a summary of the speeches with their full versions being due for publication in a special edition in 2013.

As in previous years, the conference was accompanied by an exhibition – "The Colours of Thought" – with its theme stemming from a facet that is inherent in the annual organisation of the forums: demonstrating the interrelationship between medicine, science and art.

Organised in partnership with the Edmond & Lily Safra Centre for Brain Sciences of the Hebrew University of Jerusalem and Lisbon Municipal Council, the exhibition was staged simultaneously in the Foundation's gardens and in the Terreiro do Paço square in the centre of Lisbon, placing large-scale visual representations of the brain side by side with reproductions of works of art, four of which belonged to the collections of the Gulbenkian Museum and Modern Art Centre.

In order to promote the exhibition, ten guided tours of an educational nature were organised in partnership with the Gulbenkian Education for Culture and Science Programme – *Descobrir*.

Global e-Health Ambassadors: Ricky Richardson, Nigel Crisp, Emílio Rui Vilar, Desmond Tutu, Peter Gabriel and Strive Masiyiwa

Gulbenkian Health Forum 2012

Publications

Labirintos da Adolescência – Roads to Whatever
The book *Labirintos da Adolescência – Roads to Whatever* was published, which is a collection of the speeches made by Portuguese and foreign specialists at the 2011 Gulbenkian Health Forum dedicated to the theme of adolescence.

As Cores do Pensamento
Under the scope of the 2012 Gulbenkian Health Forum – *Brain.org*, the catalogue of the exhibition "The Colours of Thought" was published, featuring a set of 58 images (29 scientific and 29 artistic pictures) from this outdoor exhibition on the abstract art of neurons.

Support was also given to the following five publications under the scope of different partnerships:

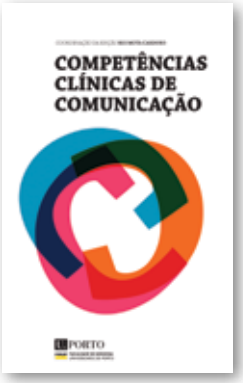
Agora e na Hora da Nossa Morte
This book resulted from a trip made to the Trás-os-Montes region between June and October 2011 by the journalist Susana Moreira Marques to accompany a palliative home care project launched in 2009. The book discusses the most delicate of themes: death, based on the accounts of patients and their relatives, as well as the doctors and nurses belonging to the palliative care team. Photographs by André Cepeda. The publication stems from a partnership with the book publisher Tinta-da-China.

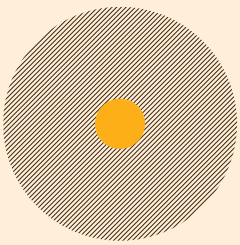
Manual de Aleitamento Materno
A joint initiative of UNICEF's Portuguese Committee and the National Committee for Baby-Friendly Hospitals, this publication is part of the important work undertaken in promoting breastfeeding. First published in 2008, the Manual was reissued in 2012 in an updated and revised version for free distribution at hospitals, maternity wards and other healthcare units.

Os Portugueses, a Saúde e a Internet
This report presents the partial results of the SER – Health Networking Project, developed by the Centre for Research and Studies in Sociology and coordinated by Rita Espanha.

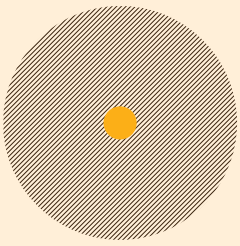
O Rim Artificial: uma História de Afetos
Written by Margarida Negrais, Levi Guerra and José Emídio, this book relates the dialogue between a young person suffering from chronic kidney disease, who has spent several years in dialysis, and the artificial kidney that he receives in a transplant operation. The book, published by Letras & Coisas, identifies the relationship between renal dialysis patients and the machines on which they depend.

Competências Clínicas de Comunicação
Edited by Prof. Rui Mota Cardoso and his team, this publication by the Faculty of Medicine of the University of Porto takes an educational approach to the questions of communication involved in daily clinical practice, seeking to fill a gap in the professional training of health professionals. The book also contains a guide to "good practices" for GPs, hospital doctors, nurses and students, and contributes towards improving their communication skills and competences

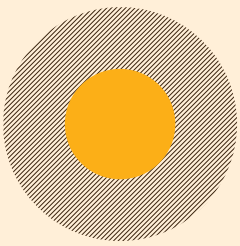




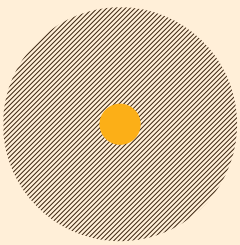
Personnel costs **360 505**



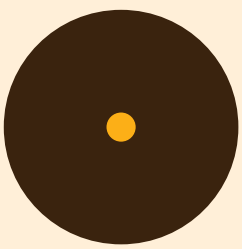
Operating costs **85 832**



Subsidies **1 331 365**



Departmental activities **215 943**



Total **1 993 645**

Receipts **21 269**

AMOUNTS IN EUROS

Gulbenkian Human Development Programme

In 2012, the Gulbenkian Human Development Programme continued the work that it has been undertaking since 2009. Its main focus has been on supporting and stimulating the social integration of the more vulnerable population groups and promoting community development projects in the urban communities most exposed to poverty and social exclusion. To achieve this, it adopted approaches aimed at social innovation, organisational capacity-building and the promotion of active civic participation, as well as 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, migrants and disabled persons);
› urban communities;
› social innovation, civic participation, voluntary activities and organisational capacity-building.

Vulnerable groups

Children and young people at risk
The main aims in this area are:
› to integrate children and young people at risk;
› to promote alternative measures to the institutionalisation of children that are victims of abuse or neglect;
› to support the capacity building of institutions and professionals who work with children and young people at risk and their families;
› to support the balanced development of children whose development is lagging behind (as well as their families);
› to enhance and encourage networking between institutions.

Some of the projects supported were:

Parents' Workshop/Parents' Group
The "Parents' Workshop" was set up in 2010 to support parents of disabled children, helping them to guide their children through the inclusion process and enabling them to give support to other parents in similar circumstances.

It presupposes parental participation on three levels: emotional support groups, to share experiences, learn to manage emotions, and identify problems and needs; strengthening and co-accountability, to acquire skills suitable for the responsible management of the education and social inclusion of children, whatever their age; and the training of parent help providers, where a range of topics is covered in training/information sessions, such as being told about the disability and the process of adaptation, communication with the child/family/society, educational and social inclusion, rights, legal mechanisms and their applicability, etc. These parent help providers are also supervised and given orientation to ensure the appropriateness of interventions, promoting the exchange of knowledge and partnerships between parents and professionals.

By the end of 2012, 169 parents in the districts of Lisbon, Évora, Porto, Faro, Aveiro, Vila Real, Leiria, Viseu, Castelo Branco and Beja had completed this training, with some of them having already started to support other parents.

The project is an initiative of the Associação Pais-em-Rede and ISPA (University Institute of Psychological, Social and Life Sciences), funded by the Gulbenkian Foundation and the Directorate-General of Health.

"Good Deed Dentists"
This project, which came into being in Brazil in 2002, is aimed at young people aged between 11 and 17 with dental health problems, whose families do not have the financial means to pay for treatment. Volunteer dentists become responsible for monitoring the dental health of children and young people and providing the necessary treatment until they are 18 years old.

In 2010, the project was introduced into Portugal with the support of the Gulbenkian and EDP foundations and, by the end of 2012, which marked the second year of the Gulbenkian Foundation's involvement in the project, 930 children and young people (of the 1,200 that were initially seen) were being treated by 374 volunteer dentists. During the year, various check-ups were made in different parts of the country, such as Braga, Santarém, Fundão, Guimarães and Porto. In the latter city, a huge triage was performed by 50 Portuguese and Brazilian dentists involved with the project, who examined 800 young people from a variety of institutions located in the north of the country.

Check-up from the "Good Deed Dentist"

Young People in Institutional Care

Homes and temporary foster centres are institutions housing children and young people who have been neglected and/or are victims of abuse, or whose families did not have the financial means or the capacity to raise them for a variety of reasons.

In order to improve both the human and technical capacities of these institutions, so that they can encourage the autonomy of young people within a system of protection, the Gulbenkian Foundation is supporting four pilot projects in Braga, Vila Real, Leiria and Reguengos de Monsaraz.

Over three years (2012-2014), these pilot projects will work with 105 institutionalised young people with the aim of preparing them for independent life and ensuring their full integration into society and their own sustainability. The idea is to develop a strategy that is as similar as possible to that which naturally occurs within a family, inculcating learning linked with everyday activities with the assistance of the institutions' technical and educational teams. When the young people involved are older and have been at the institution for longer, some of them receive more technical-vocational training, while others undertake internships. Bearing in mind their eventual departure, the young people are placed in a more autonomous context in which they have to demonstrate skills and responsibility in the way they manage their time, space and their relationships with others.

At the same time, work is done with their families to create conditions for them to return whenever possible.

Old people

In this area, the aim is to contribute towards:

› fostering relationships between older and younger people;

› understanding and combating the phenomenon of loneliness;

› gaining greater insight into new problems associated with ageing societies, and developing new forms of social interaction for this target group;

› encouraging innovative ways of supporting carers, particularly family carers of old people suffering from dementia or stroke victims.

Some of the projects supported were:

International Conference on "Ageing and Social Innovation"

To mark the European Year of Active Ageing and Solidarity between Generations, the international conference "Ageing and Social Innovation" was held on 19 and 20 November. This was the result of a partnership between the Gulbenkian Human Development Programme and the United Kingdom Branch, with whom a shared working agenda has been forged regarding these issues, with particular emphasis on loneliness, dementia and intergenerational relations.

The conference brought together some of the most respected Portuguese and international experts in this field (including representatives of the OECD and the European Commission) to reflect upon and discuss the role of innovation in ageing policies and practices. The conference programme also included three workshops and a project fair, which presented ten projects supported by the Foundation in this area.

Institute of Ageing

This research unit was set up in 2009 by the Calouste Gulbenkian Foundation in partnership with the Institute of Social Sciences of the University of Lisbon, in order to improve scientific knowledge in the field of ageing and promote advanced training in this area.

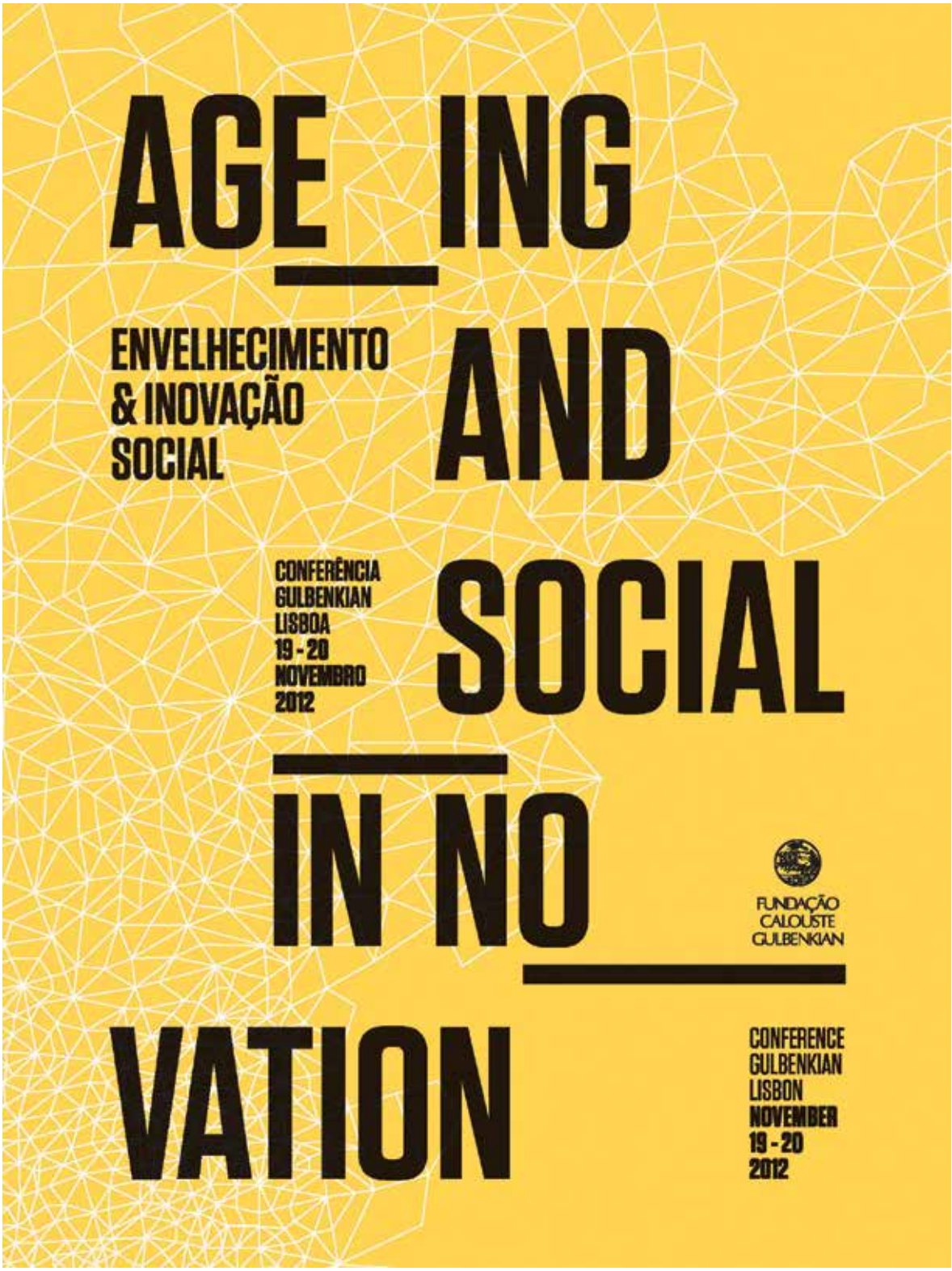
In 2012, representatives of Portuguese public bodies were invited to an Advanced Training Course on Demographic Ageing and Public Policies, which was given in partnership with the Oxford Institute of Ageing.

In addition to this, the Institute concluded and publicly presented the results of several studies in Portugal and abroad, such as "Ageing processes in Portugal: time use, social networks and living conditions", which deals with the importance of social networks and leisure activities, amongst other aspects. This study was presented to the scientific community and the general public, and led to a workshop and a book that is currently being prepared.

There are ongoing projects in the fields of the political economy of ageing job markets, intergenerational relationships and accessibility in the public domain. In the field of demography, there is an ongoing project entering a new phase, due to the availability of data from the latest census.

As far as advanced training is concerned, the Institute currently has a recipient of a PhD scholarship at the Department of Public Health at Oxford University, where she is working on a thesis entitled "The cost of loneliness of older people to national health services."

Poster advertising the conference on "Ageing and Social Innovation"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ENVELHECIMENTO
& INOVAÇÃO
SOCIAL
CONFERÊNCIA
GULBENKIAN
LISBOA
19 - 20
NOVEMBRO
2012
FUNDAÇÃO
CALOUSTE
GULBENKIAN
CONFERENCE
GULBENKIAN
LISBON
NOVEMBER
19 - 20
2012

"Care Better" Project
This pilot project is the result of concern about the increasing number of older people with dementia and the fact that their families have to care for them without proper guidance and supervision. The aim is to support these family carers via multidisciplinary teams that include experts in sociology, social policy, gerontology, psychology, nursing and law, and who can meet the needs of family carers and institutions caring for people with dementia.

The result of a partnership between the Montepio and the Calouste Gulbenkian Foundations, the Institute of Health Sciences (Catholic University in Portugal) and Alzheimer Portugal, this project has commenced operations in the municipal areas of Cascais, Oeiras and Sintra. These local authorities have associated themselves with the project, providing the necessary technical and material resources.

Caring for Carers
This project provides support, training, information and psychological and educational support for family carers of old people suffering from dementia who have decided to keep them at home for as long as possible. The project was implemented in the Entre Douro e Vouga region, and involves a large number of institutions in five municipalities: Santa Maria da Feira, São João da Madeira, Oliveira de Azeméis, Arouca and Vale de Cambra.

In addition to the psychological and educational aspects, this project involves Mutual Aid Groups, advanced training of professional carers, the promotion of local volunteer networks and temporary relief for family carers.

The Mutual Aid Groups, coordinated by gerontologists and social educators, and the advanced training given to professional carers, are provided by the project team using the municipalities' resources in the areas of nursing, psychology, legal support and nutrition.

By the end of the first half of 2012, 274 family carers were involved in this initiative.

"Centro in Domo Nostra"
The "Centro in Domo Nostra" project is seen as a possible way of mitigating loneliness and isolation, encouraging contact and sharing amongst those who, due to their advanced age and/or because of problems of mobility, cannot leave their homes. For these purposes, telephone conferencing is used, and a moderator introduces different themes throughout the week on a daily basis. Specialists are also invited to discuss specific issues. During the first year of this initiative, 12 old people participated, with an average age of 76.

The project is being implemented in Setúbal and is supported by the Gulbenkian Foundation and the PT Foundation, which is responsible for providing the technical resources employed.

Study on "Senior Citizens and Museums: Perceptions, Uses, Recommendations"
The Museum Accessibility Group, in partnership with the International Council of Museums Portugal, coordinated a study sponsored by the Gulbenkian Foundation on the perceptions and expectations that old people have regarding museums and their services, via a survey of senior visitors and Portuguese museum staff and directors. This study will be published in 2013 and a bilingual publication (Portuguese/English) is currently being prepared that will be available in both printed and online versions.

Migrants
The main aims of the Gulbenkian Human Development Programme in this area were:
› to promote models that respect human dignity in the integration of immigrants and their descendants;
› to broaden knowledge about the main factors determining their social and professional integration;
› to develop strategies of understanding and respect between groups with diversified cultural references;
› to build closer relations between the Portuguese diaspora and Portugal in order to make the most of the opportunities arising from the dispersal of Portuguese emigrants and to strengthen the sense of community.

Some of the projects supported were:

FAZ – Ideas of Portuguese Origin
"FAZ – Ideas of Portuguese Origin" is a platform for the incubation of projects for social innovation and entrepreneurship launched in 2010 with the aim of calling upon the diaspora to think about new and improved responses to the social challenges that Portugal is currently faced with. Apart from promoting individual responsibility and encouraging the exercise of active citizenship, this initiative seeks to contribute to a closer collaboration between the Portuguese living in Portugal and those who live and work abroad.

In the first edition of the programme, the diaspora responded to this challenge by submitting 203 ideas (in the fields of environment and sustainability, intercultural dialogue, ageing and social inclusion) from 28 countries in the five continents.

The authors of the ten short-listed ideas teamed up with other Portuguese citizens, living either in Portugal or abroad, and were trained and coached by the Instituto de Empreendedorismo Social (IES – Social Entrepreneurship Institute) in order to develop and structure their ideas better before turning them into actual projects.

The winning idea ("Arrebita! Porto") is already up and running. This is an urban renewal project aimed at regenerating disused buildings in the centre of Porto, at zero cost, with the help of volunteer Architecture and Engineering students.

In 2012, the winning project (already in operation) continued to be monitored, as were the finalists committed to implementing their projects. The opportunity for training was extended to all the participating non-finalists who demonstrated interest in implementing their projects. This training included a distance mentoring programme and ended with an intensive workshop with 11 teams, held on 30 and 31 July.

Work has also begun for the preparation of the new edition of the competition, which will take place in January 2013 in partnership with COTEC, under the slogan "FAZ".

"Arrebita! Porto" Project
As the winner of the FAZ – Ideas of Portuguese Origin initiative, "Arrebita! Porto's" mission is to combat the gradual abandonment of Porto's city centre. "Arrebita! Porto" consists of designing a system in which all stakeholders stand to gain from the renovation process. The aim is to create a collaborative system where the value of a renovated building is created through exchanges and contributions and not through the actual payment for services in the form of money. As such, the project allows owners with limited resources to renovate their rundown or vacant buildings at zero cost.

In 2012, the strategic partnerships were formalised with the Porto Municipal Council, which donated the building to be renovated, and Fundação Porto Social, which incorporated the project into its business incubation centre. All the preparatory technical work has been carried out by three teams of young volunteer architects and engineers from all over Europe, with the works planned to start in early 2013.

Immigration Platform

In 2006, the Foundation set up its Platform on Immigrant Hosting and Integration Policies ("Immigration Platform"), which involves 18 civil society institutions working in the area of immigrant integration and intercultural dialogue[1], with the aim of contributing at the national level to the organisation of civil society on the core issues relating to immigration.

In 2012, this platform sponsored research into the behaviours, attitudes and perceptions of the Portuguese in relation to immigration and immigrants, undertaken by the Centre of Studies and Opinion Research of the Catholic University in Portugal. The publication of this poll was presented at the Gulbenkian Foundation on 25 May, 2012.

Team of volunteers from the "Arrebita! Porto" project
© Márcia Lessa

1 Foundations: Gulbenkian Foundation, Aga Khan Portugal Foundation, EDP Foundation,, Luso-American Development Foundation, Luso-Brazilian Foundation, Oriente Foundation and Portugal-Africa Foundation. Associations: Associação Empresarial de Portugal (Portguese 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: Comissão Episcopal para a Mobilidade Humana (Episcopal Committee for Human Mobility), Plataforma das Estruturas Representativas das Comunidades de Imigrantes em Portugal (Platform for the Representative Structures of Immigrants Living in Portugal), Federação das Organizações Cabo-Verdianas de Portugal (Federation of Cape Verde Organisations in Portugal).

TODOS Orchestra
Formed in Lisbon with the support of the Gulbenkian Foundation and the Lisbon Municipal Council, the TODOS Orchestra is a multicultural musical experience that brings together musicians from a range of very different countries, such as Cape Verde, India, Italy, Spain, Brazil, Romania and Portugal.

In 2012, the TODOS Orchestra launched its first album, in front of roughly 1,000 people in the Foundation's open-air amphitheatre on 20 July.

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 2012, the third phase of the EPIM was launched, continuing to support non-governmental European organisations, with transnational projects, in the areas of asylum-seekers and refugees, undocumented migrants and extremely vulnerable migrants due to the crisis affecting Europe. This phase will take place between 2012 and 2015 and support will be given to ten projects.

Immigrant Citizens Survey
The Calouste Gulbenkian Foundation, in partnership with the King Baudouin Foundation, supported the development of a study on the perceptions and opinions of immigrants regarding seven host countries (Portugal, Spain, Italy, France, Belgium, Hungary and Germany). The study, which was carried out by the Migration Policy Group, was presented at the Gulbenkian Foundation on 25 May, 2012.

Other initiatives in this area
› publication of the work *As Cruzadas da Integração na Europa* (The Crusades of Integration in Europe), by Christophe Bertossi, as part of a partnership with the French Institute of International Relations.
› support for the Health Professionals' Training Programme entitled "Migration and Health", an initiative of the International Migration Organisation.

Other vulnerable groups
In this area, the objective is to contribute towards:
› defending and promoting the rights of people with disabilities;
› disseminating and monitoring the application of the International Convention on the Rights of Persons with Disabilities;
› coordinating civil society efforts aimed at lowering poverty levels.

Some of the projects supported were:

Missing children: prevention and support
This project is based on preventing and providing support for missing children and child abuse cases. Support is provided via the Internet and a 24-hour telephone helpline available to citizens and families. This initiative results from partnerships established in 2011 with entities such as the Safe Internet Platform Association and the Directorate-General of Health, and protocols were signed in 2012 with the Criminal Police Force, the National Republican Guard and the EDP Foundation.

Loja da Felicidade
(The Happiness Store)
© Nuno Ferreira

Espaço T: Loja da Felicidade
Support for the Associação Espaço T, based in Porto, in order to develop alternative and innovative ways of raising funds for the Association's daily activity, namely by creating the *Loja da Felicidade* (Happiness Store), which sells products from its partners, but which also exhibits and sells works made by the Association's everyday users.

Quality of Life Initiative of the Associação Salvador
Since 2009, the Gulbenkian Foundation has supported this initiative of the Associação Salvador, which is aimed at helping people with motor disabilities and limited financial resources to obtain equipment suited to their needs, thus providing them with a greater quality of life. Up to 2012, the Quality of Life Initiative had already supported a total of 95 people, involving an investment of €345,000. In 2012 alone, 35 people were helped.

European Foundation Centre Consortium – Disability Interest Group
The Foundation is a member of the European Foundation Centre's Disability Interest Group, and has also been a part of the European Consortium on Human Rights and Disabilities since 2008. The main purpose of this Consortium is to coordinate the efforts of foundations to raise awareness among Community institutions, national governments, the foundation sector and other relevant partners about the importance of implementing the rights set out in the Convention on the Rights of Persons with Disabilities across Europe, as well as to provide support for the working group of the recently-created European Disability Strategy 2010-2020. In 2012, under the scope of the Consortium, the Foundation supported two studies: the "Assessment of the Impact of the Austerity Plans of European Governments on the Rights of Persons with Disabilities", where an assessment was made of the impact of the recent social cuts on the support provided to people with disabilities, namely in relation to the social services and social subsidies or pensions provided to these people in six European countries: Portugal, the United Kingdom, Ireland, Greece, Hungary and Spain; and the "International Study on the Implementation of the Convention on the Rights of Persons with Disabilities", carried out by the ESSL Foundation in 2012 in around 50 countries, including Portugal, which focused on three types of indicators: social indicators, indicators on innovative practices and indicators on innovation policies.

Other initiatives in this area
› Support provided to the Associação CAIS for the new jackets identifying the Association's magazine sellers and beneficiaries.
› Support provided for the Annual Meeting of the Comité Catholique International pour les Tsiganes, held in Fátima in March 2012, which discussed questions relating to the integration of the gypsy minority, with the participation of 133 people from 19 different countries.

Urban communities

In this area, the Gulbenkian Human Development Programme has the following aims:
› to empower young people to become leaders and agents of change in their own local communities;
› to empower local players in peripheral and problematical urban areas, by strengthening their initiative and autonomy;
› to discourage early school-leaving and educational failure;
› to promote and activate the potentialities of local resources, by strengthening neighbourhood and solidarity networks;
› to chart the problems and needs of these communities, with the aim of contributing to a reduction in the levels of poverty, marginality and social exclusion in these areas.

Some of the projects supported were:

Generation Orchestras

This project has made a significant contribution to the social integration and development of children and young people from the first to the ninth years of compulsory education. Inspired by the model of the National Network of Youth and Children Orchestras of Venezuela, known as "El Sistema", this project supports the balanced development of children and uses orchestral practice as a means of supporting education, especially in terms of behavioural and social skills.

Since the first Generation Orchestra was created in Casal da Boba (Amadora), in 2007, Generation Youth Orchestras have steadily spread across the country: Lisbon, Vila Franca de Xira, Loures, Oeiras, Sesimbra, Sintra, Amarante, Mirandela, Murça and Coimbra already have their own orchestras. These orchestras have mobilised their local communities, bringing together families and neighbours. Currently, around 1,000 children are involved in this project.

At the end of 2012, an external evaluation of the Generation Orchestras was completed. Carried out by the Institute of Spatial Planning and Land Use Management of the University of Lisbon (IGOT), the final report will be submitted early next year.

Worthy of special mention is the fact that the documentary "Generation Orchestra" directed by Filipa Reis and João Miller Guerra – which shows us the daily life of some of the young members of the Casal da Boba orchestra – was screened at various festivals in 2011 and 2012.

Every year, since 2007, the Open-Air Amphitheatre of the Calouste Gulbenkian Foundation hosts the End of Summer Internship Concert of the Generation Orchestras, which is always a sell-out event involving children, families, teachers, curious visitors and the many followers that this group already has.

Ubuntu Academy

This initiative was created by the Padre António Vieira Institute to undertake informal education activities among young descendants of African immigrants faced with challenges in terms of their full integration into Portuguese society. Based on major African cultural references such as Nelson Mandela, Martin Luther King and Desmond Tutu, the Ubuntu Academy initially provided training and education with a view to fostering leadership and service to the community – so that these young people will be able to act as agents of change within their communities.

Then, in a second phase, these young people were challenged to identify social problems in their neighbourhoods and to come up with ideas to solve these issues within a social entrepreneurship framework, along with the help of the consultancy firm, Everis. By the end of 2012, a total of 15 social projects were in progress, all led by young people trained by the Ubuntu Academy.

To mark the ending of the first edition of the Ubuntu Academy and to present its results, a meeting took place at the Gulbenkian Foundation in June 2012 between Archbishop Desmond Tutu, the winner of the Nobel Peace Prize, and the Academy's young students. This was then followed by a conference.

The external assessment of this project was carried out by the Catholic University of Lisbon.

Trainees from the Ubuntu Academy meet the winner of the Nobel Peace Prize, Desmond Tutu
© Gonçalo Gil

"Jovens Changemakers" (Young Changemakers)

This project has been developed by Ashoka, in partnership with the Calouste Gulbenkian Foundation and the Santa Casa da Misericórdia de Lisboa, with the aim of promoting social entrepreneurship among teenagers, identified by social organisations working with this age group, originating from neighbourhoods on the periphery of the Lisbon Metropolitan Area.

Initially, some work was carried out with these young people in order to identify a social problem that concerned them and to develop an idea for its solution. In order to prepare an action plan to give the idea a concrete form, training and monitoring was provided by Ashoka with the help of volunteer master's degree students from the Faculty of Economics of the New University of Lisbon. The action plans were evaluated and the teams with the highest scores received up to €800 to put their ideas into practice. In this way, these young people form part of the Ashoka network, through which, for nine months, they receive support to implement and develop their project.

"Kê li kê lá"

"Kê li kê lá" ("Ah, and so on" in Creole) is a project designed to raise artistic awareness and provide training in filmmaking for young people living in the Casal da Boba neighbourhood of Amadora.

Financed by the Calouste Gulbenkian Foundation and the EDP Foundation, the project began in 2010, placing artists and professionals from the world of cinema and the neighbourhood's youth on an equal footing for the purposes of learning and knowledge sharing.

The 100 or so young people involved in the project took part in workshops, where they learnt about different cinema-related areas – documentaries, photography, acting and audio-visual techniques, acquiring artistic and self-awareness tools and creating the right environment for reflection. At the same time, the artists and professionals from the world of cinema involved in "Kê li kê lá" were able to amass a wealth of stories about life in the neighbourhood with the aim of producing a short film.

This phase of the "Kê li kê lá" project culminated in 2012 with the showing of the short film *Nada Fazi* at the Gulbenkian Foundation, a product of the 2011 training workshops and the winner of the 2012 FantasPorto award.

Our Km²

By offering greater in-depth knowledge of the parish in which the Gulbenkian Foundation is located – Nossa Senhora de Fátima – this project is designed to foster the spirit of a participative and active community. It seeks to stimulate the development of proximity and neighbourhood networks capable of responding to the social problems affecting local inhabitants. It also aims to encourage the creation of volunteer networks capable of responding to some of the problems identified, involving all of the local inhabitants interested in discovering and applying solutions.

"Our Km²" seeks to improve the quality of life of the resident population. Now that the diagnostic phase is over and the first partnerships have been established, an initial plan of action is being implemented with a focus on the older members of the community, since the ageing of the population is one of the most obvious phenomena in this area.

"Da Rua para o Palco" (From Street to Stage)

"From Street to Stage" was an inclusion-through-dance project headed by the choreographer and dancer Marco De Camillis and supported by the Gulbenkian Foundation, the EDP Foundation and the Escolhas Programme. The project was implemented in ten Greater Lisbon social housing estates, where the choreographer held dance workshops for a period of ten weeks. Around 350 young people took part in these workshops, and the best dancers from each workshop were given the challenge of helping to put a show together.

The show was presented to the public on 19 July at the Maria Matos Theatre and on 6 September in the Open-Air Amphitheatre of the Calouste Gulbenkian Foundation. Some of the dancers from the project later joined professional dance projects.

The show *Da Rua para o Palco* (From Street to Stage)
© Caroline Pimenta

Community Allotments

In partnership with the EDP Foundation, the Gulbenkian Foundation has been involved in the Community Allotments programme since 2012. The programme backs ten projects, involving service sector organisations in different parts of the country, with a view to giving these partners the best possible support and preparation to help them achieve their goals: food self-sustainability, less dependence on third parties, boosting ties with the surrounding communities and improving the quality of life of all those who use their spaces.

In Braga, Matosinhos, Santarém, Aveiro, Condeixa and Sintra, the Community Allotments are run by support organisations for vulnerable groups such as the mentally disabled, the homeless, recovering drug addicts or alcoholics. In these cases, their therapy now includes taking care of the allotment.

The Community Allotments programme in São Brás de Alportel, Faro, Loulé and Ericeira provides the neediest members of the local community with allotments and the appropriate training to enable them to cultivate and tend to them.

Finally, the Lisbon Allotment, located in Alta de Lisboa, is a pilot project targeting people with reduced mobility or motor disability and their respective families.

Support for the project comes in various shapes and forms, ranging from clearing the land to training the allotment holders, and creating their own regulations and standard signs.

Organisational capacity building, voluntary activities and civic participation

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

› to promote creativity, entrepreneurship and social innovation with the aim of improving the effectiveness and quality of the services provided by organisations, as well as searching for new forms of funding;

› to disseminate models for the sustainability of third sector organisations and social intervention projects;

› to foster a culture of responsible and skilled voluntary activities;

› to raise awareness about the importance of a balanced and healthy diet, even in disadvantaged social and economic situations.

Some of the projects supported were:

Conference cycle on "The Future of Food – Environment, Health and the Economy"

A cycle of seven conferences organised in partnership with the Público newspaper, aimed at promoting reflection and debate on the future of food from a broad perspective that includes questions relating to community health, environmental protection, the economy, generating employment, equity in access to food and preserving local cultural identities. The dialogue between Portuguese and international experts led to the exchange of existing partial views on the subject and the emergence of new ones. The various sessions included areas such as the "Global Food Context", "Food and Health", "Food and Development"[2], the "Economics of Food", "Food, Fishing and the Environment", "Agriculture and the Environment" and finally "Food, Culture and Ethics". At the end of the conference cycle, the conclusions were published and recommendations were presented to the political powers, institutions and the general public.

2 Organised in partnership with the Gulbenkian Development Aid Programme.

13/DEZ
Alimentação, Cultura
e Ética
FUNDAÇÃO CALOUSTE GULBENKIAN

In addition to the conferences, three workshops were organised on the following themes:
› "Food and Health", organised in partnership with the Portuguese Association for Consumer Protection (DECO) and the Portuguese Association of Nutritionists, designed to enable doctors and health centre managers to share strategies for promoting a healthier and more economical diet among the population;
› "Entrepreneurship in the Food Area", organised in partnership with Inovisa, which involved entrepreneurs from the food sector sharing innovative and successful practices in this area;
› "Food Waste", a session coordinated by the Centre of Studies and Strategies for Sustainability (CESTRAS), which presented the study entitled "From the Field to the Fork – Study on Food Waste in Portugal", developed as part of the Project for Study and Reflection on Food Waste (PERDA), which was the winner of the Green Ideas Award and was supported by the Gulbenkian Foundation.

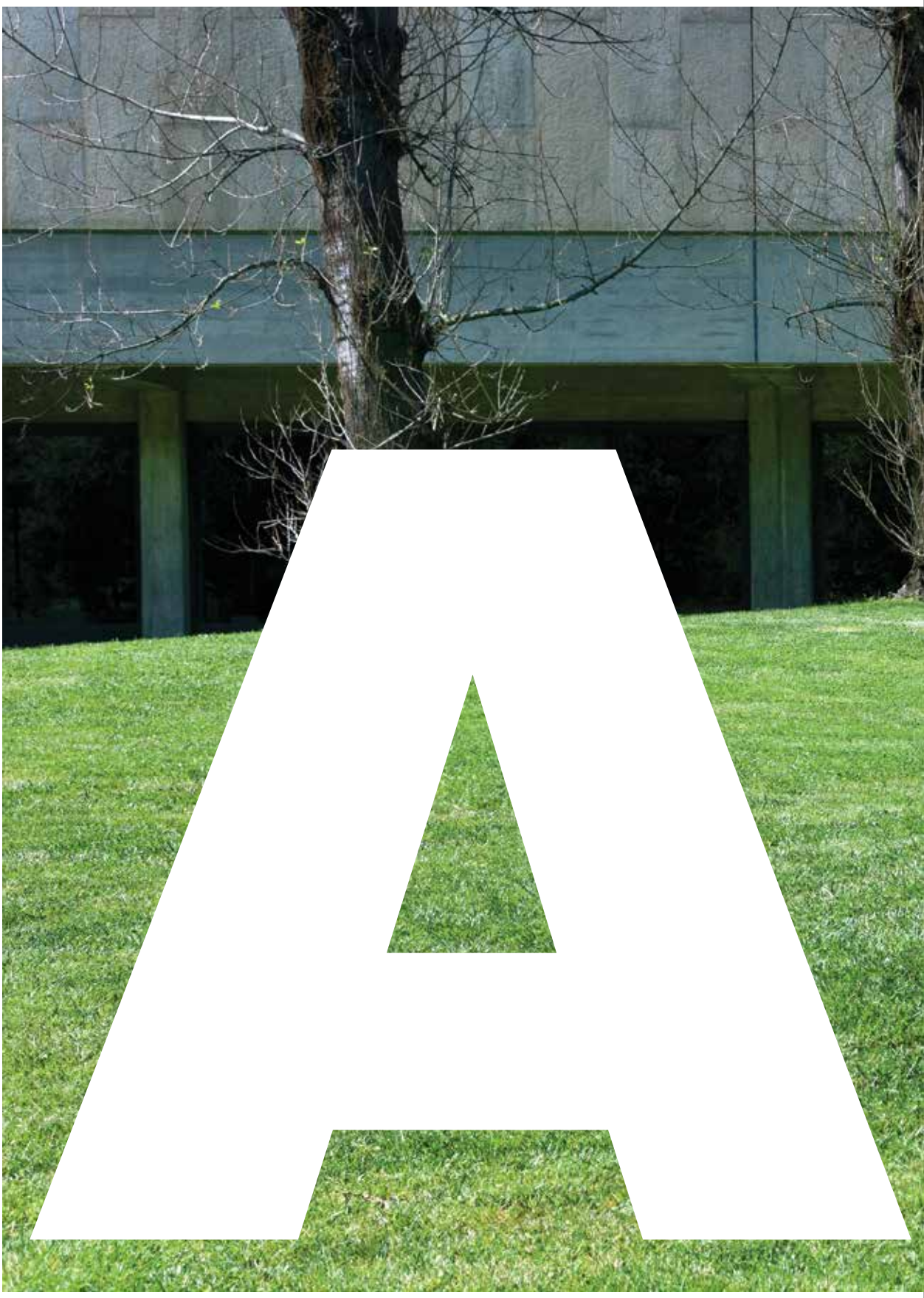
Social Stock Exchange
The Social Stock Exchange (SSE), which is an innovative initiative in Europe, was set up by the Calouste Gulbenkian Foundation, the EDP Foundation and Euronext Lisbon. The initiative is an online platform that recreates the atmosphere of a real stock exchange and brings together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

The SSE reached the end of 2012 with 31 listed projects, six of which were already fully financed through the SSE: "POR TI"; "Retalhos da Esperança"; "Social Innovation Challenge"; "UMAD"; "Audiosdescrição" and "Cozinhar o Futuro".

Map of Innovation and Social Entrepreneurship in Portugal
Begun in 2012, this project seeks to contribute to the growth and competitiveness of a new market of innovation and national social entrepreneurship, promoting Portugal as a pioneering country within the EU in terms of the recognition, study, dissemination and promotion of innovative and sustainable business models. The project is promoted by the Institute of Social Entrepreneurship and the Padre António Vieira Institute, receiving public (national and EU) funding through the COMPETE programme, as well as the Calouste Gulbenkian and EDP foundations.

Other initiatives in this area
› Support for the *Manual do Dirigente Associativo. 100 Perguntas – 100 Respostas*, published jointly by the Portuguese Confederation of Cultural, Recreational and Sports Collectives and the Montepio Foundation.
› Support for the prototype phase of two projects promoted in the Social LAB of the EDP Foundation to explore new ways of obtaining a social impact, through small social businesses, and testing different forms of funding.
› Support for the seventh Beta-Start Programme. This programme for accelerating ideas in the area of entrepreneurship, implemented between November and December 2012, enabled 14 teams and 40 entrepreneurs to be trained and to help consolidate their idea of business in the field of creative industries.

"The Future of Food" – speech by the minister Assunção Cristas
© Carlos Porfírio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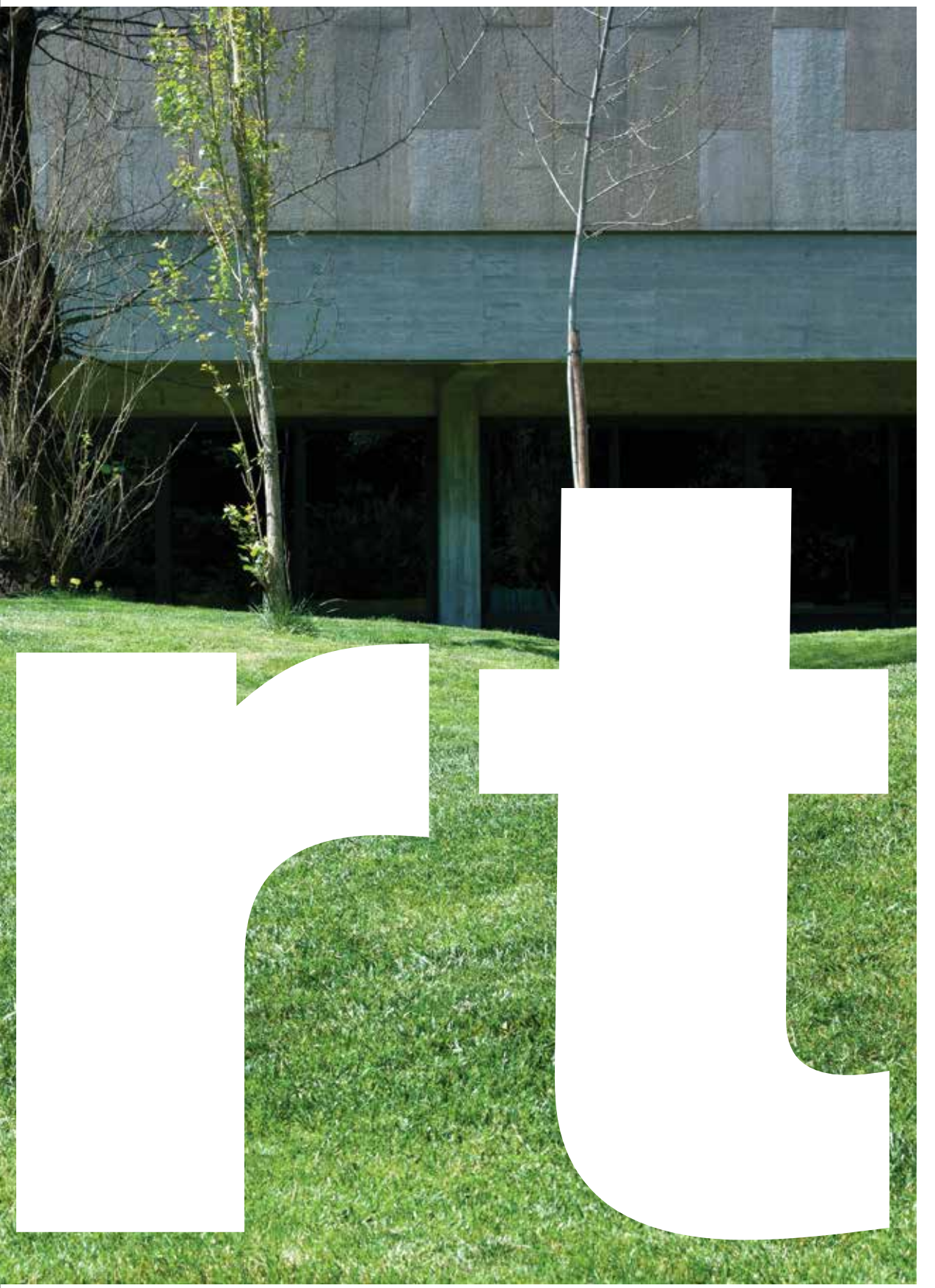
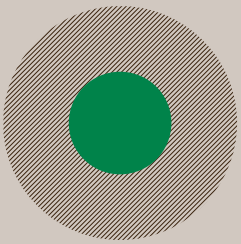
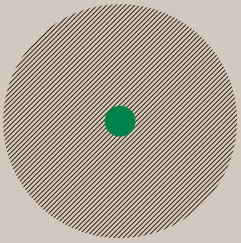
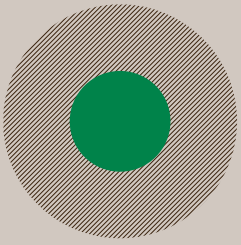




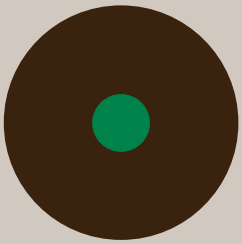
Personnel costs **2 072 559**



Operating costs **95 709**



Departmental activities **2 126 043**



Total **4 294 311**

Receipts **857 906**

AMOUNTS IN EUROS

The Calouste Gulbenkian Museum

Preserving a heritage

The Calouste Gulbenkian Museum is still one of the most visited museums in the country. Its collection, unique in terms of the Portuguese museum panorama, justifies this status. It is the cultures and authors exclusively represented here that explain the great interest of the Portuguese and international audiences in this museum, with its collection of over 6,000 pieces put together by just one man during his lifetime. The collection's works are of such a high artistic level and rarity that they create a genuine desire to visit a place of such exceptional quality.

In 2012, the permanent exhibition was visited by 217,182 people, 122,175 of whom were foreign visitors, while the remaining 95,007 were Portuguese nationals.

Among the official visitors to the exhibition were the President of Austria, the Brazilian Minister of Culture, the Turkish Foreign Minister, the Deputy Foreign Minister of Kazakhstan and the Mayors of Istanbul and Turin, with the latter stating his wish to use his city's municipal museums to develop joint projects with the Gulbenkian Museum, which will begin to be studied in March 2013.

Producing knowledge

Temporary exhibitions

"In the Presence of Things. Four Centuries of European Still-Life Painting. Part Two: 19th and 20th Centuries (1840-1955)"
Having opened in the previous year, the exhibition closed its doors on 8 January, having been visited in those few days of the New Year by 18,299 people.

"L'hotel Gulbenkian, 51 avenue d'Iéna. Memories of the Place"
21 October 2011 to 7 April 2012
Museum's Temporary Exhibition Gallery
An initiative of the Office of the President prepared by advanced technicians from the Museum, this exhibition was presented in the Museum's Temporary Exhibition Gallery after first being presented in Paris. Its closing date was extended until 28 April.

This exhibition was visited by 30,149 people.

"Infinite Tasks. When Art and Book Unbind Each Other"
20 July to 21 October 2012
Museum's Temporary Exhibition Gallery
Scientific Curator: Paulo Pires do Vale
Executive curators: Manuela Fidalgo (Calouste Gulbenkian Museum) and Ana Barata (Art Library)

This exhibition resulted from the first large-scale collaboration between the Calouste Gulbenkian Museum and the Art Library, as highlighted by the Foundation's President in his introductory text.

The scientific curator saw this exhibition as an experiment in which, to quote Robert Bresson, he would "bring together things that have never been brought together and did not seem predisposed to be so". He did this by bringing together 103 works organised into their own specific groups.

In addition to works loaned from private collections, the exhibition also enjoyed the collaboration of the General Library of the University of Coimbra, the Portuguese National Library, the Caixa Geral de Depósitos Foundation – Culturgest, the Serralves Foundation, the Luso-American Development Foundation, the PLMJ Foundation, Yvon Lambert Gallery (Paris), Lux (London), Museu Nacional de Arte Antiga, Stichting Ellipse Foundation, the Library of the University of Heidelberg and Vera Cortês, Agência de Arte. 47 works belonging to the Calouste Gulbenkian Foundation's Art Library were also included, as well as some works from the Founder's collection, three works from the Modern Art Centre and 11 from the Museum. The exhibition also included installations by Rui Chafes, Fernanda Fragateiro and Diogo Pimentão.

The museographical project was entrusted to the designer Mariano Piçarra, who benefited from the collaboration of Joana Nascimento and Rita Albergaria, as well as the support of Ricardo Viegas in preparing the exhibition's graphic design.

Opinions were unanimous about the quality of the pieces that were displayed, and the exhibition was considered to be a project of great scientific quality, particularly in the reviews and news articles published by the media; the *Público* newspaper dedicated a two-page article to this event once a week, showing a reproduction of a specific work related to the subject.

The weekly *Expresso* newspaper considered it to be the year's best exhibition.

Two lectures, which will be referred to later on, were given under the scope of the exhibition, as well as the screening of the films *Alphaville* by Jean-Luc Godard (12 September) and *Fahrenheit 451 by* François Truffaut (19 September*)*.

The curator gave several guided visits to the exhibition, many more than had originally been agreed upon. One of the visitors was the President of the European Commission, José Manuel Durão Barroso.

The exhibition was visited by 15,058 people.

The exhibition catalogue is described in the "Publications" section.

Opening of the exhibition "Infinite Tasks"

Exhibition "Infinite Tasks"

"The Ages of the Sea"
25 October 2012 – 27 January 2013
Temporary Exhibitions Gallery in Main Building
Scientific curator: João Castel-Branco Pereira
Executive curator: Luísa Sampaio

There was a prologue justifying the theme of the exhibition, which focused on the different ways that the sea has been represented in Western European painting. This prologue consisted of the showing of a single work by Francesco Guardi, *Departure of the Bucentaur*, depicting the ceremony held in Venice each year, the symbolic act of marriage between this republic and the sea when the Doge throws a wedding ring into the water.

The exhibition was divided into six separate sections, "The Age of Myths", "The Age of Power", "Sea and Labour", "Storms and Shipwrecks", "The Ephemeral" and "The Quest for Infinity", illustrated by 109 works by the following artists: Ludolf Bakhuizen, Max Beckmann, Giorgio Belloni, Carl Friedrich Blechen, Arnold Böcklin, Carlo Bonavia, Alexander Borisoff, Eugène Boudin, William Bradford, John Brett, Niccolò Cannicci, António Carneiro, Giorgio de Chirico, John Constable, Charles Cottet, Gustave Courbet, Henri-Edmond Cross, Nicolas Delobel, Jean-Louis Demarne, Raoul Dufy, Giovanni Fattori, F.-N. Feyen-Perrin, Caspar David Friedrich, Bénigne Gagneraux, Claude Lorrain, Francesco Guardi, Carlos de Haes, William Hodges, Edward Hopper, Jean-Auguste Dominique Ingres, Eugène Isabey, Johan Barthold Jongkind, Paul Klee, Max Klinger, Peter Severin KrØyer, Johannes Larsen, Ludovic-Napoléon Lepic, Claude Lorrain, Évariste Luminais, Alexandro Magnasco, José Malhoa, Édouard Manet, Mestre da Lourinhã, Maxime Maufra, Anton Mauve, Menez, Hendrick Willem Mesdag, Claude Monet, Henri Moore, Carl Nielsen, Alexandre Jean Noël, Emil Nolde, Plinio Nomellini, Luís Noronha da Costa, Bonaventura I Peeters, Antonio Francesco Peruzzini, Jean Pillement, Ignacio Pinazzo, Filippo de Pisis, Julius Porcellis, Henrique Pousão, René-Xavier Prinet, Erasmus Quellinus II, André Reinoso, Sebastiano Ricci, Carl Rottmann, Philip Sadée, Giulio Aristide Sartorio, Johann Wilhelm Schirmer, Paul Signac, Nikias Skapinakis, Joaquin Sorolla, Adriano Sousa Lopes, Amadeo de Souza-Cardoso, Abraham Storck, Arpad Szenes, Frits Thaulow, Jan Toorop, Joaquín Torres-García,

J.M. William Turner, Jan van Goyen, Jacob van Ruisdael, Theo van Rysselberghe, João Vaz, Daniel Vázquez Díaz, Claude-Joseph Vernet, Maria Helena Vieira da Silva, Abraham Willaerts, Adam Willaerts and Heerman Witmont – amounting to a total of 89 artists who used their own particular skills and sensibilities to show all the different states of mind and soul that the sea can arouse in the spectator.

Among other considerations, the final choice of the works was based on the inclusion of Portuguese artists, whenever appropriate, as well as the balanced selection of many hallowed and other less well-known artists, whose works are frequently exhibited in less prominent museums, the aim being to surprise visitors by confronting them with the highly meritorious work of artists who are rarely mentioned in the History of Art.

On occasions, the Museum is obliged to bear the cost of additional expenses, such as the conservation and restoration of works considered essential for ensuring the clarity of the exhibition discourse. This was the case with *The Abduction of Europa*, by Quellinus II, belonging to the Prado Museum, *The Glaciers, Kara Sea*, by Alexandre Borisoff, belonging to the Musée d'Orsay, *Dutch East Indiamen off the West African Coast*, by Adam Willaerts, belonging to the Amsterdam Museum and *View of the Tagus and Belém*, by Alexandre-Jean Noël, from the Museu da Fundação Ricardo do Espírito Santo Silva.

In addition to showing works from the Museum and the Modern Art Centre, the exhibition also loaned paintings from the following institutions: in Portugal, Matosinhos Municipal Council, Casa-Museu Dr. Anastácio Gonçalves, Portuguese Embassy in Madrid, Fundação de Serralves-Museu de Arte Contemporânea, Museu de Artes Decorativas Portuguesas – Fundação Ricardo do Espírito Santo Silva, Casa-Museu Medeiros e Almeida, Museu Nacional de Arqueologia, Museu Nacional de Arte Antiga, Museu Nacional de Arte Contemporânea – Museu do Chiado, Museu Nacional de Soares dos Reis, Santa Casa da Misericórdia de Lisboa/Museu de São Roque, Santa Casa da Misericórdia da Lourinhã; in Spain, Museo de Bellas Artes de Bilbao, IVAM – Institut Valencià d'Art Modern, Valencia, Museo del Prado, Museo Sorolla, the Carmen Thyssen Bornemisza Collection, Museo Thyssen-Bornemisza, Museo Nacional Centro de Arte Reina Sofia,

Installation of the exhibition "The Ages of the Sea"

View of the exhibition "The Ages of the Sea"

and the Santander Foundation, Madrid; in France, Musée du Louvre, Musée d'Orsay, Paris, Chateau-Musée de Dieppe, Musée de Grenoble, Musée de la Chartreuse, Douai, Musée des Beaux-arts, Caen, Musée des Beaux-arts, Rennes, Musée des Beaux-arts, Dijon, Musée d'art moderne André Malraux, Le Havre, Musée maritime de l'Île Tatihou, Palais des Beaux-arts de Lille; in England, Tate Britain and the National Maritime Museum, London; in Denmark, National Gallery of Denmark and the Danish Parliament; in the Netherlands, Gemeentemuseum, The Hague, Kröller-Müller Museum, Otterlo, Amsterdam Museum; in Germany, Staatliche Kunsthalle, Karlsruhe, Staatliche Museum zu Berlin, Nationalgalerie, Berlin, Städel Museum, Frankfurt-am-Main, Wallraf-Richartz Museum & Fondation Corboud, Cologne; in Switzerland, Zentrum Paul Klee, Berne, and Museum Oskar Reinhart am Stadtgarten, Winterthur; in Italy, Galeria d'arte moderna di Palazzo Pitti, Florence, Galeria d'arte moderna, Genoa, Galeria Nazionale d'arte moderna e contemporanea, Rome, Galeria Civica d'arte moderna e contemporanea, Turin; and in the United States, Whitney Museum of American Art, New York.

Complementary activities linked to the exhibition are described in the relevant sections, not only the cycle of three conferences, but also the two concerts with programmes dedicated to the theme of the exhibition.

The exhibition catalogue is described in the "Publications" section.

The exhibition enjoyed the exceptional support of the Musée d'Orsay, which loaned ten works and offered the collaboration of the curator of painting, Caroline Mathieu, who gave the exhibition curator her full support at all times. We wish to express our gratitude to Guy Cogeval, the president of the Musée d'Orsay and the Orangerie.

The exhibition designer was once again Mariano Piçarra, supported by Joana Nascimento and Rita Albergaria.

The media were unanimous in their appreciation of the event's great quality and the *Público* newspaper collaborated with the Museum by offering free tickets in an initiative that helped to promote the event.

Galp Energia sponsored the exhibition.

Visitors to the exhibition included the President of the European Commission, the Portuguese Minister of Agriculture, the Sea, the Environment and Territorial Planning, and the Portuguese Secretary of State for Culture.

The exhibition curator gave 12 guided tours to special groups. The tours provided by the Educational Sector are described in the relevant section.

By 31 December 2012, the exhibition had been visited by 36,109 people. When the exhibition finally closed, on 27 January 2013, it had been visited by 57,914 people.

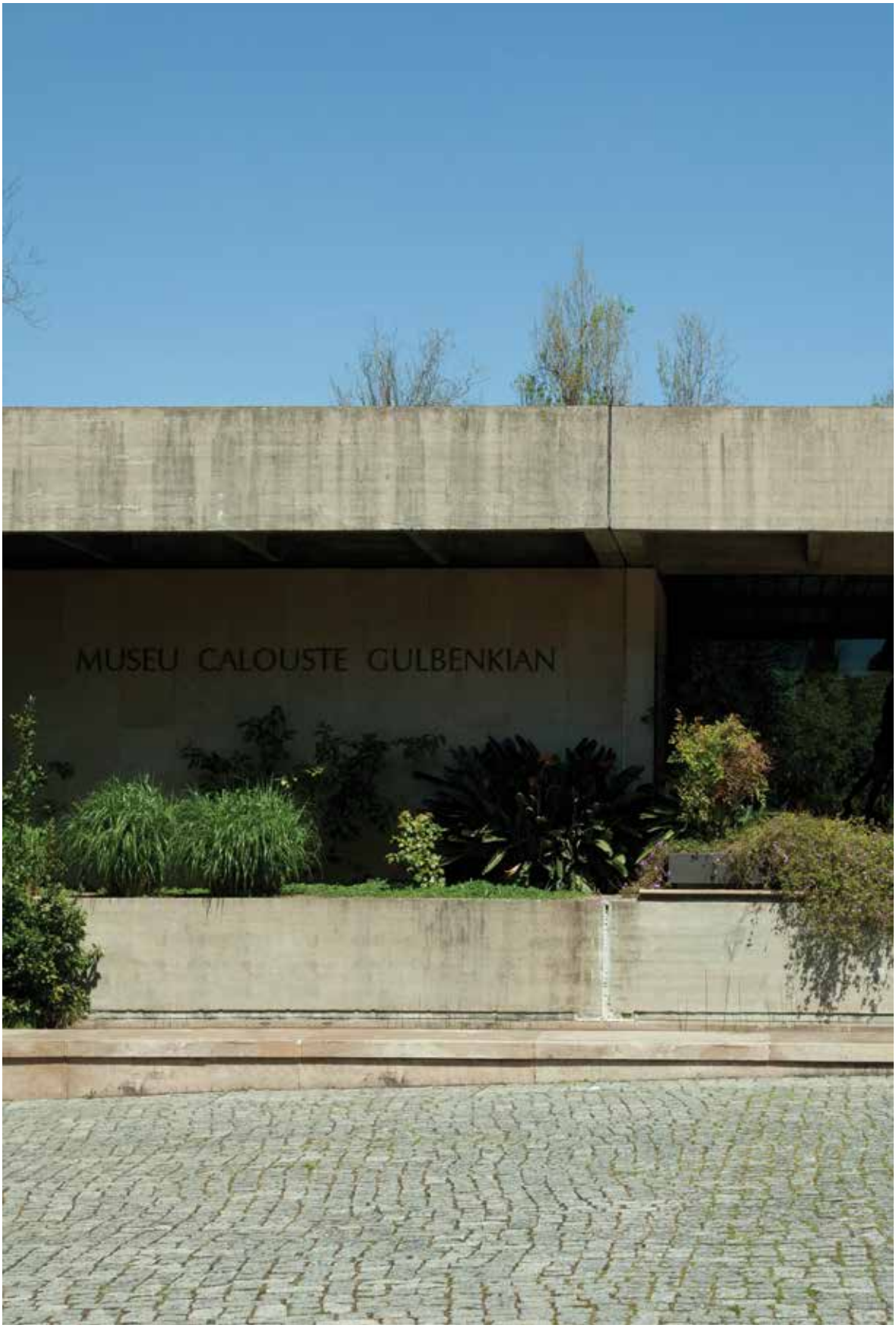
Overall, the temporary exhibitions were visited by 99,609 people.

Temporary exhibition projects

In 2012, work was undertaken for the preparation of the exhibitions to be held over the next three years. Naturally, the organisation of those exhibitions that are due to take place in 2013 and in the first semester of 2014 is at a more advanced stage.

"Drawings and Watercolours from the Calouste Gulbenkian Collection"

This exhibition is curated by the person responsible for the collection's manuscripts and graphic arts. Due to open to the public in the second half of 2014, it will show a selection of drawings and watercolours purchased by Calouste Gulbenkian that were not considered a priority among the Founder's own choices. Nonetheless, these include works considered to be of great merit, by artists such as Watteau, Fragonard and Turner.


MUSEU CALOUSTE GULBENKIAN

"The Splendour of Cities: The Route of the Tile"
Curated by the Museum's director and by Alfonso Pleguezuelo, a lecturer at the University of Seville, and held in the Temporary Exhibitions Gallery of the Foundation's main building, the exhibition will recount the history of glazed ceramic tiles (faience) that have been used to cover buildings, since their invention in Egypt, in c. 2700 B.C., until the present day. It will focus on the different themes and typologies of ceramic tiles over the ages, showing the influence that the trade routes had on the dissemination and transculturation of their decorative motifs. The exhibition is set to open in October 2013.

"The Czars and the East"
Initially organised by the Arthur Sackler Gallery of the Smithsonian Institution in Washington, in collaboration with the Kremlin Museums in Moscow, this exhibition brings together a remarkable group of around 60 pieces, offered to the Czars by Ottoman Turkey and Safavid Iran. Because of programming requirements, the exhibition, which was originally scheduled to take place in 2013, will now open in the first quarter of 2014.

Promoting cultural heritage

Works loaned for temporary exhibitions

After carefully analysing the scientific rigour and quality of the exhibition projects for which our items were requested, and after confirming their good state of preservation, the following works were loaned on a temporary basis:

› *Dead Wild Duck*, watercolour by Albrecht Dürer, for the exhibition "Von Schönheit und Tod – Tierstillleben von der Renaissance bis zur Moderne" (Of Beauty and Death: Animal Still Lifes from the Renaissance to Modernism), at Staatliche Kunsthalle, Karlsruhe. Having opened in 2011, the exhibition continued until 19 February 2012;

› "Polish" carpet (inv. T.71), mosque lamp (inv. 1022), Persian manuscript, "Three Hilali, Qazvin or Machad Poems, 1568" (inv. LA 192) and book (inv. LA 187), included in the exhibition "Gift of the Sultans: The Art of Giving in the Islamic Courts", held at the National Museum of Islamic Art, Doha, Qatar, from 1 March to 2 June. These items had already been shown in the same exhibition at the Museum of Fine Arts, Houston, in 2011, which ended on 15 January, 2012;

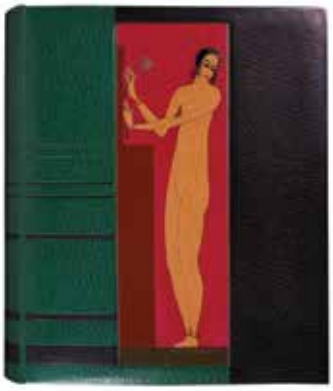
› *Statuette of Bes* (inv. 158) for the exhibition "Le Crépuscule des Pharaons" at the Jacquemart-André Museum, Paris, from 23 March to 23 July;

› Barometer-thermometer (inv. 2328), for the exhibition "Splendeur de la peinture sur Porcelaine au XVIII siècle. Charles Nicolas Dodin et la Manufacture de Vincennes-Sèvres", at the Versailles Palace from 15 May to 19 September;

› *The Presentation in the Temple* (inv. 272), by Stephan Lochner, loaned to the Schutgen Museum, Cologne, for the exhibition "Glanz und Grösse des Mittelalters", from 19 June to 4 October;

Stephan Lochner (c. 1410-1451), *The Presentation in the Temple*, 1447 (inv. 272, back)

› miniature by Zanobi Strozzi, *The Glorification of St. Pancras* (inv. M33), for the exhibition "Bagliori dorati. Il Gotico Internazionale a Firenze: 1375-1440", Galeria degli Uffizi, Florence, from 19 June to 4 November;
› *Boy Blowing Bubbles*, by Édouard Manet (inv. 2361), for the exhibition "Manet: Portraying Life", at the Toledo Museum of Art, Ohio, from 4 October, 2012 to 1 January, 2013;
› the book *Histoire de la Princesse Boudour* (inv. LM 411), *Rooster* by René Lalique (inv. 1208) and Minai bowl (inv. 938), for the exhibition "Les Mille et Une Nuits", at the Institut du monde arabe, Paris, from 30 October, 2012 to 30 April, 2013;
› statuettes of the gods Osiris (inv. 1050) and Harpocrates (inv. 1047) for the exhibition "Sérapis nos Confins do Império: O Complexo Sagrado de Panoias", at the Museu da Vila Velha (Vila Real), from 4 November, 2012, to 3 March, 2013.



An exceptional loan. The exhibition "Un Jardì Singular", Barcelona

The Barcelona Ceramic Museum is due to be closed down and its collections will be transferred to the new Decorative Arts and Design Museum. As the last exhibition, the museum's director, María Antónia Casanovas, has decided to stage "Un Jardì singular: cerâmica de Iznik, siglos XVI i XVII", which presents 37 pieces, 23 of which belong to the Gulbenkian Museum – 14 dishes (inv. 800, 801, 802, 805, 806, 818, 824, 825, 848, 849, 854, 2239, 2245 and 2246); 2 jugs (inv. 791 and 2074); a mug (inv. 777); a panel of four tiles (inv. 1668) and four border tiles (inv. 1688), all pieces made in Iznik; as well as two 17th-century Persian tulip holders, from the Safavid dynasty (inv. 964) and two Ottoman wall hangings made of silk velvet and silver thread (inv. 187 and 191).

The exhibition opened on 8 October at the Pedralbes Palace and will remain on display until 3 March, 2013.

The catalogue, which has texts in Catalan, Spanish and English, reproduces all the pieces exhibited and includes the text "Calouste Gulbenkian e l'art de col.lecionar bè", by the Director of the Calouste Gulbenkian Museum.

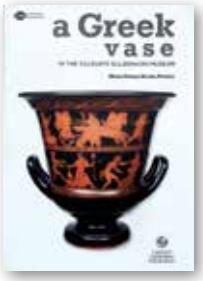
Histoire de la Princesse Boudour. Conte des mille nuits et une nuit. Binding by François Louis Schmied, 1926 (inv. LM411)

Jug. Iznik pottery, late 16th-early 17th century (inv. 2074)

Promoting knowledge

Publications

Exhibition catalogues



A Greek Vase in the Calouste Gulbenkian Museum
Maria Helena da Rocha Pereira
Editor: João Carvalho Dias
Designer: Luís Chimeno
March 2012 (80 pages)
Bilingual edition (Portuguese/English) – 500 copies
Inaugurating a series of presentations dedicated either to one single piece or a small selection of works from the permanent collection, a study was published by Maria Helena da Rocha Pereira on the Attic red figure-painted *Calyx-Krater* rom the 4th century BC, considered the finest specimen of classical Greek ceramics in Portugal.

Infinite Tasks: When Art and Book Unbind Each Other
Paulo Pires do Vale
Editor: João Carvalho Dias
Designer: Sílvia Prudêncio
July 2012 (244 pages)
Editions in Portuguese and English – 1,000 / 500 copies
The exhibition and the catalogue that accompanies it reflect on the limits – which are constantly challenged and reconfigured – of art and the book to come. Paulo Pires do Vale, the exhibition curator, is the author of the preface and of the five essays corresponding to the same number of exhibition sections: "With infinity in your hands"; "The fracture and the explosion: coming in/going out"; "Infinite line: never-ending story"; "Everything exists to become part of a book"; "The fire and the book to come".
The volume also includes the following contributions: "Brief notes on the book", by Gonçalo M. Tavares; "The book, spiritual instrument" by Stéphane Mallarmé, with a translation and notes by Tomás Maia; a facsimile version of the Portuguese translation by Bruno Duarte of "Lenz" by Rodney Graham; and a bibliography selected by Ana Barata.
The starting point for this multiple journey, this 'wandering', in the words of the exhibition curator, was the collections of the Gulbenkian Museum and Art Library, two institutions that carry on the task of collecting initiated by the founder, to which many other works were added from Portuguese and international collections, including books, sculptures, installations, paintings and films.

The Ages of the Sea
Texts: Francisco Contente Domingues, Mariana Castro Henriques, Pierre Ickowicz, Dominique Lobstein, Eduardo Lourenço, Caroline Mathieu, João Castel-Branco Pereira; biographies João Castel-Branco Pereira, Luísa Sampaio
Editor: João Carvalho Dias
Designer: TVM Designers
October 2012 (278 pages)
Editions in Portuguese and English – 2,000 / 500 copies
One of the main activities carried out by the Calouste Gulbenkian Museum concerns the organisation of temporary exhibitions on topics linked to the most prestigious pieces of its collections, providing broader contexts for readings that highlight the civilisational meaning of our artistic heritage. This exhibition was based on a historical survey of the visual depiction of the sea, identifying some of the fundamental topics which have led to its recurrent representation in western painting. The texts of the accompanying catalogue expand upon many of the questions raised by the exhibition's different sections.
The volume also includes a full reproduction of all the exhibits, biographies of the artists represented, and a chronology related with the exhibition theme. The great demand for the catalogue led to a second printing of the Portuguese edition (1,000 copies).

Brochures, leaflets and other promotional material

Exhibitions

Infinite tasks: When art and book unbind each other
› Leaflet distributed free to visitors to the exhibition
Design: Ricardo Viegas
Published in Portuguese and English – 4,000 / 1,000 copies

The Ages of the Sea
› Brochure distributed free to visitors to the exhibition
Design: TVM Designers
Published in Portuguese and English – 10,000 / 8,000 copies
› Information sheets and press releases

Under preparation
› Catalogue of drawings and watercolours in the Calouste Gulbenkian Collection.
› Catalogue of Gothic ivories from the Calouste Gulbenkian Collection.
› Catalogue of Japanese lacquers from the Calouste Gulbenkian Collection.
› Catalogue of western illuminated manuscripts from the Calouste Gulbenkian Collection.

Preparing the new generations for professional life

Internships at the Museum
The Museum welcomes interns, graduates and Master's degree students who are given the opportunity to combine practical experience with the theoretical knowledge provided by their university. The interns are integrated into the Museum's different sectors of activity – conservation and restoration, organisation of exhibitions and other events, research, publicity, publishing and photography.

In 2012, the Museum welcomed the following interns: Leonor Pinho (graphic arts); Isabel Ramirez (Master's degree in Museum Studies); Ana Luísa Neves (conservation and restoration); Ana Sofia Henriques (equipment design) and Filipa Teixeira Bastos, who undertook an internship as part of the Vocational Internship Programme of the Instituto Europeu de Formação Profissional.

The Museum also participated in the programme designed to welcome two Omani interns (Walid bin Oman al-Nadabi and Entisar bint Saif al-Maskri, both from the National Museum). These two interns stayed at the Gulbenkian Museum from 2 to 22 July 2012, where they accompanied the work involved in the installation of the "Infinite Tasks" exhibition.

The Museum also supported the internships of Ana Loureiro and Octávio Lopes, final-year students at the Faculty of Letters of the University of Lisbon, who remained in permanent contact with the installation of the same exhibition.

Building bridges with other arts

Concerts

In association with the Music Department and Vera Herold Produções Lda., 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.

As usual, brochures were produced to publicise the programmes and concerts in which the following musicians took part: António Carrilho (recorder), Edoardo Sbaffi (cello), Helena Vasques (piano), Otto Pereira (violin), António Jorge Nogueira (violin), Sandra Raposo (viola), Nuno Abreu (cello), Katharine Rawdon (flute), Elizabeth Davis (percussion), Lúcia Lemos (soprano), João Paulo Santos (piano), Luís André Ferreira (cello), Rosanne Philippens (violin), Joana Vieira Schumova (piano), Mikhail Schumov (cello), Job Tomé (baritone) and João Vasco (piano). The ensemble Voces Caelestes were invited to play the last concert of the year, held under the scope of the exhibition "The Ages of the Sea". At this concert, 16 musicians were conducted by Sérgio Fontão, and another concert is scheduled for 6 January, 2013, on the theme of "The Ages of the Sea in Sephardic Songs".

This initiative was sponsored by the Japanese company JTI.

Publicising the Museum

Photographic Archive

Throughout 2012, work continued on the updating of the Photographic Archive, which also supported the publications promoted by the Museum and the exhibitions and other activities held throughout the year.

The Archive handled approximately 11,220 photographs.

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.

Photographic work

During 2012, the photographers Catarina Ferreira and Carlos Azevedo continued the work of producing images in digital format, with a total of 3,318 high-resolution pictures being taken of the art works in the Collection.

Hundreds of images were also 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).

The photographers also worked with the Communication Department and with the Modern Art Centre, whenever requested.

The Photographic Archive recorded the 3,318 photographs taken of the art works from the Collection and the Museum's activities in both high and medium resolution; it loaned 1,085 images of pieces from the collection, when requested by outside bodies, and 1,243 images upon request from the Museum's different sectors and other Foundation services.

Multimedia

The Museum website and temporary exhibitions

The Museum website recorded a total of 1,795,984 visits in 2012, which represents an increase of 28.4% compared to the previous year. Micro-sites were created for exhibitions held during the year, thus allowing visitors to enjoy virtual contact with the exhibited pieces.

Applications were invited for the conception and design of the platform for the new Museum website; the proposals of the different applicants were analysed and solutions were chosen for the new design and incorporated into the Foundation's existing platform (which will also be changed in order to host the new Museum website). This process was carried out in association with the Communication Department and the Budget, Planning and Control Department. Implementation of the new website and platform are due for completion by the second half of 2013.

Under the scope of the initiative "Treasures of the Museum" dedicated to the Greek vase (Attic red figure-painted *Calyx-Krater*), an interactive application was developed (for accessing information close to the piece itself and through the Museum website), which allows for a 360° view of the vase and provides information about the background to the production of this type of ceramic pieces and the iconographic context of the figures that are represented.

Audio-guided tours

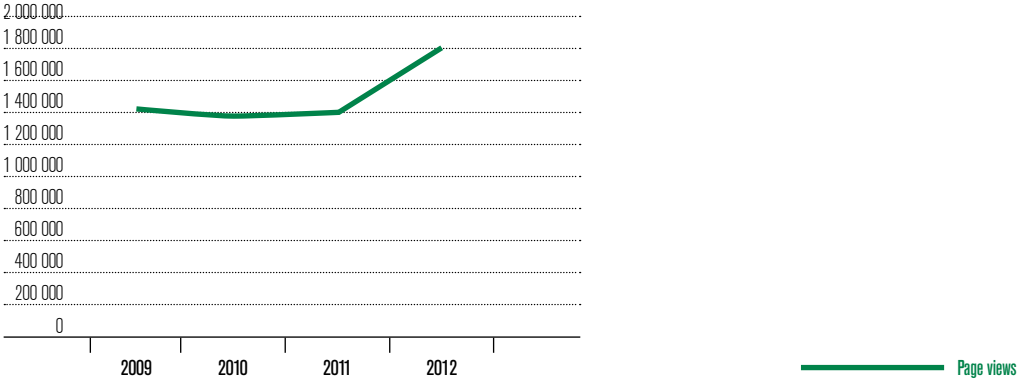
The museum continued to provide its visitors with audio-guided tours of the Collection (in Portuguese, French, English and Spanish).

All questions relating to the hire of the museum audio-guides were closely monitored.

The Museum Shop

Special attention was given to the Museum shop through the selection of new items – pottery, textiles, jewels and stationery, among other items. New themes were selected and new products were made available, with the aim of offering specific items related to each of the temporary exhibitions.

The items are chosen in association with the Central Services Department.



Producing crossovers of knowledge

Cooperation with the Foundation's other departments and outside institutions

The Museum regularly collaborates with the Foundation's other departments, particularly the Central Services Department, the Music Department, the Art Library and the Communication Department.

The Museum's cooperation with the Art Library is shown by the regular transfer to its collection of books received through the exchanges or purchases made as part of the preparations for exhibitions and other research projects that may be of interest to the reading public.

Each year, the cooperation with the Music Department is demonstrated by the Sunday concerts, usually held in the Library/Museum Hall or in the Museum's entrance hall.

The close cooperation with the Communication Department involves the latter publicising the Museum's activities, and, whenever necessary, the former provides photographers to document the Foundation's other initiatives.

The restoration and conservation expert Rui Xavier travelled to Paris to work on the installation and dismantling of the temporary exhibition "Apparitions: La photographie de Gérard Castello Lopes, 1956-2006", held in the Temporary Exhibitions Gallery of the Paris Gulbenkian Centre's Delegation in France.

The same expert continued his collaboration with the Ministry of Heritage and Culture of Oman, in keeping with the agreement established between this country's government and the Calouste Gulbenkian Foundation for the project of the new National Museum in Muscat, operating in his capacity as the "Project Coordinator and Manager of the Conservation Programme, and Head of Conservators".

As such, he made two visits to the country (May/June and November/December) to undertake the logistical organisation and selection of human resources, along with the coordination of all the necessary conservation and restoration work on the Oman museums' collections.

In addition, he supervised the restoration work being undertaken in Muscat, as well as at workshops in Portugal where a number of recovery tasks are also carried out. This work was a necessary part of his role as a consultant and the author of the preventive conservation plan for the permanent exhibition halls of the Museum's new building.

Preserving the heritage

Conservation and restoration

Work continued on the programme for the rebinding of European illuminated manuscripts, which had already been restored after the floods in 1967. This year, the work in this area, performed by the restoration experts Helena Nunes and Vasco Antunes, focused on another manuscript, the 15th-century *Missal Acciaioli*, from Italy (LA 236).

Periodical inspections were made to check on the state of conservation of the Collection's pieces, in keeping with the lists initially presented for auditing (with the collaboration of Rui Xavier).

The drawing *Golden Eagle*, by Paul Jouve (inv. 2219), was subjected to conservation work (dismantling, cleaning, humidifying and placement of the new *passe-partout*). This work was performed by Helena Nunes.

Drawing by Paul Jouve (1878-1973), *Golden Eagle*, c. 1914 (inv. 2219)

Preparatory work was undertaken on the miniature by Zanobi Strozzi, *The Glorification of Saint Pancras* (inv. M33), loaned to the Uffizi Gallery, Florence, for exhibition purposes (dismantling, consolidation and fixation of pigments, placement of hinges and a new *passe-partout*). This work was performed by Helena Nunes.

A survey was made of the state of conservation of all textiles (tapestries and fabrics) of the seating furniture and screens belonging to the Collection.

All the conservation work performed on the textiles (tapestries and fabrics) of the seating furniture and screens belonging to the collection was closely monitored by a textile conservation and restoration expert. This work included vacuuming, with controlled suction equipment, and cleaning with steam and dry cloths.

The tapestries of two armchair cushions (inv. 588 A and B) were also restored. This restoration work was undertaken outside the Museum, at a textile restoration studio.

Providing greater cultural enrichment

Lectures

Two lectures were given under the scope of the temporary exhibition "Infinite Tasks. When Art and Book Unbind Each Other":

› Seth Siegelaub, "The Theory & Practice of Art & Books in the late 1960s" (26 September);

› Brad Freeman, "The Artist Book: Multimedia in a Small Package" (this lecture was followed by the launch of an issue of the magazine *JAB – The Journal of Artist's Books*, exclusively dedicated to artist's books in Portugal, 17 October).

Three lectures were given under the scope of the exhibition "The Ages of the Sea":

› "Gods in the Sea and in Art: From the Abduction of Europa to the Liberation of Andromeda", Ana Paula Correia (ESAD – Fundação Ricardo do Espírito Santo Silva and FCSH – UNL) (5 November);

› "From Skyline to Landscape. The Development of Tapestry in Spanish Collections", Concha Herrero Carretero (Patrimonio Nacional, Madrid) (12 November);

› "Seascapes in the 19th Century", Caroline Mathieu (Musée d'Orsay, Paris) (26 November).

Educational Service

The Museum's Educational Service is part of the Gulbenkian Programme of Education for Culture – *Descobrir*, which joins together all of the Foundation's existing educational projects in one single programme. It continued to develop its own activities, projects 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 651 visits for 7,492 students and teachers. These visits are designed for all areas of education, from pre-school to

Workshop organised by the Education Department

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 60 visits involving 682 visitors.

The temporary exhibitions held by the Museum merited a specific programme of guided tours, which are prepared in association with the curators and designed for schoolchildren and adults. Besides these guided tours, other pedagogical activities were also organised, linked to the specific themes of each exhibition. One hundred and seven groups were accompanied on these tours, amounting to a total of 1,632 visitors.

Thematic visits

In addition to the 751 visits of a general nature made to the permanent exhibition and the temporary exhibitions by the monitors of the company Bocte, which collaborates exclusively with the Museum, other educational activities were carried out at weekends, holidays and on special days, namely:

› Easter activity: "Rebirth";
› Summer activity: "The Great Adventure";
› Weekend activity: "Museum for the Family";
› Weekend activity: "Routes around the Museum";
› Weekend activity: "Always on Sundays";
› Christmas activity: "Christmas at the Museum".

A total of 70 activities were carried out with 818 participants.

The Museum's monitors, Isabel Oliveira e Silva and Rosário Azevedo, organised 147 visits to the permanent exhibition for a total of 2,466 visitors, including secondary school students, university students, students from vocational education, teachers, groups with special educational needs, cultural associations, senior citizens and Foundation guests. In addition, seven guided visits were organised (for 147 participants) to the temporary exhibition "In the Presence of Things"; 32 visits to the temporary exhibition "Infinite Tasks", for a total of 395 visitors; and 52 visits to the exhibition "The Ages of the Sea", for 2,425 visitors.

The curator Deolinda Cerqueira, responsible for the Museum's educational sector and for the collaboration with the *Descobrir* Programme, devoted particular attention to the Foundation's special guests.

Asserting the Museum's presence

Other activities of the Museum's staff

It is considered important that the Museum always remains open to collaboration with similar institutions, asserting its presence through its technicians, whose broad experience has been acquired during the continued practice of their activities, both in Portugal and abroad, and who have gained a privileged knowledge of the internal operations of international museums.

In this way, the Museum has made its presence known in different areas of knowledge, broadening the horizons of its technicians, who, because of their own cultural enrichment, are thus able to contribute to the provision of a better service at the institution where they work.

› The Museum's deputy director presented a paper on "O Tesouro do Paço Ducal de Vila Viçosa" (The Treasure of the Ducal Palace of Vila Viçosa) at the conference "Reconstruindo o Paço de D. Teodósio I" (Reconstructing the Palace of Dom Teodósio I), Vila Viçosa, Paço Ducal/Fundação da Casa de Bragança, 23 June, 2012.

› Conference on "A Construção do Território de Portel. Personagens, Espaços e Objetos (Séculos XIII a XV)" (The Construction of the Territory of Portel. Characters, Spaces and Objects (13-15th centuries), Portel, Auditório Municipal, 30 June, 2012. Paper presented: "Caixas-Relicário na Europa Medieval e o Santo Lenho de Vera Cruz de Marmelar" (Reliquaries in Mediaeval Europe and the Relic of the Holy Cross of Marmelar).

› Conference on "Poderes, Arquiteturas e Evangelização. A Construção de Uma Nova Paisagem em Portel (Séculos XVI a XVIII)" (Powers, Architectures and Evangelisation. The Construction of a New Landscape in Portel (16-18th centuries), Portel, Auditório Municipal, 29 September, 2012. Paper presented: "Portel e as Rotas Artísticas Internacionais" (Portel and the International Artistic Routes).

› "Reconstruindo a Vida no Paço" (Reconstructing Life at the Palace), II Congresso "De Todas as Partes do Mundo, O Património do 5.º Duque de Bragança, D. Teodósio I" (2nd Congress – From All Over the World, The Estate of the 5th Duke of Bragança, Dom Teodósio I), (Lisbon, Faculty of Social and Human Sciences – New University of Lisbon/ Museu Nacional do Azulejo, 22 and 23 October, 2012. Paper presented: "As preciosidades da capela de D. Teodósio I" (The precious items of the Dom Teodósio I Chapel).

The curator Maria Rosa Figueiredo gave a lecture to the American Numismatic Society, in New York, with the title "A bird's-eye view of contemporary Portuguese medallic art" (6 November), at the ceremony held for the presentation of the J. Sanford Saltus Award to the Portuguese sculptor João Duarte.

During the 32nd FIDEM Congress, held in Glasgow, the curator ended her term of office as secretary-general and took over the role of Vice-President of FIDEM (beginning in July 2012).

The curator Maria Fernanda Passos Leite, who retired in September 2012, ended her role as the Foundation's representative at the CIETA congress (Centre Internationale d'Étude des Textiles Anciens). Since it is generally insisted that the Museum should continue to play a role in the leadership of CIETA, the director took over this position on an interim basis. However, in order to ensure a more adequate presence in the near future, the curator Clara Serra will take over this role after attending a course in textiles, in Lyon, in 2013.

The principal curator Manuela Fidalgo was invited to take part in the symposium held in Istanbul from 29 November to 8 December, dedicated to the theme of the "International Meeting of Bookbinding", where she presented a paper entitled "European Bookbindings in the Calouste Gulbenkian Collection – Beauty and Technical Skill".

The advanced technician Jorge Rodrigues participated in the international congress "Castelos das Ordens Militares" (The Castles of the Military Orders), held in Tomar, from 10 to 13 October, where he presented the paper entitled "O Mosteiro da Flor da Rosa: do 'Castelo' ao Panteão de Álvaro Gonçalves Pereira" (The Monastery of Flor da Rosa: from the 'Castle' to the Pantheon of Álvaro Gonçalves Pereira).

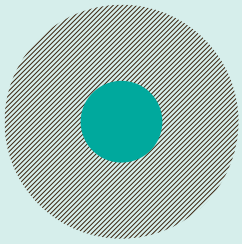
He also took part in the international congress "Catalan Cathedrals in the Mediterranean Context (X-XII). Stages and Sceneries", held in Gerona and Vic (Spain), from 7 to 11 November, where he presented the paper entitled "The Portuguese Cathedrals and the Birth of a Kingdom. Braga, Oporto, Coimbra and the historical arrival at Lisbon: the capital-city and the shrine of St. Vincent"; at the Portuguese-Brazilian Congress on Multidisciplinary Interfaces of Environmental Law (Mação, 17-18 December),

he presented a paper on "O Património Cultural e o 'Trânsito' dos Objetos: Algumas Reflexões Pertinentes" (Cultural Heritage and the 'Transit' of Objects. Some Pertinent Reflections). He also took part in the 4th HERITY International Conference, "How Cultural Heritage is Communicated", held at the Vatican City, 5-7 December, where he presented the paper entitled "Communicating the Message of Cultural Heritage: the Role of the Art Historian".

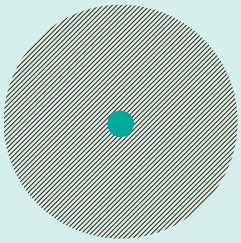
Quality Management Systems

After lengthy preparatory work, with contributions being made by all members of the Museum team in close collaboration with the Foundation's support services, the Certification in Quality Management was obtained for the "Permanent Exhibition and Temporary Exhibitions of the Calouste Gulbenkian Museum".

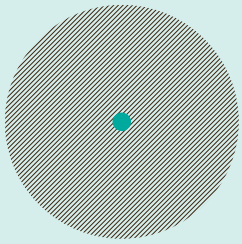
Lecture given by Caroline Matheau as part of the exhibition "The Ages of the Sea"



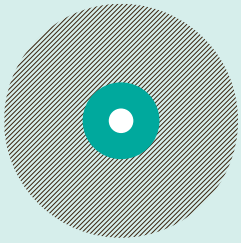
Personnel costs
6 380 592



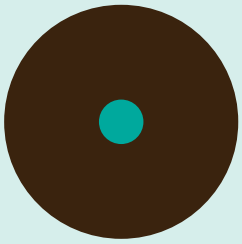
Operating costs
222 207



Subsidies
4 830



Departmental activities
5 828 585
Investment 12 303



Total
12 436 214
Receipts
2 228 871

DEPARTMENTAL ACTIVITIES
(Including personnel and operating costs)

Gulbenkian Orchestra
7 578 818

Gulbenkian Choir
710 272

Great World Orchestras
832 269

Recitals and Chamber Music
1 047 904

Theatre / Music Cycle
167 993

"Jazz in August"
189 023

Met Opera Live in HD
106 141

Other concerts
31 425

Educational activities
87 248

Acquisition of musical creations
18 125

Courses in musical development
38 436

Other initiatives
12 682

AMOUNTS IN EUROS

Music Department

In 2012, the Music Department continued its aim of contributing to the enhancement of the country's musical culture, basing its activity on international standards of the highest quality, and playing an important role in the dissemination of musical heritage, contemporary musical creation and training.

Consequently, the programme proposed for the Gulbenkian Music Season is one of the main aspects of the Music Department's activity, being based on the Foundation's resident musical ensembles, the Gulbenkian Choir and Orchestra. It is only natural, therefore, that in the year when the Gulbenkian Orchestra's 50th anniversary was celebrated, particular emphasis was given to this ensemble, which has set the tone for the celebrations taking place throughout the Season that started in October 2012 (2012-2013).

As part of a wide-ranging musical programme covering the most diverse genres, particular emphasis was also given to the work of the German composer Richard Wagner, an essential reference in the history of western culture, as well as the work of the contemporary composers Thomas Adès and Marc-André Dalbavie, artists-in-residence in the 2011-2012 and 2012-2013 seasons, respectively.

The promotion of Portuguese music and the incentive to create contemporary music were also a constant focus in the Music Department's activity throughout 2012, realised by including concerts by Portuguese composers in the programme, and by commissioning new works by Portuguese composers. In this respect, it is important to note that the selection of specialised ensembles for performing specific repertoires was based on carefully established criteria, contributing to a better understanding of, and response to, the work by the public, as was the case with a concert given by the Remix Ensemble – Casa da Música, who, among other works, performed *Improvisation I*, an outstanding piece by Emmanuel Nunes, as well as with the works dedicated to the Foundation's own musical groups.

In 2012, cooperation deepened between the Music Department and various Portuguese and international institutions, strengthening the impact of the Foundation's activity on society. In this area, the highlights were the regular coverage of the Season's concerts provided by RTP/Antena 2, with nationwide broadcasts and air time on the European Broadcasting Union's network (EBU), the close collaboration with cultural institutes from foreign countries as part of its musical programme (Institut Français, British Council and Goethe-Institut) and the active participation of the Music Department in major European cultural networks (ECHO, ENOA, Réseau Varèse and RESEO). Also of relevance was the cooperation with such organisations as Casa da Música, EGEAC, the Queen Sofia Music School (Madrid), the Higher School of Music and the Performing Arts (Porto), the Higher School of Music in Lisbon, Santa Casa da Misericórdia de Lisboa, Teatro de Almada, Teatro Maria Matos and Teatro Nacional de São Carlos.

ORQUESTRA GULBENKIAN 1962 - 2012
50

Direct activities

Gulbenkian Orchestra

Created in 1962, the Gulbenkian Orchestra performed in public for the first time on 22 October of that same year. This event led the Music Department to organise a series of initiatives throughout the 2012-2013 Season.

To mark the start of the celebrations, a series of free ("Open Day") concerts took place all day long on 15 September, involving the Gulbenkian Orchestra and chamber ensembles drawn from its own players, but also enjoying the participation of former musicians, currently retired, and young musicians whose parents play in the Orchestra. Informal meetings between the public and the musicians also took place on the same day, during which exchanges and short musical performances were held, films were shown and educational workshops were organised, always under the auspices of the celebrations. The Foundation was visited by more than 5,500 people during that day.

Additionally, the Music Department hosted the exhibition "Ponto de Fuga – 50 Anos de Orquestra" (Vanishing Point – 50 Years of an Orchestra), under the curatorship of Miguel Sobral Cid, which put into perspective not only the development of the ensemble over five decades, largely documented by images and audio recordings, but also the more human and personal side of the orchestral musician, underpinned in particular by the portraits that André Cameron, a viola player in the Orchestra, made of his co-performers.

A similar look, combining the stage and the backstage, the individual and the collective, was provided by the video artist Tiago Figueiredo in *Intervalo*, a documentary commissioned by the Music Department for these celebrations, which was shown at two public viewings in the Grand Auditorium, as well as by the photographer Laia Abril, through the photographic installation which was on display in the gardens and outside the Foundation at the start of the Season.

The Music Department commissioned a series of short stories from Gonçalo M. Tavares, who represents the latest generation of Portuguese writers, focusing on the world of the orchestra and the concert hall, which are being included, one by one and throughout the year, in the Gulbenkian Orchestra's

"Open Day" – celebration of the 50th anniversary of the Gulbenkian Orchestra, *Peter and the Wolf,* conducted by Joana Carneiro and narrated by Catarina Furtado, 15 September

Picture promoting the 50th anniversary of the Gulbenkian Orchestra

Exhibition, "Vanishing Point – 50 Years of an Orchestra", detail of the time line

Exhibition of photographs by Laia Abril – "Gulbenkian Orchestra – 50th Anniversary"

CD of the Gulbenkian Orchestra – Mozart

concert hall programmes. This collection of short stories will be compiled and published in a single volume at the end of the Season.

Together with the other activities that marked the date, a commemorative programme for the 50th Anniversary of the Gulbenkian Orchestra was given on 17 and 19 October 2012, in which a work commissioned for the occasion from the young Portuguese composer Vasco Mendonça had its world première. The programme also included *The Rite of Spring* by Stravinsky, an icon of symphonic literature from the first half of the 20th century, which was performed for the first time by the Gulbenkian Orchestra.

As far as recording activities are concerned, three projects were undertaken as part of the celebrations which we shall describe in more detail below, whose common denominator was to bring to the fore the individual talents of the Gulbenkian Orchestra's players. From this perspective, musicians from the ensemble were invited to play the solo in various concertante works.

In parallel to its 50th Anniversary initiatives, the Gulbenkian Orchestra also maintained its focus on the 2012 Gulbenkian Music Season, regularly performing most of its symphonic and choral-symphonic repertoire with the Gulbenkian Choir, with 59 of its 83 concerts being performed in this context.

The Orchestra's versatility in approaching diverse works and situations was central to this schedule, enabling the ensemble to be used in settings other than the conventional concert. Such events as the collaboration with choreographer Anne Teresa de Keersmaeker in her *3Abschied* show or the scenic concert with singer and conductor Barbara Hannigan, in which musicians were required to perform in ways that took them beyond their usual instrumental playing, were examples of its capacity to adapt to new and different proposals.

On the other hand, while regularly playing the established concert hall repertoire, the Gulbenkian Orchestra remained true to its mission to disseminate the music of our time, presenting the world première of *Group together, avoid speech* by Vasco Mendonça, *Requiem* by António Pinho Vargas, both commissioned by the Foundation, and the first national performance of *Polaris: Voyage for Orchestra* by Thomas Adès.

Once again, the Gulbenkian Orchestra participated in the "Young Musicians' Festival", an RTP/Antena 2 initiative, which presents the "Young Musicians' Award" and whose main objective is to identify and foster exceptionally talented new performers. The orchestra accompanied the competition's winners in their final test, as well as the winner of the Silva Pereira Award, in a concert offered to the chosen Young Musician of the Year.

As far as educational activities are concerned, which we shall describe in more detail below, the Gulbenkian Orchestra held nine commented concerts for school and family audiences as part of the Gulbenkian Programme of Education for Culture – *Descobrir*.

Alongside its activities during the Season, the Gulbenkian Orchestra held eight concerts in collaboration with various cultural promoters, performing in Lisbon at Teatro Nacional de São Carlos, Centro Cultural de Belém, Teatro Municipal de Almada, Casa da Música (Porto), Teatro José Lúcio da Silva (Leiria) and Centro Cultural Olga Cadaval (Sintra).

The orchestra also participated in the workshop for composers, organised by ENOA, which will be described later on.

The Gulbenkian Orchestra undertook five recording projects in 2012, three of which, as mentioned above, were part of its 50th Anniversary celebrations.

Continuing a project started the previous year, a CD dedicated to Mozart was released, with Joana Carneiro as the conductor, which includes concertante works in which the soloists were, in fact, instrumentalists from the orchestra itself: Ana Beatriz Manzanilla, Esther Georgie, Jonathan Luxton, Kenneth Best, Nelson Alves and Vera Dias. This recording includes *Violin Concerto no. 3 in G Major, K.297*, *Horn Concerto no. 4 in E Flat Major, K. 495* and *Sinfonia Concertante in E Flat Major, K. 297b*.

The recordings for a CD with works by Carl Maria von Weber and Richard Strauss, fully based on live recordings of concerts conducted by Lawrence Foster, which were begun the previous year, were completed in 2012. The CD includes Weber's *Clarinet Concerto no. 2 in E Flat Major, Op. 74*, *Andante and Hungarian Rondo for Viola in C Minor, Op. 35*, and *Bassoon Concerto in F Major, Op. 75*, and the *Oboe Concerto in D Major* by Strauss, in which the soloists were Esther Georgie, Samuel Barsegian, Ricardo Ramos and Pedro Ribeiro, respectively.

A third CD of concertante works with soloists from the Gulbenkian Orchestra, this time conducted by Pedro Neves, included the violinist Felipe Rodriguez (*Cuatro Estaciones Porteñas*, by Ástor Piazzolla), the flautist Sophie Perrier (*La flûte de Pan*, by Jules Mouquet), the violinist Bin Chao and the double

bass player Marc Ramirez (*Gran Duo Concertante for Violin and Double Bass* by Giovanni Bottesini).

Under the direction of the conductor David Alan Miller, the Gulbenkian Orchestra recorded five works by the composer Luís Tinoco, which will be released on the Naxos label. *Round Time*, *Chant for East Timor*, *From the Depth of Distance*, *Search Songs* and *Songs of the Lonely Dreamer* were the repertoire chosen for the occasion, and the soloists were the sopranos Ana Quintans, Raquel Camarinha and Yeree Suh.

Lastly, the Gulbenkian Orchestra and the Gulbenkian Choir, made the world's first recording of the opera *Sappho*, by the Australian composer Peggy Glanville-Hicks, the centenary of whose birth was celebrated in 2012. Released on the Toccata Classics label, the recording was conducted by Jennifer Condon and includes the soloists Bettina Jensen, Brian Scott MacAllister, Deborah Polaski, Jacquelyn Wagner, John Tomlinson, Laurence Meikle, Maria Markina, Martin Homrich, Roman Trekel and Wolfgang Koch.

Of the above-mentioned five recording projects, three were released in 2012, and the recordings of the works by Luís Tinoco and the concertos by Weber and Strauss are expected to be released in 2013.

In 2012, the Gulbenkian Orchestra was conducted by Barbara Hannigan, Bertrand de Billy, Georges-Elie Octors, Howard Shelley, J. David Jackson, Joana Carneiro, John Nelson, Jorge Matta, Kirill Petrenko, Krzysztof Urbanski, Lawrence Foster, Lionel Bringuier, Luca Francesconi, Michael Boder, Michel Corboz, Pedro Neves, Philippe Herreweghe, Pietari Inkinen, Rui Pinheiro, Simone Young, Thomas Adès and Ton Koopman.

The following soloists performed with the Gulbenkian Orchestra: sopranos Ana Maria Pinto, Ana Quintans, Anna Katharina Behnk, Barbara Hannigan, Charlotte Müller, Christine Tocci, Heidi Brunner, Joana Seara, Johanette Zomer, Letizia Scherrer, Luiza Dedisin, Marina Pacheco, Marisa Figueira, Melanie Diener, Miah Persson, Raquel Camarinha and Sónia Grané; mezzo-sopranos Anke Vondung, Deborah Humble, Marie-Claude Chappuis and Sara Fulgoni; contraltos Carolina Figueiredo, Christine Rice, Joana Nascimento and Mary Phillips; counter-tenor Benno Schachtner; tenors Brian Scott MacAllister, Gilles Ragon, Johan Botha, Charles Robert Reid, Dietmar Kerschbaum, Fernando Guimarães, Luís Gomes, Pedro Cachado, Peter Galliard, Robin Tritschler and Werner Güra; baritones Falk Struckmann, Job Tomé, Johannes Weisser, Luís Rodrigues and Manuel Rebelo; basses Diogo Oliveira, Klaus Mertens, Jean-Philippe Lafont, Michael Schopper, Nathan Berg, Philippe Kahn, Robert Holzer and Stephan McLeod; violinists Bin Chao, David Lefèvre, Dmitri Makhtin, Felipe Rodriguez, Patrícia Durães, Viviane Hagner, Tamila Kharambura; violists Diemut Poppen, Jano Lisboa and Ricardo Gaspar; cellists Alisa Weilerstein, Alexander Chaushian and Varoujan Bartikian; double bass player Marc Ramirez; pianists Arcadi Volodos, Artur Pizarro, Elena Bashkirova, Howard Shelley, Jean-Efflam Bavouzet, Jean-Luc Fafchamps, Mário Laginha and Pedro Burmester;

Gulbenkian Orchestra, Barbara Hannigan, soprano, 17 February

Gulbenkian Orchestra, conducted by Ton Koopman, 10 February

oboist Pedro Ribeiro; flautists Sarah Louvion and Sophie Perrier; bassoonist Virgílio Oliveira; trumpeter João Moreira; saxophonist Pedro Fonseca; harpist Xavier de Maistre; viola da gambist Philippe Pierlot; lutenists Michael Jay Leopold and Philippe Pierlot; organist Marcelo Giannini; harpsichordist Marcos Magalhães; actors Fanny Ardant, Catarina Furtado, Falk Struckmann, Vladislav Galard, William Nadylam and Wolfgang Koch; choreographers Anne Teresa de Keersmaeker and Jérôme Bel; the Choir of the Higher School of Music in Lisbon and the Children's Choir of the University of Lisbon.

In 2012, Lawrence Foster continued as the Gulbenkian Orchestra's chief conductor, with Claudio Scimone as honorary conductor and Simone Young and Joana Carneiro as principal guest conductor and guest conductor, respectively.

Gulbenkian Choir

In 2012, the main activity of the Gulbenkian Choir continued to be linked to the Gulbenkian Music Season, in which it gave 20 of its 32 public performances. 21 performances were given together with the Gulbenkian Orchestra. With the Orchestra, the choir performed virtually the full choral-symphonic repertoire presented, collaborating in some of the major projects, notably the performance of the oratorio *Jeanne d'Arc au Bûcher* by Arthur Honegger, the opera *Tannhäuser* by Richard Wagner, and the world première of António Pinho Vargas's *Requiem*. Also with the Gulbenkian Orchestra, the choir once again played a major role in reviving the 18th-century tradition of performing a *Te Deum* on the last day of every year, at Igreja de São Roque, a practice begun the previous year when it presented the first modern performance of the *Te Deum* by the Portuguese composer António Leal Moreira.

In parallel to these activities, the Gulbenkian Choir undertook different projects in collaboration with other artistic ensembles, such as the baroque orchestra Divino Sospiro, in a concert included in the Early Music Cycle, performing little-known pieces from the Portuguese 18th-century repertoire, and participating in the musical theatre performance *A Africana*, inspired by the homonymous opera by Giacomo Meyerbeer, *L'Africaine*, and conducted by Vasco Araújo, as part of the activity of the group O Cão Solteiro.

Outside the Music Season, the Gulbenkian Choir performed at the Póvoa de Varzim International Festival and, abroad, at the Auditorio Nacional de Música in Madrid and at the Auditorium-Orchestre National in Lyon, performing three concerts at the latter venue together with the resident orchestra, conducted by Leonard Slatkin.

Although the Gulbenkian Choir has not made any new recordings, the re-issue of the CD *Canções de Natal Portuguesas*, which had been recorded and released the previous year and was already sold out, is worthy of note.

In 2012, the Gulbenkian Choir was conducted by Bertrand de Billy, J. David Jackson, Joana Carneiro, John Nelson, Jorge Matta, Lawrence Foster, Leonard Slatkin, Michel Corboz, Nicholas McNair, Philippe Herreweghe and Simone Young.

The following soloists performed with the Gulbenkian Choir during 2012: sopranos Ana Maria Pinto, Ana Quintans, Charlotte Müller, Heidi Brunner,

Joana Seara, Johanette Zomer, Letizia Scherrer, Luiza Dedisin, Marisa Figueira, Melanie Diener, Miah Persson and Sónia Grané; mezzo-sopranos Deborah Humble and Marie-Claude Chappuis; contraltos Carolina Figueiredo, Christine Rice, Joana Nascimento and Mary Phillips; counter-tenor Benno Schachtner; tenors Gilles Ragon, Johan Botha, Charles Robert Reid, Dietmar Kerschbaum, Fernando Guimarães, Luís Gomes, Pedro Cachado, Robin Tritschler and Werner Güra; baritones Falk Struckmann, Job Tomé, Johannes Weisser and Manuel Rebelo; basses Diogo Oliveira, Jean-Philippe Lafont, Michael Schopper, Nathan Berg and Stephan McLeod; viola da gambists Philippe Pierlot and Thilo Hirsch; lutenists Michael Jay Leopold and Philippe Pierlot; organists Marcelo Giannini and Nicholas McNair; and actors Fanny Ardant, Vladislav Galard and William Nadylam.

Michel Corboz continued as chief conductor of the Gulbenkian Choir in 2012, with Jorge Matta as assistant conductor.

Gulbenkian Orchestra and Choir, in São Roque, conducted by Jorge Matta, 31 December

Great World Orchestras

The symphonic repertoire during the Season was shared by various prestigious ensembles, complementing the activity of the Foundation's resident artistic groups. Under the cycle "Great World Orchestras", the programme included the Chamber Orchestra of Europe, for two concerts conducted by composer and conductor Thomas Adès, as part of the series of initiatives devoted to his work as composer-in-residence, and featuring as soloists the tenor, Toby Spence, violinist, Pekka Kuusisto, and pianist, Nicolas Hodges; Göteborgs Symfoniker, conducted by Gustavo Dudamel; and Orquestra Sinfónica Portuguesa, with the pianist Artur Pizarro, conducted by Martin André; Deutsche Kammerphilharmonie Bremen, with the pianist Khatia Buniatischvili, conducted by Trevor Pinnock; Berlin Philharmoniker, conducted by Simon Rattle; and Orquestra Sinfónica do Porto – Casa da Música, conducted by Emilio Pomàrico, featuring the Arditti Quartet. This cycle also included the residency of the Gustav Mahler Jugendorchester, a European project which selects young instrumentalists of exceptional merit, offering high-level orchestral experience through contact with renowned teachers, conductors and soloists. The two concerts given in this context were conducted by Ingo Metzmacher, with the soprano Iréne Theorin.

"Great World Orchestras" Cycle, Berliner Philharmoniker, conducted by Simon Rattle, 23 November

Piano Cycle, András Schiff, 2 December

Recitals and chamber music

Recitals by guest artists in the 2012 Gulbenkian Music Season were, as usual, grouped into various cycles, according to specific musical areas or the repertoire performed. A highlight was the master class presented by Alfred Brendel and the Cuarteto Casals, bringing the wider public closer to the interpretive issues which the musician faces when approaching musical works, and the series of recitals dedicated to the work of Franz Schubert, in which the Cuarteto Casals has been performing the complete string quartets, a programme which will continue into 2013. An important contribution was also the unique programme presented by the pianist Uri Caine, with transcriptions for a small chamber ensemble of works by Richard Wagner, created and performed by himself, with violinists Pedro Pacheco and Otto Pereira, cellist Raquel Reis, double bass player Marc Ramirez and accordionist Paulo Jorge Ferreira.

Besides these musicians, the soprano Karita Mattila (with pianist Ville Matvejeff), violinist Viktoria Mullova (with pianist Kristian Bezuidenhout), pianists András Schiff, Alexei Volodin, Christian Zacharias, David Kadouch, Evgeny Bozhanov, Evgeny Kissin, Javier Perianes, Nikolai Lugansky and Radu Lupu and the Chiaroscuro Quartet also gave performances in the Grand Auditorium.

Other chamber music recitals were presented by ensembles comprising instrumentalists from the Gulbenkian Orchestra, in a series of recitals which took place after some of the orchestral concerts. These included performances by violinists Alexandra Mendes, Ana Beatriz Manzanilla, Bin Chao, Cecília Branco, Felipe Rodriguez, Jorge Lé, Jorge Teixeira, Pedro Pacheco and Tera Shimizu; violists Barbara Friedhoff, Christopher Hooley, Leonor Braga Santos, Lu Zheng, Maia Kouznetsova and Samuel Barsegian; cellists Maria José Falcão, Martin Henneken, Raquel Reis, Varoujan Bartikian; double bass players Maja Plüddemann and Marc Ramirez; oboist Alice Caplow-Sparks; clarinettist Esther Georgie; bassoonists Ricardo Ramos and Vera Dias; trumpeters Eric Murphy, Kenneth Best and Jonathan Luxton; and pianist Karina Axenova.

Early Music

In 2012, the Early Music Cycle brought to the Grand Auditorium prestigious orchestras specialising in playing an early music repertoire with complete respect for the performing practices of the period, providing a perspective of nearly one hundred and fifty years of music, from J. S. Bach to Robert Schumann. This cycle included performances by the Freiburg Barockorchester, with pianist Kristian Bezuidenhout, conducted by Pablo Heras-Casado; the Kammerorchester Basel, conducted by Julia Schröder, with counter-tenor Andreas Scholl; the Balthasar-Neumann Ensemble & Choir, conducted by Thomas Hengelbrock; the Akademie für Alte Musik Berlin and the RIAS – Kammerchor, conducted by René Jacobs; and Divino Sospiro, featuring the sopranos Gemma Bertagnolli and Franziska Gottwald and the tenor Fernando Guimarães as soloists, and conducted by Enrico Onofri, in a programme of Portuguese music from the second half of the 18th century, in which the Gulbenkian Choir also participated.

Early Music Cycle, *The Magic Flute*, Akademie für Alte Musik Berlin and RIAS – Kammerchor, conducted by René Jacobs, 25 November

"World Music"

The musical diversity in various cultures, with different perspectives and approaches, featured in the equally diverse programme for the "World Music" cycle in 2012. The Serbian musician Goran Bregovic, who composed the soundtrack for the film *La Reine Margot*, directed by Patrice Chéreau, presented *Margot, Memórias de Uma Rainha Infeliz* (Margot, Memories of an Unhappy Queen), a musical theatre show which featured the Portuguese actress Ana Moreira, directed by Marie Mignot. Amadou and Mariam contributed with Malian traditional music in *Eclipse*, a project presented in complete darkness, allowing the audience to experience different smells and temperatures during the performance with the aim of creating a sensory perception akin to that afforded to the artists by their visually-impaired condition. Singer Maria João and pianist Mário Laginha gave a public performance of their latest work, *Iridiscente*, which was recorded following the concert, resulting in the release of a CD bearing the same title. Ute Lemper, accompanied by the Vogler Quartet, revealed a multifaceted universe of song in different dialects, singing music by composers as diverse as Kurt Weil, Maurice Ravel, Jacques Brel and Erwin Schulhoff, amongst others. In addition to these projects, other performers at the Grand Auditorium included the Portuguese singer António Zambujo, in a successful début with both concerts sold out, Cristina Zavalloni (*IDEA*), Rokia Traoré (*Roots*), Mário Lúcio (*Kreol*), Natacha Atlas (*Mounqaliba, in a State of Reversal*), Angelique Ionatos (*Eros y Muerte*), Alireza Ghorbani and Dorsaf Hamdani, the last two in a project centred around Omar Khayyan's poetry (*Ivresses*).

"Met Opera Live in HD"

Live broadcasting of Metropolitan Opera House productions continued in 2012 at the Grand Auditorium, making it possible for audiences to enjoy the programme of one of the world's most emblematic opera houses; this project relies on the broadcasting of the performances via satellite from New York to about fifty countries. The operas *Götterdämmerung* by Richard Wagner, *Manon* by Jules Massenet, *L'Elisir d'Amore* by Gaetano Donizetti, *The Tempest* by Thomas Adès, *La Clemenza di Tito* by Wolfgang Amadeus Mozart, and *Un Ballo in Maschera, Aïda, Ernani, La Traviata* and *Otello* by Giuseppe Verdi were presented during the course of the year.

"World Music" Cycle, Rokia Traoré, 21 October

"Jazz in August" 2012, Misha Mengelberg and Evan Parker, 5 August

"Jazz in August" Festival

The "Jazz in August" Festival, under the continued artistic direction of Rui Neves, took place from 3 to 12 August 2012, using two different venues: the Open-Air Amphitheatre and Teatro do Bairro. The programme for the amphitheatre focused on a line-up of great pianists who performed in duets or in trios: Misha Mengelberg (with Evan Parker), Marilyn Crispell (with Gerry Hemingway), Matthew Shipp (with Michael Bisio and Whit Dickey). As usual, the festival's opening concert spotlighted a major personality in contemporary jazz, this time the North American drummer Sunny Murray, who played with Tony Bevan and John Edwards. An ensemble which represents the new generation of British jazz artists, Led Bib, also performed at this venue, as did the Norwegian double bass player Ingebrigt Håker Flaten's Chicago Sextet for the festival's closing concert.

At Teatro do Bairro, concerts followed a two-part structure. The first parts, three in total, featured the new Portuguese improvisation ensemble Nuova Camerata, starring Carlos Zíngaro and Pedro Carneiro, the British trio VD and the Das Kapital trio, which completely rearranged Hanns Eisler's political and social songbook. The final parts included performances by three turntablist DJs, famed for their aesthetic experimentation: the Portuguese Marcos Farrajota, aka DJ MMMNNNRRRG, the French eRikm, and the Japanese Takuro Mizita Lippit, aka DJ Sniff.

In keeping with the festival's programme over the years, four films were also shown: *Sunny's Time Now* by Antoine Prum, *Soldier of the Road – Peter Brötzmann* by Bernard Josse and Gérard Rouy, *Inside Out in the Open* by Alan Roth, and *City of the Winds* by Gil Corre.

A round table was also organised, inspired by *Jazz Criticism: An Open Verdict*, the title of the lecture that had been announced, but which Brian Morton eventually had to cancel for health reasons. This round table discussion brought together journalists present at the festival, such as Bill Shoemaker, Stuart Broomer, Gérard Rouy, Harris Selwin and Rui Eduardo Paes, and was moderated by Rui Neves.

Films and conferences

The Gulbenkian Music Season also promoted various parallel activities linked to the 2012 music programme to a greater or lesser extent, with the aim of permitting its fuller enjoyment. In this context, with the focus being placed on Richard Wagner's work, the films *Ludwig* by Luchino Visconti and *Parsifal* by Hans-Jürgen Syberberg were shown, and a lecture was given by Yvette Centeno and Nuno Vieira de Almeida on the crossovers between Wagnerian opera and film – "Tannhäusser: Do Libreto de Wagner ao Olhar de Visconti" (Tannhäusser: From Wagner's Libretto to Visconti's View).

As part of Thomas Adès's residency at the Foundation, films of the operas *Powder Her Face*s, directed by Margaret Williams, and *The Tempest*, a joint BBC and Covent Garden production, were shown, and a lecture on the composer was given by Tom Service.

The documentaries *Kreol* by Frédérique Menant, about the performance of the same name given by Mário Lúcio at the Grand Auditorium, *Michel Corboz – le combat entre le vrai et le beau*, directed by Rinaldo Marasco and Jérôme Piguet, and *Pianomania*, created by Lilian Franck and Robert Cibis, were also shown, as was Carl T. Dreyer's film, *La passion de Jeanne d'Arc;* Paulo Ferreira de Castro gave a lecture entitled "Joana d'Arc – Uma Heroína Musical?" (Joan of Arc – A Musical Heroine?).

Theatre / Music

The programming of performances combining music and theatre continued in 2012, presenting multiple models of interaction between the two art forms. As part of the Theatre/Music cycle, organised in partnership with Teatro Maria Matos, performances were given by the Nature Theater Oklahoma, with *Life and Times – Episode 2*; the pianist Rolf Hind and dancer Silvia Bertoncelli, in a show dedicated to John Cage, directed by Rui Horta (*Danza Preparata*); OrchestUtopica,

Theatre/Music Cycle, *Danza Preparata* by Rui Horta, with Rolf Hind and Silvia Bertoncelli, 29 April

conducted by Franck Ollu, for the chamber opera *Thanks to My Eyes*, with music by Oscar Biachi and directed by Jöel Pommerat; mezzo-soprano Sara Fulgoni and pianist Jean-Luc Fafchamps, who presented *3Abscheid*, a show choreographed by Anne Teresa de Keersmaeker and Jérôme Bel, in collaboration with the Gulbenkian Orchestra conducted by Georges-Elie Octors; and the artistic pairing of Cão Solteiro and Vasco Araújo, in a musical theatre interpretation of *L'Africaine* by Giacomo Meyerbeer, in which the Gulbenkian Choir participated.

Educational activities

In 2012, the Music Department widened and strengthened its cooperation with external institutions, notably Casa da Música, the Higher School of Art and Design of Caldas da Rainha (ESAD.CR|IPLeiria) and the Goethe-Institute, as well as with other departments within the Foundation, like the Modern Art Centre, with the aim of sharing knowledge and experience in educational activities; many of its initiatives in this field were included under the Gulbenkian Education Programme for Culture – *Descobrir*.

Hinging on the general programme for the Gulbenkian Music Season, the department's educational activities were devised with its musical themes, repertoire and genres in mind, aiming at raising the audience's awareness, within a wide-ranging programme targeting different segments: children and young people and family audiences and/or the general public with an interest in deepening their knowledge in certain areas. Continuing the structural logic already defined in previous years, 51 events were held, consisting of workshops, visits, courses, concerts and pre-concert talks, in a total of 221 sessions involving 14,477 participants including learners and spectators.

As an ideal forum for experimentation, workshops encourage their participants to carry out the proposed activity in groups, moving from listening to creating and using different artistic expressions – music, dance, visual arts, writing and drama – stimulating the ability to listen, interpret and improvise. Two of the highlights of these workshops were the residency "DIGITÓPIA", the result of the Music Department's cooperation with the Casa da Música's educational department, and the one dedicated to participants with special educational needs, *Eu Sou Som* (I Am Sound), which arose from the partnership between the educational sectors of the Music Department and the Modern Art Centre. In 2012, 27 workshops were held, amounting to a total of 133 sessions.

As far as visits were concerned, new projects called "Orquestra Misteriosa" (Mysterious Orchestra) and "Vamos Tocar Piano em Família" (Let's Play Piano as a Family), were introduced, with nine different events amounting to a total of 68 sessions.

To strengthen the propaedeutic nature of the courses, the link between these proposals and the themes addressed during the Season was highlight-

ed, offering a wide variety of topics, ranging, for example, from the cycles of *Lieder* by Franz Schubert, through the mythical narrative in Richard Wagner, to the piano in jazz, amongst others. Seven courses were held.

Within the same spirit of developing a more informed enjoyment of concerts by the public, three short sessions on historical and stylistic contextualisation were held immediately before certain concerts, the so-called pre-concert talks.

The concerts planned for school and family audiences were held in close cooperation with the Gulbenkian Orchestra and its repertoire of choice. A staged version was performed of the opera *Bastien et Bastiènne* by Wolfgang Amadeus Mozart, a further three programmes were presented in the commented concert format, with four sessions targeting school audiences and five sessions for family audiences. In one of these programmes, the collaboration with the Higher School of Art and Design of Caldas da Rainha should be noted, whose Character Animation students, working under the guidance of Fernando Galrito, devised a short animation film to illustrate one of the works in the programme. In addition to the above-mentioned concerts with the Gulbenkian Orchestra, the performance *Volta ao Mundo em 50 Minutos (Around the World in 50 Minutes)* was presented by soloists from the Berlin Philharmoniker.

Courses and seminars

In 2012, the Music Department continued to support professionalisation in music through training courses targeting young musicians at the start of their career and advanced music students.

Under the auspices of the European Network of Opera Academies (ENOA), a network in which the Foundation has been an active member since 2010, three workshops were held with Portuguese and foreign musicians, the latter originating from other institutions which are part of this project. *Composition for Voice*, the title of the workshop run by Luca Francesconi and held in collaboration with the Gulbenkian Orchestra, aimed at providing participants with a continuing experience of writing for voice and orchestra. Organised in three stages, each held at different times (February, June and September), the workshop was designed to follow the creative process of the young composers over a period of about eight months, culminating in a concert where the works composed during the project were performed.

Another workshop targeted *répétiteurs*, who, under the guidance of conductor and pianist João Paulo Santos, were trained in the preparation of singers, an area which is usually undervalued in formal academic programmes.

Still under the auspices of ENOA, a singing master class was held, led by Tom Krause, a renowned educator and head of the voice department at the Queen Sofia School of Music in Madrid, with which the Music Department has been cooperating for a long time in the field of musical training.

Lastly, also under the auspices of the collaboration with this Spanish institution, a course of further artistic training for flautists was held, led by Jacques Zoon, head of the flute department at the same school.

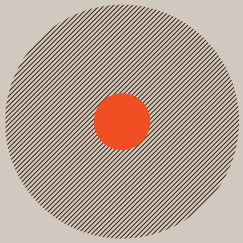
Incentives for musical creativity

As part of its focus on providing an incentive for musical creativity, the Music Department commissioned three works, all given public performances in 2012 as part of the Gulbenkian Music Season. From Portugal, the chosen composers were António Pinho Vargas and Vasco Mendonça, who represent two distinct generations of musical composition, and consequently two different aesthetic approaches. *Requiem*, for choir and orchestra, was the work composed by the former and given its world première on 21 November in the Grand Auditorium; it followed on logically from an earlier work by the composer, also performed for the first time by the Gulbenkian Choir and Orchestra some years earlier. The piece by Vasco Mendonça, *Group Together, Avoid Speech*, was commissioned as part of the celebrations of the 50th Anniversary of the Gulbenkian Orchestra, and was naturally dedicated to the ensemble, which performed the work at its world première on 17 October. Lastly, as part of the above-mentioned residency of the British conductor and composer Thomas Adès, the Foundation joined the group of institutions which invited the composer to create an orchestral piece – the other institutions being the New World Symphony Orchestra (Miami), the Royal Concertgebouw Orchestra, the New York Philharmonic, the Barbican (London), the Los Angeles Philharmonic and the San Francisco Symphony. *Polaris: Voyage for Orchestra*, the title that was given to the work, written for the opening of the Frank Gehry Hall, in Miami, was afforded its world première by the Gulbenkian Orchestra on 27 January in the Grand Auditorium.

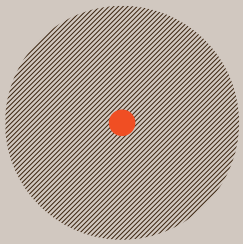
Grants and scholarships

In 2012, the decision was made to transfer the process of awarding scholarships, up to then the responsibility of the Music Department, to the Gulbenkian Scholarships Service, with which the former actively cooperated in preparing, selecting and following up scholarship recipients in this area.

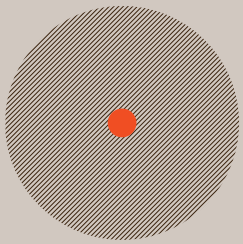
The Music Department awarded a grant to the Centre of Musical Culture of Porto, an institution that has been particularly closely involved with activities in the field of chamber music programmes in association with the Museu Nacional de Soares dos Reis, the António Fragoso Association and the Porto Branch of the Portuguese Musical Youth.



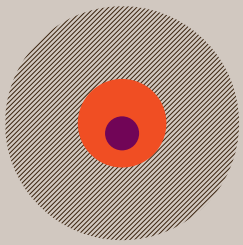
Personnel costs **1 182 353**



Operating costs **88 782**

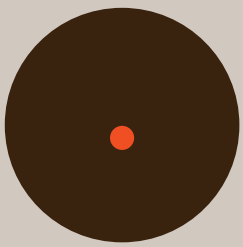


Grants and scholarships **166 649**



Departmental activities **2 329 631**

Investment 358 514



Total **3 767 415**

Receipts **193 936**

AMOUNTS IN EUROS

José de Azeredo Perdigão Modern Art Centre CAM

Created in 1983, the Calouste Gulbenkian Foundation's Modern Art Centre (CAM) – has the task of preserving the collection entrusted to its safekeeping and consisting of works of art from the 20th and 21st century, researching into it and making it available to the largest possible number of people. Its annual programme includes the organisation of temporary exhibitions about the works of Portuguese and foreign artists and the presentation of a permanent exhibition based on a selection of the works in its collection.

The CAM collection currently consists of roughly nine thousand pieces by Portuguese and international artists, focusing above all on Portuguese art from the first few decades of the 20th century. Dating from the 1960s to the present day, the collection has an important group of works by Portuguese artists, many of which have been displayed and worked upon through the regular programming of monographic exhibitions.

CAM began this year's programme with a cycle of historical films and videos by Robert Morris, Dennis Oppenheim and Roman Signer, entitled *task performance*, in which the videos highlighted a relationship between time and *physical action* through the "performance of a task".

2012 was designated by Portugal and Brazil as Portugal-Brazil year, and, consequently, in its programme of temporary exhibitions, CAM displayed the work of two contemporary Brazilian artists: Rosângela Rennó and Beatriz Milhazes. While Milhazes' work displays a colourful and excessive vocabulary, Rennó's work is marked by the use of photography and video as a social and political device.

The duo of artists involved in the "A kills B" exhibition (João Ferro Martins and Hugo Canoilas) presented an image-based activity, *Ifigénia e Isaac*, which combined theatre with performance, installation and sculpture.

The first exhibition of Josef Albers' work in Portugal was presented at CAM in May. It was a unique opportunity to see one of the artists who left an indelible mark on 20th-century European and American art, through his innovative study of colour, ranging from examples of applications of pure colours to studies of chromatic variations (with countless notes on the colours used and their manufacturers) to finished paintings ready to be executed on platex, the artist's favourite support. An exhibition was also held with works from the CAM collection that were related to Albers' work.

The posthumous retrospective exhibition of works by Jorge Varanda showed visitors an artist who pursued a marginal trajectory, but who conducted pioneering work in the exploration of the digital support. Jorge Varanda produced a highly diversified oeuvre, both at the level of the themes that he chose and in his use of pictorial materials, supports and techniques. CAM now has 21 works by this artist in its collection.

The exhibition of Antoni Muntadas made it possible to show a group of works from the 1970s which until then had remained little known by the Portuguese public, as well as the installation *Exhibition* (1987), rarely seen and a truly remarkable work, in which one can detect a critique of institutions, a rigorous use of resources and a reflection on the mechanisms of museums. Placed in a dialogue with this selection of works, the exhibition "Between Spaces" brought together a group of works from the CAM collection produced between 1968 and 2011.

In mid-September, the important anthological exhibition of Carlos Nogueira occupied almost the whole of the Centre's exhibition space, together with the exhibition of the most significant works by the Irish artist Gerard Byrne.

In 2012, CAM continued to award grants and scholarships for artistic creativity, improvement and dissemination, as well as scholarships for artists to engage in residencies abroad.

Attention is also drawn to the loans made of a significant number of works from the CAM collection for Portuguese and international exhibitions, as well as the generous donation made by Hein Semke's widow of a group of more than one thousand works by the artist, which have already been integrated into, and now greatly enrich, the CAM collection.

It should also be stressed that CAM has built up a loyal and devoted audience, reaching a total of 104,000 visitors this year.

Permanent exhibition

12 July 2012 to 7 April 2013
CAM, Gallery 1
The new presentation afforded to the collection gives pride of place to the first examples of Portuguese modernism from the 20th century, passing briefly through the 1940s and 1950s and highlighting the 1960s and 1970s, decades that were marked by the creation of objects in their dual condition of volume and painting, form and word, abstraction and representation. Painting at that time produced powerful geometries and sought to re-evaluate space. Works from after the 1980s – painting, photography, sculpture and installed objects – oscillate between the tendency towards an abstraction of the metaphorical presence and the violent affirmation of the body and reality.

Temporary exhibitions

Two exhibitions from the 2011 programme were continued until 22 January: Doris Salcedo – "Plegaria Muda" and "Landscape in the CAM collection".

"Beatriz Milhazes. Four Seasons"
Curators: Michiko Kono and Isabel Carlos
17 February to 13 May
CAM – Hall, Room B and Level 0
The Beatriz Milhazes exhibition "Four Seasons" was the result of a partnership with the Swiss Beyeler Foundation from Basel. Together with Rosangela Rennó's exhibition, it sought to highlight the contemporary Brazilian art scene in 2012 – the year designated by both countries as Portugal-Brazil year.

At this exhibition, Beatriz Milhazes (Rio de Janeiro, 1960) presented four monumental paintings that thematically explored the seasons of the year, seven collages, one mobile and a piece in vinyl, *Jardim Verde* (Green Garden), created specifically for the exhibition space of the CAM ground floor, showing yet another facet of the exuberant and colourful vocabulary that has made Beatriz Milhazes such a celebrated artist.

View of the exhibition "Beatriz Milhazes. Four Seasons"

"Rosângela Rennó. Strange Fruits"
Curator: Isabel Carlos
17 February to 6 May
CAM – Gallery and Room B
Strange fruits – the title of a series of works by Rosângela Rennó dating from 2006 – also became the title of the anthological exhibition covering over two decades (1991-2012) of the work of this artist born in Belo Horizonte in 1962.

Ranging from photography to video and installation, Rennó's work constantly alerts us to the use of photographic images as political and social tools and simultaneously establishes a new way of looking at photography that is normally considered commonplace or functional (mug shots, family albums, photojournalism). After CAM, the exhibition moved on to Fotomuseum Winterthur, in Zurich.

"A kills B
A Mata B"
Curator: Rita Fabiana
17 February to 6 May
CAM – Multipurpose Room and Temporary Exhibitions Room
A Mata B [A kills B] is the title of the exhibition that the artists' collective A kills B (founded in 2007 by Hugo Canoilas and João Ferro Martins) conceived for two spaces at CAM: the Multipurpose Room and the Temporary Exhibitions Room.

The Multipurpose Room underwent a structural transformation, a progressive emptying of the components that define it as a theatre, in order to host *Ifigénia e Isaac*, an *image-based show* that evokes the arts of the stage (opera and theatre) and the artistic practices of performance, installation and sculpture.

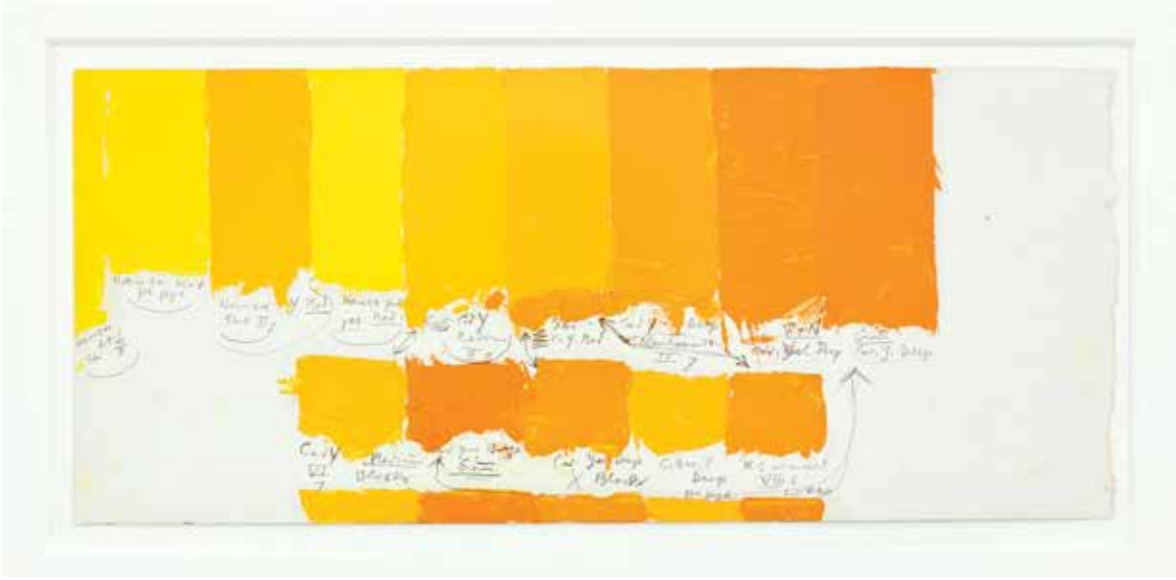
The Temporary Exhibitions Room presented *Cena* [Set], an installation that was constructed in permanent dialogue with the scenery used for staging *Ifigénia e Isaac*.

View of the exhibition "Rosângela Rennó. Strange Fruits"

View of the exhibition "A kills B. A Mata B"

"Josef Albers in America – Painting on Paper"
Curators: Heinz Liesbrock (Josef Albers Museum Quadrat, Bottrop) and Michael Semff (Staatliche Graphische Sammlung München)
18 May to 1 July
CAM – Gallery 1
This was the first exhibition of Josef Albers' work (1888-1976) in Portugal. Albers was mainly known for his series "Homages to the Square", which he painted between 1950 and 1976, and for the academic posts that he held at the Bauhaus in 1925, at Black Mountain College in North Carolina from 1933, and as Head of the Department of Design at Yale University between 1950 and 1958. He is also known for his innovative study of colour – *The Interaction of Color* – published in 1963.

The exhibition was organised by Staatlich Graphische Sammlung of Munich and by the Josef Albers Museum Quadrat, in Bottrop, where Albers was born, receiving generous support from the Josef and Anni Albers Foundation in the United States. Before being presented at CAM, and after opening in Munich in December 2010, the exhibition travelled to the Josef Albers Museum Quadrat, the Louisiana Museum in Copenhagen, the Kunstmuseum Basel, and the Pompidou Centre in Paris. After Lisbon, the exhibition's journey will reach its final destination, the Morgan Library & Museum in New York, in October 2012.



Work by Josef Albers, *Color Study*, undated, © Joseph Albers Museum Quadrat, Bottrop, Walter Hannappel

"'Steal with the eyes', the CAM collection in Relation to Josef Albers"
Curator: Ana Vasconcelos
18 May to 1 July
CAM – Gallery 1
A selection was made of a group of works from the CAM collection relating to the formal and chromatic experiments carried out by Josef Albers in the United States, where he had arrived in 1933, during his famous long-term study *Homage to the Square*.

Although his influence was not direct or acknowledged in the case of the artists exhibited here (with the exception of Artur Rosa), various parallels can be established which include the British abstractionists of the early 1960s, also represented in the collection, who were deeply motivated by the North American abstraction exhibited at that time in London.

"Jorge Varanda. Breakfast on Card"
Curator: Lígia Afonso
18 May to 2 September
CAM – Multipurpose Room and Temporary Exhibitions Room
This was the first posthumous retrospective exhibition of the work of Jorge Varanda (Luanda, 1953-Lisbon, 2008).

The title "Breakfast on Card" refers to a sheet of card on which the artist drew the outlines of several objects and wrote words such as "local de bandeja" ("position of the tray"), "pão" ("bread") and "controlo remoto" ("remote control"), suggesting a morning meal eaten in front of a TV, an object of considerable importance in Varanda's work.

Varanda's characters are mundane and eclectic like the decade (the 1980s) that they were born into: they participate in hardcore films, are comic book characters and, simultaneously, the subject and the pretext of masterpieces of western art. They take part by viewing exhibitions and being art at the same time – behaving like both the actors and the audience.

View of the exhibition "'Steal with the eyes', the CAM Collection in Relation to Josef Albers".

View of the exhibition "Jorge Varanda. Breakfast on Card".

"Antoni Muntadas. Entre/Between"
Curator: Daina Augaitis
7 June to 2 September
CAM – Hall, Rooms A and B, Level 0 and Gallery 1
The exhibition "Entre/Between", by Antoni Muntadas (Barcelona, 1942), at CAM, was based on a selection from the broader show presented at Museo Nacional Centro de Arte Reina Sofia, in Madrid.

Focusing on works from the 1970s, the onset of Muntadas' artistic career, this exhibition allowed visitors to make contact with a series of works that had never been seen before in Portugal, displaying a remarkable conceptual and creative vitality.

"Between Spaces. The CAM collection 1968-2011"
Curators: Isabel Carlos, Patrícia Rosas and Rita Fabiana
1 June to 26 August
CAM – Level 0
The exhibition "Between Spaces" brought together more than twenty works from the CAM collection, all produced between the late 1960s and 2011. Sculptures, photographs, installations, paintings and videos suggested the presence of an indeterminate or undefined space, a gap – between lines, planes, margins, bodies and, territories. "Between Spaces" established a dialogue with the exhibition "Entre/Between", creating a permanent interplay between the architectural space of CAM and the physical space that exists between the works.

Work by Antoni Muntadas,
Mirar, Ver, Percibir, 2009

"Carlos Nogueira. a place for all things"
Curator: Catarina Rosendo
21 September 2012 to 6 January 2013
CAM – Hall, Rooms A and B, Level 0 and Gallery -1
This anthological exhibition of Carlos Nogueira (Lourenço Marques, 1947) presented a broad selection of his artistic production, ranging from the beginning of his activity (1968) up to the present, and combining the performance practice of his early days with the sculpture of more recent times. At the same time, the importance of the project in his work was highlighted, namely through a selection of drawings and photographs bearing witness to the relevance and constancy of these processes over the course of his trajectory.

View of the exhibition "Carlos Nogueira. a place for all things"

"Gerard Byrne. Images or Shadows"
Curator: Enrique Juncosa
Associate curator: Isabel Carlos
21 September 2012 to 6 January 2013
CAM – Multipurpose Room and Temporary Exhibitions Room

"Images or Shadows" was the title of the Gerard Byrne exhibition held at CAM in Lisbon, coming from the Irish Museum of Modern Art, in Dublin. It showed the most significant works by this Irish artist, who has become an important figure on the international contemporary art circuit through his films and photographs about the ideas of representation and time, the actor's image, literature and history. His works explore the frontiers between performance, television, theatre and cinema.

Installation of the exhibition "Images or Shadows" with the presence of the artist Gerard Byrne

Film cycle

"task performance – encounters with the films and videos of Robert Morris, Dennis Oppenheim and Roman Signer"
Conception: Sérgio Taborda
5-20 January
CAM – Multipurpose Room
A cycle of experimental films, presenting artists who explore a particular relationship with the time of a physical action or "task performance", which involves an action performed by a body at a particular time and with a specific duration, among whom, in varying ways, are to be found Dennis Oppenheim, Robert Morris and Roman Signer.

The selection of films and videos resulted from Sérgio Taborda's research at the archives of the Collection Nouveaux Médias et Film of the Georges Pompidou Centre in Paris, during his time there as an artist/researcher in residence (July 2010) on a postdoctoral research grant from the Foundation for Science and Technology.

Round table

Homage to Dulce d'Agro
25 September, 18.30, CAM
A conversation with Catarina Rosendo and Lígia Afonso – the authors of the blog "Quadrum Arquivo Paralelo"
A year after the disappearance of Dulce D'Agro, CAM recalled both her personality and the unique work that she developed as the director of the Quadrum Gallery (inaugurated in November 1973) and which has since been defined as "a small cultural bonfire" in the artistic context of that time.

Activities at other venues

Exhibitions

"Amigos de Paris" (Parisian Friends)
Curators: Ana de Vasconcelos (CAM) and Marina Bairrão Ruivo (director of the Arpad Szenes-Vieira da Silva Foundation)
26 January to 15 April
Arpad Szenes-Vieira da Silva Foundation
This was an exhibition that brought together works by four artists who had a special connection with the couple Vieira da Silva-Arpaz Szenes, through their friendship and artistic guidance: Lourdes Castro, René Bertholo, José Escada and Jorge Martins.

The works shown were from the early careers of these artists – the 1960s and early 1970s. Works from the collections of CAM and the Arpad Szenes-Vieira da Silva Foundation were joined by works from private collections, as well as one work by René Bertholo from the Museu do Chiado collection.

A small booklet was published to accompany the exhibition, with a text by Marina Bairrão Ruivo and colour reproductions of some of the works exhibited.

"Regard sur une Collection" and "Corps imprimés et petites histoires" – Estampes de la Fondation Calouste Gulbenkian
Curators: Ana de Vasconcelos (CAM) and Luc Brévart (director of the cultural centre of Le Quai de la Batterie)
15 September to 16 December
Le Quai de la Batterie/Hôtel de Guînes, Arras, France
Le Quai de la Batterie, in Arras, France, presented an exhibition of 68 engravings from the CAM collection. It was divided into two parts: the first, aimed specifically at children and entitled "Printed Bodies and Short Stories", presented a selection of 23 works; the second, "A Look at a Collection", brought together 45 engravings by Portuguese and foreign artists, in a presentation that highlighted a range of different techniques and included some of the collection's most remarkable engravings.

"Landscape in the CAM – Calouste Gulbenkian Foundation and the Museu Nacional de Soares dos Reis Collections"
Curators: Ana de Vasconcelos (CAM), Elisa Soares (MNSR) and Isabel Lopes Cardoso (CHAIA – University of Évora)
26 October 2012 to 20 January 2013
Museu de Évora
This exhibition brought together 19th-century Portuguese paintings from Museu Nacional de Soares dos Reis, in Porto, and a selection of 20th-century works of art from the CAM collection, in a ratio of 16 to 24, respectively. It was an exhibition-thesis where artists and works were presented in a highly individualised fashion, becoming the protagonists of the artistic thought developed about, and deriving from, the landscape in Portugal in the late 19th and 20th centuries.

Together with a lecture by Michael Jakob, also given at Museu de Évora, the inauguration of the exhibition marked the opening of the international conference "NOM-lieux du paysage: representations, images and discourses on landscape in Europe", organised by CHAIA (Centre for Art History and Artistic Research) of the University of Évora.

The exhibition was the result of a partnership between CAM, Museu Nacional de Soares dos Reis, Museu de Évora and CHAIA. It further enjoyed the support of the Directorate-General of Cultural Heritage and the Alentejo Regional Directorate of Culture. A book was published with a reproduction of some of the works exhibited and texts by Rafaelle La Capria, Michael Jakob, Isabel Lopes Cardoso, Elisa Soares and Ana de Vasconcelos.

Publications

Rosângela Rennó. Strange Fruits
Catalogue published by CAM in February 2012.
Contains texts by Isabel Carlos, Nuno Crespo and Urs Stahel, reproductions of the works exhibited and a list of works.
Work available in a bilingual edition (Portuguese and English); 296 pages
ISBN: 978-972-635-249-5

A kills B
A mata B
Catalogue published by CAM in February 2012.
Contains the publication in full of the dramatic text by José Miranda Justo and the musical score by João Ferro Martins, as well as texts by Christopher Bruckner and Rita Fabiana.
Work available in a bilingual edition (Portuguese and English); 144 pages
ISBN: 978-972-635-251-8

Jorge Varanda. Breakfast on Card
Catalogue published by CAM, in May 2012.
Contains texts by Lígia Afonso, Pedro Moura and Jorge Varanda and reproductions of all the works exhibited.
Work available in a bilingual edition (Portuguese and English); 176 pages
ISBN: 978-972-635-254-9

Carlos Nogueira. a place for all things
Catalogue published by CAM, in October 2012.
Contains texts by Catarina Rosendo, Bruno Marchand, Michael Archer and Carlos Nogueira, as well as biographical information about the artist, a list of his works and reproductions of the works exhibited, as well as others from outside the catalogue.
Work available in a bilingual edition (Portuguese and English); 444 pages
ISBN: 978-972-635-258-7

CAM notebooks

In 2012, the publication was continued of the notebooks that accompany all of CAM's temporary exhibitions. They contain the curator's text and colour reproductions of some of the works exhibited. These notebooks are published in bilingual versions in Portuguese and English. It should be stressed that many of these notebooks are currently sold out.

CAM 2012 Diary

Production of a CAM *moleskine* with pictures of works from the Collection and general information about CAM.

Other activities

Website

The CAM website was made more attractive and dynamic, with the publication of informational content about temporary exhibitions on a variety of supports, through the presentation of the exhibitions by the curators, as well as videos of the visits made to the exhibitions by the artists.

Texts describing the works in the collection and biographies of the artists written by specialists were also published online.

Collection

In July, work began on the enlargement of CAM's reserves, with the reserve area being increased by an extra 500 square metres, allowing for a better storage and organisation of the works of art belonging to the CAM 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.

A collection of drawings and paintings on paper by Álvaro Lapa was deposited at CAM in order for an assessment to be made of their state of conservation. This assessment was carried out by a student from the Department of Graphic Documents, taking a degree course in Conservation and Restoration at the Polytechnic Institute of Tomar, under the auspices of a protocol for collaboration signed between the Calouste Gulbenkian Foundation and Polytechnic Institute of Tomar.

Partnerships in research projects in conservation and restoration and the documentation of art collections, funded by the Foundation for Science and Technology

Support continued to be given to research projects in partnership with the Department of Conservation and Restoration of the Faculty of Science and Technology of the New University of Lisbon, the Institute of Art History of the Faculty of Social and Human Sciences of the New University of Lisbon, the Faculty of Fine Arts of the University of Porto, the Department of Conservation and Restoration of the Portuguese Catholic University (Porto) and the Department of Conservation and Restoration of the Polytechnic Institute of Tomar.

Internships

Internships were held in the following areas:
Conservation and research of the CAM collection:
› Internship in the Conservation and Restoration of Graphic Documents for a student from the Department of Conservation and Restoration of the Polytechnic Institute of Tomar.
Improvement of the CAM website:
› Internship for a master's degree student in the History of Art from the Institute of Art History of the Faculty of Social and Human Sciences of the New University of Lisbon.
Project "António Dacosta – catalogue raisonné":
› Internship for a master's degree student in the History of Art from the Institute of Art History of the Faculty of Social and Human Sciences of the New University of Lisbon, August to December 2012.
Support for the production of exhibitions:
› Professional internship from the Institute of Employment and Vocational Training, from 1 October 2012 to 30 June 2013.
Support for research for the retrospective exhibition of Fernando Azevedo:
› Curricular internship as part of the master's degree in Museum Studies at Reinwardt Academy, Amsterdam, from 14 May to 14 September.

Cooperation with the Foundation's other departments

Exhibitions

› "Fernando Pessoa, Plural as the Universe", organised by the Roberto Marinho Foundation and Museum of the Portuguese Language in São Paulo (Brazil) and held in the Temporary Exhibition Gallery of the Foundation's main building by the Education and Scholarships Department, from 9 February to 6 May.
The following works were loaned: *Lisbon*, 1969, painting by Carlos Botelho, and *Portrait of Fernando Pessoa*, 1964, painting by Almada Negreiros.
› "Apparitions", organised by BESart – Banco Espírito Santo Collection, at the Calouste Gulbenkian Centre, Paris, France, from 25 April to 31 August.
The following works were loaned: *Scotland*, 1985, and *Epcot U.S.A.*, 1984, two photographs by Gérard Castello-Lopes.
› "Infinite Tasks. When art and book unbind each other", organised by the Calouste Gulbenkian Museum in collaboration with the Art Library, at the Calouste Gulbenkian Museum, from 19 July to 21 October.

The following works were loaned: *Untitled*, 1974, Fernando Calhau's sketch book, and *La Légende de Saint Julien l'Hospitalier*, 1912, a book by Amadeo de Souza-Cardoso.
› "The Ages of the Sea", organised by the Calouste Gulbenkian Museum, and held in the Temporary Exhibition Gallery of the Foundation's main building, from 25 October 2012 to 27 January 2013.

The following works were loaned: *The Sloop*, c. 1914-1915, painting by Amadeo de Souza-Cardoso, *História Trágico-Marítima or Naufrage*, 1944, painting by Vieira da Silva, *Do Subnaturalismo ao Sobrenaturalismo (Pintura Fria)* [From Subnaturalism to Supernaturalism (Cold Painting)], 1988, painting by Noronha da Costa.

Works loaned from the CAM collection

At the United Kingdom Branch

Three paintings by Leon Tutundjian, José Escada and José Júlio Andrade dos Santos; 14 engravings by Carlos Botelho, Lourdes Castro, Nikias Skapinakis, Barbara Hepworth, Bartolomeu dos Santos, Tony Cragg, Richard Wentworth, Norman Ackroyd, 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 Centre culturel Calouste Gulbenkian

Seven engravings by Maria Helena Vieira da Silva, Man Ray, Robert Delaunay, Sonia Delaunay and Fernand Léger; a tapestry *Quatro Ilhas* by Jorge Martins; three photographs from the series *Interior* by Carlos Lobo; and a painting *Tentativa para Reproduzir a Quarta Dimensão*, by Nuno de Siqueira.

At the Gulbenkian Foundation's headquarters

Forty-two paintings, 143 engravings, 50 drawings, four sculptures, six tapestries, nine photographs and a relief by Portuguese and foreign artists.

Acquisitions and donations to the Collection

Acquisitions

› Antoni Muntadas, *Mirar, Ver, Percibir*, 2009
› António Dacosta, *A Leda e o Cisne*, 1990 (1988 – date of cartoon)
› Gerard Byrne, three sets of two photographs; two sets of three photographs; one set of four photographs, one set of six photographs and a film, 2001
› João Onofre, *Untitled (n'en finit plus)*, 2010-2011
› João Tabarra, three photographs and a video-installation
› Jorge Varanda, four paintings
› José de Almada Negreiros, *Figurino para o Bailado. A Princesa dos Sapatos de Ferro*, 1918
› Lourdes Castro, *Crescem à Sombra*, 2011 (1991 – date of cartoon)
› Pedro Barateiro, *Plateia* [Stalls], 2008
› Rosângela Rennó, *Menina, Salto, Lagoa, Cascata* and *Bananeira* from the series Strange Fruits, 2006

Donations

› André Guedes, *AIROTIV*, 2009
› António Dacosta, *Menina à Bandeira IV*, 1981
› António Palolo, 12 films, from the 1960s and 1970s
› Carlos Nogueira, *construção para lugar nenhum*, 2003
› Jorge Varanda, 17 works – sculpture, painting and video
› Maria Beatriz, *Cascas* (*Natureza-Morta – Still Life*), 2001

Hein Semke Donation

An important group of works of art by Hein Semke (1899-1995) were donated by the artist's widow, Teresa Balté. The donation consisted of over a thousand works, including sculpture, wood engraving, painting, monotype, collage and drawing, which have been added to the artist's 18 works already existing in the CAM collection.

Works loaned from the CAM collection (a total of 190 works)

Participation in temporary exhibitions in Portugal

› "Teresa Magalhães", at Museu Municipal Amadeo de Souza-Cardoso. *Untitled*, 1971 and *Untitled*, 1972, two paintings by Teresa Magalhães (14 January to 26 February).
› "Ângelo de Sousa", at Teatro Municipal da Guarda. *Untitled*, 2006, a sculpture by Ângelo de Sousa (14 January to 11 March).
› "Um Texto, Uma Obra", at Sociedade Nacional de Belas-Artes. *Janela*, a tapestry by Vieira da Silva, and *Untitled*, a painting by Rui Aguiar (9 February to 30 April).
› "O Mapa do Mar de Fernando Calhau", at Círculo de Artes Plásticas, Colégio das Artes and Centro de Artes Visuais, Coimbra. Eighty-six works by Fernando Calhau (31 March to 17 June).
› "Linha d'Água – Tapeçaria de Portalegre e Arte Contemporânea", organised by Museu Guy Fino and Manufatura de Tapeçarias de Portalegre, at the invitation of Aveiro Municipal Council, at Museu Municipal de Aveiro. *Praia*, a tapestry by Júlio Pomar (11 April to 1 July).
› "Arte Vídeo. Vídeo e Cinema Experimental", at CAAA – Centro para os Assuntos de Arte e Arquitetura, Guimarães. Loan of four videos: *Walk Through*, 1976, by Fernando Calhau, *Sombra*, 1976, by Julião Sarmento, *Ouve-me*, 1979, by Helena Almeida, *The Turner PIC*, 2005/07, by Pedro Cabral Santo (4 May to 10 June).
› "Nós na Arte – Tapeçaria de Portalegre e Arte Contemporânea", organised by Museu da Presidência da República, together with Museu Guy Fino, Manufatura de Tapeçarias de Portalegre, Museu Regional do Abade de Baçal, Museu do Douro, Museu do Côa, Fundação Casa de Mateus, Museu de Lamego, Centro de Arte Contemporânea Graça Morais, Mosteiro de Salzedas and various municipal councils:

› At Museu do Côa, Foz Côa, loan of the following works: *Partida de Emigrantes, I, II e III*, and *Domingo Lisboeta, I, II e III*, six tapestries by Almada Negreiros (18 May to 30 September).

› At Museu Regional do Abade Baçal, Bragança, loan of the following work: *Crescem à Sombra*, a tapestry by Lourdes Castro (18 May to 30 September).
› "O Modernismo Feliz – Art Déco em Portugal (1912-1960)", at Museu Nacional de Arte Contemporânea – Museu do Chiado. Four drawings and four

paintings by Almada Negreiros, two paintings by Eduardo Viana, one drawing by Stuart Carvalhais, one drawing by Roberto Nobre, four drawings by António Soares, five drawings, one painting and two ceramic pieces by Jorge Barradas, two sculptures by Canto da Maia, one sculpture by Diogo de Macedo, one sculpture by Leopoldo de Almeida, one painting by Mário Eloy, and one painting by Lino António (28 June to 25 November).

› "Dez Andamentos da Pintura em Portugal. 1912-2012", organised by Cooperativa Árvore, at Centro Cultural de Chaves, forming part of the Chaves Biennial. Twelve works by Portuguese artists: *Untitled*, 1989, an engraving by Alice Jorge, *As Ruas de Lisboa*, 1977, a collage by Ana Hatherly, *Roger*, 1995, a sculpture by Ana Jotta, *Trá-la – Disse. Estou a Morrer de Fome (Série À Cautela)*, 1996, a drawing by Ana Vidigal, *Retrato no Atelier*, a painting by Armando Basto, *Untitled*, undated, a painting by Estrela Faria, *Scott's Last Entry*, 1975, an engraving by Julião Sarmento, *Untitled*, 1944, a painting by Maria Keil, *Untitled*, 1961, a painting by Menez, *Untitled*, undated, a painting by Mily Possoz, *Untitled*, undated, a painting by Ofélia Marques, *Untitled*, 1970, a drawing by Helena Almeida, *Untitled*, 1969, a drawing by Paula Rego (7 July to 30 September).

› "Vieira da Silva o espaço e outros enigmas – grandes obras em grandes coleções", organised by the Arpad Szenes-Vieira da Silva Foundation, in collaboration with Fundação EDP, at Fundação EDP Porto. *Landgrave*, 1966, *Composition*, 1936, and *Le Héros ou le Héraut*, 1939, three paintings by Vieira da Silva (12 July to 21 October).

› "Antológica de Álvaro Perdigão", at Museu do Neorrealismo, Vila Franca de Xira. *Untitled*, 1960 and *Viagem no Tempo I*, 1982, a drawing and a painting by Álvaro Perdigão (6 October to 9 December).

› "Riso", organised by Fundação EDP, at Museu da Eletricidade. Two drawings by Almada, one drawing by Jorge Barradas, one drawing by Emmerico Nunes, two drawings by Cristiano Cruz, one engraving by Salvador Dalí, one sculpture by Ana Jotta, seven drawings by Ruy Leitão, one drawing by Eduardo Batarda and one drawing by Stuart Carvalhais (20 October 2012 to 17 March 2013).

› "Homenagem a Noronha da Costa", forming part of the Lisbon & Estoril Film Festival, at Centro de Congressos do Estoril. *Composição Azul*, 1970 and *Untitled (Cena de Atelier)*, two paintings by Noronha da Costa (9 to 18 November).

› "Julião Sarmento. Noites Brancas", at Fundação de Serralves. *An Involved Story*, 1998 and *Noites Brancas*, 1982, a painting and a drawing by Julião Sarmento (23 November 2012 to 3 March 2013).

› "A Arte da Tapeçaria – Tradição e Modernidade", organised by Manufactura das Tapeçarias de Portalegre in collaboration with Espírito Santo Cultura, at Galeria da FIESP – Federação das Indústrias do Estado São Paulo, Brazil. *Partida de Emigrantes, I, II e III*, three tapestries by Almada Negreiros (7 December 2012 to 10 March 2013).

› "Vieira da Silva, Agora", organised by Comissariado-Geral Português and the Arpad Szenes-Vieira da Silva Foundation, in collaboration with Espírito Santo Cultura do Rio de Janeiro, at MAM – Museu de Arte Moderna in Rio de Janeiro. *L'Aqueduc*, 1955-57, *L'Air du Vent*, 1966, *A Poesia Está na Rua*, 1975, three paintings by Vieira da Silva (19 December 2012 to 17 February 2013).

› "Are You Still Awake", at Museu Nacional de Arte Contemporânea – Museu do Chiado. *Revolução*, 1975, a video by Ana Hatherly (12 December 2012 to 28 April 2013).

› "Interiores: 100 Anos de Arquitetura de Interiores em Portugal", at Mude – Museu do Design e da Moda, Francisco Capelo Collection. *Untitled (Interior do Bristol Club)*, c. 1926, a drawing by António Soares (20 December 2012 to 28 April 2013).

Participation in temporary exhibitions abroad

› "The Other Side of the Moon", at the Louisiana Museum of Modern Art, Copenhagen (Denmark). *Chanteur Flamenco (dit Petit Flamenco)*, 1916, a drawing by Sonia Delaunay (10 February to 28 May).

› "Pop Art in Western Europe", Museum Het Valkhof, Nijmegen, Holland. *So Ad Men Became Depth Men*, 1962, a painting by Derek Boshier; *Parachutist No, 1963*, a painting by Allen Jones; *INsuperSET*, 1963, a painting by Peter Phillips, *Xanadu*, 1962, a painting by Joe Tilson; *Caixa Madeira*, 1963, and *Sombra Projectada de René Bertholo*, 1965, a sculpture and a painting by Lourdes Castro, respectively; *Hórrido Silêncio do Teu Corpo*, 1966, and *Untitled*, 1970, two paintings by António Palolo (8 September 2012 to 6 January 2013).

› "Treasure Island: British Art from Holbein to Hockney on the Evening of Friday", at the Juan March Foundation, Madrid, Spain. *Love Wall*, 1961, a painting by Peter Blake (5 October 2012 to 20 January 2013).
› "Voyage to the Exotic. Homage to Gauguin", at Museo Thyssen-Bornemisza, Madrid, Spain. *Chanteurs Flamenco (dit Grand Flamenco)*, 1915-1916, a painting by Sonia Delaunay (9 October 2012 to 13 January 2013).

Works held on deposit
› *Untitled*, a painting by Menez, *L'Étoile*, a painting by Arpad Szenes and *Untitled*, a painting by João Queiroz.

Deposits made in previous years
› Assembleia da República (Portuguese Parliament): *Help*, a painting by Bruno Pacheco.
› Centro de Artes e Ofícios Roque Gameiro, Minde: a collection of drawings by Alfredo Roque Gameiro.
› 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 Sarmento, 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, and three sculptures by Rui Chafes and Artur Rosa.
› Conselho Superior de Magistratura, Lisbon: *Espaço Ilusório*, by Eduardo Nery, *"Wedge" Series/3*, by Brian Young, *Paisagem do meu Jardim*, by Manuel Cargaleiro, *Integração Racial*, by José de Almada Negreiros, *Kennings*, by Brian Young, *Brown, Blue and Violet No. 2*, by Michael Kidner, and *Untitled*, by António Mira.
› Mude – Museu do Design e da Moda: 21 chairs, three stools, a tea trolley, six shelves, two vases and five lamps by Alvar Aalto; two chairs by Ludwig Mies van der Rohe; three chairs by Marcel Breuer; a chair by Gerrit Thomas Rietveld; two chairs and a sofa by Le Corbusier; a sofa by Vico Magistretti; a chair by Afra and Tobia Scarpa; and a chair by Mario Bellini.
› Faculty of Economics of the New University of Lisbon, at 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 de Serralves: *Table de Jeux*, a painting by Júlio Pomar and two *Untitled* paintings, by António Areal.
› Museu das Tapeçarias de Portalegre: *Reflexos*, a tapestry by Manuel Casimiro.
› Museu Nacional do Azulejo, Lisbon: twenty-eight ceramic pieces by Portuguese artists: Bertino, Clara Menéres, Dimas Macedo, Francisco Franco, Francisco Relógio, Hein Semke, João Fragoso, João Lopes Segurado, Jorge Barradas, Jorge Vieira, Manuel Cargaleiro, Maria Manuela Madureira, Mário Ferreira da Silva, Querubim Lapa and Vasco Pereira da Conceição. Sixteen ceramic pieces by foreign artists: António Sales Pinho, Bertina Lopes, Fernand Léger, Francisco Brennand, 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.

Educational activities

2012 continued the trend that had begun in 2011 of some restraint and falling numbers, both in terms of the programmed events and at the level of participants in CAM's educational activities. This fall in activity was due to a progressive process of reappraisal of the educational proposals on offer and their pertinence/effectiveness, both under the scope of the Gulbenkian *Descobrir* Programme itself and in the broader context of the socio-economic reality that we are currently experiencing. This reappraisal led to the definition of a more consistent strategy that allowed for investment in specific audiences and concrete events.

The same reappraisal also led, once again, to the taking of some strategic decisions that had an effect on final numbers, but which made it possible to continue to invest in the quality of the services provided: a reduction in the range of events offered under the programme (avoiding redundancies at the level of the *Descobrir* Programme); a greater concentration on the singular and specific nature of the work developed, which was based on the CAM collection and exhibitions, as well as on the special skills of the educational team; the imposition of greater time intervals between the entries of groups at CAM (reducing the final number of participants but increasing the pedagogical quality of the experience); the decision not to undertake any educational activities during the periods when exhibitions are being installed,; and the reduction in the number of activities taking place in the periods when the supply of other educational activities is at its peak, to name just a few.

2012 also continued the trend noted in 2011 towards a slight reduction in the number of school groups (who were prevented from undertaking study visits because of the cuts that they had suffered in their budgets).

As usual, the basic 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. The success of these activities is clearly revealed in the considerable loyalty demonstrated by our audiences, including a growth in some specific areas.

Annual total of projects

136

Annual total of events

1 450

Annual total of participants

27 060

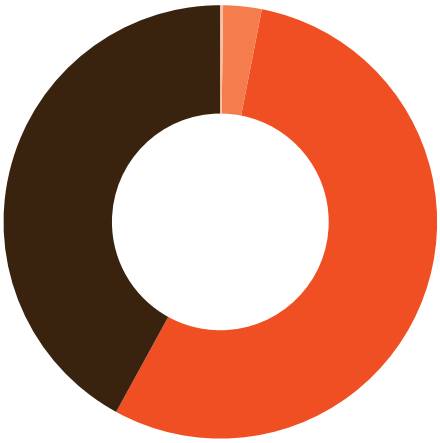
Receipts generated

€ 55 413 38

Guided tours

The Educational Service continued with its extensive programme of guided tours, which has always been a key feature of its programming, this year maintaining the strategy that had been outlined the previous year and 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 upwards, including groups with special needs) and other organised groups. Visits were also encouraged to the temporary exhibitions, which are traditionally less sought after by school groups, by promoting themed visits based on the contents and concepts contained in CAM's temporary exhibitions programme. This made it possible to reduce the discrepancy that is customarily found in the numbers of visitors: there were 425 visits to the permanent collection and 725 visits to the temporary exhibitions.

For individual members of the public, the programme of lunchtime visits – "A Work of Art at Lunchtime" – was maintained, as were the programme of weekend visits – "Sundays with Art" – and the programme "Evening Encounters" (visits with artists and curators), which had begun in 2010. There was a total of 71 visits with a total of 1,109 participants).

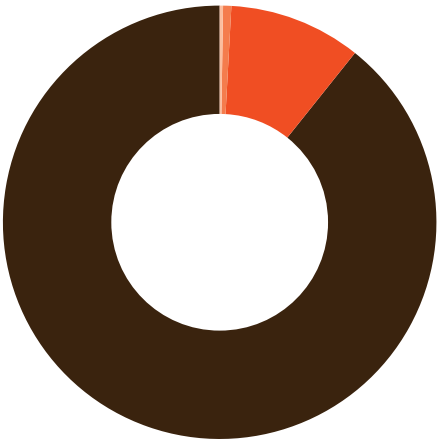


PROJECTS **86**

EVENTS **1 221**

PARTICIPANTS **23 366**

RECEIPTS **17 881**



PROJETS **41**

EVENTS **220**

PARTICIPANTS **3 548**

RECEIPTS **32 107,38**

Workshops

In 2012, the policy was continued of reducing the number of workshops on offer in response to the extended reach of the *Descobrir* Programme, which 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 re-adjustment of the proposals that were presented by CAM and allowed for an interesting rise in the numbers of participants (in comparison with the previous year) by increasing the attendance rate of workshops in a consistent and constant fashion throughout the year.

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 audiences that are traditionally less catered for by other sectors: very young children (families with children aged from two to four) and adolescents (aged from 12 to 15), as well as an increase in the numbers of organised groups with special needs.

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).

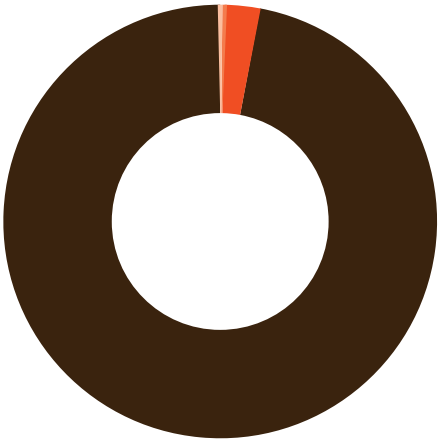
Attention is drawn to the continued growth in the number of workshops made available for groups with special needs, a situation that led to the creation of a solid programme in which the work undertaken by CAM operated in combination with other sectors (Music, Gulbenkian Museum), which highlights the need to continue the investment that has been made in this sector.

Distributive activities €161,110

Courses

The courses that were organised closely accompanied the themes of the temporary exhibitions included in the CAM programme, being divided into three main categories: theoretical courses, educational courses (in the area of museum education) and practical courses (artistic practices for non-artists).

In 2012, we continued the process for the accreditation of some of the courses provided, so that they could be classified as certified training. Consequently, most of the training provided by CAM represented an important gain in pedagogical terms, strengthening the training provided in artistic education and increasing knowledge at the level of contemporary artistic creation for teachers from the various levels of education.



PROJECTS **9**
EVENTS **9**
PARTICIPANTS **146**
RECEIPTS **5,425**

Programme of Support for Internationalisation €37,760

The programme is designed to provide support for (solo or group) exhibition projects to be held by Portuguese artists abroad, enhancing exhibition projects with the help of curatorship and/or and with the involvement of an international institution or structure engaged in artistic production and dissemination.

Seventeen projects received support under this programme in 2012. In the broad and diversified context of exhibitions held by Portuguese artists at important international institutions, we should like to draw attention in particular to the solo exhibitions of Catarina Simão at Arsenal – Institute for Film and Video Art in Berlin, Carla Filipe at Kunstverein in Milan (Italy), Mariana Silva at the Mews Project Space in London, resulting in a solo show at Whitechapel Gallery (United Kingdom), Mónica D'Orey Capucho at Museu de Arte Contemporânea in Fortaleza (Brazil), Priscila Fernandes at Henie Onstad Kunstsenter in Oslo (Norway) and Rigo 23 at the California Institute of the Arts in Los Angeles (United States). Mention should also be made of the participation of the artist Hugo Canoilas at the 30th São Paulo Biennial (Brazil) and the artists Sofia Aguiar and Tomás Colaço at the Benin Biennial. Finally, we should also like to highlight the presence of Portuguese artists at group exhibitions held at important international institutions, such as Tropenmuseum in Amsterdam (with the participation of the artist Cláudia Cristóvão) and Kunstraum Kreuzberg Bethanien in Berlin (with the participation of the artists Délio Kasse, Carlos Bunga, Nuno Sousa Vieira, Sancho Silva and David Maranha), amongst others.

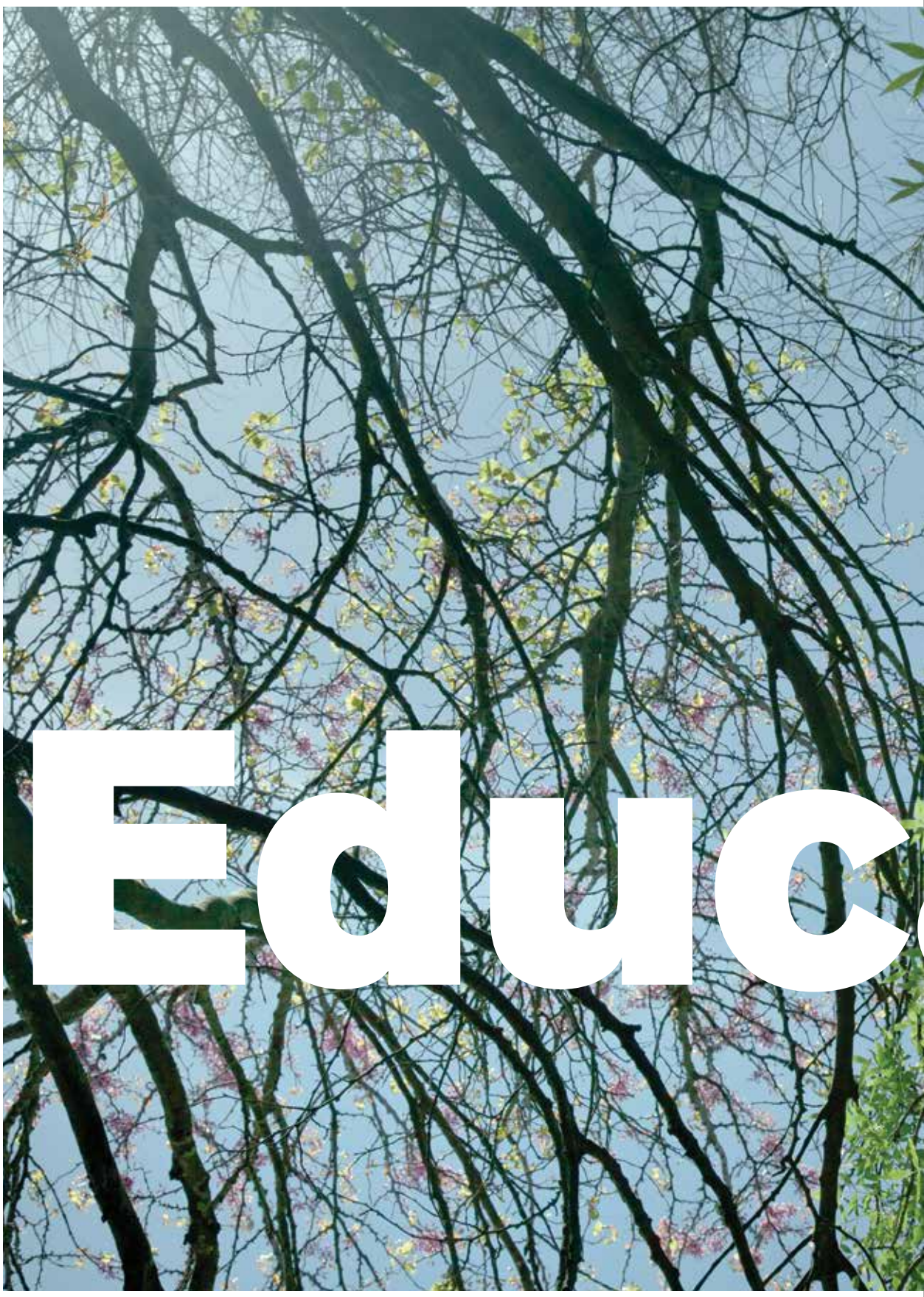
Programme of Support for the Visual Arts €53,100
This programme grants support for projects in the area of the visual arts and contemporary art, including artistic research projects and exhibition projects in Portugal, with the provision of curatorship services and/or the involvement of a structure designed to offer support for artistic production and dissemination. It also supports projects intended to consolidate the national structures already existing for specialised artistic production, promotion and training. The programme, which seeks to support not only Portuguese artists, but also foreign artists resident and working in Portugal, as well as to encourage the development of professional artistic structures, had two separate phases in which applications could be presented – in February and June 2012. Applications were analysed by external panels of experts specially invited by the Foundation, who chose the winning candidates.

In 2012, 12 projects received support from this programme, involving both visual artists and professional artistic structures. We should like to highlight a very important group of artistic research projects involving the artists Ana Margarida Correia, João Grama, João Paulo Serafim, João Pedro Vale, José Maças de Carvalho, Sofia Borges and the artistic duo known as Musa Paradisíaca (Eduardo Guerra and Miguel Ferrão).

Support was also given to a group of artistic production and dissemination structures working in the area of contemporary art, such as Associação Fogo Posto (Vendas Novas), Atelier Concorde (Lisbon), the Barber Shop (Lisbon) and Oporto (Lisbon). We should also mention the support given to the project "Cinema", a group exhibition curated by Marisa Baptista, which occupied various exhibition spaces in the city of Portimão (Teatro Municipal, Museu de Portimão, Casa Manuel Teixeira Gomes, the former fish market, and the Technical School of Image & Communication – ETIC).

Artistic residences €70,250
Grants were given for the participation of Portuguese artists in artistic residency programmes held abroad at institutions of recognised merit and prestige, for the development of experimental projects in the visual arts field.

The Foundation awarded the following grants:
› Ernesto de Sousa Scholarship (20th and last edition), for the undertaking of an entirely new and original project in the field of multimedia experimental art at the Experimental Intermedia Foundation, in New York.
› João Hogan Scholarship (14th edition), for the artistic residency project at the Künstlerhaus Bethanien, in Berlin. The grant was awarded to the artist Isabel Carvalho
› Artistic residency at Location One, in New York (7th edition). This grant was awarded in partnership with the Luso-American Foundation for Development. The artist chosen was Nuno Henrique dos Santos.
› Artistic residency at the Gasworks International Residency Programme (3rd edition), in London. The grant was awarded to the artist Alexandra Ferreira.
› Artistic residency at FAAP – Fundação Armando Álvares Penteado, in São Paulo (1st edition). The grant was awarded to the artist André Cepeda.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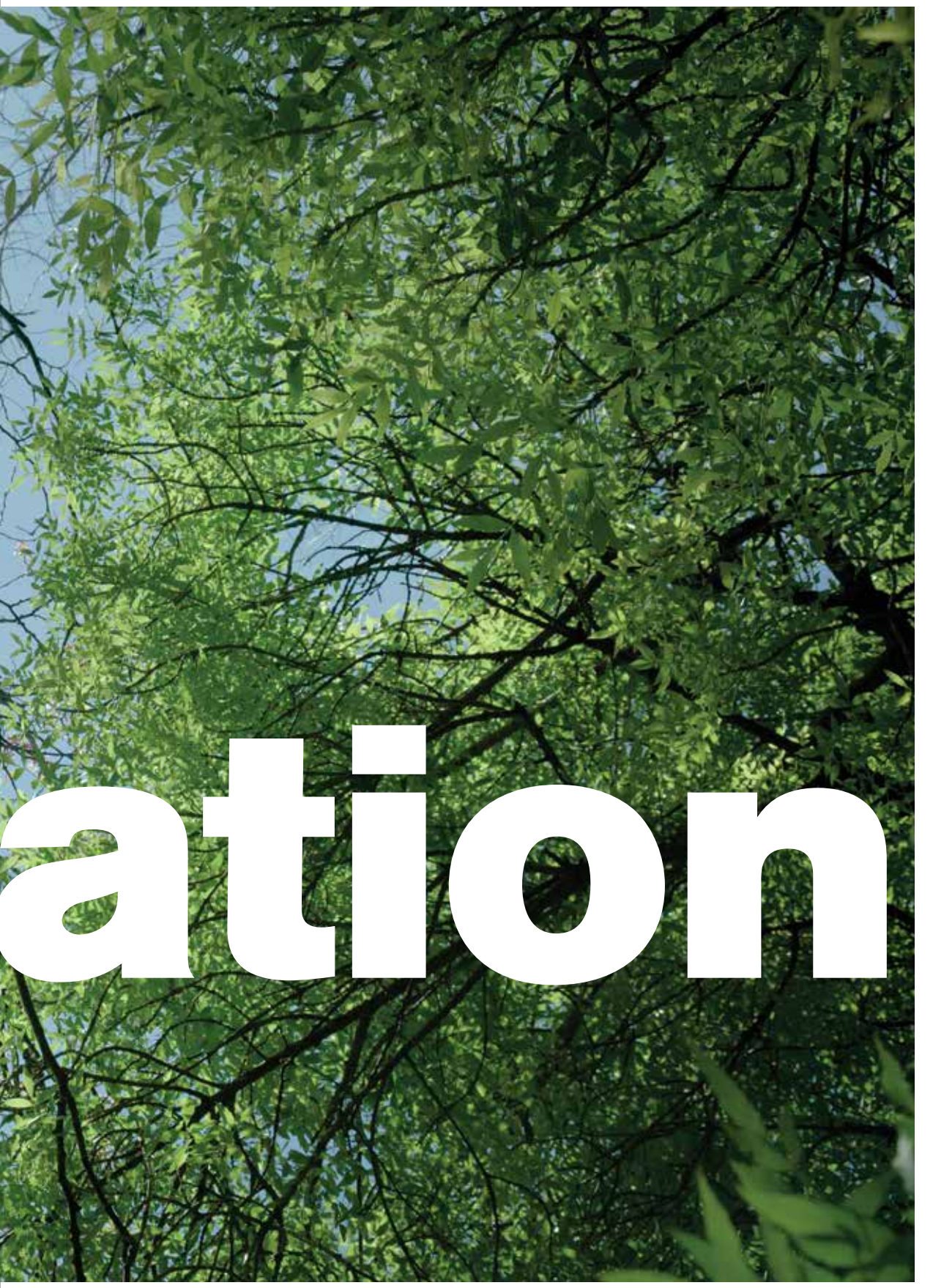
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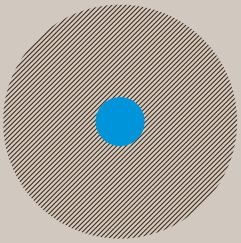
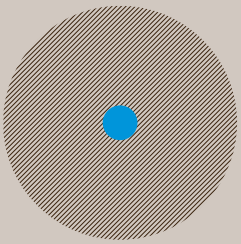
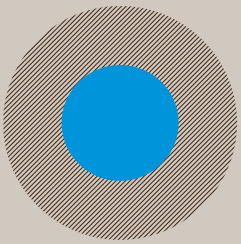


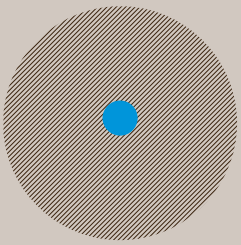
Personnel costs **608 357**



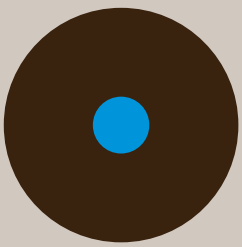
Operating costs **63 283**



Subsidies and grants **2 404 047**



Departmental activities **714 249**



Total **3 789 936**

Receipts **601 355**

AMOUNTS IN EUROS

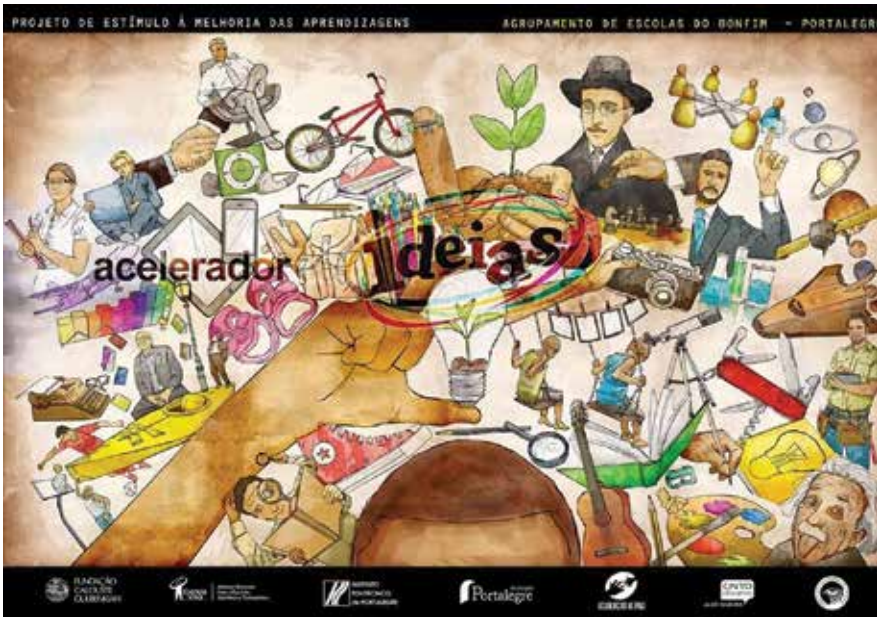
Education and Scholarships Department

Programme objectives and criteria for activities

In 2012, the Education and Scholarships Department continued to award subsidies and scholarships to support programmes, projects and educational activities, while also undertaking a number of direct activities of its own, most significantly the Publishing Plan, which is highlighted because of its scale and relevance.

In view of the changes that, for several years now, have been taking place in the way that the Department operates, activities have become consolidated through the holding of competitive application processes and in the form of support that is provided for the development of relatively large-scale projects that, in most cases, result from the Foundation's proactive intervention. Reactive support for small projects and activities is largely residual in nature.

The mission of the Education and Scholarships Department is to foster educational development and stimulate discussion of the development of education both within the school framework and outside the school system. Special attention is given to 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.



"Stimulus for Learning Improvement (EMA)" project – Bonfim School Group, Portalegre – "Accelerator of Ideas" project

Grants

In distributing its grants, the Department concentrated its intervention in 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;
› 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 selecting the proposals submitted to the Department, essentially on a competitive basis, and in dealing with the projects and activities organised by third parties but given proactive support by the Department.

The Programme to Support Pre-school, 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 educational sub-system. To this end, the programme operates in such different fields as purchasing educational and laboratory equipment, buying specialised bibliographies, cataloguing and modernising libraries and archives, sponsoring publications, supporting master's degrees and PhD courses, carrying out studies in specific areas and organising academic/pedagogical meetings.

Under the scope of this programme, two calls were made for applications to be submitted, on a competitive basis, for support for 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 in particular 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.

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 renewal 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 Advanced Specialisation Programme is designed to support specialisation and PhD programmes offered by Portuguese universities and involving temporary periods of study and research at academic institutions abroad.

The Academic Mobility Programme aims to promote the internationalisation of Portuguese institutions of higher education and to rejuvenate their teaching staff with new members of the highest

TUT – Theatre Group of the Technical University of Lisbon – "The Person as the Centre of Development" project; pictures of the play *Antígona*.

Museu da Luz – Application Process for the Recovery, Treatment and Organisation of Documentary Collections: Project for the Organisation and Scanning of the Photographic Archive of the Ethnologist Benjamim Enes Pereira: "a(s) aldeia(s) da luz".

quality, simultaneously creating the conditions for achieving aims of an innovative nature and strengthening their academic capacity.

The Programme of Support for Projects in the Area of Archaeology is designed to finance research and/or conservation projects undertaken in this area in Portugal, which may give rise to a significant advance in knowledge in this field.

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 display the same level of innovation as the projects mentioned in the previous paragraph.

Departmental activities

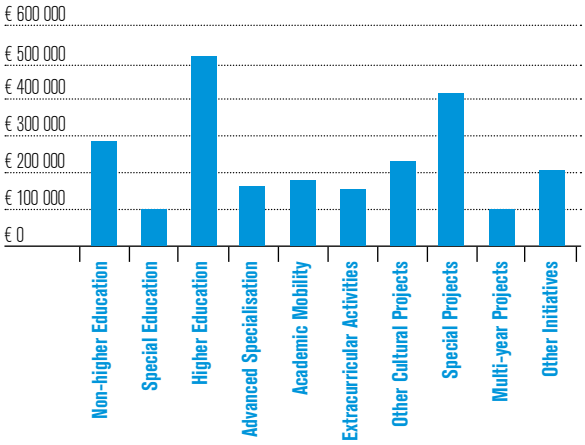
› The Publishing Plan is particularly relevant within the Department's activities due to its importance and scale. The Calouste Gulbenkian Foundation uses this programme to pursue its established publishing activity: publishing, selling and making gifts of high-quality books (either original works by 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 published under this plan are University Textbooks, Classical Texts, Portuguese Culture, Educational Texts, Guide to Portugal, and University Texts for the Social and Human Sciences. Through these series, the Publishing Plan has produced high-quality, significant works that are designed to achieve a single objective: to reach those sectors which display the most evident need for support or encouragement; to provide books for the Portuguese-speaking public about the most decisive events in the various sectors of civilisation; to record what we are and have been in the arts, and in the fields of reflection and 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 include the "Portal das Ciências" website.

List of the main grants awarded and the departmental activities undertaken

The overall spending in 2012 by the Education and Scholarship Department on all its programmes was €3,070,697.



Grants

The two most significant aspects of the Programme to Support Pre-school and Non-Higher Education were: support for projects developed under the scope of the "Stimulus for Learning Improvement (EMA)" project, directly organised by the Foundation but implemented by schools and groups of schools; and grants awarded to initiatives formulated and proposed by other institutions.

In 2012, the Calouste Gulbenkian Foundation launched the second edition of the "Stimulus for Learning Improvement (EMA)" project, aimed at encouraging the emergence, development and dissemination of innovative, high-quality projects, organised by groups of schools/ungrouped state schools that foster the success of their students through their participation in appropriately structured activities undertaken in partnership with bodies from outside the school community.

This initiative is designed to stimulate the presentation of proposals for intervention that, in addition to reflecting links with the community and public and/or private entities and institutions, as well as other schools, facilitate learning in the different subject areas, nurturing the students' creativity and enterprise and developing academic, professional and personal skills that lead to better quality education.

The school bodies that the Foundation invites to apply for support under the scope of this project are indicated by the respective Regional Directorates of Education, based on the following criteria:

› schools where students have clear learning difficulties and support is needed to develop interventions of a varied nature, but which show sufficient dynamism for undertaking projects;

› schools whose size justifies the need for intervention, and which, at the same time, have sufficient capacity to present and implement the project;

› schools which preferably are not covered by other programmes and/or projects of a significant size that have a similar aim to the one that the Foundation intends to pursue;

› schools that demonstrate engagement with the community;

› schools of a diverse nature, in particular contemplating establishments that are integrated into an urban or a rural environment.

The "EMA" project consists of three distinct phases to be completed by the educational institutions selected:

1st phase

Presentation of an application specifying the motivation, reasons and framework underlying the proposal and establishing the need for a project to be undertaken.

2nd phase

The groups of schools/ungrouped schools selected at the end of the 1st phase then draw up a proposal for intervention stating the initial frame of reference, the methodology to be used, the aims to be attained, the resources needed to achieve these, and an indication of the involvement of partners from outside the school that are considered necessary for the achievement of the stated aims.

3rd phase

Implementation by the selected groups of schools/ungrouped schools of the intervention that is approved, over a period of 15 months.

In terms of procedures, attention is drawn to the stages of intermediate selection and final selection prior to the approval of the projects for intervention:

› between the 1st and 2nd phase, the Foundation engages in a process of analysis and selection before awarding the corresponding financial support for the preparation of the proposal for the 2nd phase;

› between the 2nd and the 3rd phase, the Foundation undertakes a new analysis in order to select and subsequently approve the projects that will be admitted to the 3rd phase, with the award of an innovative form of financial support that affords these institutions suitable conditions for preparing the projects for the 3rd phase.

Eight educational institutions were selected for the school year 2012-2013:

› Fundão Secondary School with 3rd Cycle;
› Serpa Secondary School;
› Vale da Amoreira Vertical School Group;
› Bonfim School Group (Portalegre Group No. 2);
› Serra da Gardunha School Group;
› Agostinho da Silva School Group;
› Vale de Ovil School Group;
› Piscinas dos Olivais School Group.

It is also pointed out that an important visit by senior school staff to schools in the United Kingdom took place in 2012, funded by grants awarded in 2011 as part of this project. A week's work in London in March gave rise to the following main outcomes:

› implementation, in Portuguese schools, of some ideas that resulted from observing the activities of the schools visited, as well as analysis and reflection on the topics discussed concerning the potential introduction of some changes/improvements in teaching practices, the methodologies used and the reorganisation/adaptation of spaces;

› reinforcement of strategies designed to centre teaching on the child's development and on individualised education, based on the principle of differentiation;

› establishment of networks for joint work and the continuing exchange of experiences.

As far as the grants awarded to initiatives formulated by other institutions are concerned, it was possible to support four activities, taking into account the criteria and objectives defined for this purpose:

› **s**upport to the bilingual Portuguese-Creole class for a trip to Cape Verde. A grant was awarded for this purpose to the Vale da Amoreira Vertical School Group;

› **s**upport for the publication of the book *O Ambiente nas nossas Mãos! 20 Ideias/20 Gestos*. An initiative of Lisboa E-Nova;

› support to the Laboratory of Universal Values of the Luso-Ilírio Institute for Human Development;

› "Learn to Be Healthy" project – in 2012 the Gulbenkian Foundation began a two-year grant to the "Learn to Be Healthy" project, organised by "Mundo a Sorrir", an Association of Portuguese Volunteer Dentists.

This project, which focuses on the prevention of dental ailments and the promotion of oral health, is geared towards children from the 1st cycle of schools located in the Priority Intervention Educational Areas (TEIP) in the districts of Lisbon and Porto.

To start with, meetings are held with teachers, to explain how the project works and its goals, raising awareness about the importance of oral health. Meetings are then held with parents, in order to make them aware of the importance of oral health, and to clarify questions such as the swapping of toothbrushes and the risks in doing so. A bacterial plaque control test was then carried out on a random sample of children. All the children were given talks

about oral hygiene, the need for a healthy diet and basic notions regarding oral ailments.

In the Lisbon district, the "Learn to Be Healthy" project has already been implemented in seven schools, belonging to the school groups of Olaias, Pintor Almada Negreiros and Alto do Lumiar, having already reached 1010 children. A total of 455 bacterial plaque control tests have been carried out.

In the Porto district, the project has already been implemented in nine schools, belonging to the school groups of Cerco, Viso, Leonardo Coimbra, António Nobre, Amial and Manoel de Oliveira, having already reached 946 children. A total of 473 bacterial plaque control tests have been carried out.

The costs of the subsidies awarded under the scope of this programme amounted to €288,001.

As far as special education is concerned, the Calouste Gulbenkian Foundation continued to provide support in this area through the holding of a competitive application process which granted subsidies to activities designed to promote the education, rehabilitation and integration of children and young people with special educational needs both in schools and in society.

Throughout 2012, the approved projects were monitored and assessment visits were carried out *in loco* at many of them.

"Special Education 2012" application process

In 2012, as in previous years, this application process was open from 6 February to 16 March for the purpose of awarding grants to activities and initiatives that promote education under the scope of early intervention, rehabilitation and the educational and social integration of children and young people with special educational needs.

A total of 391 institutions, with widely different profiles and geographical locations, applied for grants. After assessing the merits of each application, 21 institutions were selected, whose projects focus in particular on the provision of training for parents, teachers, technicians and other educational agents, which enables the relevant people to be empowered with the skills needed to undertake future initiatives.

The approved projects, which last for one year, initiated their activities in 2012, and continued them into 2013, under the simultaneous monitoring of the Gulbenkian Foundation.

Also in 2012, several activities from the projects selected in the "Special Education 2011" application process were successfully carried out, which likewise were carefully monitored by the Foundation in the field.

The grants awarded under the scope of this Programme amounted to €104,505.

The Higher Education Support Programme awarded 41 grants.

The following 15 grants were awarded under the scope of the competitive application processes launched for Higher Education Development Projects:

› Innovative Projects in the Education Field 2012:

• Project: "Sciences and Engineering in Portuguese: Video and Interaction".
Beneficiary: Faculty of Engineering of the University of Porto.

• Project: "Education through Science – Promotion of Scientific Research in Undergraduate Medical Education".
Beneficiary: Faculty of Medicine of the University of Lisbon.

• Project: "Experiment@Portugal 2012 – Content supported by online experimentation and by sensory devices".
Beneficiary: Faculty of Sciences and Technology of the University of Coimbra.

› Activities for Scientific Capacity Strengthening 2012:

• Project: "9th NIPE Summer School".
Beneficiary: Economic Policies Research Unit of the University of Minho.

• Project: "Internationalisation of the PhD Course/Programme in Cultural Studies/Mobility of Teachers and Researchers – Joint Programme of the Universities of Minho and Aveiro".
Beneficiary: Department of Languages and Cultures of the University of Aveiro.

• Project: "2nd Lisbon Summer School for the Study of Culture – Peripheral Modernities", included in THE LISBON CONSORTIUM programme for Master's and PhD degrees in Culture Studies at the Faculty of Human Sciences of the Portuguese Catholic University.
Beneficiary: Faculty of Human Sciences of the Portuguese Catholic University.

• Project: "Seminars included in Master's Degree in Tourism Administration and Management – Advanced Training Programme".
Beneficiary: Faculty of Human Sciences of the Portuguese Catholic University – Braga Regional Centre.

• Project: "Advanced Course on Protein Profiling of Microorganisms".
Beneficiary: Department of Biology of the University of Aveiro.

• Project: "Challenges and Solutions for the Control of Parasitic Diseases – Teaching and Research".
Beneficiary: Institute of Hygiene and Tropical Medicine of the New University of Lisbon.

• Project: "Educational Programme in Oncobiology".
Beneficiary: Institute of Molecular Medicine of the Faculty of Medicine of the University of Lisbon.

• Project: "Internationalisation of the Second Cycle of Studies in Law at the Faculty of Law of the University of Porto (Areas of Specialisation: Juridical-Economic Sciences and Enterprise-Juridical Sciences)".
Beneficiary: Faculty of Law of the University of Porto.

• Project: "Proximal Processes of Human Development: Concepts, Observation Techniques and Statistical Analysis Methods".
Beneficiary: Faculty of Psychology and Education Sciences of the University of Porto.

• Project: "Fifth CoastLab Teaching School – Numerical Coastal Models".
Beneficiary: Faculty of Engineering of the University of Porto.

• Project: "Summer Course on Human Movement, Culture and Health: Current Situation and Educational Approach, under the Scope of the 3rd-cycle (PhD) Education Supply in Human Kinetics and Education Sciences".

Beneficiary: Faculty of Human Kinetics of the Technical University of Lisbon.
• Project: "Seminar entitled 'Structural Condition Assessment of Bridges: Past, Present and Future'".

Beneficiary: Faculty of Engineering of the Portuguese Catholic University.

A further 26 grants were awarded, with the following activities being amongst the most important:
› "Open Lesson" project, carried out by the Portuguese Mathematics Society.
› Publication of *Obras Completas da Professora Doutora Maria Helena da Rocha Pereira*, organised by the University of Coimbra Press.
› "Think, Do and Ask" project, carried out by Exploratory – Coimbra Live Science Centre.
› Publication of *Obra Completa do Padre António Vieira*, a project of the University of Lisbon Foundation.
› Scanning of *Atlas-Repertório dos Municípios na Educação e na Cultura Portuguesa* by the Education Institute of the University of Lisbon.
› Holding of the Postgraduate Course in Urbanism, by the Faculty of Engineering of the Portuguese Catholic University.
› "ADEPPT – Acknowledging and Developing Entrepreneurial Practice in Teacher Training" project, organised by the Centre for Entrepreneurship Education in Portugal.
› "The Emergence of European Culture among the Young Generations" international conference organised by the University of Aveiro.
› Publication of a Portuguese dictionary for foreigners, organised by Província Portuguesa da Companhia de Jesus.
› Commemorative exhibition of the 50th Anniversary of the 1962 Student Day, organised by the University of Lisbon.
› Publication of the work *Estudos Orientais*, by the Institute of Oriental Studies of the Portuguese Catholic University.
› "LusOpenEdition – The Portuguese Electronic Publishing Platform for the Arts and the Social and Human Sciences". This project, carried out by the Centre pour l´Édition Electronique Ouverte (CLÉO) in scientific collaboration with the Anthropology Research Network Centre (CRIA) of ISCTE – IUL, is designed to create and consolidate a scientific electronic platform in Portuguese in the fields of the Social and Human Sciences, which includes:
• a calendar of scientific events and debates in the aforementioned fields, which will remain as an archive permanently open for consultation;
• groups of research blogs which are currently spread over several non-specialised platforms and, as such, are of little visibility. The platform will allow them to bring the findings of their ongoing research to the public almost instantaneously, and to promote appropriate debates.
• a portal of magazines and book collections.
› Instituto da Prospectiva – A grant was awarded to Instituto da Prospectiva to fund a multi-year project, lasting for three years, to build a knowledge platform about international networks for academic and scientific cooperation in which Portuguese entities take part, and to undertake the prospective analysis of the development of these networks, with a view to reinforcing their transformation into assets for development.

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 grants awarded under the scope of the Higher Education Support Programme amounted to €521,762.

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, 45 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: TEUC – the Student Theatre of the University of Coimbra; Caixa Negra (CITAC) – the Circle of Introduction to Theatre at the Coimbra Academy; TUP – the Theatre of the University of Porto; Teatr'UBI – the Theatre Group of the University of Beira Interior; and the Novo Núcleo de Teatro of the Students' Association of the Faculty of Science and Technology of the New University of Lisbon to carry out initiatives included in their annual plans of activities. Grants were also awarded to GTIST – the Theatre Group of the Higher Technical Institute for the play "Pequenos Poderes"; dISPArteatro – the Theatre Group of the Students' Association of the Higher Institute of Applied Psychology (ISPA) for the project "University Theatre Within and Beyond the Walls: Theatrical Training, University Education and Human Development in an Experiment with Therapeutic Theatre"; TUT – the Theatre Group of the Technical University of Lisbon for the project "The Person as the Centre of Development"; the Students' Association of the Faculty of Letters of the University of Lisbon for the plays *Antígona* and *Domiciano*; the Students' Association of the Lisbon Theatre and Film School for the project "Trash Tragedy"; the Faculty of Engineering of the University of Porto for the project "Ricardo Alves"; the Nova Theatre Group of the Student's Association of the Faculty of Social and Human Sciences of the New University of Lisbon for the theatrical show *Made in China*; the Students' Association of the Faculty of Sciences of the University of Lisbon – Teatro FCACTO for the play *Judas*.

Subsidies were also awarded to the Classical Theatre Festival Association to hold the 14th Classical Theatre Festival and the University of Lisbon for the FATAL 2012 project.

› Choir and Instrumental Groups – Subsidies were awarded to the University of Coimbra Musical Band to stage the 6th Instrumental Music Cycle; the Academic Choir of the Egas Moniz Higher Institute of Social Sciences; TUIST – the Musical Band of the Higher Technical Institute; the Female Musical Band of the Students' Association of the Higher Institute of Agronomy for various initiatives included in their annual plans of activities; the Choral Association of the New University of Lisbon for the project "The Nova Choir Again Marks the Beat"; Orfeão Universitário do Porto (the Porto University Choral Society) for the 26th International Festival of University Musical Bands – City of Porto; the Students' Association of the School of Communication and Media Studies for the 16th Tuna M'isto – Lisbon Festival of Mixed Musical Bands; the Mixed Musical Band of the Faculty of Psychology and Education Sciences of the University of Coimbra for the Festival (Re) – Cordas; the Female Musical Band of the Higher Technical Institute; the Students Association of the Higher School of Education and Social Sciences of the Polytechnic of Leiria for the organisation of the 15th Royal Festival of University Musical Bands dedicated to Dom Dinis, the Troubador; the Engineering Musical Association of the University of Porto to stage the Festival PortusCalle12; Vicentuna – the Musical Band of the Faculty of Sciences of the University of Lisbon; and the Mixed Choir of the University of Coimbra for the "International Exchange Project between the Mixed Choir of the University of Coimbra and the Bonn University Choir".

› Extracurricular Scientific and Cultural Activities – Subsidies were awarded to APDSI – Association for the Promotion and Development of the Information Society, to organise the 24th National Computer Olympics (ONI'2012)/International Computer Olympics (IOI'2012); the Portuguese Mathematics Society for the "Mathematics Olympics"; QUERCUS, for the "2012 Environmental Olympics"; the Portuguese Astronomy Society to stage the "2012 Astronomy Olympics"; PROSOFOS – Association for the Promotion of Philosophy to stage the "2012 National Philosophy Olympics"; the Portuguese Chemistry Society to stage the "Chemistry Olympics"; and the Higher School of Biotechnology of the Portuguese Catholic University for the "8th Biotechnology Olympics"; the various local centres of BEST – Board of European Students of Technology (Porto, Lisbon, Coimbra and Faro) to put on European sum-

mer courses; the Youth Science Association to organise a programme of events for the promotion and dissemination of science and technology amongst young people; JUNITEC – Júnior Empresas of the Higher Technical Institute for the project "E3 Forum – Education Employment Entrepreneurship"; the Coimbra Academic Association to organise the "Cinematography – From the Idea to the Film" course; Higher School of Education and Social Sciences of the Polytechnic of Leiria for the project "Artistic Creation Laboratory" project; and the Faculty of Sciences and Technology of the University of Coimbra for the Delfos Project.

The grants awarded in this area of extracurricular cultural and scientific activities for young people totalled €158,600.

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-four subsidies were awarded.

As far as the applications presented for the Recovery, Treatment and Organisation of Documentary Collections were concerned, the Department awarded 17 subsidies to the following projects and institutions:

› Administration of the North Hydrographical Region
Project: "ARCHIV-AVE – Digital Memory 'Documental Heritage of the Ave Basin'".
› Venerável Ordem Terceira da Penitência de São Francisco
Project: "To Preserve and Disseminate 350 Years of History: the Archive of the Venerable Third Order of the Penitence of Saint Francis of the City of Coimbra".
› Porto District Archive
Project: "To Safeguard and Provide Access to the 'Partes da Diretora' Documents of the Casa da Roda do Porto".
› Santa Casa da Misericórdia de Alcobaça
Project: "Historical Archive of the Santa Casa da Misericórdia de Alcobaça/Sundry Guides 1".
› IGESPAR – Institute for the Management of the Architectural and Archaeological Heritage
Project: "Leisner Archive – German Archaeological Institute: the Epistolary Collection".
› University of Aveiro
Project: "Recovery and Documentary Treatment of a Collection of 78 rpm Records of Portuguese Music".
› Portuguese National Library
Project: "From the Monarchy to the Republic: Scanning of Newspapers from the Portuguese National Library Collection".
› Museu da Luz
Project: "Organisation and Scanning of the Photographic Archive of the Ethnologist Benjamim Enes Pereira: A(s) Aldeia(s) da Luz".
› University of Porto – Faculty of Fine Arts
› Project: "Atlas: Drawing and Engraving Office of the Faculty of Fine Arts of the University of Porto".

› Oeiras Municipal Council
Project: "Memories of Oeiras – Pombaline Collection and 18th-century public Works: Project for the Recovery, Treatment and Organisation of the Documentary Collections".
› Alpiarça Municipal Council – Casa dos Patudos/ Museu de Alpiarça

Project: "Preservation, Organisation and Study of the Photographic Archive of José Relvas".
› Portuguese Catholic University – Porto Regional Centre
Project: "Maestro Manuel Ivo Cruz Archive".
› Homem Cristo Secondary School – Aveiro
Project: "Recovery, Organisation and Treatment of the Journalistic Work of Francisco Homem Cristo".
› Seixal Municipal Council
Project: "Tribuna do Povo – A Collection of the Local Press to be Preserved".
› University of Évora – Interdisciplinary Centre for History, Cultures and Society
Project: "Portalegre Cathedral Archive: Organisation, Description and Online Publication".
› Confraria de Santa Luzia
Project: "Restoration of the Historical Archive of the Santa Luzia Brotherhood".
› Beja District Archives

Project: "Monastic Orders in the Lower Alentejo, 1415-1911".

Grants were also awarded to Teatro da Rainha – Associação Republicana da Rainha e Etc., to fund the publication of the book *25 PLANOS+2*; Chapitô – the Santa Catarina Cultural and Recreational Group, to finance the trip to Rio de Janeiro to take part in the World Circus Festival 2012; and Jorge Forjaz to finance the trip to Mozambique as part of his preparation for the book *Genealogias de Moçambique*.

Subsidies were also given to the Mértola Archaeological Site – support for the 10th International Conference "Mediaeval Ceramics in the Mediterranean", which was held in Silves from 22 to 27 October 2012; and the Portuguese Association of Classical Studies to support the Annual Euroclassica Conference, European Federation of Associations of Teachers of Classical Languages and Civilisation, which is due to be held in Lisbon from 30 August to 1 September 2013.

The grants awarded under the scope of this support programme totalled €236,220.

Under the scope of the Academic Mobility Programme, a competitive application process was launched, which resulted in the award of six grants to Portuguese higher education institutions to recruit internationally renowned academics, through the granting of research scholarships under the title of "Gulbenkian Professorships".

The following projects were supported under this selection process:
› Project: "Advanced Studies in Development: Teaching and Research".

Beneficiary: Higher Institute of Business and Management (ISEG).
› Project: "New insights on the surface functionalization of implants".

Beneficiary: University of Minho.
› Project: "Interdisciplinary Study of Christian Mediaeval Communities (5th to 11th centuries)"

Beneficiary: Faculty of Social and Human Sciences of the New University of Lisbon.
› Project: "Gulbenkian Professorship for Entrepreneurship and the Development of Technology-Based Businesses in International Contexts".

Beneficiary: Faculty of Economics of the University of Coimbra.
› Project: "Use of the Zebra-Fish Animal Model in Biomedical Research".

Beneficiary: Faculty of Medicine of the New University of Lisbon.
› Project: "Development of Research and Intervention in the Areas of Clinical Psychology and the Psychology of Organisations".

Beneficiary: Higher Institute of Applied Psychology (ISPA).

The grants awarded under the scope of the Academic Mobility Programme amounted to €180,000.

Under the scope of the Advanced Specialisation Programme, grants were awarded to 11 specialisation and PhD programmes promoted by Portuguese higher education institutions that include temporary periods of study at foreign universities.

The competitive application process "Academic Mobility Programmes for PhD Students 2012" resulted in the award of the following nine grants:

› Project: "Internationalisation of Postgraduate Education: Support for the International Mobility of PhD Students".
Beneficiary: Faculty of Economics of the University of Coimbra.

› Project: "Phonological Assessment of European Portuguese: Contributions from GOldVarb X for the Analysis of Phonological Acquisition Data".
Beneficiary: Faculty of Letters of the University of Porto.

› Project: "Development of Functional Research into Chronic Nasal Diseases".
Beneficiary: Faculty of Medicine of the New University of Lisbon.

› Project: "Characterisation of the Active Metabolites Produced by Phlomis purpurea against Phythophthora cinnamomi".
Beneficiary: Faculty of Sciences and Technology of the University of the Algarve.

› Project: "Promoting International Cooperation through PhD Training".
Beneficiary: Institute of Molecular Medicine of the Faculty of Medicine of the University of Lisbon.

› Project: "Role of CD44 as a New Mechanoreceptor".
Beneficiary: National Institute of Biomedical Engineering.

› Project: "Inventorying and Monitoring of Terrestrial Floral Species of the Lower Gzhelian (Upper Pennsylvanian) Age in Portugal through the Epidermal Anatomy of Cuticles".
Beneficiary: Faculty of Science of the University of Porto.

› Project: "Organisation of a Scientific Visit to the Host Laboratory of Harvard University in Cambridge, USA".
Beneficiary: University of the Azores.

› Project: "Generations and Governance: Youth, Ageing and Public Policies in Comparative Contexts".
Beneficiary: Network Centre for Research in Anthropology (CRIA).

Another grant was also awarded to support the specialisation programme that includes periods of study in foreign universities:

› "Summer Internships" for students of the Integrated Master's degree course in Biomedical Engineering and Biophysics of the Faculty of Sciences of the University of Lisbon.

The grants awarded under the scope of the Advanced Specialisation Programme amounted to €162,260.

Special projects

› *Gramática do Português* (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 publication of the first two volumes of this work by the Calouste Gulbenkian Foundation's Publishing Plan is set to take place in 2013.

› *Obras Completas de Pedro Nunes* – The Foundation has been giving financial support to the task of organising a critical edition of this work since 2001. The implementation of this project is the responsibility of a team from the Lisbon Academy of Sciences, under the coordination of Henrique Leitão. Volume VII of this work is currently under preparation.

› *História do Teatro e Espetáculo em Portugal* (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*.

› 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 1st 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.

› The Institute of Ageing of the University of Lisbon – Support for the activities of this independent research unit, recently created with the support of the Calouste Gulbenkian Foundation. Its 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.

› *Obras Completas de Eduardo Lourenço* (Complete Works of Eduardo Lourenço)– Following on from the project for the organisation, inventorying and cataloguing of the documents existing in the archives of Eduardo Lourenço, a team coordinated by João Tiago Pedroso de Lima and Carlos Mendes Sousa has been working since 2010 on the project for the publication of the *Obras Completas de Eduardo Lourenço*, of which the first volume has already been published in the Portuguese Culture Series of the Department's Publishing Plan.

The reasons for undertaking this work 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 – This programme is designed to provide support for the training component of the Directorate-General for Innovation and Curricular Development of the Ministry of Education, which forms part of a vaster programme for the development of artistic education in the school context, which the Ministry is currently promoting.

Since its inception, 11,945 pre-school children, 14,404 students from primary education, 767 kindergarten teachers and 862 primary school teachers have benefited from the programme. Local authorities and numerous cultural institutions have been involved in the activities.

In 2012/2013 the Foundation continued to support the third and final year of the established programme.

› Project: "Opus Tutti – Artistic Practices in the Creation of Social and Educational Roots". During

"Opus Tutti" project

2012, the Foundation continued its support for the implementation of this project run by the Theatrical Music Company, in partnership with the Laboratory of Music and Communication in Infancy of the Centre for the Study of Sociological and Musical Aesthetics (CESEM) of the Faculty of Social and Human Sciences of the New University of Lisbon, under the coordination of Maria Helena Rodrigues.

This project has been used to explore the possibilities of working models that can be used, from early infancy, to promote the full development of the capacities of individuals, from an integral perspective of human development. Accordingly, based on a set of experiments involving the use of artistic practices, the project has:

• created working models and materials aimed at early infancy, in an intervention that is designed to function as a network involving a variety of educational and social agents from a host of different areas;

• implemented a pilot study at a crèche in a socially disadvantaged area of Lisbon.

Besides these two great aims for the project, attempts have been made to ensure that the process will, in itself, represent an opportunity for excellence in the enjoyment of artistic practices by all of the participants (children aged from 0 to 9, parents and guardians, personnel involved in nursery school education, teachers and artists).

› Programme of Support for Projects in the Area of Archaeology. This programme has a competitive application process that takes place every two years – in 2010, 2012 and 2014. Priority is given to projects that have clearly identified aims that can give rise to a significant advance in archaeological knowledge, also having a well-defined time limit and offering the possibility of measurable results. Six grants were awarded to the following projects:

Individual Applications

• Mário Nuno Campos de Gouveia

Project: "Database of Visigoth Tremisses Minted in the Provinces of Galicia and Lusitania (6th-8th centuries)".

• Célia Alves Gonçalves Sequeira

Project: "Between the River Tagus and the River Sado: GIS Forecasting Models in the Discovery of New Mesolithic Sites"[1].

Institutional Applications

• Museu Municipal Santos Rocha/Figueira da Foz Municipal Council

Project: "The Santa Olaia Hill".

• Centre for the Study of Modern and Contemporary Archaeology

Project: "The Islands and the Archaeology of Portuguese Expansion – Madeira and Porto Santo (15th-17th centuries)".

• Faculty of Human and Social Sciences/the University of the Algarve

Project: "Corpus of Roman Mosaics in Portugal, vol. II, 2 East Algarve" "Corpus des Mosaiques Romaines du Portugal, vol. II, 2 Algarve Est" – a publication and printing project.

• Faculty of Science and Technology of the New University of Lisbon

Project: "Study on the Origin of the Glassware at the Mosteiro de Santa Clara-a-Velha (Coimbra)"[2].

› Project for the Organisation, Treatment and Dissemination of the José Mattoso Library – Funding continued to be given to the Campo Arqueológico de Mértola to support the Project for the Organisation, Treatment and Dissemination of the José Mattoso Library, the aim of which is to contribute to scientific production and the advancement of knowledge, through the treatment of a documentary collection on medieval history and its revitalisation, making it accessible to researchers and to the community in general.

The costs of the subsidies awarded under the scope of the Special Projects amounted to €418,789.

1 Project to be undertaken in the field and financed from 2013 onwards.

2 Project to be undertaken in the field and financed from 2013 onwards.

Multi-Year 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 spreading scientific knowledge among new generations and ensuring its applications for the benefit of all mankind.

› Calouste Gulbenkian History Prizes (awarded by the Portuguese Academy of History). In 2012, the prizes were awarded to João Gouveia Monteiro, for his work *Grandes Conflitos da História da Europa. De Alexandre Magno a Guilherme "o Conquistador"* (Great Conflicts in the History of Europe. From Alexander the Great to William the Conqueror) (theme: "History of Europe"), Elsa Penalva, for her work *Mulheres em Macau Donas Honradas, Mulheres Livres e Escravas. Séculos XVI e XVII* (Women in Macao, Honoured Ladies, Free Women and Slaves. 16th and 17th centuries) (theme: "History of Portugal's Presence in the world"), and Suzana Cavaco, for her work *Mercado Media em Portugal no Período Marcelista: Os Media no Cruzamento de Interesses Políticos e Negócios Privados* (The Media Market in Portugal during the Marcelo Period: the Media in the Crossover between Political Interests and Private Business) (theme: "Modern and Contemporary History of Portugal").

› Project: Aga Khan Foundation – Urban Community Development Programme (K'Cidade). In 2012, the Calouste Gulbenkian Foundation continued to support the educational component of the Urban Community Development Programme (K'Cidade), which is run by the Aga Khan Foundation, with the following fundamental aims:

• to guarantee access and success for the most marginalised children in the suburban districts of Greater Lisbon, through the provision of an inclusive, high-quality education;

• to strengthen and support parents and school leaders by imparting the necessary skills and knowledge for them to serve as catalysts for an inclusive, high-quality education;

• to contribute to the creation of knowledge and dialogue capable of influencing policies and practices.

London International Youth Science Forum 2012

K'Cidade, Aga Khan Foundation: working on adult literacy, 2012

The structural lines of action that are needed to achieve these objectives, and which were consolidated throughout 2012, are literacy and numeracy, diversity and pedagogical differentiation and the participatory management of apprenticeships.

› Associação Menuhin Portugal: support for the expenses incurred by the schools covered by the MUS-E Project, an international project with artistic, pedagogical and social goals that is geared towards multicultural school populations from disadvantaged social, economic or cultural backgrounds, and which has had very positive effects on the promotion of artistic education among nursery school children and primary schools from the 1st cycle of basic education and on the fight against social and educational exclusion, as well as on teacher training.

› 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. The grant awarded in 2012, brought an end to the Foundation's support for this project.

› Portuguese Institute of International Relations of the New University of Lisbon – Funding for the Programme of Scholarships for Scientific Research Projects of the Portuguese Institute of International Relations of the New University of Lisbon, which is designed to provide this Institute, still in its consolidation phase, with the necessary conditions to create a body of qualified researchers and scientific resources for the development of their research activities.

› Continuation of the support, which began in 2010, given to the International Institute Casa de Mateus for the "Adaptation" cycle of activities, which is scheduled to last for four years and which combines activities of an academic and cultural nature. The theme adopted for 2012 was "Communities".

The cost of the subsidies awarded under the scope of the Multi-Year Projects totalled €106,311.

Publishing Plan

PUBLISHING PLAN 1962-2012	
TITLES PUBLISHED	1 089
PUBLICATIONS	1 701
COPIES	5 714 237

PUBLISHING PLAN [1962-2012]

SERIES	TITLES	PUBLICATIONS
UNIVERSITY TEXTBOOKS	512	972
CLASSICAL TEXTS	68	151
PORTUGUESE CULTURE	104	123
THE DISCOVERIES	5	5
EXTRA SERIES	31	46
CURRENT ISSUES	9	9
EDUCATIONAL TEXTS	64	78
GUIDE TO PORTUGAL	8	24
FOUNDATION FOR SCIENCE AND TECHNOLOGY	287	292
TOTAL	**1088**	**1700**

One book launch was held in 2012 as a result of the Publishing Plan activity. This year, 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, was awarded jointly to the works *Da Arte Edificatória*, translated by Arnaldo do Espírito Santo, and *Consolação da Filosofia*, translated by Luís Cerqueira. As is generally known, the Latin Union was terminated in the meantime, so that this prize will no longer be awarded after the 20th edition of the event that took place this year.

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 41 titles were published in 2012, comprising 19 new works and 21 re-editions.

University Textbooks

Twenty books were published in this series, with seven new works and 13 re-editions. The new works were as follows:

› *Macroeconomia*, by António S. Pinto Barbosa.
› *Sociologia da Comunicação*, by João Piçarra Esteves.
› *Química-Física: Uma Introdução*, by José Teixeira Dias.
› *Silvicultura, a Gestão dos Ecossistemas Florestais,* coordinated by António Monteiro Alves.
› *Plantas Aromáticas e Óleos Essenciais*, by A. Proença da Cunha, Odete Rodrigues Roque and Maria Teresa Nogueira.
› *Exercícios de Economia de Empresa*, by José Mata.
› *Elementos de Psicopatologia Explicativa*, by J.L. Pio Abreu.

The re-editions were:

› *Manual de Investigação em Educação*, 4th ed. updated, by Bruce W. Tuckman.
› *Estudos de História da Cultura Clássica*, vol. I, 11th ed., revised and updated, by Maria Helena da Rocha Pereira.
› *Plantas e Produtos Vegetais em Fitoterapia*, 4th ed., revised and updated, by A. Proença da Cunha, Alda Pereira da Silva and Odete Rodrigues Roque.
› *Plantas e Produtos Vegetais em Cosmética e Dermatologia,* 3rd ed., by A. Proença da Cunha, Alda Pereira da Silva, Odete Rodrigues Roque and Eunice Cunha.
› *Programação de Autómatos*, 5th ed., by José Novais.
› *Morfologia Urbana e Desenho da Cidade*, 6th ed., by José Lamas.
› *Projecto de Órgãos de Máquinas*, 3rd ed., by Carlos Moura Branco *et al.*
› *Tecnologia Farmacêutica*, vol. III, 7th ed., by Luís Nogueira Prista *et al.*
› *Pensamento Sistemático e Conceito de Sistema na Ciência do Direito*, 5th ed., by Claus-Wilhelm Canaris.
› *Introdução à Antropologia Cultural,* 11th ed., by Mischa Titiev.
› *Óptica*, 3rd ed., by Eugene Hecht.
› *Metodologia da Ciência do Direito*, 6th ed., by Karl Larenz.
› *A Arte da Investigação com Estudos de Caso,* 3rd ed., by Robert E. Stake.

Classical Texts

Five new works and five re-editions were published in this series.
The new works were as follows:
› *O Livro das Origens*, translated and coordinated by Rogério Sousa.
› *Teoria do Desenvolvimento Económico*, by Joseph Shumpeter.
› *O Sofista*, by Plato.
› *Arte Poética*, 4th ed., revised and enlarged, by Horácio (1st ed. FCG).
› *Fundamento do Direito Natural*, by Johann Gottlieb Fichte.
The re-editions were:
› *A Visão de Deus*, 4th ed., revised by Nicolau de Cusa.
› *Caminhos de Floresta*, 2nd ed., by Martin Heidegger.
› *A Douta Ignorância*, 3rd ed., by Nicolau de Cusa.
› *Tratado da Natureza Humana*, 3rd ed., by David Hume.
› *A República*, 13th ed., by Plato.

Portuguese Culture

Five books were published in this series, with four new works and one re-edition.
The new works were:
› *Gramática da Linguagem Portuguesa*, by Fernão de Oliveira.
› *Tratado da Justiça e do Direito*, by Luís de Molina, S.J.
› *Obra Completa do Padre Manuel Antunes*, vol. II, parte I, coordinated by Arnaldo do Espírito Santo.
› *Obra Completa do Padre Manuel Antunes*, vol. II, parte II, coordinated by Arnaldo do Espírito Santo.
The re-edition was:
› *Obras Completas de Eduardo Lourenço*, vol. I, 2nd ed., by Eduardo Lourenço.

Educational Texts

Two new works and one re-edition were published in this series.
The new works were:
› *Promoção do Sucesso Educativo,* by José Manuel Matos *et al.*
› *Infância, Crianças, Internet* (texts from the conference with the same name).
The re-edition was:
› *Se Houvera quem me Ensinara...,* 5th ed., by Fernando Vieira and Mário Pereira.

Extra Series

One new work and one re-edition were published in this series.
The new work was:
› *Aprender para o Bem-Estar*, by Ilona Kickbush.
The re-edition was:
› *As Origens de Portugal: história contada a uma criança*, 6th ed., by Rómulo de Carvalho.

University Texts for the Social and Human Sciences

Eighteen 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 2012 (excluding the University Texts for the Social and Human Sciences series, as this has its own special regime) was €596,072.

The Publishing Plan income of €448,223 demonstrates that this activity is largely self-financing.

PUBLISHING PLAN [2006-2012]	
Titles published in the last six years Average figure:	72
2012	
Books	59 new works and re-editions 35 approved, work in progress

Education conferences

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

6th International Conference of the National Reading Plan

In association with the National Reading Plan of the Ministry of Education, the 6th International Conference of the National Reading Plan – "Aprender a Ler" (Learning to Read) – was held at the Calouste Gulbenkian Foundation in October 2012, with the participation of Portuguese and foreign experts in a total of around 800 participants. The meeting discussed such topics as: "Learning better to read/Learning to read better"; "Reading, canon and curricular targets"; "Reading and the media"; "Promotion of reading, academic success and social inclusion"; "Understanding exam papers with verbal mathematical problems". The results were presented of good reading practices by schools that are included in the projects promoted in the form of a partnership by the National Reading Plan and the School Library Network. A study was also presented relating to the external assessment of the National Reading Plan during its fifth year of operation.

The results of good reading practices were presented by the schools integrated in the projects, organised in partnership with the National Reading Plan and School Libraries Network, as well as the new projects "Dormir + para Ler melhor" (Sleep more to read better) and "Ler + Jovem" (More Reading Among the Young).

Conference on "Portugal and the Holocaust: Learning from the Past, Teaching for the Future"

Conference "Portugal and the Holocaust: Learning from the Past, Teaching for the Future"

On 29 and 30 October 2012, the Calouste Gulbenkian Foundation held the conference "Portugal and the Holocaust – Learning from the Past, Teaching for the Future", an initiative organised by the American Embassy in Portugal, the Luso-American Foundation for Development (FLAD) and the Calouste Gulbenkian Foundation.

The conference attracted around 1000 participants, as well as a broad array of Portuguese and foreign experts and researchers and personalities linked to the areas of politics, education, history and religion. Its goal was to deepen knowledge and promote research into issues related to the study of the influences and relations between Portugal and the events that constituted the Holocaust, and its respective impact on Portuguese society, as well as on Europe and the World in general.

The conference "Portugal and the Holocaust: Learning from the Past, Teaching for the Future" was divided into two parts: the first day comprised academic workshops focusing on the debate between researchers who have studied the Holocaust, especially the role of Portugal during this period; the second day was essentially dedicated to how the Holocaust can be taught, with particular interest for schools, due to the relevance of the topic in the educational syllabuses and for the learning of pupils.

At the same time, the Calouste Gulbenkian Foundation held the exhibition "The Holocaust Refugees and Portugal", which was open to the public from 29 October to 10 November, and which may become an itinerant exhibition, visiting several schools in the country.

Other talks and conferences

In January 2012, a meeting was held between the Calouste Gulbenkian Foundation and Human Scale Education to prepare a trip to London for teachers from Portuguese schools under the scope of the "Stimulus for Learning Improvement (EMA)" project. To prepare for this exchange, the participating schools presented the respective projects funded by the Foundation and expressed their expectations about the schools to be visited. Experts from Human Scale Education presented the detailed programme of the activities that would be undertaken, describing the institutions that were going to be visited and the goals that had been set.

The 2nd National Adult Education and Training Conference was held in November 2012, in collaboration with the "Right to Learn" association, which enjoyed the participation of several Portuguese and foreign experts among a total of around 300 participants.

The amount spent on conferences, meetings and seminars amounted to €25,567.

Other activities

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

› "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.

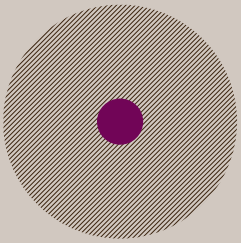
The website also serves to disseminate the teachers' pedagogical experiences and to publicise their work, provided that, in both cases, the materials to be disseminated have been appraised and validated by the project's academic coordinators.

Since its public presentation in May 2009, the website has already exceeded its initial targets, insofar as two additional components have been launched: "WikiCiências" – the first online scientific encyclopaedia in Portuguese aimed at teachers and students from primary and secondary education – and the image bank "Imagem.Casa Das Ciências".

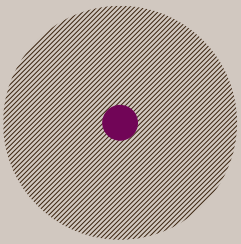
› THEKA – Gulbenkian Project to Train Teachers Responsible for the Development of School Libraries.

This project was designed to train teachers who were responsible for setting up, organising and activating school libraries/educational resource centres in pre-school and 1st and 2nd cycle educational establishments. The project reached the end of its activity in the field in 2008, but the website (theka.org) remains active and hosts a series of digital resources, including the contributions that many teachers and other interested professionals share and improve on a regular basis. The Foundation has funded the maintenance and updating of this website, and continued to do so in 2012.

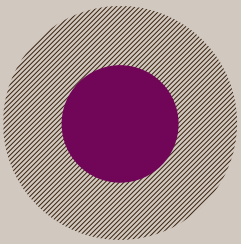
The total amount spent on these activities was €184,489.



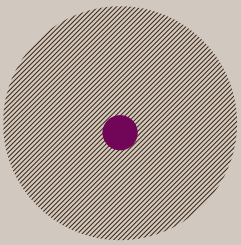
Personnel costs **306 880**



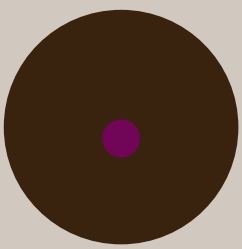
Operating costs **26 190**



Grants and scholarships **2 238 051**



Departmental activities **11 121**



Total **2 582 242**
Receipts **82 288**

AMOUNTS IN EUROS

Gulbenkian Scholarships Service

The Gulbenkian Scholarship Service was created in May 2012. Its mission is to reward excellence and stimulate research in specific fields of knowledge and in the Gulbenkian Foundation's priority fields of intervention, through the award of scholarships. These scholarships are aimed in particular at advanced training, involving the updating and improvement of the knowledge and skills of scientists and qualified professionals, in order to develop and enhance human resources. The goal is to develop a coherent and systematic response to current and future needs in the priority areas of knowledge and learning.

The creation of the Gulbenkian Scholarship Service in 2012 had the fundamental aim of concentrating the majority of the scholarships awarded by the Foundation into one single service. Their administrative and financial management would thus be integrated in a coherent and rational manner, and benefits would also accrue from the creation of a scholarship information system, as well as a system of communication that facilitates dialogue with the world outside the Foundation and makes it easier to understand the supply and demand existing at the level of the surrounding community and to identify this Service's priority areas of intervention.

Therefore, the new Gulbenkian Scholarship Service has brought together all the scholarships that were previously awarded by the vast array of the Foundation's different departments, namely the scientific and technological research scholarships, the art scholarships, the research scholarships for foreigners and the scholarships designed to improve and develop the human resources of the Portuguese-speaking African countries and East Timor. Given that the creation of this Service in mid-2012 required a reorganisation of administrative processes and procedures, some of the indicators relating to the award of scholarships recorded a break in the series in comparison with previous years.

The following priority intervention areas were established:

› strengthening applied research in scientific and technological areas;
› promoting professional development and improvement in the arts;
› promoting research into topics relating to the Portuguese culture or language;
› providing advanced training for human resources originating from the Portuguese-speaking African countries and East Timor.

For each of the above areas of intervention, the activity carried out in 2012 was as follows:

Strengthening applied research in scientific and technological areas €406,407

The main aim of these scholarships is to boost the country's capacity for applied research, through the provision of undergraduate and postgraduate qualifications in high-quality academic areas and high-quality and relevant PhD programmes. Under the scope of this intervention, attention is drawn to the following activities:

Long-term scholarships €317,149

The 27 scholarships awarded in 2012 were mainly geared towards PhD studies, continuing to support the students chosen through the competitive application process launched in 2009, the last year of the Gulbenkian PhD Scholarships Programme.

The main areas of study were: exact sciences, biological sciences, social sciences and human sciences.

The current strategy takes into account the opportunities provided by other Portuguese and foreign institutions at this academic level, which have increased significantly. As such, the Gulbenkian Foundation will strengthen its award of scholarships in the field of the arts, one of its priority areas of intervention.

Short-term scholarships and protocols €16,300

Four scholarships were awarded in this area, essentially under the scope of the protocols established between the Gulbenkian Foundation and other institutions. A protocol currently exists for cooperation with the University of the Azores to support the participation of teachers in courses and seminars held in mainland Portugal. In accordance with this protocol, scholarship holders are identified on the basis of jointly established criteria under the responsibility of the University Rector.

Undergraduate/special regime scholarships €72,957

In 2012, a total of 39 scholarships were awarded for undergraduate studies. This line of action is designed to support studies undertaken in accordance with strict criteria regarding academic quality, further linked to the question of the financial hardship faced by households. As a general rule, these scholarships are awarded under the scope of protocols established with other institutions.

The main undergraduate courses covered by these scholarships were: Medicine, Pharmaceutical Sciences, Biochemistry, Engineering and Law.

Promoting professional development and improvement in the arts €687,854

The scholarships awarded in this category are designed to promote the development of projects for professional specialisation, development and improvement in the arts, covering two main areas – Fine Arts and Music.

Fine Arts Scholarships €327,872

The scholarships for specialisation and professional development in the arts are awarded to projects of an academic nature, as well as other projects developed in the field of artistic creation or linked to theoretical research in the areas of visual arts/curatorship, theatre, cinema and dance. These scholarships are designed to support training undertaken abroad and are awarded through a competitive application process launched each year, with the successful candidates being chosen by a panel of experts in the areas in question.

In 2012, 28 scholarships were awarded in the following areas: visual arts, curatorship, cinema, theatre and dance.

It should be pointed out that the scholarships awarded for training in the United States of America receive 50% of their funding from the Luso-American Foundation for Development.

Music Scholarships €359,926

Music scholarships have the overriding goal of stimulating professional development and specialisation in the various fields of Music, by funding training in artistic improvement abroad for qualified musicians and other individuals who, although not academically qualified, exercise their professional activity in these areas. These scholarships are awarded through a competitive application process launched on an annual basis, with the successful candidates being chosen by a panel of experts. The areas that the selection process will focus on are defined on an annual basis. In 2012, the areas covered were those relating to the different orchestral instruments.

It should be stressed that this year the budget for music scholarships was increased significantly, which led to a sharp rise in the number of scholars. A total of 37 scholarships were awarded in 2012.

In the field of Music, ENOA scholarships were also awarded for short-term training (workshops and seminars) under the framework of the ENOA network, of which the Gulbenkian Foundation is a full member, and which is composed of various European institutions, namely opera academies, foundations and opera festivals. This network has the overriding goal of supporting young artists taking their first steps in their professional careers and helping young stage directors in the creation of operas. ENOA's activities focus on carrying out training workshops and are open to opera singers, pianists, composers, conductors, authors and stage directors. Twelve scholarships were awarded in 2012 to train young Portuguese artists taking part in ENOA initiatives abroad.

Under the scope of the Music scholarships, attention is drawn to the support given to the Young Musicians Awards, as part of a partnership with RTP /Antena 2, the body that for over two decades has been responsible for selecting suitable candidates from among Music students in an advanced stage of their training and musicians just embarking on their career in Portugal. In 2012, three training awards were made to the solo performers ranked first in their respective categories.

Research into Topics Relating to the Portuguese Culture or Language €292,996

Research Scholarships for Foreigners on Portuguese Topics

The fundamental goal of these scholarships is to stimulate the dissemination of Portuguese culture in foreign countries through the award of funding to foreign postgraduates for research in Portugal, in the field of the Humanities. A competitive application process was launched to award research scholarships to foreigners wishing to undertake research in Portugal. The selected researchers presented their plans for a PhD or book publication on topics related to Portuguese culture in the areas of History, History of Art, Literature, Political Science and European Studies. This year, ten applicants were awarded scholarships, from the following countries: Brazil, Spain and Italy.

NUMBER OF SCHOLARSHIPS – BY COUNTRY AND STUDY AREA

	Brazil	Spain	Italy
History	1	1	1
History of Art	1		2
Literature	2		2

Under the scope of the Gulbenkian "Research Scholarships for Foreigners" programme, at the end of 2012 a meeting was organised of the scholarship holders who are currently in Portugal undertaking research into themes relating to Portuguese culture.

The main goal of the initiative was to promote dialogue between the Foundation and the aforementioned scholarship holders of various nationalities, bringing them together to share their experiences and ideas and to publicise the research work they are carrying out with the support of the Calouste Gulbenkian Foundation.

Following an agreement signed between the Foundation and the Government of Iraq, through the Embassy of that country in Lisbon, a scholarship was awarded to an Iraqi student to attend a PhD programme in Civil Engineering, at the Higher Technical Institute.

Also as part of the above agreement, the scholarships awarded to two Iraqi students were renewed to enable them to continue their PhD programmes in Petroleums (2nd year), at the Higher Technical Institute, and in Comparative Politics at the Institute of Social Sciences, respectively.

A scholarship was also awarded to an Iraqi student who obtained his PhD at Harvard University, to travel to Portugal in order to carry out research into the Calouste Gulbenkian Foundation's involvement in the building of the National Museum of Iraq. The research was part of his PhD study plan, which seeks to identify the cultural forms that influenced the modernisation and urban development of Baghdad in the mid-20th century.

Research Scholarships for Foreigners on Topics Relating to Portuguese-Speaking Countries
These scholarships are destined to support research undertaken in Portugal, in the field of the Humanities, by foreign postgraduates who intend to study questions relating to the Portuguese-speaking African countries in the fields of History, History of Art, Literature and Political Science.

In 2012, two scholarships were awarded to researchers in Portugal working on the History of Mozambique, namely to "A Visual Struggle for Mozambique. Revisiting narratives, interpreting photographs (1850-1930)", due to be undertaken at several Portuguese Photographic Archives, and "Good Portuguese or Good Chinese? Portraits and Trajectories of the Chinese-Mozambican Diaspora", due to be undertaken at the Higher Institute of Business and Management (ISEG).

Meeting with holders of research scholarships for foreigners

Postgraduate Training/Portuguese-speaking African Countries and East Timor €779,627

In 2012, a total of 86 scholarships were awarded (new scholarships and renewals), involving a financial outlay of €779,627. The improvement of the human resources in the countries covered by this programme is a crucial tool in their economic and social development, and is one of the main lines of intervention in terms of development aid, forming a very significant part of the education component of the programme.

In 2012, the strategy adopted was to increase the ratio of the number of postgraduate scholarships in relation to undergraduate scholarships, taking into account the existence of a wide range of courses and higher education options available in some of the countries covered by the programme. This situation is especially important for Angola and Mozambique, whereas Cape Verde has some courses available, but only in certain areas of knowledge.

However, given that the University of Cape Verde was only created approximately six years ago, it is likely that major changes will be made to the higher education courses on offer in that country in the coming years.

The strategy that is being pursued resulted in the award of a lower number of new undergraduate

scholarships. This meant that these kinds of scholarships were only awarded for São Tomé and Príncipe, with the scholarships for the other countries being exclusively focused on postgraduate training.

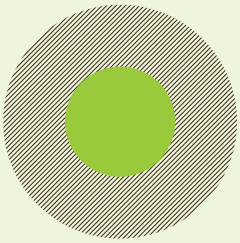
Overall, the Gulbenkian scholarships awarded by the Gulbenkian Scholarships Service in 2012 can be broken down by academic level and area of training, as well as by the country of origin of the scholarship holders, as follows:

Out of a total of 252 scholarship holders, around 60% are from Portugal, with Cape Verde and São Tomé and Príncipe being the other two most represented nationalities. Undergraduate and postgraduate scholars are to be found in very similar proportions (31% and 30% respectively). Professional development and specialisation initiatives, which focused in particular on scholarships for study in the Arts and Music, accounted for 32% of the total.

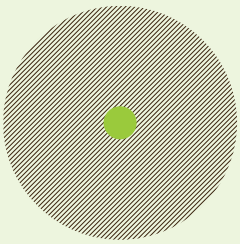
In 2012, work continued on developing the System of Information on Scholarship Holders and on creating the "Gulbenkian Scholarship Holders Network", which is set to be launched in 2013.

NUMBER OF SCHOLARSHIPS – BY COUNTRY AND AREA OF TRAINING

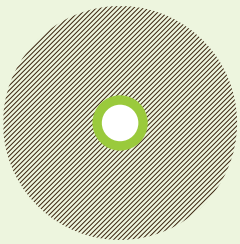
COUNTRY	UNDERGRADUATE	POSTGRADUATE	RESEARCH	PROFESSIONAL DEVELOPMENT/ SPECIALISATION	TOTAL
Portugal	39	27	4	80	150
Angola	1	10			11
Cape Verde	8	19			27
Guinea-Bissau	7	1			8
Mozambique	2	10	1		13
São Tomé and Príncipe	22				22
East Timor		5			5
Brazil			4		4
Italy			5		5
Spain			1		1
Other countries		4	2		6
TOTAL	79	76	17	80	252



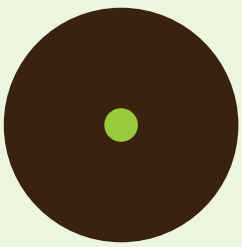
Personnel costs **1 625 502**



Operating costs **25 542**



Departmental activities **486 930**
Investment 98 164



Total **2 137 974**
Receipts **36 645**

AMOUNTS IN EUROS

Art Library

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.

The Art Library's collections include a permanent general collection of documents that is constantly updated with works recorded on various supports, most notably its special archives of the personal papers and private collections of such artists as 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 a collection of artists' books. The Art Library also keeps updated a set of 200 periodicals to which it subscribes.

In 2012, 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 plan and, naturally, the renewal of procedures and services with the aim of widening the means existing for the dissemination and use of the information resources available.

Entrance to the Art Library during the "Infinite Tasks" exhibition

Quality Certification

Under the scope of the objectives specifically established by the Board of Trustees for the Art Library, as part of the Calouste Gulbenkian Foundation's certification project, 2012 ended with Quality Certification being awarded to all of its areas, both in terms of the activities that they provided for the Library's public and in relation to their internal work processes.

Goals and their achievement

Of the long list of objectives that the Art Library had established for 2012 in its various fields of intervention – including the processing and dissemination of new information contents, the conservation of collections, and the provision of services to the public – the achievement rate was always above 85% (see Table I), which resulted in a general achievement rate for the Art Library of 97.31%.

Visit of the President of the European Commission, Durão Barroso, to the section of the exhibition "Infinite Tasks", displayed in the Art Library

TABLE 1- RATE OF ACHIEVEMENT OF THE ART LIBRARY'S OBJECTIVES

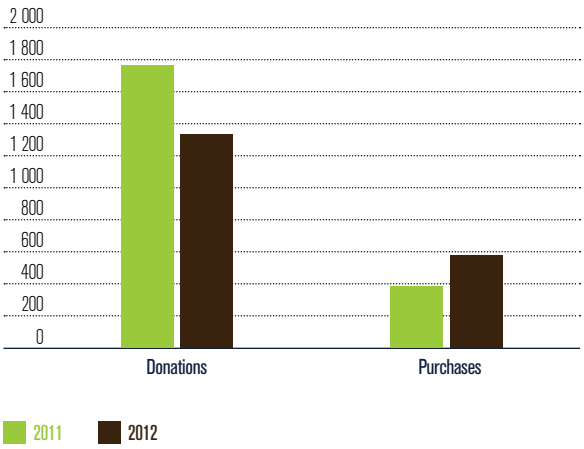
OBJECTIVE	ACHIEVEMENT RATE
To update and promote the enrichment of the Art Library's documentary and other collections	99.17%
To improve the conditions existing for the conservation and preservation of items with bibliographical and heritage value	100%
To guarantee the availability of collections	100%
To improve the quality of the information and services provided to the public	93.94%
To ensure the management of information systems and to foster suitable technical developments	87.50%
To restructure the spaces used for collections and services	100%
To support institutional projects developed by the Calouste Gulbenkian Foundation	97.89%
To promote a quality culture in all of the Library's activities in order to strengthen its internal and external performance	100%

New contents made available to the public

Acquisitions

During 2012, the Art Library enriched its collections through the acquisition of new documents in the form of current publications, of which 1,421 were donations and 649 were purchases. In the first case, the numbers were a little lower than expected, with 279 fewer donations, although in the second case the number of purchases exceeded expectations, with 249 more titles. In comparison with the previous year (see Graph 1), there was a significant decrease in the number of donations made and a slight increase in the number of purchases.

Graph 1 – Evolution of donations and purchases (2011-2012)



Contents made available – an overview

During the year, the public were afforded access not only to all the documents purchased or donated, but also to an important group of already existing documents, belonging to bequests and special collections that had not previously been described and consequently had been inaccessible to readers. Besides the number of new documents that entered the library during the year, there were also a further 4,762 that were newly described.

For 2012, 7,100 new bibliographical records had been forecast, but in fact only 6,832 were produced, this shortfall being due to the fact that the analysis and treatment of some collections generated fewer bibliographical records than initially envisaged. Stock records also recorded an increase of 22,924 new entries in comparison with the previous year. By the end of 2012, the Art Library's bibliographical database had 224,032 bibliographical records and 364,705 stock records.

Special collections and digital contents

In 2012, the work involved in processing this type of collection and making the documents available essentially concentrated on continuing the processing of three large collections: the Mário Novais Studio, the Private Collection and Personal Papers of Diogo de Macedo and Exhibition Catalogues. In this period, two new collections were also processed and scanned: the Private Collections and Personal Papers of Sebastião Rodrigues and Hein Semke. 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: 2,909 new images;
› Mário Novais Studio: 3,275 new images;
› Exhibition Catalogues: 10,195 new images.

Besides these collections, digital reproductions of rare documents were also made available, namely some of the Foundation's publications (brochures, catalogues, etc.). 2012 thus came to an end with 28,037 new images being made available to the public.

The total number of digital images increased from 224,680 in 2011 to 252,161 in 2012, representing an increase of 12.2%. These results exceeded the forecast made at the start of the year (204,000) by a total of 48,161 new images.

As far as the FLICKR service is concerned: 1,103 new images were uploaded.

At the same time, some special new collections were also received by the Art Library over the course of the year, These will further enrich and diversify the information that is made available to the public, namely: a collection of films about the painter Júlio Resende, which was donated by his family, and a collection of 708 works on visual arts and architecture purchased from Mário Quartim Graça.

It should further be stressed that, in 2012, there was a considerable increase in the number of images scanned (some are not yet available to the public because they are still being described), due to the increased allocation in the budget that the Board of Trustees decided to male available at the end of the first half of the year.

Services to the public

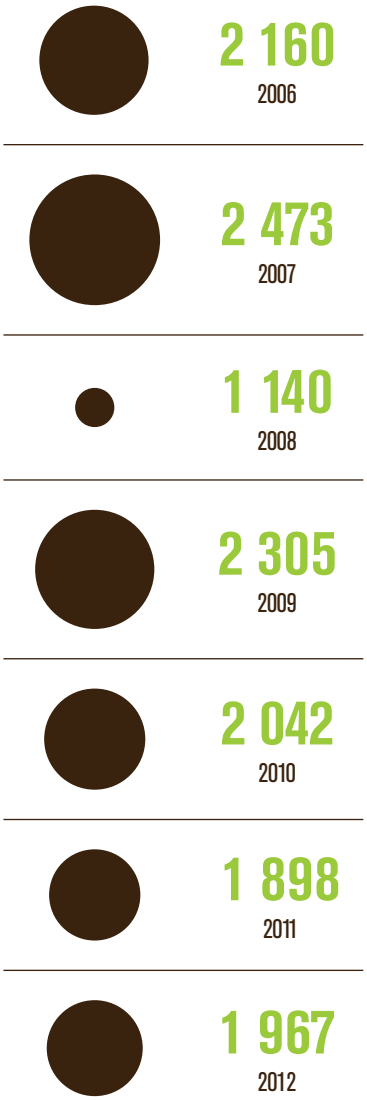
During 2012, services to the public were improved through the provision of new digital contents and the development and consolidation of bibliographical information made available in the catalogue of the Art Library, particularly as far as special collections are concerned. Significantly, one of the most positive assessments given by users in the Public Satisfaction Survey (see "Using the services and collections, users") was made in relation to the quality of the information provided in the catalogue.

Use of services and collections

Users

One thousand nine hundred and sixty-seven new users were registered during 2012. Compared with the previous year (Graph 2), this represented an increase of 69 readers. The analysis of this same graph highlights the fact that, except for the unusual case of 2008, the number of new readers registering at the Art Library each year has tended to stabilise at around two thousand new readers per year, despite minor increases and decreases each year.

Les 5 signes / José Escada. Paris: KWY, 1966. Artist's book – Pop up. Copy No. 12 of an edition of 30, signed and numbered by the artist and containing a dedication to Menez



By the end of 2012, the total number of registered users had increased to 41,201. 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 in 2012 amounted to 4,183, as opposed to the forecast figure of 4,000. Compared with 2011, there was an increase of 39 in the number of active users. If we consider the last three years (2010-2012), the number of active users per year seems to have stabilised at around four thousand readers.

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 go there. Assessing this type of use is far more complex, but there are some indicators that help to show its importance:

a) the number of permanent followers of the Art Library's photo gallery on FLICKR has increased significantly, ending the year with 3,217 regular users, which represents an increase of 15.7% in comparison with 2011;

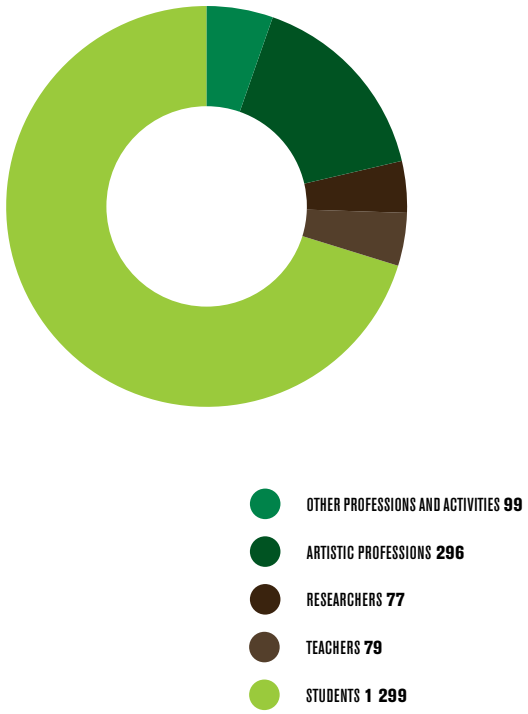
b) the number of visitors and the number of searches made in the catalogue (see "Uses made of the catalogue, website and FLICKR"), which recorded a very significant growth compared to 2011.

A more detailed analyses of the Library's new readers shows that they are mainly students from higher education in the art field (Table 1), thus helping to make the general category of "students" the most relevant one among the Library's users (Graph 3).

Table 2 – Number of new readers by activity (2012)

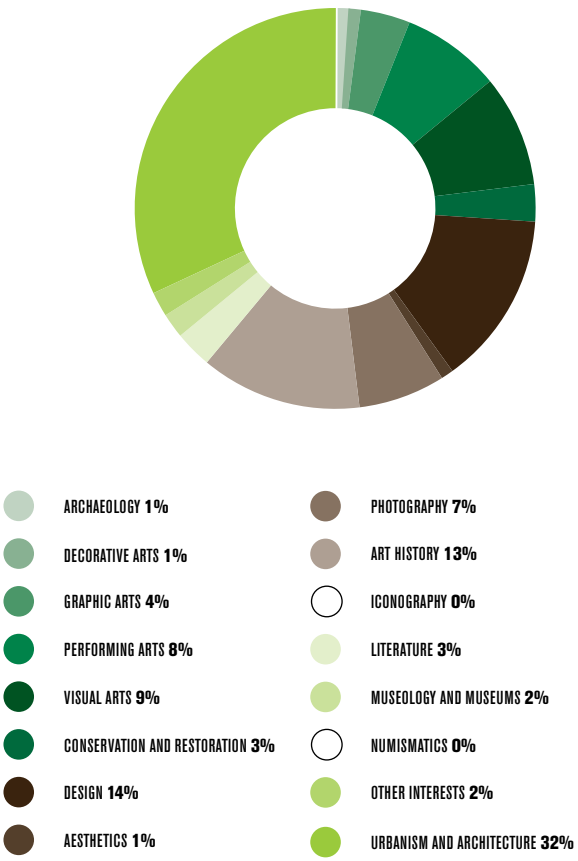
ACTIVITY	No.
Secondary school students	54
Secondary school art students	48
Higher Education students (Art)	1090
Higher Education students (Social And Human Sciences)	47
Higher Education students (other courses)	60
Secondary school teachers	25
Higher Education teachers (Art)	34
Higher Education teachers (Social And Human Sciences)	12
Higher Education teachers (other courses)	8
Researchers	77
Artistic professions	296
Other professions and activities	99

Graph 3 – New readers by activity – 2012



These new readers mainly use the Library to find information corresponding to the following interests: architecture, urbanism, design and art history (Graph 4). Besides these, other subjects such as visual arts, performing arts and photography also play an important role amongst the Library's users.

Graph 4 – New users by area of interest – 2012



Public satisfaction level

During 2012, the Art Library conducted a survey to ascertain the satisfaction of its users, which revealed an overall level of satisfaction of 8.9, measured on a scale of 1 to 10. Among the different aspects evaluated by the public, there were three that obtained the maximum score, namely:

a) quality of information in the catalogue;

b) quality of information provided by the Reference Service;

c) quality of the service provided to users.

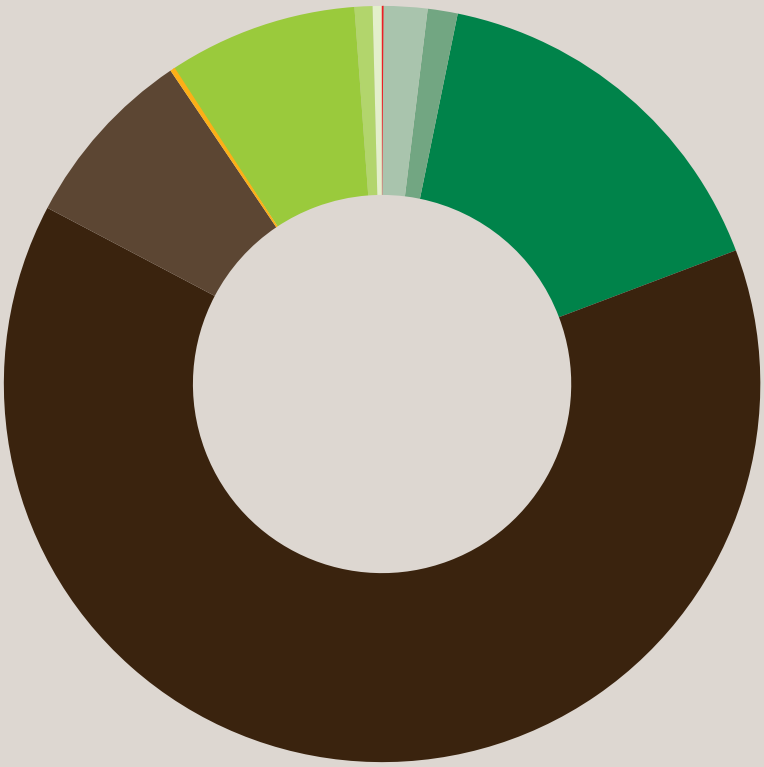
Uses made of the Library's services and collections

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 2012 was 70,000, but in reality these amounted to 70,748, resulting in a simple average of 5,896 loans per month.

Of all the Art Library's collections, the most frequently used is that of art monographs (Graph 5). 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, while also 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 digital contents from these collections: 79 as against 58 in 2011.



Graph 5 – Loans by collection category

- INTERNATIONAL COLLECTION **1 354**
- PUBLICATIONS BY THE FOUNDATION **905**
- SPECIAL COLLECTIONS **11 347**
- MONOGRAPHS-ART **44 885**
- MONOGRAPHS-COMPLEMENTARY **5 543**
- NON-BOOK MATERIALS **98**
- PERIODICALS-ART **5 760**
- PERIODICALS-COMPLEMENTARY **541**
- REFERENCE WORKS **275**
- NON-PROFIT SECTOR **18**

Uses made of the catalogue, web site and FLICKR

The Library's catalogue, available on the Internet and accessible at http://www.biblartepac.gulbenkian.pt, was visited by 97,183 individuals (single visitors) who made 387,278 visits and conducted 3,316,204 searches. In relation to the previous year, this represented a significant increase in all these indicators of use. Compared with 2011, the number of visitors increased by 52.3%, the number of visits by 47.8% and the number of searches by 49.5%.

The Art Library website (accessible at http://www.biblarte.gulbenkian.pt) received 41,043 visitors, who made a total of 65,884 visits.

The photo gallery on FLICKR (accessible at http://www.flickr.com/photos/biblarte/) was viewed 2,023,694 times, representing an increase of 34% in comparison with 2011. By the end of 2012, over five million visits had been made to the gallery as a whole since its introduction in July 2008.

Reference Service

Answers were provided to 619 queries presented by users through a wide variety of different channels. 1,967 reference interviews were carried out with new users and 4,053 interviews were held for the renewal of readers' cards.

The Reference Service also produced 23 texts for inclusion in the Foundation's *Newsletter*. Twenty of these were about exhibition catalogues and three were about the analysis of a particularly important work from the Art Library's collections.

Top ten works most frequently consulted in one year

The top ten documents most frequently consulted in 2012 (Table II) provide an interesting indicator for understanding readers' interests. According to this reality, great importance is attached to authors connected with philosophical and sociological thought, such as Michel Foucault, while, on the other hand, it also demonstrates the interest in themes such as Portuguese architecture and art history.

Table 3 – Top ten works most frequently consulted during the year (2012)

TITLE	REF. NO.	LOANS
Dits et écrits, 1954-1988	FS 937c	529
L'hermeneutique du sujet	FS 1056	435
Os Anos 40 na Arte Portuguesa	AHP 1356	361
História da Estética	AE 736	341
Sobre Arte, Técnica, Linguagem e Política	FS 859	340
Surrealismo em Portugal	AHP 4446	322
O Livro de Lisboa	OL 230	320
Os Verdes Anos na Arquitectura Portuguesa	AAT 2393	320
Estudos de Arte e História	AHP 1260	314
Arquitectura Portuguesa Contemporânea	AAT 3455	298

Conservation and management of collections

Conservation and restoration work was performed on 12 collections, involving a total of 16,346 items.

The works of Geoffrey Chaucer / ornamented with pictures designed by Sir Edward Burne-Jones. Middlesex: Kelmscott Press, 1896. Autographed copy, edition of 425 copies printed on paper. Calouste Gulbenkian Collection

Cooperation activities, participation in events and articles published in specialist journals

As far as the Library's internal cooperation activities were concerned, three projects can be said to have been particularly important:

a) The Art Library cooperated with the Gulbenkian Museum in organising the exhibition "Infinite Tasks: when art and book unbind each other" (20 July – 21 October). This exhibition showed a significant selection of artists' books and other works from the library collections. The Art Library supported the exhibition curator in the selection that he made of books and the organisation of the exhibition sections. It also coordinated the "Conversation about Artists' Books in Libraries", an event that took place on 3 October under the scope of the Dialogue Café scheme. This activity gave rise to an interesting discussion between Marie Minssieux (National Library of France), Arlette Darbourd (Library of the Foundation's Delegation in Paris), Catarina Cardoso (collector) and Ana Barata (Art Library).

b) Digital reading project entitled "Digital Reading and the Transformation of the Reading Incentive and Reading Institutions".
This project was designed in cooperation with the Education and Scholarships Department and resulted in the undertaking of a study about the future impact of the reading of books and documents in a digital format both on people's reading habits and on the activity of libraries (school, public, university and specialised libraries), as well as on publishing activity. The study was carried out in association with the Higher Institute of Business and Labour Sciences and the Catholic University through the activities of a research team.

c) Calouste Gulbenkian Foundation Archive. The Art Library provided technical assistance to the Foundation's Archive, namely in the scanning of photographic collections originating from the Communication and Music Departments and from Calouste Gulbenkian's Private Archive. The requirements for a public interface providing access to the Archive's information system (functioning only on the Foundation's intranet network) were also defined. This interface is due to be implemented in 2013.

The Art 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 Modern Art Centre, the Foundation's Cultural Centre in Paris, the Next Future Programme, the Calouste Gulbenkian Museum and the Education and Scholarships Department.

Externally, attention is drawn to the DIGITILE project ("DigiTile Library: Tiles and Ceramics Online") whose aim is to create a digital online library that provides access to studies about tiles and ceramics. The creation of this digital tool has arisen from the need to study, publish and disseminate innovative studies about decorative tile-making, which can serve as a complement to the work *Azulejaria em Portugal* by João Miguel dos Santos Simões (1907-1972) published by the Calouste Gulbenkian Foundation in the 1960s. The DIGITILE project was prepared by the Art Library and a research team from the Art History Institute of the Faculty of Letters of the University of Lisbon, coordinated by Vitor Serrão, and from the Department of Art History of the Faculty of Social and Human Sciences of the New University of Lisbon. The project was presented to the Foundation for Science and Technology under its call for applications in the area of R&D Projects, being granted approval in the second half of 2010.

The Art Library rendered services to various cultural institutions, both lending documents from its collections for five 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 Fundação de Serralves, Museu do Chiado, Culturgest, Museu Nacional de Arte Antiga, Centre of Art History of the University of Évora, Museu de Artes Decorativas/FRESS, MUDE – Museu do Design e da Moda, Coleção D (IN-CM) and Museu Nacional Ferroviário.

In 2012 the Art Library also supported the Portuguese Association of Librarians, Archivists and Documentalists in the organisation of its 11th Congress, which was held at the Calouste Gulbenkian Foundation from 18 to 20 October. The Art Library not only presented several papers at this Congress, but also organised the following workshops for the community of professionals who enrolled for pre-Congress activities:
› "Artists' Books: From Integration to Availability", organised and presented by Cristina Ramos, Ana Barata and Constança Costa Rosa, 17 October;

› "Rossio na Rua da Betesga (Cramming Everything In): the Preventive Conservation of Photography", organised in partnership with the team from Luís Pavão, Lda., 17 October;
› A visit to the Art Library that was offered to the conference participants, 17 October.

Various members of the Art Library team took part in international events related with some of the Library's most central themes, namely:
› IFLA – International Federation of Library Associations and Institutions, as a member of the following Standing Committees: "Art Libraries", "Classification and Indexing" and "Preservation and Conservation", 78th IFLA General Conference and Assembly, "Libraries now! Inspiring… Surprising… Empowering" – Helsinki, 11-17 August 2012.
› EBLIDA – European Bureau of Library, Information and Documentation Associations; the Art Library hosted the meeting of this organisation's Executive Committee (19-20 October), and participated in its Expert Group on Information Law.
› 11th Congress of Librarians, Archivists and Documentalists, Lisbon, Calouste Gulbenkian Foundation, 17-20 October. The following papers were presented by members of the Art Library:
• Pinto, Eunice; Resende, Jorge, Leitão, Paulo – "The DigiTile Project – Digital Library of Tiles and Ceramics".
• Resende, Jorge; Rocha, Manuel Lopes – "Copyright in a digital environment: recent developments in Community legislation".
• Leitão, Paulo; Calixto, José António – "The 2.0 catalogue and the catalogues of public libraries in Portugal".
• Barata, Ana; Ochoa, Paula – "Planning and (self-) assessment of professional trajectories: topics for discussion".
• 2nd Conference of Museum Documentation Centres (Museu de Cerâmica de Sacavém, 2 March). Presentation of the following paper: Pinto, Eunice; Resende, Jorge; Leitão, Paulo – "From the Museum to the Rest of the World: Perspectives and Practices of the Calouste Gulbenkian Foundation's Art Library";
• "Cultural heritage collections: new perspectives and approaches" (Mértola Archaeological Site, 16 March). Presentation of the following paper: Pinto, Eunice; Resende, Jorge; Leitão, Paulo – "From creation to use: heritage collections in specialised libraries".
• ArtLibraries.net (plenary meeting of partners). Paris, June 2012. Presentation of the following paper: Leitão, Paulo – "National Services for Web Archiving: a way to preserve and provide access to digital born material. The case of the Portuguese Web Archive".

The following articles were published about the collections of the Art Library:
› Barata, Ana – "Resources for Latin American art in the Gulbenkian art Library". In *Art Libraries Journal*. ISSN 0307 4722. Vol. 37, No. 4 (2012), pp. 21-23.
› Barata, Ana – "The artists' book collection of the Calouste Gulbenkian Art Library". In *The Journal of Artists' Books*, No. 32 (Fall, 2012),

Internships, study visits and training for users

There were seven study visits made during the year, attended by roughly 100 individuals. Most of these were undergraduate and master's degree students in the areas of visual arts, architecture and design, as well as secondary school students of art.

In 2012, the Library welcomed four interns in the area of library management and documentation science, coming from university master's degree courses in Information and Documentation Sciences. One of these interns was working on the preparation of a thesis on the theme "Private Collection and Personal Papers of Amadeo de Souza-Cardoso: Contribution to a Mapping of Relations between Bibliographical, Archivistic and Museological Heritage".

A further three 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".

Human resources training

During the year, various continuous training courses held outside the Foundation were attended by members of the Art Library team:

› Seminar on "The Colonial Offices of Urbanisation – Culture and Architectural Practice", promoted by ISCTE-IUL, Lisbon, 21 March;

› IFLA post-conference meeting, "Beyond libraries: subject metadata in the digital environment and semantic web", organised by the IFLA Classification and Indexing Section in Tallinn, Estonia, 17-18 August;

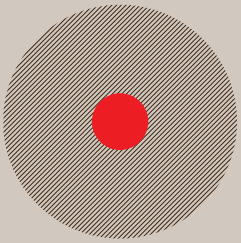
› Seminar on "Serials in Portugal", sponsored by the Portuguese National Library, Lisbon, 10 October.

› "Photography and Law" workshop, promoted by the Portuguese Institute of Photography, March-April;

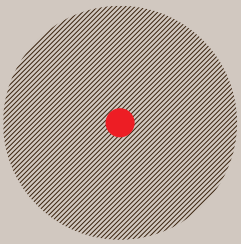
› Conference on "Legal Aspects of Art", organised by PLMJ- Sociedade de Advogados, 13 November;

› Course on the "History of Jewellery in Portugal and Brazil", organised by Casa-Museu Dr. Anastácio Gonçalves, Lisbon, 1-29 February.

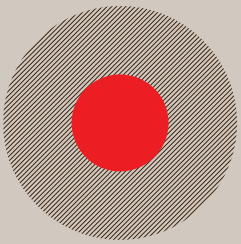
› Course on "Adobe Advanced Photoshop", run by Galileu/Flad, Lisbon, 12-19 April, (18 hours).



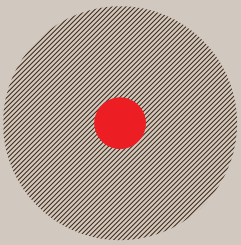
Personnel costs **357 766**



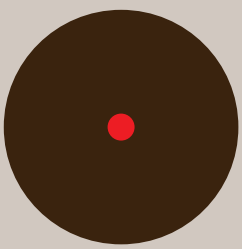
Operating costs **69 618**



Subsidies and grants **774 454**



Departmental Activities **304 388**



Total **1 506 226**

Receipts **47 704**

AMOUNTS IN EUROS

Gulbenkian Portuguese Language and Culture Programme

As part of the gradual process of the Foundation's organisational restructuring, which took place throughout 2012, the Board of Trustees decided to establish the Gulbenkian Portuguese Language and Studies Programme (PGLEP), beginning on 30 April, which resulted from the merging together of the mission and objectives of the previous Gulbenkian Portuguese Language Programme and the responsibilities that until then had been entrusted to the International Department in supporting initiatives involving the study and promotion of Portuguese culture overseas. On that same date, these two previously existing organic units were thus brought to an end. Later, another decision was taken to merge the PGLEP with the already existing Gulbenkian Performing Arts Programme (PGAP) to form the Gulbenkian Portuguese Language and Culture Programme (PGLCP), which came into existence as from 1 September.

This report therefore discusses the series of activities and initiatives developed in 2012 in all the areas that were later brought together under the umbrella of the PGLCP, regardless of the specific organic units with which they had previously been associated at each of the different moments of the year. Because of the greater convenience that this opportunity afforded in terms of budgetary management, the PGAP did, however, continue to benefit from its own separate funding under the Foundation's budget until the end of 2012, although this is now managed under the scope of the new programme. Accordingly, the initiatives undertaken in the field of the performing arts are all presented here separately, even when they were carried out after the integration of the PGAP into the PGLCP.

2012 must therefore be considered a period of transition, during which the mission, objectives and philosophy that will characterise the PGLCP in the future were still being defined and consolidated, while initiatives and lines of action inherited from the previous organic units were also being developed and, in some cases, were being progressively brought to an end, and new priorities were gradually being defined.

Subsidies €774,454

In the fields of language and literature and the international promotion of Portuguese culture, subsidies were granted amounting to a total of €774,454, most of them relating to projects presented by third parties, but, in some cases, being the result of a formal or informal partnership with the Foundation itself. Among these latter projects, attention is drawn to the support awarded through a competitive application process to projects promoting reading in municipal public libraries, small libraries and secondary school libraries/resource centres.

Under the scope of the support provided for Projects to Promote Reading in Public Libraries, funding was provided 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 57 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. Fifteen projects were selected from amongst those presented, and the proposals of the following municipal libraries should be highlighted:

› Project: "From Books Without Pages to the Pages of Books" (Beja Municipal Council);
› Project: "Row K – Film Club" (Coimbra Municipal Council);
› Project: "Reading for Good Eating: The Healthy Library" (Benavente Municipal Council).

Twenty subsidies were also awarded to projects designed to encourage reading in small libraries, chosen from among the 37 applications for funding received during the year. These subsidies are essentially designed to help with the acquisition of documents, the treatment of the already existing material and the development of activities for the promotion of reading at small libraries, which are ineligible to apply for funding under the terms of the Gulbenkian's Support for Public Libraries competitive application scheme. Amongst the organisations awarded subsidies, attention is drawn in particular to:

› Associação Suão (São Miguel de Machede);
› Irene Cruz Library (Bucelas);
› Museu da Baleia (Madeira);
› Biblioteca de Assuntos Portuenses (Library of Porto-Related Matters) (Parish of São Nicolau – Porto);

› Centre for Matters Relating to Art and Architecture (Guimarães).

The line of Support for School Libraries/Resource Centres of groups of schools that include secondary education and of ungrouped secondary schools 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), as well as projects that introduce new reading tools with the aim of promoting, developing and consolidating reading among school students. Seventy-four schools presented projects applying for this support, 29 of which were given approval, most notably:
› Project: "e-Reading for Action in the 21st Century" (J. G. Ferreira Alves Secondary School – Vila Nova de Gaia);
› Project: "And with Heaven So Close: Dialogue between Science and Literature" (Braamcamp Freire Secondary School – Pontinha);
› Project: "P3 – From the Faithful to the Unfaithful: Three Roads in the Promotion of Reading" (Domingos Sequeira Secondary School – Leiria).

The aim of the Support for Projects Promoting Language and Literature was to contribute towards implementing third-party activities designed to promote language and literature. The factors prioritised by the Calouste Gulbenkian Foundation were reinforced with the creation of the PGLP. Seven projects were awarded subsidies, most notably:
› International Conference on the Centenary of Jorge Amado, organised by the Faculty of Letters of the University of Lisbon;
› Grand Prize for the Novel and Novella, awarded by the Portuguese Authors' Society;
› The Portuguese Language over the Seas of the CPLP (Community of Portuguese-Speaking Countries), conference held by the University of Aveiro;
› International Conference on "Grimm's Tales", organised by the Faculty of Social and Human Sciences of the New University of Lisbon.

2012 witnessed the completion of the educational computer platform entitled "Home of Reading/Cata-Livros (Book Hunt)", which sought, in an extremely playful, interactive and dynamic fashion to stimulate the taste for reading among children and young people. In the course of the year, books were presented from 12 thematic areas. At the start of each month, a new topic was presented, with the books presented in the previous months still remaining available. Each topic involved a selection of 21 books that were presented with varying levels of complexity. For example: "Book of the Month" – involving a book that was dealt with in greater depth, i.e. with six games linked to it, *Folhear* and *Em Voz Alta* (pages with a spoken narration) and *Irrequieto*, an animation based on the illustrations of the work. Creative writing exercises were also set on the website, as well as illustration and other activities, the results of which were all displayed on the site. This project is set to be integrated into the new digital platform that is to be created under the scope of the PGLCP.

Support for the Portuguese Language in China. In July, a protocol was signed for cooperation between the Calouste Gulbenkian Foundation, Camões – Instituto da Cooperação e da Língua, the Universities of Lisbon, Minho and Aveiro, the New University of Lisbon and the Polytechnic Institute of Leiria, with the aim of defining a common strategy and optimising teaching resources between all these institutions in planning the development of the teaching of Portuguese Language and Culture in the People's Republic of China, in collaboration with the authorities and institutions of that country. The University of Porto also later showed interest in joining the protocol, drawing up an additional protocol for this purpose, in October. A working party formed from representatives of all the signatories to the protocol is already up and running, working to define the lines for the implementation of the protocol.

At an international level, the following subsidies were awarded for the development of studies on different themes linked to Portuguese culture:

› MIT – Massachusetts Institute of Technology, Massachusetts, USA. Subsidy for the creation of a Portuguese Studies Programme and a digital library specialising in documentary sources in Portuguese and about Portugal.

› Johns Hopkins University, in Washington, USA. Subsidy for the development of a post-doctorate scholarship programme, relating to studies on the transatlantic relations between Europe and the USA.

› Brown University – Portuguese and Brazilian Studies Department, Rhode Island, USA. Subsidy for the organisation of the "Gulbenkian Vasco da Gama Lecture", held as part of the conference on "Portuguese History in Global Context".

› Freie Universität Berlin, Germany. Support for the setting up of a PhD programme in Portuguese Literature and Culture.

› Universität Hamburg, Germany. Contribution towards the costs of organising the 10th Congress of the Association of German Lusitanists, which will take place in September 2013.

› Centre du Livre et de la Lecture, Poitiers, France. Subsidy for the holding of the 2012 lecture cycle "Lire, écrire, penser et conserver dans um monde numérique", organised in collaboration with the University of Poitiers, the Centre de Culture Scientifique – Espace Mendès-France and the Mairie de Poitiers.

› Universitá di Firenze, Department of Neo-Latin Languages and Literatures, Fernando Pessoa Chair, Florence, Italy. Contribution towards the expenses of holding the international conference "Outra Vez Te Revejo. Viagem na Poética Pessoana" ("Once Again I See You. A Journey into the Poetics of Pessoa").

› Jawaharlal Nehru University, New Delhi, India. Contribution towards the expenses of organising the 14th International Seminar on Indo-Portuguese History, which will be held at the Centre for Historical Studies of that university.

› Faculty of Law, University of Lisbon. Contribution towards the expenses of holding a postgraduate course on themes from Portuguese and European Law, in Goa, India, in collaboration with the V.M. Salgaocar College of Law, in Panjim, Goa, India.

› Institute of Social Sciences, University of Lisbon, Portugal. Subsidy for the translation of the work *História Económica de Portugal* (Economic History of Portugal), by Pedro Lains, Leonor Freire Costa and Susana Münch Miranda, to be published in English by the Cambridge University Press, United Kingdom.

› Centro Nacional de Cultura, Lisbon, Portugal. Subsidy for the implementation of the project "Os Portugueses ao Encontro da sua História" ("The Portuguese Encounter Their History"), which will include the publication of a volume about Brazil.

Also at the international level, support was given to the following publishing project:

› ALIAC – Associação Luso-Indonésia de Amizade e Cooperação (Portuguese-Indonesian Association for Friendship and Cooperation), Lisbon, Portugal. Support for the organisation of the volume *Tesouros da Memória Portuguesa na Indonésia – Objetos de Arte Sacra e Profana*, by Maria Helena Mendes Pinto.

› Instituto Antônio Houaiss, Rio de Janeiro, Brazil. Subsidy for the work of updating and preparing the contents of the Portuguese edition of the *Grande Dicionário Houaiss*.

› Universität Rostock, Germany. Subsidy for the publication of the Proceedings of the 9th Lusitanistentag Conference, held in 2011 at the University of Vienna, dedicated to the theme "O Português como Diassistema, Dentro e Fora do Espaço Lusófono" (Portuguese as a Diasystem, Inside and Outside the Portuguese-Speaking World").

› The Jorge de Sena Chair in Luso-Afro-Brazilian Literary Studies at the Federal University of Rio de Janeiro, Brazil. Subsidy for the publication of the magazine *Metamorfoses*, issues 12.1 and 12.2.

› Editions Yellow Now, Paris, France. Purchase of copies of the works *Val Abraham*, by Manoel de Oliveira, and *L'illusion comme métier*, by Mathias Lavin, to be offered to institutions abroad involved in the study of Portuguese culture.

Prizes

The two prizewinning works from the 6th edition of the Branquinho da Fonseca/Expresso-Gulbenkian Prize were presented at a ceremony at the Calouste Gulbenkian Foundation. The winner of the prize for children's writing, O *Gatuno e o Extraterrestre Trombudo*, by Maria João da Silva Lopes, was published by Dinalivro and illustrated by Paulo Galindro, while the winner of the young people's writing award, *O Caderno Vermelho da Rapariga Karateca*, by Ana Ferreira Pessoa, was illustrated by Bernardo Carvalho and published by Planeta Tangerina.

Own initiatives €304,388

Colóquio/Letras magazine

In 2012, the *Colóquio/Letras* magazine published Issues Nos. 179, 180 and 181 and launched the website www.coloquio.gulbenkian/al.

Issue No. 179 is dedicated to landscape in literature and art, with articles by Helena Carvalhão Buescu, Ana Paixão, Carlos Reis, Ana Maria Freitas, Susana Neves, Ida Ferreira Alves, Mário Avelar and Ana Isabel Queiroz. In addition to other essays and creative texts, this issue also contains a chronicle by António Mega Ferreira and illustrations by Sofia Areal.

"Travessias – entre os Dois Lados do Atlântico" ("Atlantic Crossings from Both Sides") is the theme of Issue No. 180 of *Colóquio/Letras*, which in this way became associated with the initiatives of the year Portugal in Brazil/Brazil in Portugal. With drawings by Fernando Lemos – an artist born in Portugal and naturalised Brazilian – this issue includes essays by Vera Bastazin, Saulo Neiva, Sofia de Sousa Silva, Isabel Pires de Lima, Iumna Maria Simon, Ana Marques Gastão, Flora Sussekind, Kenneth D. Jackson, Luís Amorim de Sousa and Germano Almeida.

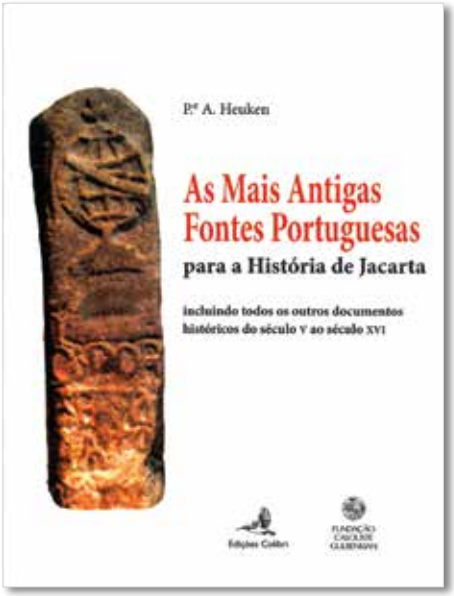
With its Issue No 181, *Colóquio/Letras* was associated with the commemorations of the 150th anniversary of *Amor de Perdição*, the novel by Camilo Castelo Branco, through the recreation of the adventures and misadventures of its three central characters – Simão, Teresa and Mariana – with articles by the writers Mário Cláudio, Lídia Jorge and Hélia Correia and an essay by the Brazilian specialist Sérgio Nazar David. The main core of this issue was dedicated to various aspects of the work and personality of Ruben A. and included articles by Guilherme d'Oliveira Martins, Maria Lúcia Lepecki, Fernando Pinto do Amaral, Maria de Fátima Marinho, Ana Maria Machado, Luís dos Santos Ferro and Liberto Cruz, based on a series of papers presented at the conference on the writer organised in 2006 by the Centro Nacional de Cultura and held at the Calouste Gulbenkian Foundation. The landscapes of the artist João Queiroz illustrate the issue, which includes a return visit to the city of Fez (Morocco) by Luísa Dacosta and a tribute to Bernardo Sassetti in two poems by Yvette K. Centeno.

The three issues published in 2012 contain reviews of more than a hundred books published in Portugal, Brazil and the Portuguese-speaking African countries.

In 2012, the *Colóquio, Revista de Artes e Letras* was made available online. The 61 issues of the magazine published by the Calouste Gulbenkian Foundation between 1959 and 1970 are now available in a digital version at www.coloquio.gulbenkian.pt/al, a most valuable website for both Portuguese and foreign researchers. The site contains studies conducted in the various areas of art and literature (not exclusively Portuguese), and practically all the great names can be found there from the world of essay writing, criticism, art and literature in the second half of the 20th century. The website was launched together with Issue No. 181, in Room 1, on 24 September. Eduardo Lourenço, Nuno Júdice and Guilherme d'Oliveira Martins all spoke at the session.

Publications

The following work was published in the form of a joint edition between FCG and Edições Colibri, Lisbon: *As Mais Antigas Fontes Portuguesas para a História de Jacarta, Incluindo todos os Outros Documentos Históricos do Século V ao Século XVI*, by Padre A. Heuken.



Exhibitions

An exhibition of contemporary illustrations of *Alice in Wonderland*, entitled "Tea with Alice", was opened on 31 October, remaining on display until 10 February 2013. It consisted of roughly 100 original illustrations made by 20 famous artists/illustrators, from all around the world, as well as by some younger illustrators of varying nationalities, who have distinguished themselves through the originality and quality of their interpretations of Lewis Carroll's text. The aim of this initiative was to celebrate the 150th anniversary of the first time that the story was told by Lewis Carroll to Alice Liddell during a boat trip on the River Thames in Oxford.

In collaboration with Vila Viçosa Municipal Council, the exhibition "Portuguese Heritage Around the World and the Calouste Gulbenkian Foundation" was presented at the Seminário Menor de São José, in that town. This exhibition illustrated the Foundation's activity in restoring and preserving the heritage of Portuguese origin scattered all around the world, while simultaneously providing a general view of the history of the Portuguese overseas expansion.

As Mais Antigas Fontes Portuguesas para a História de Jacarta, by A. Heuken

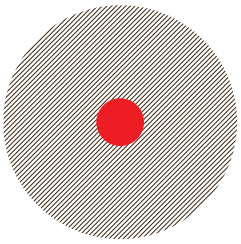
Opening of the exhibition "Tea with Alice"

Portuguese historical heritage around the world

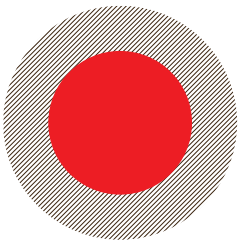
The Foundation completed the project for the Systematic Organisation of the Portuguese Historical Heritage Around the World – Architecture and Urbanism, which began in 2007 and was directed by José Mattoso in collaboration with Mafalda Soares da Cunha. The initiative involved a team of coordinators responsible for the different geographical areas corresponding to each of the volumes: *South America*, Renata Malcher de Araujo; *Africa, the Red Sea and the Persian Gulf*, Filipe Themudo Barata and José Manuel Fernandes; and *Asia and Oceania*, Walter Rossa. A large number of specialists in the fields of architecture, history and the history of art also worked on the project, identifying and organising an inventory of the architectural and urban heritage around the world that is either of Portuguese origin or was influenced by the Portuguese presence.

Under the scope of this project, the English version of the volume *Indexes* was published and the interactive website (Heritage of Portuguese Influence/Património de Influência Portuguesa) was launched at www.hpip.org, which will afford continuity to the work of inventorying the architectural and urbanistic heritage of Portuguese origin around the world. The ownership and management of the website are regulated through the protocol signed between the Gulbenkian Foundation, the Universities of Coimbra and Évora, the New University of Lisbon and the Technical University of Lisbon.

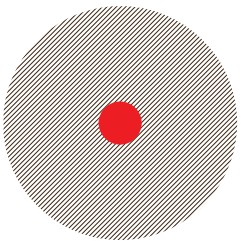
In parallel to the research projects outlined above, repair work was undertaken on the roof of the Torre de Menagem, a Portuguese fortification in Arzila, Morocco, originally built in the 15th century and later rebuilt in the 1990s by the Calouste Gulbenkian Foundation.



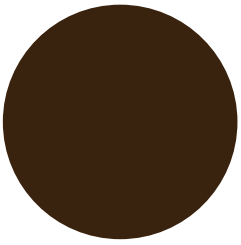
Personnel costs **70 087**



Subsidies and grants **371 977**



Departmental activities **55 468**



Total **497 532**

AMOUNTS IN EUROS

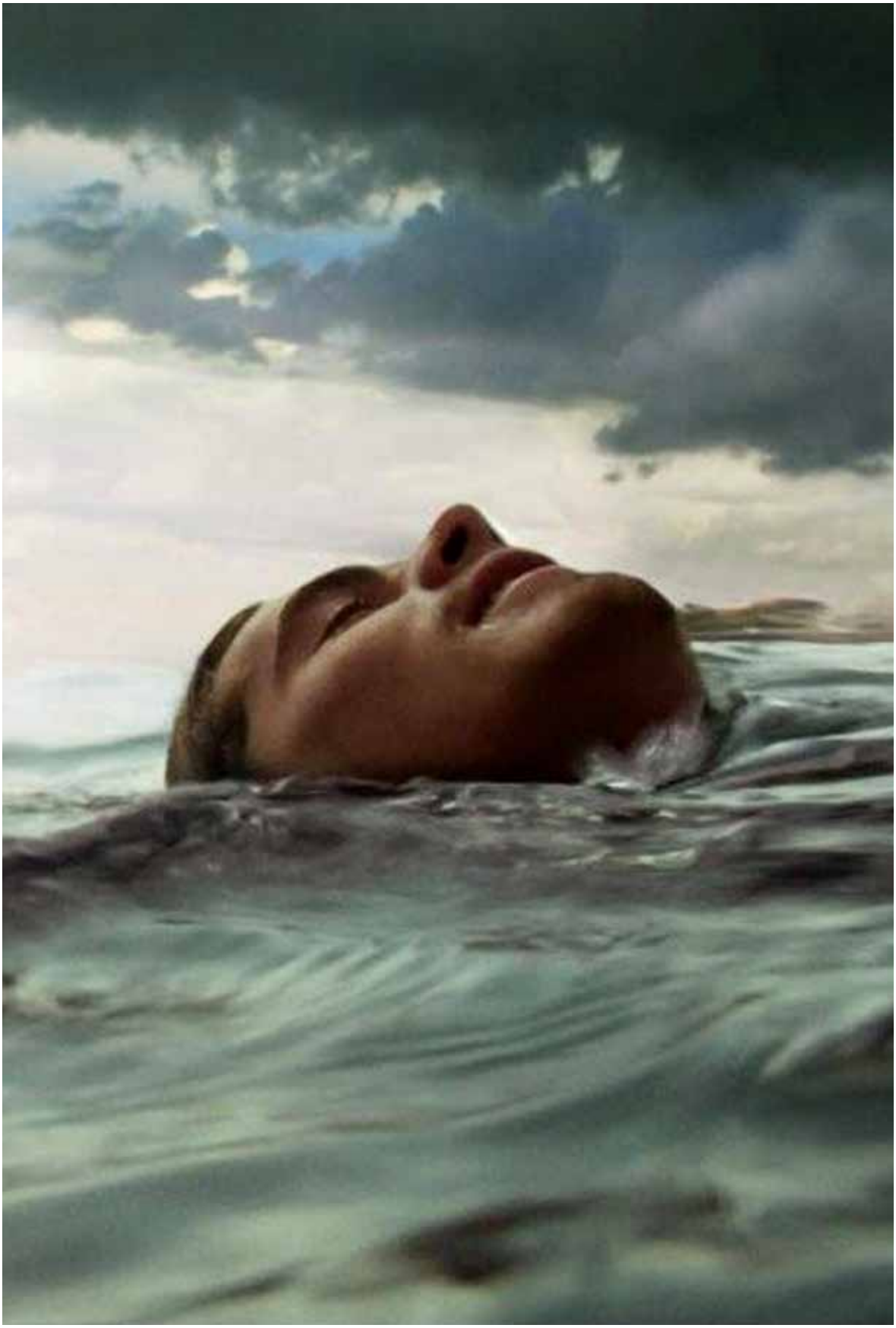
Gulbenkian Performing Arts Programme

The Gulbenkian Performing Arts Programme undertook a series of activities designed to promote the Portuguese artistic panorama in the areas of film, dance and theatre, firstly as an autonomous unit in the Foundation's organisational structure, and then, from 1 September onwards, as an integral part of the PGLCP. The Programme's activities involved the award of occasional grants to special projects developed by professional bodies or structures.

Cinema €150,440

This area of activity covers films of an experimental and documentary nature, giving special privilege to projects developed by young filmmakers who are at the beginning of their careers. It also seeks to foster the promotion and international dissemination of Portuguese cinema. The main focus of this line of support is to guarantee the sustainability of independent film production and to ensure the international visibility of Portuguese cinema. The projects that were selected for support reflect the vitality of a form of cinematic creation in which fiction and documentary films are made in an experimental context, frequently leading to mutual influences or creating crossovers with other artistic approaches, namely photography, video and theatre. It also reveals the special attention that has been given in recent years to Portuguese cinema at an international level.

Deste Lado da Ressurreição, a filme by Joaquim Sapinho.



Support was given to 18 projects, most notably to:
› Jorge Jácome for the short film *Plutão*;
› Helena Inverno for the film *Transhumances*;
› João Gusmão for the film *Mar do Norte*;
› Pedro Gil for the film *A Noite*;
› Tatiana Macedo for the film *Corpos Dóceis* (*Docile Bodies*);
› Tiago Cravidão for the documentary *As Coisas não São Feitas por Acaso*, about the life and work of Eduardo Gageiro;
› the production company Real Ficção for the production of the documentary *Outra Forma de Luta* (90 minutes), by João Pinto Nogueira;
› the production company Rosa Filmes for the conversion of the film *Deste Lado da Ressurreição* (2011), by Joaquim Sapinho, to a 35mm format in order to allow for its inclusion in the cycle "The School of Reis", promoted by the Harvard Film Archive;
› the production company Filmes do Tejo for the promotion of the trilogy *Arena* (2009), *Cerro Negro* (2011) and *Rafa* (2012), by João Salavisa, in Paris and São Paulo;
› APORDOC – Associação pelo Documentário for the "Verdes Anos" (Green Years) section of Doclisboa 2012, a space intended for promoting, debating and reflecting upon the teaching of filmmaking and the new cinematic production that is emerging in Portugal;
› João Pedro Rodrigues, for the restoration and English sub-titling of his first films *Esta É a Minha Casa* (1997) and *Viagem à Expo* (1998), to allow for their presentation at the Copenhagen International Documentary Film Festival and in a retrospective screening of this filmmaker's work at the Rio 2012 Festival in Brazil;
› Centro de Criação de Teatro e Artes de Rua – CCTAR for the film *Vinte e Um* by Marco Martins, based on a concept and with a text by the visual artist Michelangelo Pistolleto.

Marlene Freitas' latest creation, *Paraíso*

Dance €79,759

In this area, the programme promotes the improvement of dance structures and the training of professionals working in this sector, under the form of special support designed to stimulate professional development, internationalisation and artistic creation The projects supported contemplate the emerging trend towards crossovers between the different discourses of the performing arts, sometimes involving a close link with the new technologies, encouraging an international exchange of artistic approaches and experiences or helping to develop and mature the careers of young creators.

Grants were awarded to 23 projects, with particular attention being drawn to the support given to:

› Marlene Freitas for her latest creation, *Paraíso*;

› Miguel Bonneville for the performance *A Room Full of Dirt* (a joint creation with Carlota Lagido);

› Daniel Pinheiro for the performance *Identity Project*;

› Mariana Tengner for her latest creation, *Peça do Coração: for Him, a New Fragrance*;

› Sofia Dias, Pedro Rosa and Ana Rocha, the artists selected for the danceWEB Scholarship Programme 2012, an artistic residency organised under the scope of ImPulsTanz – Vienna International Dance Festival, Austria;

› the cultural association Bomba Suicida, for the presentation of *Icosahedron*, created by Tânia Carvalho, at the Uzès Danse 2012 Festival, in France;

› Filipe Viegas for the initiative PALCO OVEST – arti sceniche contemporanee portoghesi in Italia, a programme for the promotion of Portuguese contemporary scenic arts in Italy;

› Vítor Roriz for the initiative TRANS – Residency for Collaboration and Research in Performing Arts, which brought together eight choreographers and performers of seven different nationalities;

› Companhia Olga Roriz for the presentation of the show *Nortada* at the 23rd Macau Arts Festival.

Theatre €96,814

The support awarded in this area is given to first creations in the field of stage direction, to projects optimising the conditions for the correct functioning of theatre structures and to projects of an innovative nature that give special privilege to the exchange of artistic creation and research leading to internationalisation. The projects to which support was awarded give priority to the international visibility of theatrical creation (strengthened, in 2012, by the initiatives organised under the scope of the artistic and cultural exchanges between Brazil and Portugal), as well as to young stage directors at the beginning of their careers, with a view to promoting their inclusion in the theatrical world.

Support was given to 23 selected projects, most notably to:

› Teatro da Garagem for the purchase of technical material;

› Prado – Associação Cultural, through its representative Patrícia Portela, for the association's participation at the Festival de Escenarios Del Mundo, in Cuenca, Ecuador, and at the Festival Mladi Levi, in Ljubljana, Slovenia;

› Teatro do Vestido, through its creator Joana Craveiro, for the holding of an artistic residency with the Brazilian stage director Maurício Paroni de Castro, with a view to the subsequent presentation of *Monstro*, at SESC in São Paulo, Brazil;

› Amarelo Silvestre/Magnólia Teatro for the presentation of *Mar Alto atrás da Porta,* by Rafaela Santos and Fernando Giestas, in São Paulo;

› "O Mundo do Espetáculo" Cultural Association for the presentation of two shows at festivals in Tunisia and India;

› Bica Teatro, through its representative Paulo Patraquim, for its participation in the Ahoje é Ahoje International Festival, at the invitation of Teatro Avenida in Maputo, Mozambique;

› Ricardo Neves-Neves to attend the "L'Obrador d'estiu" theatrical workshop, coordinated by Simon Stephens, at the Sala Beckett – Obrador Internacional Dramaturgia, in Barcelona;

› Amândio Pinheiro for his participation in the 18th edition of the École des Maitres, run by Rafael Spregelburd, in Montreal, Canada;

› support projects for new directors: Solange Freitas (in partnership with John Romão), Catarina Vieira, Tiago Cadete, Daniel Gorjão, João Calixto and Rita Só.

Special projects €37,464

Also in the performing arts area, a line of support was set up for interdisciplinary creation, which is understood as the convergence (and not the adding together) of various artistic languages, directed towards the new trends resulting from the crossover of the worlds of film, dance and theatre. This line of support was introduced for the first time in 2012, with a view to backing projects for multidisciplinary creation in an innovative context, responding to the growing challenges appearing in this artistic area.

Support was given to eight projects, most notably to:

› Circular Associação Cultural for the implementation of the performance project, *Oxalá*, by Margarida Mestre;

› Transforma, through its representative Luís Firmo, for the holding of Summer Lab'12, an international forum for debate and reflection, in which performing arts are combined with other cultural areas;

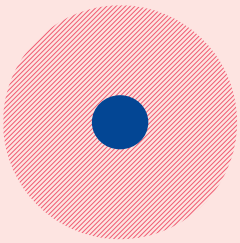
› Periferia Filmes, through its representative João Trabulo, for the holding of COALAB, an activity designed to promote the work of filmmakers starting out in their careers, included in Cinecoa – the Foz Coa Film Festival;

› B Negativo – Associação Cultural for the creation of *Na Minha Fome Mando Eu*, by Susana Vidal, a show based on texts by the Uruguayan writer Eduardo Galean.

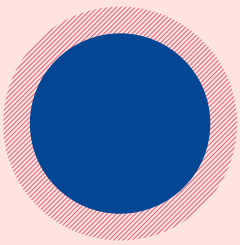
Support was also given to CIES – ISCTE for a study, coordinated by Idalina Conde, about the activity of the now defunct Gulbenkian Performing Arts Programme and its respective impact on the Portuguese art world, and to the Centre for Theatre Studies of the Faculty of Letters of the University of Lisbon (CET – FLUL) for the publication of the study *Financiar o Teatro em Portugal: A Atuação da Fundação Calouste Gulbenkian (1956-2000)*, by Maria Helena Serôdio, with an afterword by Maria João Brilhante. This work was published both in e-book format, and in a printed version (50 copies).

Last, de Tiago Cadete
© Tiago Bros

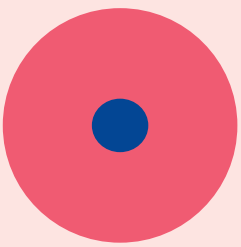
B Negativo – Associação Cultural perform their show *Na Minha Fome Mando Eu*, by Susana Vidal



Personnel costs **3 699**



Departmental activities **751 179**



Total **754 878**

Receipts **62 565**

AMOUNTS IN EUROS

Gulbenkian Next Future Programme

The Gulbenkian Next Future Programme seeks to promote contact and exchange with practitioners and exponents of the contemporary arts and the critical thought of emerging countries in Africa, Latin America and the Caribbean. The programme operates in the field of contemporary culture and its content is intercultural in nature.

The general aims of the Programme are:
› to plan and implement a wide-ranging cultural programme which is representative of the different geographical regions contemplated by the programme: Africa, Latin America, the Caribbean and Europe.
› to set up informal networks for working artists and artistic research.
› to build on the possibilities offered by the Foundation's gardens, helping visitors to experience the relationship between nature and art in a way that combines differing sensibilities.

This year's activities related to the programme's three main areas of interest:
› criticism and reflection (with a strong focus on debates and lectures, and publication of the *Next Future* journal on the so-called "Arab Spring");
› the artistic component (organised around a programme of drama, art installations and part of the musical programme);
› the festive component (one of the central aims of the musical programme, and of the production of the play *Contos de Reis*, with Teatro Praga, presented in a tent in the garden and aimed mainly at families).

"Festival of Literature and Thought of North Africa", © Tatiana Macedo

"Festival of Literature and Thought of North Africa", © Tatiana Macedo

Criticism and reflection

The programme's activities in the field of criticism and reflection started in May, with the second Observatory of Africa and Latin America, devoted this time to "The Place of Design and Fashion in North Africa". Coordinated by the teacher and design critic Frederico Duarte, this seminar brought together international experts and designers, providing an opportunity to share the latest news and developments from projects in cities as diverse as Berlin, Beirut, New York, Cairo, Coimbra, Lisbon and Faro.

This was followed by a Festival of Literature and Thought of North Africa, starting with a debate on "The State of the Arts in North African Countries" at the Centre Culturel Gulbenkian, in Paris. This first debate was later repeated in the tent set up in the gardens of the Calouste Gulbenkian Foundation, in Lisbon, and complemented by four more debates on the "Arab Spring", dealing with the following themes:
› "Bloggers and the Arab Spring";
› "The Arab Spring explained by Tahar Ben Jelloun" (session organised in partnership with the Institut Français);
› "The Role of Women in North Africa";
› "North African Thinkers".

There was a risk involved in taking the "Arab Spring" as the topic, given a certain lack of public engagement with political and cultural issues, especially considering the cultural and geographical distances involved. It turned out to be one of the high points of the programme, partly because it was possible to put it on the national media agenda, which attracted the public and media to this event in large numbers (21 speakers from seven different countries). At the same time, the *Next Future Journal*, published in three bilingual editions (Portuguese/Arabic in April and Portuguese/English in May and October), has served as an excellent means of publicising the programme and also the Gulbenkian brand itself, especially in countries not normally reached by the Calouste Gulbenkian Foundation, such as North African, Sub-Saharan African and Mercosul countries, where the journal has been received by a number of institutions and organisations. Various organisations in Europe have also requested copies of the journal. This is due in part to its being a publication that combines

the visual arts with essays and news on topics and issues from many of these countries, or deals with emerging situations.

November saw the third Africa, Latin America and Caribbean Observatory, in collaboration with the PGAD (Gulbenkian Development Aid Programme) and ACEP – Associação para a Cooperação Entre os Povos. This observatory was coordinated by ACEP's director, Fátima Proença, and given the title "How the Media Reports Africa". In the same month we heard the internationally acclaimed activist and former footballer, Lilian Thuram, speak on "Education against Racism", at a debate organised in partnership with the Institut Français.

The artistic component

The following were invited to contribute their artistic talents to the programme: photographers from Mozambique, to create installations in the garden; a musician from Guinea-Bissau, Kimi Djabaté, and his band, who closed the programme; a Brazilian theatre director and stage designer to stage Samuel Beckett's unique play, *Breath*, allowing an artist from the tropics to appropriate the work of an Irish writer; and a Brazilian theatre company, Cia. dos Atores, which contributed its play *Bait Man* to the drama programme. The Brazilian music scene was again represented at a joint concert in which Chelpa Ferro performed alongside the Portuguese musician Pedro Tudela. An important contribution to the quality of the programme was once again made by Chilean theatre (with additional performances at Faro Municipal Theatre, in the case of the play *Gladys*, at the request of this theatre). Two plays from Chile were included in the programme, and were mentioned as highlights of 2012 by specialist critics at the end of the year.

The programme has also shown concern for Portuguese artists and other creative professions at a time of crisis in the market for their work. So we again commissioned the painting of the caravan from a Portuguese artist (Nuno Viegas), which earned him not just the commission, but also promotion of his work to visitors to the Gulbenkian gardens, as well as to the foreign artists invited to contribute to the programme; and we also invited the photographer, Tatiana Macedo (a former student of the Gulbenkian Creativity and Artistic Creation Programme), to document the programme. A commission for a brand new theatre piece went to Teatro Praga, and a concert – *Inuksuit*, by John Luther Adams – was organised and directed by the Portuguese composer, Pedro Carneiro.

The combination of live music and screenings of Arab films attracted large audiences to the concert by Emel Mathouthi and the Next Future Cinemathèque. The film programme has proved to be an important vehicle for showing some of the most interesting fictional and documentary films being made in the cultural regions encompassed by the

Gladys (Chile),
© Tatiana Macedo

Os instrumentos são para serem
tocados por quem sabe.

programme. It has presented the most disparate offerings: from documentaries to fiction, from short and medium-length films to feature films, from classics through to the latest productions. The task of curating the programme in 2012 was entrusted to the Egyptian director, Mohamed Siam, whose selection was especially representative of the diversity of Arab cinema from North Africa. One particularly pleasant surprise was that this series attracted a consistent and loyal audience, with numbers up by approximately 50% (a total audience of 3,270 spectators in eight sessions, higher than the average audience figures at Cinemateca Portuguesa or the art house sessions at the King cinema, for example) in relation to average figures for previous years, despite the particularly cold evenings this year. The final screening (after the close of the Arab film series) was of *Nostalgia de la luz* by the Chilean director, Patricio Guzmán, and ended the 2012 Next Future Cinemathèque on a high note. In view of the success of the film programme during the summer, some of the 19 films shown were screened again in November.

The year closed with an exhibition that formed a bridge between 2012 and 2013, entitled "Variations of Faith", resulting from a research project by the anthropologist Hélène Veiga Gomes into Muslim worship. This was another project undertaken in partnership with Carpe Diem-Arte e Pesquisa, again with vital support being provided by Lisbon's central mosque (which had also supported the Next Future activities relating to the "Arab Spring", since the start of 2012), helping to create a healthy neighbourly spirit which it will be important to cultivate on both sides.

Ocupações **(Occupations), a photographic installation by Filipe Branquinho**

The festive component

A number of important changes were made to the structure of the programme in relation to previous years:

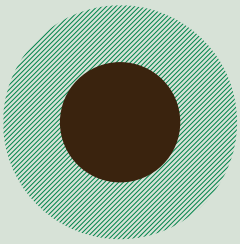
a) scheduling of debates predominantly at weekends;

b) the use made of the tent and the open-air amphitheatre as venues for debates;

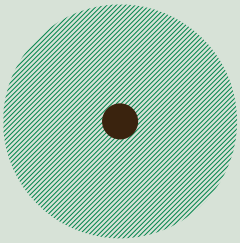
c) significant investment in Facebook in order to publicise events (including the recruitment of ten Facebook volunteers, who relayed information on the programme).

The website, blog and Facebook page were updated nearly every day, and we know that, in addition to providing information on the programme's activities, this has also served as an information source for academic research by students and scholars. The online media have been extremely important in providing real time information.

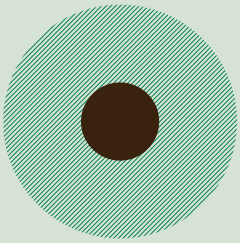
Lastly, insofar as one of the main aims of the Gulbenkian Next Future Programme is to showcase cultural offerings which would not otherwise reach a wide audience, or even audiences with a special interest in these cultural regions, it is very gratifying to observe the gradual increase in audience numbers over recent years, pointing to a sense of confidence in this contemporary arts programme run by the Calouste Gulbenkian Foundation.



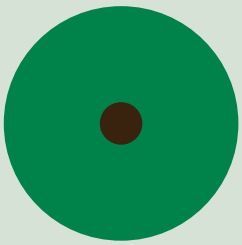
Personnel costs **340 743**



Operating costs **32 323**



Departmental activities **186 303**



Total **559 369**

Receipts **55 911**

AMOUNTS IN EUROS

Gulbenkian Education for Culture and Science Programme

The Gulbenkian Education for Culture and Science Programme (PGECC) promotes lifelong learning within contexts of non-formal education, undertaking activities that stimulate links between thinking, doing and feeling, in order to encourage the active participation of audiences in the processes of maturation and learning arising from direct contact with the nation's artistic, cultural and scientific heritage.

Within the Foundation itself, the PGECC works in close conjunction with the various educational sectors engaged in permanent activities (the Museum, Modern Art Centre, Gardens and Music Department) in order to develop a coherent and diversified programme centred around the Foundation's vast heritage. This programme has been given the name of *Descobrir* (Discovery), a name that has become the watchword for all of its activities. All together, the *Descobrir* programme welcomed more than 80,000 participants to the roughly 400 events that it organised. A detailed description of each of these events can be found in the reports of the respective departments. Besides performing its duties of coordination and promotion, the PGECC promoted a series of interdisciplinary activities, including concerts and other performances, films, workshops, visits and courses under the scope of the *Descobrir* programme. Attention is drawn, in particular, to the educational programmes developed specially for the temporary exhibitions of "Fernando Pessoa: Plural as the Universe", "The Colour of Thought" and "Tea With Alice", organised in conjunction with the New Interventions Programme, the Portuguese Language and Culture Programme and the Gulbenkian Innovation in Health Programme. Four courses were organised by the PGECC in ten separate editions designed for teachers from different levels of education, with the aim of helping them to enrich their repertoire of educational techniques and tools. All of the courses are accredited, thanks to the partnership established with two teacher training centres. Two hundred and thirty-seven teachers took part in these courses.

Aware of the increasing impact of the new information technologies on the ways in which it communicates with audiences and disseminates educational contents, the PGECC continues to add to its website and its blog "Descobrir Mais" (Discover More) for teachers, creating news items and upgrading its teaching materials. In 2012, the website recorded 472,537 viewings (a rise of 20% in comparison with 2011), the teachers' blog received 41,267 visits (as opposed to 3,847 visits in the last three months of the previous year, when it was created), and the teaching materials that it produced had more than 5,000 viewings overall. In the field

"The Colour of Thought"
© Márcia Lessa

of the new technologies, mention should also be made of the activity of LAbMóvel – an experimental laboratory for creativity and the new media – which was used in 2012 as a support tool for the design and realisation of four educational activities, one of which was held in Porto, as a complement to the residency with the Digitópia team at the Casa da Música, a partner in the project. In 2012, two applications produced by LAbMóvel – an interactive book and an educational game – were published on the "Descobrir Mais" blog and were viewed on 1,769 occasions.

Since any investment in upgrading educational activities necessarily calls for experimentation and the production of theory, in 2012 the PGECC joined forces with Culturgest for the organisation of the international conference "In name of the Arts or in name of the audience" devoted to critical reflection on the concepts of cultural mediation, audience emancipation and participation. Aimed at students, researchers and professional cultural mediators (teachers, artists, curators, programmers), the event spread over two days and was attended by roughly 300 participants.

Although it was launched in 2011, it was not until 2012 that the main stages of the project "Little Big C" began to be implemented. This was a project that the PGECC developed in partnership with the Portuguese Language and Culture Programme and AGECOP – Association for the Management of Private Copying – its aim being to make young people more aware of the concepts of authorship, copying, creativity and originality. The project took the form of a competition open to classes from the first and second cycles of basic education, involving the presentation of an author's book containing a narrative text with illustrations, made in the classroom and resulting from a collaboration between students and teachers. Roughly 12,000 schoolchildren from all over Portugal took part in this first edition of the project. The jury selected 17 works from among the 600 entries received, which were exhibited at the Foundation on "Creativity Day", specially dedicated to the winning classes, their teachers, friends and relatives. On that day, the 600 participants had the chance to see their works reinterpreted by various artists, admire the books that the other competitors had produced and participate in the award ceremony.

"D Day",
© Márcia Lessa

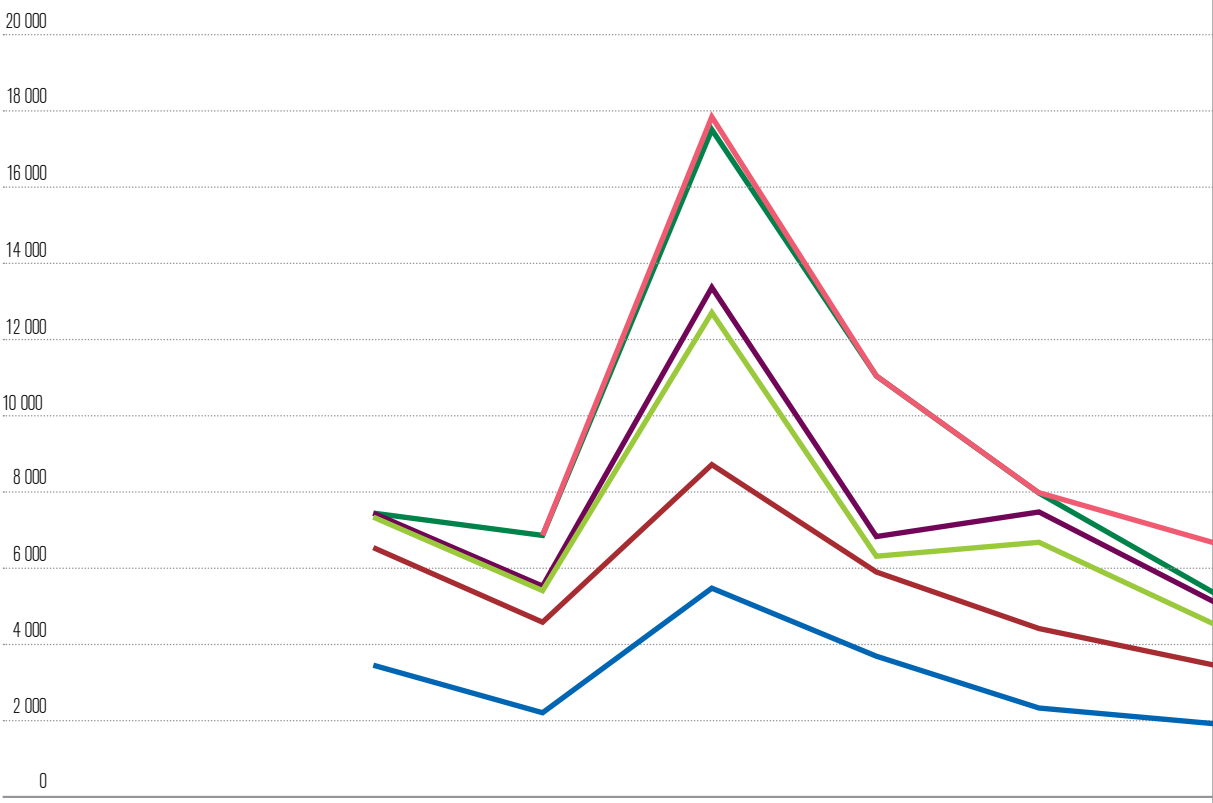
"D Day",
© Márcia Lessa

"10 x 10",
© Rodrigo de Souza

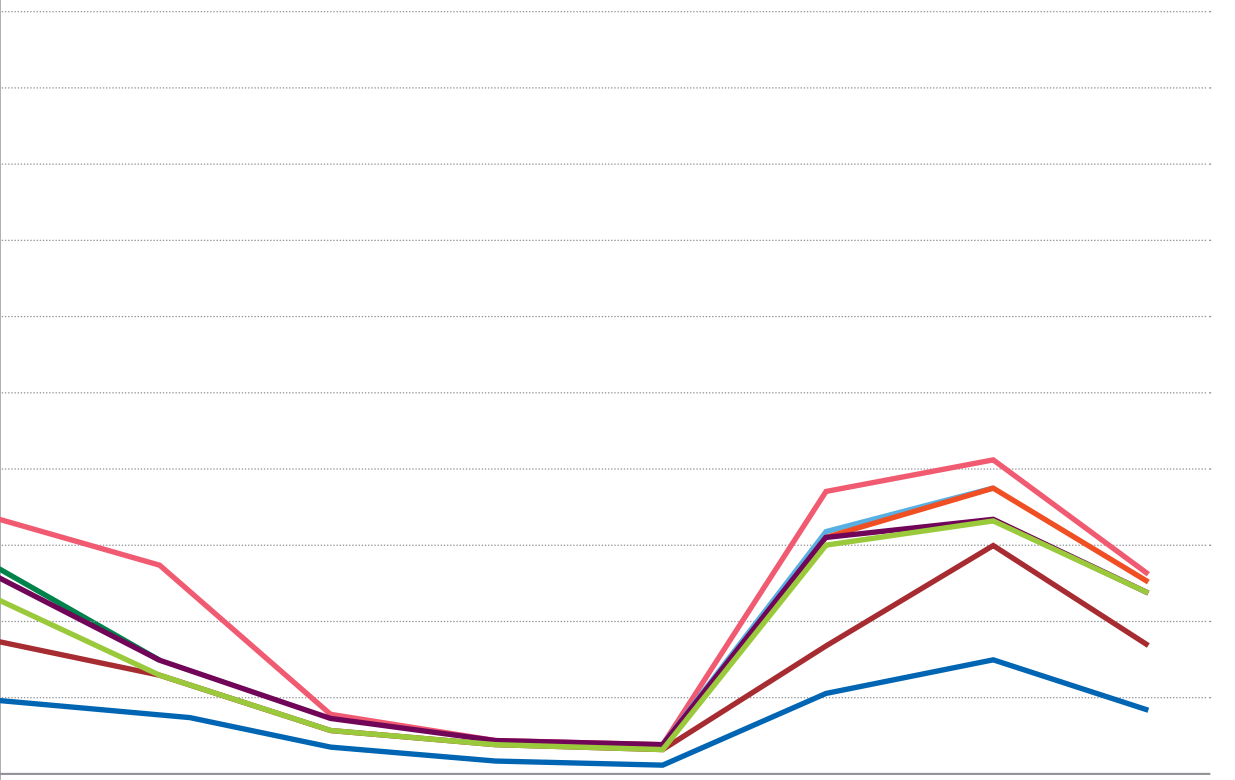
The PGECC launched the pilot project "10 x 10", which is designed to promote collaboration between artists and teachers of various subjects at secondary school, with the aim of developing effective learning strategies that will catch the attention of students, motivating them and involving them in classroom activities. The project was launched in July 2012 with a six-day residency dedicated to critical reflection and an exchange of experiences between teachers and artists, followed by three months' work at schools. This activity involved ten pairs of teachers/artists and called for the dynamic participation of their respective students. This pedagogical process will result in the holding of ten public lessons with different formats, which are to be presented both at the Foundation and at the schools themselves at the beginning of 2013, with the aim of sharing the different aspects of the project with the school community.

The Gulbenkian Education for Culture Programme, which was first set up in 2008, moved into new areas of intervention in September 2012, when it was given its new name of the Gulbenkian Education for Culture and Science Programme. It now has the responsibility of working with other important sources of cultural and scientific heritage besides the Foundation, in collaboration with local authorities, schools and other cultural and scientific organisations.

Evolution in the number of participants over the year



	JANUARY	FEBRUARY	MARCH	APRIL	MAY
Gulbenkian Programme of Education for Culture	18		267		
Gulbenkian Innovation in Health Programme					
Gulbenkian Portuguese Language and Culture Programme					
New Interventions		1 340	4 127	4 348	514
Central Services Department	106	148	699	533	778
Music Department	769	799	3 989	332	2 269
Museum	3 090	2 332	3 223	2 205	1 972
CAM	3 467	2 233	5 496	3 742	2 421



JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
2 459	90	14	5	1 041	758	185
			10	122		
					776	259
425	281	75	106	259	91	59
	39			2 601	608	1 355
1 095	435	433	440	1 233	3 008	1 679
1 496	699	357	204	2 112	2 999	1 672

Scie

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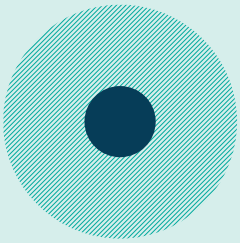
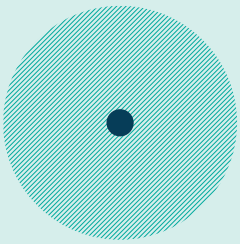
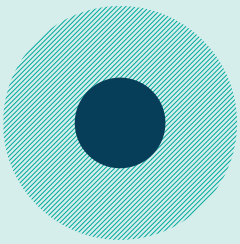


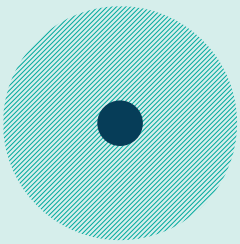
Personnel costs **296 938**



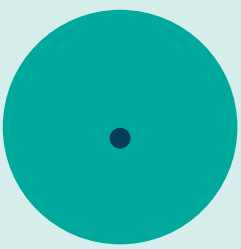
Operating costs **42 807**



Subsidies and grants **409 348**



Departmental activities **148 930**



Total **898 023**

Receipts **5 832**

AMOUNTS IN EUROS

Science Department

Science is an area of knowledge that represents one of the most powerful instruments of advanced training, as well as acting as a source for the creation of new technologies and high tech industries. However, nowadays 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 an interpretive guide that enables us to understand the role played by the communication and intensified circulation of knowledge in redefining the participative and network processes that bring with them solidarity and social cohesion.

Stimulating creativity and rigour in scientific research

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 invaluable 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.

Research Incentive Programme

The Stimulus for Creativity and Quality in Research Activity Programme is aimed at young people involved in research studies at Portuguese institutions, who were no more than 26 years of age on 31 December 2012. Applicants for support under this programme must have at least a first degree and must not yet have obtained a PhD.

Awarding of prizes under the scope of the Research Incentive and Internationalisation of Social Sciences in Portugal programmes.
Auditorium 3 of the Calouste Gulbenkian Foundation.

In 2012, a competitive application process was launched for funding in the following scientific areas:
I. Mathematics
Functional analysis and differential equations.
II. Applied physics
Theories, models, techniques (e.g. life sciences, structures, photonics, etc.).
III. Chemistry
Chemistry in extreme environments.
IV. Earth and space sciences
Astronomy / astrophysics / cosmology.

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. Fifty-five 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.

Awards were made to the following research projects:

Mathematics

(Functional analysis and differential equations)
› "Solitary Waves and Singularity Formation in Nonlinear Schrödinger Equations", by Simão Fernandes Correia, to be undertaken at the Centre of Mathematics and Fundamental Applications of the University of Lisbon;
› "System of Variational Inequalities with Interconnected Obstacles", by Gohar Aleksanyan, to be undertaken at the Department of Mathematics of the Higher Technical Institute.

Applied physics

Theories, models, techniques (e.g. life sciences, structures, photonics, etc.)
› "N-body Physics and the Sustainability of the Planet", by Vítor Vasco Lourenço de Vasconcelos, to be undertaken at the Centre of Mathematics and Fundamental Applications of the University of Lisbon;
› "Core-shell-host interactions in functional nanocrystal quantum dots (NC QDs)", by António José Sousa de Almeida, to be undertaken at the Department of Physics of the University of Aveiro;

Chemistry

Chemistry in extreme environments
› "Thermal Stress on Tidal-Pool Organisms – A Proteomic Approach", by Diana Sofia Gusmão Coito Madeira, to be undertaken at the Associated Laboratory REQUIMTE of the New University of Lisbon;
› "Valorisation of Bio-renewable Natural Resources by Synthetic Transformations under Extreme High Ppressure", by Jaime Alfredo da Silva Coelho, to be undertaken at the Research Institute for Medicines and Pharmaceutical Sciences (iMed.UL), Faculty of Pharmacy, University of Lisbon.

Earth and space sciences

Astronomy / astrophysics / cosmology
› "Impact of Dark Energy on the Dynamics of Clusters of Galaxies", by Claúdio Filipe Vieira Gomes, to be undertaken at the Centre for Astrophysics of the University of Porto (CAUP);
› "The Universe, Laboratory of Gravitational Physics: Testing Relativistic Gravitation beyond Einstein", by Flávio de Coelho Sousa, to be undertaken at the Department of Physics of the University of Aveiro.

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, 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 2012, applications were accepted in relation to articles that had already been published, or accepted for publication, in leading international journals during 2010 and 2011. Fifty-six applications were submitted for consideration, and the Jury decided to give awards to the following applicants:

› Mathias Thaler for the article "Political judgment beyond paralysis and heroism: deliberation, decision and the crisis in Darfur", published in the *European Journal of Political Theory*;

› Ruy Llera Blanes for the article "Unstable biographies. The ethnography of memory and historicity in the Angolan Prophetic Movement", published in the journal *History and Anthropology*.

"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 application process, during which 113 applications were received, the Calouste Gulbenkian Foundation awarded 20 merit grants in the academic year 2012-2013 to the following students:

› David João Brandligt de Jesus – 1st year of the Mathematics Degree at the Faculty of Sciences and Technology of the University of Coimbra.

› Diana Zorro Nobre Mesquita Macedo – 1st year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon.

› João Nuno Pereira Lourenço – 1st year of the Mathematics Degree at the Faculty of Sciences of the University of Porto.

› Alexandre Anahory de Sena Simões – 2nd year of the Physics Degree at the Faculty of Sciences of the University of Lisbon.

› André Martins Rodrigues – 2nd year of the Mathematics Degree at the Faculty of Sciences and Technology of the University of Coimbra.

› António Pedro Neves Goucha – 2nd year of the Mathematics Degree at the Faculty of Sciences and Technology of the University of Coimbra.

› Daniela Sofia Domingues Jordão – 2nd year of the Mathematics Degree at the Faculty of Sciences and Technology of the University of Coimbra.

› Diogo Pinto Leite de Bragança – 2nd year of the Integrated Master's Degree in Technological Physical Engineering at the Higher Technical Institute of the Technical University of Lisbon.

› Henrique Manuel Emídio Guerreiro – 2nd year of

the Mathematics Degree at the Faculty of Sciences of the University of Lisbon.
› Joana Ribeiro Estevens – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Lisbon.
› João Miguel Magalhães Santos – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto.
› Jorge Tiago Ferreira António – 2nd year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon.
› José Pedro Castro Fonseca – 2nd year of the Integrated Master's Degree in Electrotechnical and Computer Engineering at the Faculty of Engineering of the University of Porto.
› Manuel José R. Castro Silva Martins – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto.
› Miguel Santana de Freitas Amaral – 2nd year of the Integrated Master's Degree in Physical Engineering at the Faculty of Sciences of the University of Porto.
› Rúben Azevedo de Sousa – 2nd 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.
› David Miguel Ramos Soares – 3rd year of the Mathematics Degree at the Faculty of Science and Technology of the New University of Lisbon.
› Francisco Xavier Moreira Huhn – 3rd year of the Integrated Master's Degree in Aerospace Engineering at the Higher Technical Institute of the Technical University of Lisbon.
› Rafael Torrado Monteiro – 3rd year of the Mathematics Degree at the Faculty of Sciences of the University of Lisbon.
› Sílvia Moreira Cavadas – 3rd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto.

Summer School and 13th Annual Conference of the "New Talents in Mathematics" Programme

The Mathematics Summer School is intended for students from the first years of university courses with a strong mathematics component. In 2012, the theme of the Summer School, which took place at the Foundation's headquarters from 23 to 28 July, was Combinatorics. Sixty-six participants (scholarship holders from the "New Talents in Mathematics" programme, Portuguese and foreign university students, among others) attended three courses run by teachers. Each course was composed of five lessons and study sessions supervised by monitors. The foreign guest lecturers were: Allen Knutson from Cornell University, Benjamin Sudakov from UCLA – University of California at Los Angeles, and Nathan Linial from the Hebrew University of Jerusalem.

The fundamental objectives of the Annual Conference of the "New Talents in Mathematics" Programme are: to give an opportunity to the programme's scholarship holders from all over the country to get to know each other and exchange experiences about their respective academic environments; to make an overall assessment of the work developed under the scope of the programme; to hold sessions for scientific discussion involving all the participants (scholarship holders, tutors and foreign lecturers), as well as to attend a series of lectures given by scholarship holders and foreign and Portuguese visiting professors. This year, the event was held at the Foundation's headquarters on 28 July, and was attended by Nuno Crato, the Portuguese Minister of Education and Science.

Support for scientific culture

The support given to scientific culture was provided in the form of grants, awarded to the following institutions in particular:

› Portuguese Chemistry Society – participation of foreign speakers at the international scientific conference XVI Journées d'Études de la Chimie sous Rayonnement;

› Portuguese Physics Society – participation of foreign speakers at the 13th International Conference on Nuclear Microprobe Technology & Applications;

› Foundation of the Faculty of Sciences of the University of Lisbon – participation of foreign speakers at the 43rd International Symposium on Essential Oils;

› British Council – FameLab global science communication project;

› LNEG – Laboratório Nacional de Energia e Geologia, I.P. – participation of foreign speakers at the international conference "Net Zero-Energy Buildings in Portugal – Policies & Strategies, Underlying Concepts, Methodologies, Applications, Solutions for Net Zero Energy Buildings and Smart Cities Initiative";

› Foundation of the Faculty of Sciences of the University of Lisbon – participation of foreign speakers at the "Workshop for Young Researchers in Integrable Systems and their Ramifications in Geometry, Mathematical Physics and the Analysis of Nonlinear PDEs – Contemporary Ways of Integrability";

› Institute of Systems and Robotics of the University of Coimbra – participation of foreign speakers at the 2nd International Conference "Portugal in Conference for an Energy-Efficient Economy";

› University of Aveiro – participation of foreign speakers at the 9th International Symposium on Environmental Geochemistry;

› Foundation of the Faculty of Sciences of the University of Lisbon – organisation of the Arrábida "Paths of Complexity" Conference entitled "Leadership and Complexity";

› Portuguese Association for Earthquake Engineering – participation of foreign speakers at the 15th World Conference on Earthquake Engineering;

› University of Trás-os-Montes and Alto Douro – participation of foreign speakers at the International Meeting on Numerical Semigroups;

› Interdisciplinary Centre of Marine and Environmental Research (CIIMAR Madeira) – participation of foreign speakers at the FLORAMAC 2012 International Congress;

› Lisbon University Foundation – support for the holding of the temporary exhibition "Forms & Formulas";

› University of Minho – participation of foreign speakers at METMAVI – International Workshop on Spatial-Temporal Modelling;

› Portuguese Chemistry Society – participation of foreign speakers at the 11th Conference on Food Chemistry;

› University of Porto – participation of foreign speakers at the 40th Annual Conference of the International Association for the Philosophy of Sport;

› Institute of Mechanical Engineering (IDMEC) – participation of foreign speakers at the international conference of the European Association of Thermology;

› Observatory of Fraud in Economics and Management – participation of foreign speakers at the 1st International Conference on "Interdisciplinary Perception of Fraud and Corruption";

› Portuguese Statistics Society – participation of foreign speakers at the 20th Annual Congress;
› University of Porto – participation of foreign speakers at the international conference "30th Anniversary of the Signing of the United Nations Convention on the Law of the Sea: Environmental Protection and the Future of the Law of the Sea";
› Portuguese Mathematics Society – participation of foreign speakers at the commemoration of the 70th anniversary of the publication of *Conceitos Fundamentais da Matemática*, by Bento de Jesus Caraça;
› Association for the Development of Civil Engineering (ACIV) participation of foreign speakers at CAMUSS – International Symposium on Cellular Automata Modelling for Urban and Spatial Systems;
› Institute of Applied Science and Technology of the Faculty of Sciences of the University of Lisbon – participation of foreign speakers at the 7th Symposium on the Atlantic Iberian Margin – MIA 2012;
› University of Minho – participation of foreign speakers at the conference "Particle Systems and Partial Differential Equations".

Gulbenkian Science and Society Programme

Under the scope of this programme, grants were awarded to various scientific institutions, most notably:
› Foundation of the Faculty of Science of the University of Lisbon – second year of the implementation of the research project on the theme of the uncertainties in climate change and its resulting paper: "Dealing with and Communicating Uncertainties in Support of Climate Change Policy Development";
› Centre for Research and Studies in Sociology – Lisbon University Institute – second year of implementation of the project "The Network Society in Portugal: A Decade of Transition";

Promoting links between science and culture

Conferences and seminars

During the first quarter of the year, the ceremony was held for the attribution of the prizes awarded under the scope of the Research Incentive and Internationalisation of Social Sciences in Portugal programmes. The award-winners presented the projects that had been chosen by the jJury of the Research Incentive programme and the scientific articles selected in the contest organised by the Internationalisation of Social Sciences in Portugal programme.

The Science Department organised the lecture cycle "Mathematics: The Science of Nature" between February and December 2012:
› Henrique Leitão, from the University of Lisbon, delighted the audience with his lecture entitled "Bringing Heaven to Earth", on 5 February;
› Dinis Pestana, from the University of Lisbon, discussed the theme "Having Lots of Ideas, and the Courage to Throw Almost All of Them Away", on 28 March;
› Ana Rita Pires, from Cornell University, spoke on the "Geometry of Paper Folding: how Origami beat Euclid", on 18 April;
› Eduardo Marques de Sá, from the University of Coimbra, told us "How A Top Spins, and Why", on 16 May;
› M. Paula Serra de Oliveira, from the University of Coimbra, discussed "Chaos Theory: from Homer Simpson to the Future of the Planet", on 6 June;

› José Natário, from the Technical University of Lisbon, spoke on "The Secret Language of the Universe", on 24 October;
› André Neves, from Imperial College, reflected on "Intellectual Trigamy: Poincaré, Hamilton and Perelman", on 14 November;
› Jorge Buescu, from the University of Lisbon, brought the cycle to an end with the lecture entitled "Mathematics, the Universe and Everything Else", on 12 December.

Two thousand people participated in this cycle of eight lectures, which was also attended by 500 secondary school students from the following schools: Maria Amália Vaz de Carvalho Secondary School (Lisbon) | Quinta do Marquês Secondary School (Oeiras) | José Gomes Ferreira Secondary School (Lisbon) | Odivelas Institute (Odivelas) | Externato Cooperativo da Benedita | Campo de Flores College (Lazarim, Almada) | Lumiar Secondary School (Lisbon) | Luís Gomes Secondary School (Lisbon) | Dom Manuel Martins Secondary School (Setúbal) | Camões Secondary School | Casquilhos Secondary School (Barreiro) | Emídio Navarro Secondary School (Viseu).

Science Promotion Programme

Preparation of the science exhibition in 2013

Work was undertaken for the preparation of the science exhibition "360º Science Discovered", which will be shown at the Foundation's headquarters from March to June 2013. This exhibition – curated by Henrique Leitão – is based on the Iberian scientific contributions associated with the maritime discoveries of the 15th and 16th centuries and their impact on the development of European science.

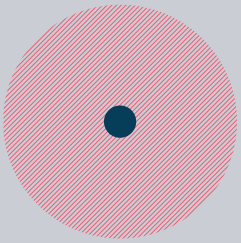
Work was also undertaken on the preparation and organisation of the lecture cycle "360º Science Discovered", which will involve the following participants: Juan Pimentel, of the CSIC History Institute, Spain; Florike Egmond, of Leiden University, Holland; Annemarie Jordan, of the Centre for Overseas History of the New University of Lisbon; Maria Portuondo, of Johns Hopkins University, USA; José Pardo Tomás, of Institución Milá y Fontanals, CSIC, Spain; Filipe Vieira de Castro, of Texas A&M University, USA; António Barrera Osorio, of Colgate University, USA.

Publications

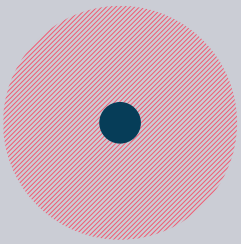
› Publication of the book *Rescaldo e Mudanças – As Culturas da Crise Económica* (org. Manuel Castells | João Caraça | Gustavo Cardoso), a joint publication with Esfera do Caos, which resulted from the meetings of the Aftermath Network, supported by the Science Department.

Lecture cycle "Mathematics: The Science of Nature". Eduardo Marques de Sá, from the University of Coimbra, gives a lecture on "How A Top Spins, and Why".
Auditorium 2 of the Calouste Gulbenkian Foundation, 16 May 2012.

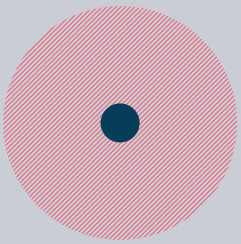
MATEMÁTICA:
A CIÊNCIA DA NATUREZA
CICLO DE CONFERÊNCIAS 2012



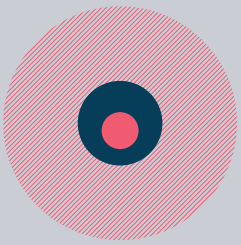
Personnel costs **1 639 952**



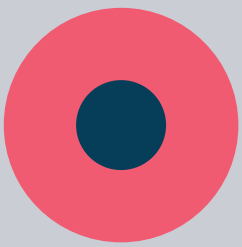
Operating costs **2 509 733**



Subsidies and grants **2 268 397**



Departmental activities
6 508 595
Investimento 2 078 060



Total 12 926 677
Receipts **7 001 499**

AMOUNTS IN EUROS

Gulbenkian Institute of Science

In 2012, the Gulbenkian Institute of Science (IGC) entered a new phase of its existence when António Coutinho stepped down as director after 15 years. During those years, the IGC had achieved international recognition as one of the premium biological research institutes in Europe. This extraordinary achievement was specified in greater detail in the 2011 annual report, the last full year of Professor Coutinho's service as director. The new era was heralded at the IGC's 50th Anniversary Symposium, held at the Calouste Gulbenkian Foundation's headquarters, at which much of the Institute's ongoing research and educational activities were presented in a series of lectures given by IGC members. This was also the occasion when the Foundation announced that Jonathan Howard, a British immunologist who has worked at both Oxford and Cambridge Universities and, most recently, at the University of Cologne in Germany, and who for several years was a member of the IGC's Scientific Advisory Board, would take over as Professor Coutinho's successor as director of the IGC.

The new director's appointment coincided with the implementation by the Calouste Gulbenkian Foundation of a re-structuring programme for the management of IGC that is designed to increase the Institute's autonomy within the Foundation. In future, the IGC will be governed by a five-member Management Committee, chaired by Sydney Brenner and acting on behalf of the Board of Trustees of the Calouste Gulbenkian Foundation. The implementation of the new structure is accompanied by a generous programme to give the Institute extra financial flexibility over mid-career appointments. In due course, it is hoped that a career structure can also be developed that will be suitable for such appointments. The IGC will of course also continue with its successful policy of acting as an incubator, favouring professional development in full independence for scientists at the beginning of their careers. The culture of scientific excellence established at the IGC should guarantee its continuing success in competitive national and international applications for grants, and help to buffer the Institute against Portugal's present economic difficulties.

2012 marked the end of IGC's incubation of the newly-founded Champalimaud Institute, with the departure, after five years, of the last of the Champalimaud neuroscientists from the IGC, who moved to their spectacular new building in Belém. The IGC is proud to have enabled this impressive group of young international scientists to coalesce and begin their research in a productive working environment, before the completion of their own institute. The links forged between the two institutes, including continued cooperation between PhD programmes, should facilitate further collaborative activity in the future.

The internal PhD programme is a central pillar of academic life at the IGC. In 2012, it continued to attract outstanding students from inside and outside Portugal. The six-month-long programme of lectures and laboratory work administered by national and international lecturers has been a privileged feature of PhD education at the IGC, first introduced by Antonio Coutinho in 1994. The PhD programme for researchers in the area of medicine, supported by the Calouste Gulbenkian Foundation, received a unique week-long seminar on product development, organised by a team of senior managers from the Bayer pharmaceutical company.

The IGC continued to win competitively awarded grants from national and international sources, including a prestigious Advanced Grant from the European Research Council. All together, 25 new competitive research grants were awarded in 2012, from international funding agencies (Howard Hughes Medical Institute: "two "HHMI International Early Career Scientist Awards"; European Commission: seven grants awarded under the third Framework Programme; one European Research Council Advanced Research Grant; one support grant for meetings awarded by Fundação de Amparo à Pesquisa do Estado de São Paulo (São Paulo State Foundation for the Support of Research), as well as grants awarded by national bodies (Fundação para a Ciência e a Tecnologia – Foundation for Science and Technology: 13 research grants, three Welcome II contracts supported by FCT and the EU, one grant from the "Pessoa" programme, France-Portugal Bilateral Exchange; one installation grant from Oeiras Municipal Council; one NRS/LPCC – Terry Fox Clinical Research in Oncology Grant awarded by the Embassy of Canada in Portugal and Liga Portuguesa Contra o Cancro).

The Institute as a whole received three national merit awards: the Oeiras Municipal Council Medal of Merit, the Medal of Merit awarded by the parish of Oeiras and São Julião da Barra, and the Rotary Club Prize for Science and Technology. In addition, IGC researchers were rewarded with the following prizes and distinctions: the Pfizer Prize for Basic Research 2012, the Special Prize awarded by the Jury of Casa das Ciências for Teaching Resources, the Annual Prize of the Portuguese Society of Human Genetics, the Portuguese Diabetes Congress Prize for the Best Poster, and the Scientific Excellence Award of the International Conference on Practical Applications of Computational Biology and Bioinformatics, in Spain.

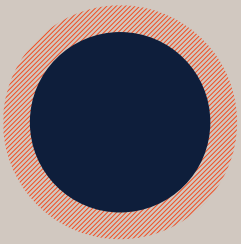
In conclusion, during 2012, IGC researchers succeeded in securing a total of €6,772,500 in research grants for projects and prizes.

In addition to the IGC 50th Anniversary conference at the Foundation, the IGC organised a further conference at the Calouste Gulbenkian Foundation to celebrate the centenary of the birth of Alan Turing, the founder of modern information technology, at which Sydney Brenner, the chairman of

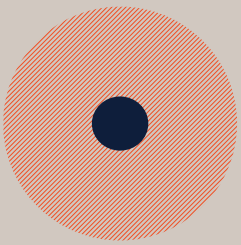
the IGC's new management committee, made the opening speech.

The IGC was invited by the Agência para o Investimento e Comércio Externo de Portugal (AICEP) to participate in the "Exhibition of Modern Portugal" in São Paulo, Brazil. A video of the IGC was sent to the exhibition and Antonio Coutinho was invited to lecture on the work undertaken at the IGC.

The IGC has continued to promote and to participate in outreach projects, including, for the fifth time, the 2012 Optimus Alive music and arts festival, with a number of science-related activities for festival goers. The IGC was also invited by the newspaper *Diário de Noticias* to be a partner/consultant in a new outreach programme consisting of a workshop where primary and secondary school students learn how to communicate science in a newspaper.



Subsidies and grants **593 696**



Departmental activities **15 994**

Total **609 690**

Receipts **273 189**

AMOUNTS IN EUROS

Gulbenkian Advanced Medical Training Programme

The programme's specific area of intervention is clinical research and the advanced medical training of highly specialised 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.

The first edition of the programme started in October 2008 and was set to last for three years (three editions). Each year, ten candidates were selected to participate in the programme, five on a full-time basis and five on a part-time basis. In 2011, the Foundation established a protocol with the Foundation for Science and Technology and the Health System Central Administration (ACSS, Ministry of Health), to launch a fourth edition of the programme with a duration of four years and with nine students being selected to participate on a full-time basis.

During 2012, the 30 participants of the first three editions continued to develop their research projects at different institutions and research laboratories in Portugal and abroad, with a view to completing their doctoral theses.

Fourth edition

The second term of the training period took place from January to March 2012. The nine students from the fourth edition attended seven postgraduate courses that were taught at the institutions shown below.

COURSE	INSTITUTION	ORGANISER
Oncology	IPATIMUP	Raquel Seruca
Neurocognitive disorders	IGC/CC	Rui Costa
Immunity & Inflammation	IMM	Luís Graça
Physiology & Disease	IGC	Thiago Carvalho
Regenerative Medicine	IMM	Domingos Henrique
Scientific Integrity	IMM	João Lobo Antunes
Preparing for Research	IMM/IGC	Margarida Trindade and Sheila Dias

Assessment of students

Upon completion of their educational programme, the nine students were assessed by the Evaluation Committee, on 10 May 2012, at the headquarters of the Calouste Gulbenkian Foundation.

Annual meeting of students from the four editions of the Gulbenkian Advanced Medical Training Programme, Sesimbra, February 2012.

Annual meeting

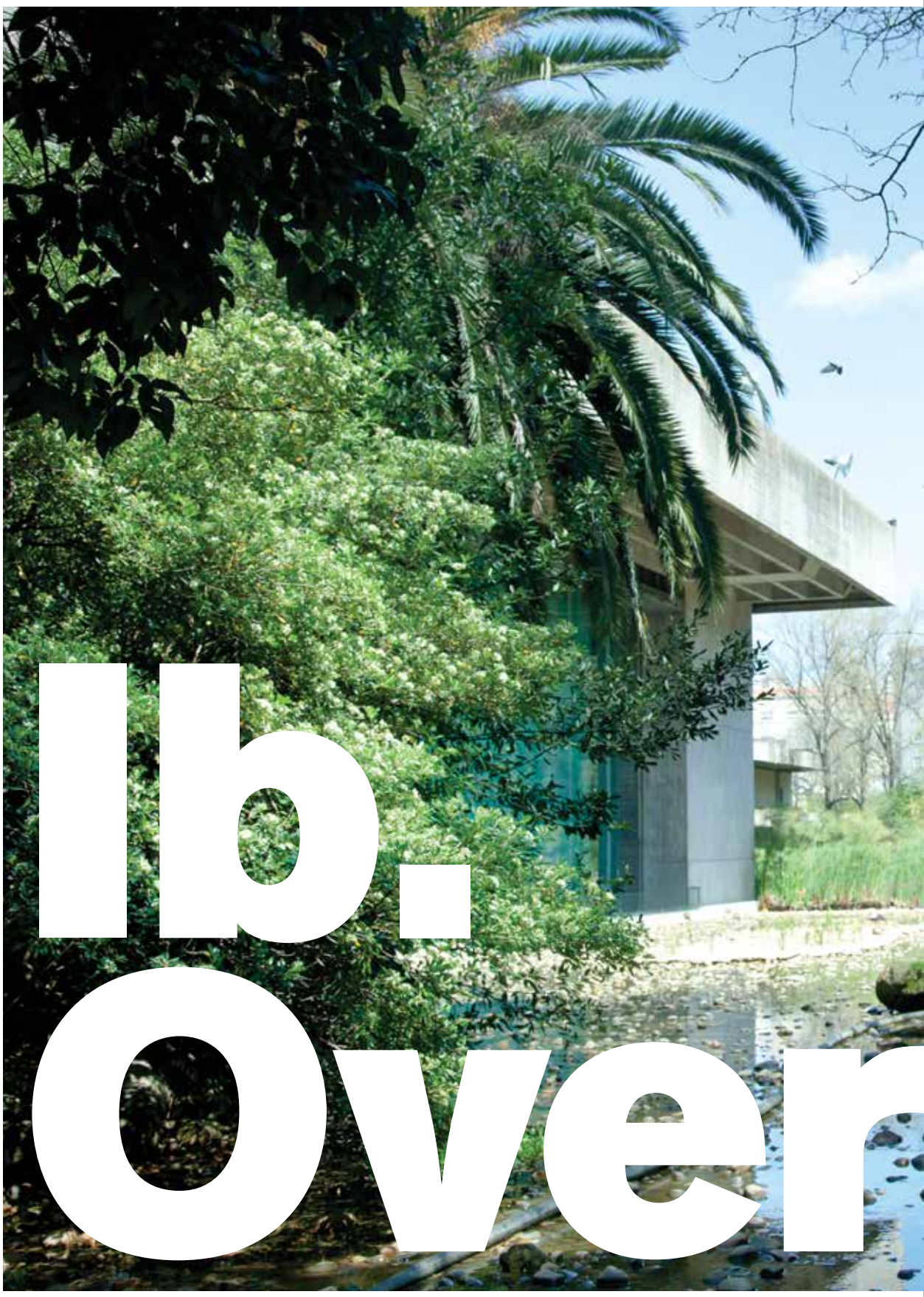
The programme's third annual meeting was held in Sesimbra during the weekend of 17 to 19 February. The 39 students all took part in this meeting, as well as the programme's management team and some of the researchers responsible for the organisation of the postgraduate courses. All the students made presentations of the research work in which they were involved, leading to a very profitable exchange of ideas and discussions.

Research activities

The students began their research projects at various institutions, as shown in the table below:

In 2012, 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 (one from the second edition and one from the third edition). APIFARMA contributed €50,000 to support the third edition of the programme. The grants of the nine students from the fourth edition were fully supported by the Foundation for Science and Technology and the Health System Central Administration (ACSS, Health Ministry).

NAME		SPECIALTY	INSTITUTIONS (RESEARCH PROJECT)
Mariana Machado	**Specialist**	**Gastroenterology**	Dept. Medicine, Duke Hospital, USA
Ana Sofia D. António	**Specialist**	**Neurology**	Institute of Molecular Medicine, Lisbon
Ester Pereira Coutinho	**Specialist**	**Neurology**	Nuffield Dept. of Clinical Neurosciences, University of Oxford, UK
Mafalda Santos Barbosa	**Specialist**	**Medical Genetics**	Mount Sinai School of Medicine, NY, USA
Branca Isabel Pereira	**Specialist**	**Infectious Diseases**	University College London, UK
Ana Catarina P. Castro	**Intern**	**Psychiatry**	Centro de Neurociências, Fundação Champalimaud
José Miguel Reis Ferreira	**Intern**	**Radiotherapy**	Institute of Cancer Research, London, UK
João Nuno Silva Duarte	**Intern**	**Maxillofacial Surgery**	MIT, USA
Liliana Monteiro Pereira	**Intern**	**Ophthalmology**	The Scripps Research Institute, La Jolla, USA



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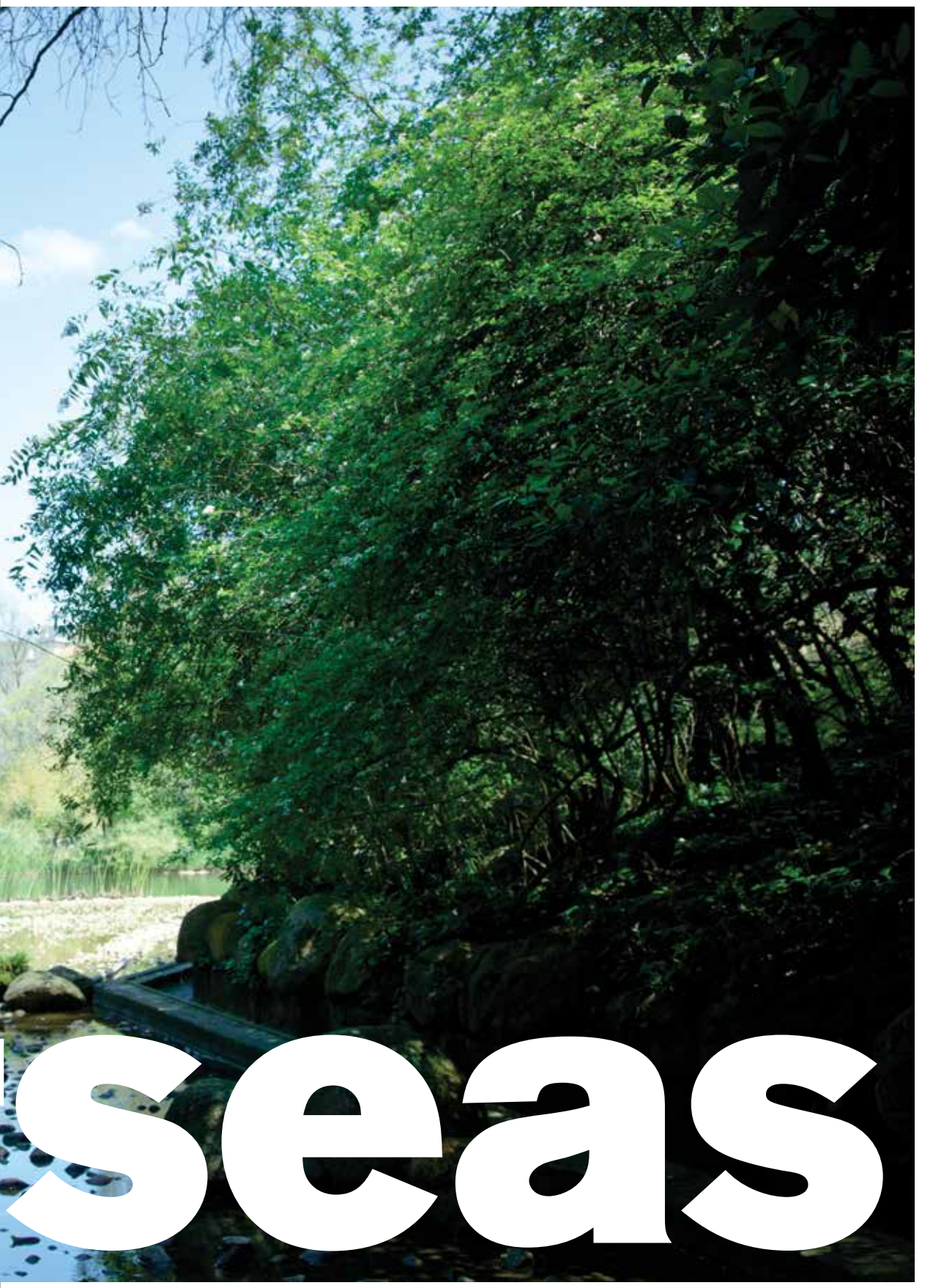
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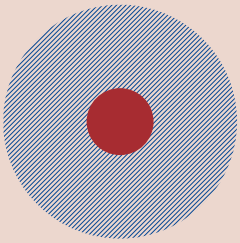
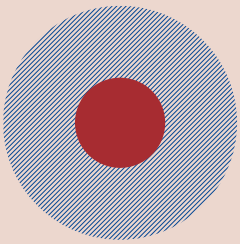
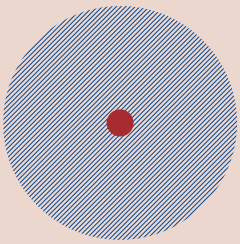


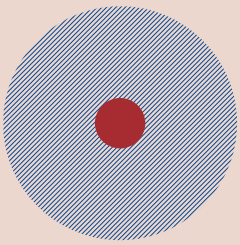
Personnel costs **1 181 571**



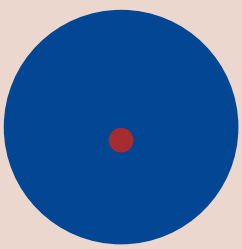
Operating costs **1 822 003**



Subsidies and grants **82 800**



Departmental activities **726 488**



Total **3 812 862**
Receipts **17 975**

AMOUNTS IN EUROS

Delegation in France

The mission of the Foundation's Delegation in France is to contribute to the debate on contemporary themes, considered within the social, cultural and philanthropic context of both France and Europe, as well as to further the promotion of the Portuguese language.

The Delegation's main aims are:
› To participate in and contribute to transnational dialogue on four central topics: Europe and the World; Philanthropy, Foundations and Social Innovation; Environment and Sustainability; Intercultural Dialogue.
› To provide a high-quality programme of international art, mainly through the organisation and holding of exhibitions.
› To promote the spread of the Portuguese language in France and Europe, developing relevant and comprehensive library collections and proposing a series of lectures, debates and conferences related to literature and human sciences in the Portuguese-speaking world, while also forming partnerships and networks with the various structures existing for publication, research and the teaching of the Portuguese language, in France and worldwide.

2012 was the Delegation's first full year at its new premises in a different part of Paris, a situation that presented several fresh challenges. The Delegation's activity – consisting of a broad range of cultural, artistic, scientific and educational initiatives – was designed to reach an ever wider audience, while efforts will continue to be made to increase the number of institutional partners by joining specialist networks and strengthening the Delegation's position in the Parisian and European context.

Accordingly, a considerable number of conferences and debates were organised, not only as part of the Delegation's programme of activities, but also through the leasing of rooms for special events and in the form of partnerships with civil society.

Taking full advantage of the excellent facilities provided by the new premises, five exhibitions were held, enabling new audiences to discover the artists proposed by the curators, as well as to enjoy the Delegation's expanded cultural programme. Throughout the year, guided tours of the exhibitions were also organised, together with a small programme of talks about the themes and artists on display.

The Library continued to strengthen and improve its available resources, recording a gradual increase in its number of registered readers. Besides its normal activity, the Library also sought to increase the number of meetings and conferences that it held centred around the Portuguese language, not only involving the academic community, but also extending the events to include younger audiences.

Talk with Carlos Costa
© Alexandre Nicoli

Opening of the exhibition "Paula Rego"
© Alexandre Nicoli

Exhibition "Paula Rego"
© Alexandre Nicoli

Main activities in 2012

Exhibitions

In 2012, five exhibitions were held in the new exhibition space and in the courtyard. The year began with an important exhibition of the work of Paula Rego, an artist who is still relatively unknown in France. As parallel events, guided tours of the exhibition were given by the curator Helena de Freitas and two talks were held about the artist's work, with Philippe Dagen, Anthony Rudolf and Dominique Gutherz.

In April, the Delegation hosted a large-scale anthological exhibition of the work of Gérard Castello-Lopes, produced in partnership with BES – Arte e Finança and with Jorge Calado as its curator. This exhibition was very favourably received by the local press and led to many people discovering this French-Portuguese photographer. As in the case of the previous exhibition, a talk was held on the life and work of Gérard Castello-Lopes, with a lecture being given by his son, David Castello-Lopes.

During the summer, Joana Vasconcelos' work "Cupcake" was exhibited in the Foundation's courtyard, as a complement to the artist's exhibition at the Chatêau de Versailles held during the same period.

Two exhibitions were held in the last quarter of the year. The "European Photo Exhibition Award" was inaugurated in September, consisting of a photography project organised in partnership with three other European foundations (Korber-Stiftung, Fritt Ord and Fondazione Banca del Monte di Lucca), with the exhibition of works by 12 European photographers. This project, which had travelled to the Foundation from Hamburg and then later moved on to Lucca in Italy, will reach its culmination in Oslo in March 2013. The event represents one of the most vital interests of the Delegation's activity, which is to establish partnerships with other international philanthropic institutions, with the aim of enhancing the impact of the activity of foundations. The year ended with the holding of the first of the three phases planned for the project "Voisinages – Trois Fois Rien", consisting of a small experimental exhibition of the work of young visual artists and filmmakers.

Conferences

Cycle of talks "Tout se transforme"

A cycle of talks with the title "Tout se transforme" was initiated in 2012, with the participation of leading figures and thinkers from the worlds of science, philosophy, politics and literature. The lecturers invited to take part were mainly French, and the Delegation welcomed such modern thinkers as François Jullien, Michel Foucher and Ibrahima Thioub. Some of these talks were held under the scope of the Delegation's partnership with the Fondation Maison Sciences de l'homme. These talks were all attended by large audiences, with the room frequently reaching its maximum capacity. The programme of European lectures continued with the participation of Carlos Costa, the Governor of the Bank of Portugal, and Dominique Lecourt, a leading philosopher and the Director of the Institut Diderot.

Cycle of talks and debates "Les Rencontres de la Lusophonie"

As a complement to the Library's regular activity, a series of talks was organised to discuss themes relating to the Portuguese language and the Portuguese-speaking world. These meetings consisted of conferences and debates on the different areas of Portuguese studies. In the last quarter of the year, a series of seminars, organised by different university departments in France, Portugal and Brazil, was launched to discuss such different themes as Brazilian cinema and Angolan fiction, among others. The centres of Portuguese studies at the different universities in Paris continued to use the Delegation's premises to hold their talks, conferences and book launches, covering such themes as Cultural Tourism, Fernando Pessoa or *As Novas Cartas Portuguesas* (New Portuguese Letters).

Talk with Radoslaw Sikorski
© Alexandre Nicoli

Other projects

Throughout the year, the Delegation hosted several meetings, workshops, conferences and talks with different institutions, either under the framework of its various partnerships or by leasing rooms for special occasions. These events included three meetings with the European Council on Foreign Relations (a conference with the Polish Minister of Foreign Affairs, a round-table discussion on the role that will be played by China over the next few years, as well as a conference on Germany in the European context, with the participation of leading journalists and specialists in this area), think-tanks, meetings of associations and non-governmental organisations active in different fields, ranging from youth unemployment to the defence of Amerindian culture. These partnerships and the leasing of rooms are an important part of the Delegation's strategy insofar as they help to establish useful links with civil society and the city's institutions.

Under the scope of the Delegation's relationship with the French-Portuguese Community, support was given to the Associação Cap Magellan, which hosts a large gala for the community at the Mairie de Paris each year. In 2012, this support consisted of the award of the Calouste Gulbenkian Foundation – Cap Magellan Prize for the "Meilleur Lycéen" to the student Alexandre Jordão.

Partnership with Maison du Portugal André de Gouveia

The Delegation continued its collaboration with Maison du Portugal, this year establishing even closer links for its cooperation. An effort was made to find common points of interest between the Delegation's activity and that of Maison du Portugal, since there are several areas that are naturally shared between the two institutions. Under the scope of this partnership, various talks were held throughout the year, with the participation of the designer Cyril Pedrosa and the poet Maria Judite de Carvalho, as well as debates about the work of Maria Gabriela Llansol, among several other events centred around the theme of Portuguese culture.

Opening of the exhibition "Cup Cake" by Joana Vasconcelos
© Alexandre Nicoli

Opening of the exhibition "Cup Cake" by Joana Vasconcelos
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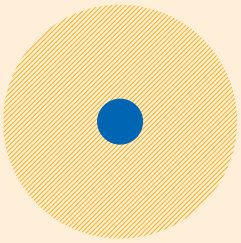
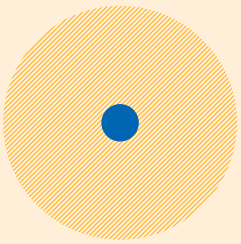
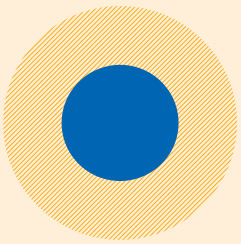


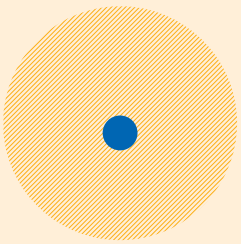
Personnel costs **391 357**



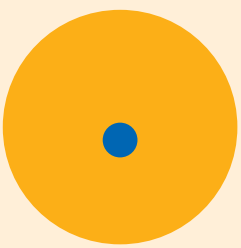
Operating costs **107 060**



Subsidies and grants **2 719 265**



Departmental activities **20 003**



Total **3 237 685**

Receipts **16 863**

AMOUNTS IN EUROS

Armenian Communities Department

The mission of the department is: "to create a viable future for the Armenian people in which their culture and language are preserved and valued." Four priority areas have consequently been established as the main objectives in our activities:

› To promote the preservation of the Armenian language and culture and the development of the diaspora by linking its different parts, as well as investing in education

› To contribute towards the development of a viable Armenia by investing in its young people and their active participation in civil society

› To improve Armenian-Turkish relations by sponsoring projects that particularly encourage a common understanding of their long shared history

› To preserve the Armenian literary heritage and make it more accessible.

These priorities were based on the belief that it will be much easier to create a viable future for the Armenian people if there is a strong and vibrant Armenia, if Armenians work together and with others, and if they seek to address the historical causes of conflict. We wish to play to our strengths, namely our ability to adopt the long-term view and take some risks, and our status as a service with deep Armenian roots and a strong brand name among Armenians. Furthermore, we form part of Europe, by belonging to a non-Armenian foundation; we have a fifty-year-long history of supporting the finest aspects of Armenian culture; and, at the same time, we have remained independent and free from any governmental, political or other external pressures. We are inspired by the example of our founder, who never forgot his Armenian roots, but sought instead to interact with non-Armenians and to bring different groups together.

During the year, the Board appointed a new director after an exhaustive search for the right candidate. The chosen man is Razmik Panossian and he will start work on 1 February 2013, taking over from the team of Zaven Yegavian and Astrig Tchamkerten, who served the department with such great dedication for many years.

Grants

The Department's various grant programmes covered practically all levels of education from primary school to university. The main objective was to provide the means that will enable young people from disadvantaged backgrounds to have access to educational institutions. However, selection criteria varied according to the level of education in question and the specific conditions in the country where the institutions operate.

The awarding of school grants focused primarily on supporting pupils who did 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 combined assessing the applicant's financial status with considering the student's educational record, as the objective was to encourage those students that had the best academic performance.

School and seminary grants €990,322

Study grants represented the largest single item within the Department's budget. They were 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. This amounted to 60 institutions located across 13 countries in Europe, the Middle East, America, Africa and Australia.

In 2012, under this programme, 2,671 grants were awarded, amounting to €572,036 in total. Furthermore and exceptionally, 1,374 more grants were awarded, totalling €418,286 and representing grant renewals in 2012 that are to be paid in 2013.

School grants 2012

COUNTRY	SCHOOLS	GRANT HOLDER	EUR
Australia	2	29	€ 5 230.50
Brazil	1	33	€ 7 425.00
Bulgaria	1	20	€ 5 565.00
Canada	2	24	€ 10 884.00
Cyprus	1	64	€ 11 584.00
France	7	279	€ 78 399.00
Greece	2	36	€ 8 612.00
Israel	2	48	€ 43 204.50
Jordan	1	70	€ 26 250.00
Kuwait	1	27	€ 6 054.75
Lebanon	15	803	€ 221 250.00
Turkey	3	113	€ 38 077.50
Syria	22	1.125	€ 109 500.00
	60	**2.671**	€ 572 036.25

OTHERS COUNTRIES **14%**
ISRAEL **7%**
TURKEY **7%**
FRANCE **14%**
LEBANON **39%**
SYRIA **19%**

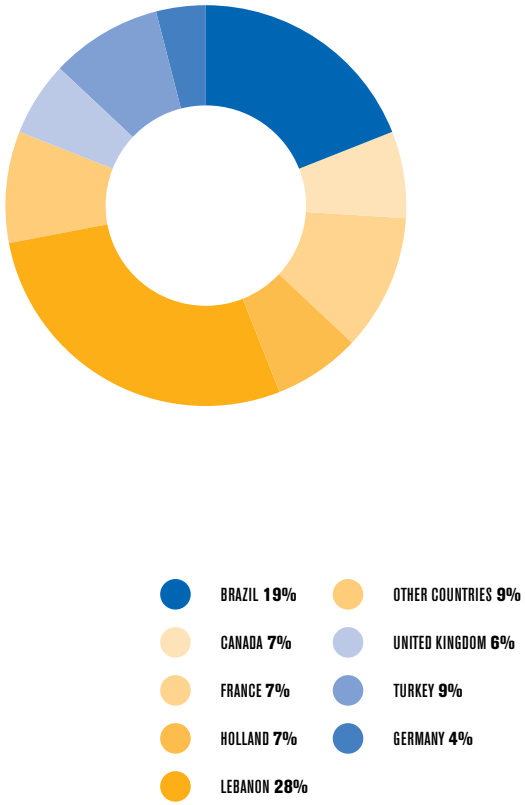
University grants €435,226

The university grants programme was temporarily suspended to allow for a review designed to increase the efficiency of the system. In view of this suspension of activity, the only university grants awarded in 2012 corresponded to grant renewals under the terms of the standing rules.

During 2012, 195 university grants were awarded, amounting to €327,036 in total.

University grants 2012

COUNTRY	GRANT HOLDER	EUR
Germany	9	€ 13 500.00
Austria	2	€ 3 750.00
Bélgica	2	€ 2 270.00
Brazil	34	€ 61 500.00
Bulgaria	1	€ 750.00
Canada	10	€ 22 875.00
Denmark	1	€ 1 500.00
Spain	3	€ 4 125.00
France	20	€ 36 840.00
Greece	1	€ 750.00
Holland	17	€ 23 330.00
Italy	2	€ 3 000.00
Jordan	2	€ 3 000.00
Lebanon	44	€ 90 375.00
Portugal	1	€ 750.00
United Kingdom	9	€ 17 845.53
Romania	1	€ 2 250.00
Switzerland	5	€ 8 250.00
Turkey	31	€ 30 375.00
	195	€ 327 035.53



Exceptionally, 68 grants were reinforced in 2012, amounting to €108,190 in total. In 2013, this sum will be used to fund university grant renewals.

Pedagogical grants €35,511

Pedagogical grants were awarded to Armenian researchers in the field of education, particularly those working on the publication of new textbooks, as well as on the development of new pedagogical media.

In 2012, 12 pedagogical grants were awarded, amounting to €35,511 in total.

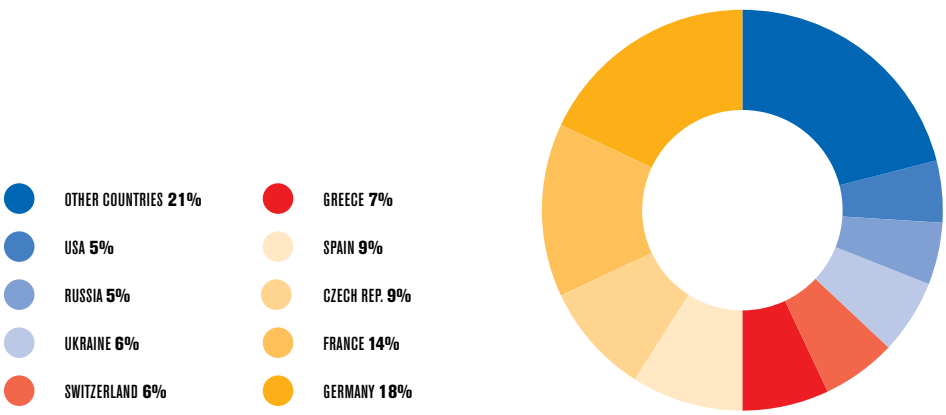
Short-term grants for higher education / Yerevan State University €49,133

Under this programme, based on the agreement signed with the Yerevan State University (YSU), the main university in Armenia, graduates and teachers were awarded short-term grants to enable their participation in international academic conferences and congresses or in training courses at universities abroad. The main purpose of these grants was to encourage the exchange of ideas and experiences between scientists of this university and their peers abroad, as well as allowing Armenian students to complete their university education.

In 2012, 41 grants were awarded, amounting to €49,133 in total and enabling students and teachers from the Yerevan State University to participate in short educational events held in 17 countries, in Europe and the USA.

YSU grants 2012

COUNTRY	GRANT HOLDER	EUR
Germany	6	€ 8 860.00
Austria	1	€ 520.00
Belarus	1	€ 637.50
Bulgaria	1	€ 1 500.00
Spain	5	€ 4 350.00
EUA	2	€ 2 325.00
France	5	€ 6 709.00
Greece	3	€ 3 635.00
Holland	2	€ 2 250.00
Italy	2	€ 1 880.00
Czech Rep.	4	€ 4 517.50
Russia	2	€ 2 663.50
Serbia	1	€ 975.00
Sweden	1	€ 1 500.00
Switzerland	2	€ 2 925.00
Turkey	1	€ 1 185.00
Ukraine	2	€ 2 700.00
	41	€ 49 132.50



Charity grants €32,250

In 2012, 11 charity grants totalling €32,250 were awarded. These were distributed in four countries: Armenia (four grants), Syria (four grants), Turkey (two grants) and Switzerland (one grant).

Grants in support of publications €13,947

Three grants were awarded for publication projects, as follows:

› Garabed Arakelian, Armenian language manual, *Mayreni* (Lebanon), €3,750.

› Ruben Shugarian, book *The Politics of Immaculate Misconception* (USA/UK), €1,197.

› Viken Berberian, book *The Republic of Nowhere* (Armenia), €9,000.

Grants for scientific research €24,039

Seven grants totalling €24,039 were awarded for scientific research projects, as follows:

› Armine Ishkanian, project for the study of the socio-economic situation of Armenia and the development of the civil society in that country, €4,059.

› Mário Nuno do Bento Antas, participation at the annual ICOM/CECA conference "Museum and Written Communication, Tradition and Innovation", held in Armenia in 2012, €1,700.

› Ara Sarafian, project "Turkish Reports", €4,490.

› Ara Stepan Melkonian, research study on the Armenian population in the city of Bardizagn, €4,790.

› Dibo Habbabe, project for the digital conversion of microfilms of Armenian manuscripts, €2,250.

› Edda Vardanyan, analysis and cataloguing of the manuscripts of the Armenian Museum of France, €3,750.

› Guillaume Perrier, research work for the preparation of a book on the Armenian genocide, €3,000.

PhD grants in Armenian studies (language and culture) €146,180

The PhD grants programme for studies in the field of Armenian language and culture was begun in 2012, with the award of nine PhD grants totalling €144,000:

› Anke al-Bataineh, "School Policy and the Vitality of Endangered Languages: The Case of Western Armenian in the Middle East", Institut National des Langues et Civilisations Orientales, Paris, France, €18,000.

› Emilio Bonfiglio, "Les versions arméniennes du Martyr des Actes Apocryphes de Philippe", Centre de recherches arménologiques, Université de Genève, Switzerland, €20,000.

› Hayarpi Papikyan, Sciences de l'Éducation, Université Paris V René-Descartes, France, €18,000.

› Irene Tinti, "Grecisms in the Ancient Armenian Timaeus", the Oriental Institute, University of Oxford, United Kingdom, €20,000.

› Krikor Moskofian, "Literature and Survival: Literary Criticism", University of London, SOAS, United Kingdom, €20,000.

› Nanor Karageozian, International Development, Social Sciences, University of Oxford, United Kingdom, €18,000.

› Taline Aida Papazian, "Géopolitiques de la refondation: Arménie, Israël", CLESID, Université Jean Moulin Lyon 3, France, €20,000.

› Gohar Sargsyan, "Christian East and Byzantium Theology", Martin-Luther-Universität Halle-Wittenberg, Germany, €5,000.

› Meline Armenuhi Magarditchian, "Langue et civilisation Arméniennes", Université de Genève, €5,000.

A transfer of €2,180 was also made under this item to the Foundation's Delegation in France (Paris) following an agreement signed between the two services.

Short-term grants for Armenian, Turkish and Ottoman studies €7,125

This programme was also begun in 2012, with three grants being awarded:

› Anahit Kartashyan, "Ottoman Turkish course, study of the archival documents and manuscripts in the archive of the Armenian Patriarchate of Constantinople", Turkey, €2,425.

› Jakub Osiecki, "Armenian language course", University of Venice, Italy, €2,500.

› Tatul Garegin Hambardzumyan, "Intensive course of Hellenic Studies and Koine Greek", University of Athens, Greece, €2,200.

Subsidies

This section covers various activities from all of the Department's areas.

Publications €212,088

In 2012, 17 subsidies totalling €61,750 were awarded in support of periodical publications.

The list of beneficiaries includes eight associations and education centres which publish journals dedicated to the study of Armenian language and culture:

› AGBU (Lebanon), *Gamar Review*, €7,500.
› Association Revue des Études Arméniennes (France), *Revue des Études Arméniennes*, €4,000.
› *AZG Daily Newspaper,* literary supplement (Armenia), €21,000.
› Mekhitarist Congregation (Austria), journal *Handes Amsorya*, €5,250.
› Mekhitarist Congregation (Italy), journal *Bazmavep*, €5,250.
› Noravank Foundation (Armenia), journal *21st Century*, €3,750.
› Turkuaz Association (Turkey), journal *Turkuaz*, €7,500.
› Yerevan State University (Armenia), journal *Banber Hamalsarani*, €7,500.

Nine further subsidies totalling €150,338 were awarded to the following bodies:

› Armenian Culture and Solidarity Association (Turkey), publication of the book *This Chapter Has Not Been Treated Yet*, by Nora Tataryan, €6,450.
› Gomidas Institute (United Kingdom) – four books from the series of publications "Local Histories"; publication of the English translation of the demographic study by General Mayevski for the regions of Van and Bitlis; books, *My Odyssey* by Sonia Meghrublian, *Unmailed Letters* by Hambartsum Galstyan, and *Near the Foot of Mt. Ararat* by Tony Holstag, €25,000.
› Institut Tchobanian (United Kingdom), publication of the book *The Armenian Military in the Byzantine Empire* by Armen Ayvazyan, €800.
› Institut Tchobanian (United Kingdom), publication of the book *Regards sur la communauté arménienne d'Istanbul – de 1920 à nos jours* by Ruben Melkonyan, €900.
› Matenadaran Mashdotz (Armenia), publication of Vol. VIII of the *Great Catalogue of Manuscripts of Matenadaran*, and of works by Hrant Tamrazyan and Levon Khatchikyan, €23,123.
› Yerevan State University and Matenadaran Mashdotz (Armenia), publication of the collection "Monuments of Armenian Literature", €64,492.
› Yerevan State University (Armenia), publication of the books, *Shakespeare in the Armenian Theatre* and *Contribution of Armenians in the Ottoman Empire*, €12,165.
› Yerevan State University (Armenia), publication of the books, *New Bibliography and Encyclopaedia of Life in Armenia* by Arsen Ghaziguian, *What I Confess with Faith* by Nerses Shnorhali, and *Benefits of Medicine* by Amirdovlat Amassiatsi, €14,224.
› Mekhitarist Congregation (Austria), restoration and binding of the collection of Armenian periodicals at the Convent Library, €3,184.

Organisation of meetings and conferences €52,700

In 2012, five subsidies were awarded to the following beneficiaries:

› Armenian Patriarchate of Istanbul (Turkey), exhibition "One Alphabet – Two Cultures", €24,075.
› Armenian Patriarchate of Jerusalem (Israel), conference dedicated to the great Armenian typographical centres, €13,125.
› Croix Bleue des Arméniens de France (France), Armenian studies week, €7,500.
› Ludwig Maximilian University of Munich (Germany), lecture series "Armenian Days in Munich", €3,000.
› Université Paul Valéry Montpellier 3 (France), symposium "Europe and the Caucasus: interregional relations and the question of identity", €5,000.

Support for educational institutions €378,763

The list of institutions benefiting from operating assistance subsidies includes orphanages, schools for disabled children, associations dedicated to the teaching of the Armenian language, and other similar institutions.

In 2012, 16 subsidies totalling €238,694 were awarded:
› Davit Educational Child's Centre of Art (Armenia), €7,500.
› Terchoonian Home Orphanage (Armenia), €39,000.
› Universidade de São Paulo, Departamento de Línguas Orientais (Brazil), €3,750.
› Collège Notre Dame de Bellecombe (France), €7,000.
› Fondation Marie Nubar, Maison des Étudiants Arméniens (France), €20,625.
› Institut de la Congrégation des Soeurs Arméniennes (Italy), €2,475.
› Universitá Ca'Foscari Venezia (Italy), €7,219.
› Agbu Centre Culturel Educatif Calouste Gulbenkian (Lebanon), €13,500.
› Birds' Nest Armenian Orphanage (Lebanon), €41,625.
› CAHL - Centre for Armenian Handicapped in Lebanon (Lebanon), €27,000.
› Centre de Formation Pedagogique Khatcher Kaloustian (Lebanon), €9,000.
› Centre Zvartnotz pour Enfants Handicapés Mentaux (Lebanon), €27,000.
› Orphelinat des Soeurs Arméniennes Catholiques (Lebanon), €5,625.
› Centre Arevig pour Enfants Handicapés Mentaux (Syria), €7,125.
› École Hamazkayin de Formation Arménologique (Syria), €5,250.
› Open University of Aleppo (Syria), €15,000.
In addition to these subsidies paid in 2012, another 11 supplementary subsidies totalling €140,069 will be paid to beneficiary institutions only in 2013.

Teaching of Armenian Language and Culture €45,000
The Diocese of the Armenian Apostolic Orthodox Church in Georgia was awarded a subsidy of €45,000 for the Cultural Centre that it opened in Tbilisi.

Innovative Pedagogical Projects €37,750
The association "Sources d'Arménie" in France was awarded a subsidy of €37,750 to fund the preparation and launch of teaching programmes for Armenian schools in France and for the creation of an internet platform to support the teaching process.

Development projects in Armenia €258,204
In 2012, four subsidies totalling €51,088 were awarded for projects implemented in Armenia in partnership with the German Marshall Fund, USA, under the scope of the initiative "Confidence Building in the South Caucasus", promoted by this organisation in association with other international organisations, such as Robert Bosch Stiftung, USAID and the Charles Stewart Mott Foundation:
› International Centre for Human Development (ICHD)

Project: "Youth participation in local democracy", €14,955.

Organisation of a conference dedicated to establishing a dialogue and sustainable cooperation between young people and the state, with the participation of young activists, diplomats and members of parliament from the countries of the South Caucasus, European Union, Russia and Belarus.
› Armenian Marketing Association NGO
Project: "Look, See, Think", €14,385.

Organisation of conferences and exhibitions leading to closer ties between the Turkish and Armenian societies.
› Union of Manufacturers and Businessmen of Armenia (UMBA)

Project: "Support to the Armenia–Turkey normalisation process through economic cooperation", €7,325.

Organisation of a conference in Yerevan dedicated to the development of economic cooperation between Armenia and Turkey.
› Lori TV
Project: "Binocular", €14,423.

Production of four documentaries and four live talk show programmes with the participation of several distinguished personalities from Armenia and Turkey.

Five further subsidies totalling €207,116 were awarded to support the following projects in Armenia:

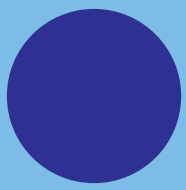
› Jinishian Memorial Foundation
Project: "Civic Dialogue and Action for Change", lasting for four years, €90,000.
› London School of Economics
Project: "Civil Society and Ecological Activism in Armenia", €24,606.
› Mitost International Association
Project: "Eco Lab - Active Citizenship Education for Young People in Armenia", lasting for two years, €74,000.
› Tik-Nik NGO
Project: "Disabled People for the Children", €18,364.
› Youth Initiative Centre
Software for the weekly youth club held in Gyumri (Armenia) at the social centre for disabled children Armenian Caritas – Little Prince and at the Huys orphanage, €146.

Departmental activities €20,003

Given the high demand for the book *C.S. Gulbenkian – the Man and his Work*, which has practically sold out in its Portuguese, English and French versions, the Department found it necessary to reprint this publication, also deciding to publish this book in an Armenian version.

The Gráfica de Coimbra publishing house printed 2,000 copies in English and French, 1,000 copies in Portuguese, and 1,000 copies in Armenian, amounting to a total cost of €19,080.

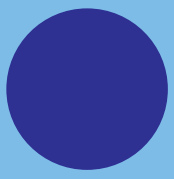
"Tik-Nik" puppet theatre, "Disabled People for the Children" project



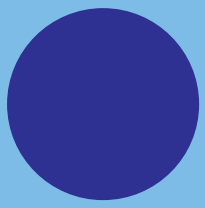
Personnel costs
590 896

Operating costs
187 860

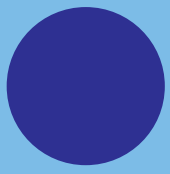
SUBSIDIES AND GRANTS



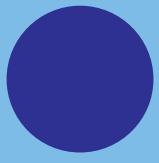
Cultural understanding
526 276



Fulfilling potential
680 823



Environment
509 264



Maximising social and
cultural value **451 882**

Technical support
146 990

DEPARTMENTAL ACTIVITIES

Publications
176

Total **3 094 167**
Receipts **7 391**

AMOUNTS IN EUROS

United Kingdom Branch

2012 has been a time of triumph and turbulence in the UK. In London's Olympic year, it was inspiring to hear the voices of 300 people who have experienced homelessness singing together at London's prestigious Royal Opera House as part of the London 2012 Festival. It was the first time that this group of excluded individuals has ever had a platform at Olympic celebrations.

The importance of art in highlighting social and cultural issues and changing perceptions is a theme that cuts across the different areas of our work.

Alongside the optimism engendered by the Olympic and Paralympic Games, we are experiencing continued financial restraint in all parts of society. While austerity bites, it is sad to see some voluntary sector organisations struggle, but we believe the best can regroup and flourish.

In our work this year, we therefore continue to focus on supporting structural change, both within organisations and more widely, so that our partners and the sector can be better equipped to address the problems that beset society. Seeing systemic change underpins the ambition of our three main themes: Cultural Understanding, Fulfilling Potential, and Environment.

Foundations account for less than half of one per cent of all public spending in the UK, and we are therefore more likely to be effective in achieving real and lasting impact by taking advantage of our independent status and having a long-term view, exploring and developing ideas, convening and making connections that might not otherwise take place.

Innovation is key to helping bring about long-term change. The UK Branch has a reputation for its pioneering support which has often been directed at R&D: seeding and incubating ideas and then guiding organisations towards larger funders for replication and scaling. In 2012, for instance, we have facilitated the development of some innovative financial strategies to support a greener economy. Learning gained through evaluation helps us to refine our approaches and plans for future sustainability must be considered from the outset.

One of our strengths as part of a large international foundation with centres in three European capitals is the opportunity we have to broker new partnerships and ways of working at every level, from convening forums at our Hoxton Square offices to consider issues of common interest to connecting key players across boundaries. National and international decision makers from a dozen countries came together at our recent Ageing and Social Innovation Conference in Lisbon to debate how innovation can help to build a more social future as society ages. And we have supported the capacity of international networks such as EMIL and the Social Innovation Exchange (SIX) to share learning and innovation globally.

Helping build networks and foster collaboration is another feature of the way we work to maximise beneficial impact. Our support of "Collaborate", a community-interest company set up to improve public services through building consortia across the public, private and voluntary sectors exemplifies this commitment. We also continue to work with two major coalitions – the Campaign to End Loneliness and Making Every Adult Matter – which we helped establish and to grow. If the UK Government's vision of social renewal through the empowerment of civil society is to succeed then there must be a genuine collaboration between government and the voluntary sector and the private sector, with shared goals and resources.

Cultural understanding

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

The thread that runs through all our work is an endeavour to make forward-looking systemic interventions across sectors, introducing fresh ideas and models and encouraging organisations to work in new partnerships and to learn, develop and change.

Under this theme, we support programmes and activities that aim to develop cultural interaction and deliver social impact through the visual arts and through the promotion of literature in translation for adults and children. Learning gained through evaluation and practical experience helps us to refine our approaches and to develop models that are replicable in different contexts.

Photography exhibition
"The World in London"
© Kate Elliot

"The World in London"

The 2012 Olympic and Paralympic Games and accompanying Cultural Olympiad were hugely successful and embraced the achievements of all nationalities and cultures. "The World in London" public art exhibition, which the Foundation supported as part of the London 2012 Festival, used portrait photography to celebrate London's tolerant and creative mix of people and cultures.

Commissioned by the Photographers' Gallery, 204 portraits by international photographers of Londoners whose home nations were competing in the Games were exhibited at sites in Victoria Park and on Oxford Street. The sitters' stories, narrated in a film and website, allowed viewers to engage with individual personalities. Portrait workshops exploring cultural identity and diversity were developed for schools with the Citizenship Foundation, and published in a handbook, *Picturing People: Inclusive portrait photography projects for schools*. The complete collection of images and narratives has become a permanent archive at the Museum of London, accessible to the public and a resource for the future.

Visual arts programme

2012 has seen the consolidation of our programme to develop a model to promote international arts practice across borders. This initiative tested strategies to raise Portugal's relatively low profile in the UK visual arts community and to contribute to the internationalisation of Portuguese arts.

Through an emphasis on structural support, the programme has delivered "impressive short-term outputs", according to the independent evaluation, "effectively maximising existing networks and infrastructure". A series of well-attended exhibitions of work by Portuguese artists in regional galleries, artists' residencies in the UK, and successful UK curators' visits to Portugal have developed new audiences for Portuguese artists, resulting in a flow of new commissions, projects and exhibitions. The creation of a permanent Tate archive documenting Portuguese art is a major achievement and significant resource.

This move towards developing infrastructure and fostering new partnerships has been successful in achieving change. Notable aspects of the programme's legacy are the strong links that have

been forged between the art worlds in the UK and Portugal and the potential international application of the model.

Literature in translation

The initiatives the UK Branch has supported during the first two years of a programme to promote international literature in translation are producing remarkable results. Through playing a convening role for an existing but disparate group of expert organisations, we have been able to facilitate a range of activities directed towards professional literary translators, the UK book industry and the general public, including children and young people. Several of these projects were highlighted during the 2012 International Translation Day symposium.

A mentoring scheme offering professional development for literary translators, piloted and delivered by the British Centre for Literary Translation (BCLT) and the Translators Association, has been scaled to become an annual programme attracting funding from a range of organisations and is moving towards sustainability. The Free Word translators-in-residence programme is also thriving and supports a lively series of events.

BCLT has organised 37 events to promote international literature to a large and very varied audience at literary festivals and venues across the UK – including Jewish Book Week, British Crime Fest, Bath Children's Literature Festival, the South Asian Literature Festival and more.

The Literary Translation Centre at the London Book Fair, established by a consortium of organisations to bring the publishing and translation communities together, has become a regular feature of the Fair with rising attendance figures and a busy programme of events. Our support has contributed to the building of a strong community of practice that is responsible for much of what has been achieved in the field of literary translation to date. We will continue to consolidate this process and promote the sustainability of the model over the coming year.

The UK Branch has also helped to facilitate a network of organisations involved in translation and language learning projects for children and young people.

And "Other Stories" and "Outside In" celebrate and promote international adult and children's literature, respectively, providing web-based resources for publishers, translators, teachers, parents and children.

"(M)Other Tongues", an innovative model to promote bilingualism through a creative writing course for children of a dual cultural heritage, has been piloted by Arvon with encouraging results, demonstrably improving the children's social as well as academic lives. A series of resources is being developed.

Other initiatives include "Pop Up's" model to increase the confidence of linguistically diverse parents to participate in their children's literacy education, engaging them through a storytelling programme that values their home languages.

In 2013, we will continue to develop an expert community of practice in this area, with an emphasis on children from migrant backgrounds, including looking at the potential social and educational benefits of bilingualism.

Workshop of the "Pop Up" project

Fulfilling potential

"To assist the most disadvantaged in society to fulfil their potential by building connections and developing opportunities."

Our work under this theme focuses on two major issues: social connectedness for older people and across generations in the context of an older population and the quality and coordination of services experienced by adults with multiple needs.

The UK Branch's work on ageing explores the first of these through two strands of activity: building intergenerational relationships and helping to reduce loneliness in later life

Intergenerational connections

The 2012 European Year of Active Ageing and Solidarity between Generations highlighted the importance of engaging with people of all ages to create a fair and sustainable response to the challenges of an older population. It provided a focus for the Foundation's work on ageing, in the UK and Portugal, and as a culmination of the year's activities, the Foundation hosted a major EU conference on "Ageing and Social Innovation" at its headquarters in Lisbon, bringing together a diverse audience of practitioners and policy makers to debate where innovation is needed to build a more social future as societies age. This provided an opportunity to reflect on emerging learning from the cross-cutting approaches of our work on ageing, including the joint "IntergenerationAll" pilot scheme run in the UK and Portugal, and to initiate a consultation process on possible future interventions.

Projects that took part in "IntergenerationAll" had been offered mentoring support by leading service design agency Thinkpublic, with a focus on involving users and beneficiaries in the design of their activities. A handbook, *Designing Sustainable Community Action for Communities of all Ages*, draws out practical learning from the scheme with an emphasis on sustainability.

The European Map of Intergenerational Learning (EMIL) network disseminates collaborative learning on Intergenerational Practice. It connects policy makers, practitioners and researchers through a network of more than 300 members across 35 European countries. For EY2012, EMIL facilitated a series of roundtable events across Europe to debate key questions from national perspectives.

Their reports and recommendations will provide a national and pan-European perspective on the value of creating a "Society for all Ages".

Grandparents Plus and the Institute of Gerontology at King's College London published initial findings from a two-year research study of Grandparenting in Europe which will be completed in 2013. Based on data from 12 European states, this preliminary briefing shows that the majority of Britain's 14 million grandparents play an important role in looking after grandchildren – making a major social and economic contribution that is often invisible to government.

Loneliness in later life

The Campaign to End Loneliness

Loneliness has been shown to be as harmful for our health as smoking 15 cigarettes a day and has a destructive impact on our quality of life. The Campaign to End Loneliness – supported by its five management group partners and 750 organisations and individuals to date – has focused its work on advocating the key message that loneliness is a health issue. The Charities Evaluation Services confirm the very positive media take-up of the Campaign's work and early evidence that it is beginning to influence the nature of the policy debate on loneliness. The Campaign was nominated for a Third Sector Excellence Award in 2012.

In 2012, the UK Department of Health established 154 Health and Wellbeing Boards, forums for key local health and care leaders with strategic influence over commissioning decisions. The Campaign has targeted these, directly and through local groups, to measure and prioritise loneliness, and has provided the latest research evidence, advice and a toolkit to support the boards in addressing the issue. An MP constituency campaign was launched at Westminster, to encourage parliamentary support locally.

At a national level, the Campaign has attracted considerable parliamentary and government interest through its policy work, research and high level events, receiving ministerial backing and has contributed to the Department of Health identifying loneliness as a clear health issue that needs action.

Through an international research conference, the Campaign has driven the involvement of academics across the world in building evidence in two thematic areas: causes and harm to health and growing understanding through interventions, such as activities and services.

Three further initiatives addressed loneliness and isolation in old age. The innovative Tyze personal network model developed in Canada is being replicated in the UK – an online tool for building a network of friends, family and professionals to support vulnerable people: "a private community centred around one person".

Working with the Shaftesbury Partnership, Lord Wei drew attention to the impact of later life transitions, launching a report at Westminster, *Next Steps: Life transitions and retirement in the 21st century,* which explores the potential for developing a new service for retirees, based on the model of the National Citizen Service Youth Programme.

In its report *Ageing Sociably* the think tank Demos called for local and national business and retailers to offer "social spaces" for older people who are being increasingly excluded from community life. Companies can and do provide valuable business mentoring and back-office support to charities and community groups that work with older people.

Round table discussion organised by EMIL
© Age Action Ireland Ltd

Visit to a social action project in Tokyo as part of a workshop with the OECD

Website of the "Campaign to End Loneliness"

Making Every Adult Matter (MEAM)

MEAM is a coalition of four UK national charities – Clinks, DrugScope, Homeless Link and Mind – established to influence policy and improve the quality and coherence of services for people facing multiple needs such as homelessness, substance misuse, mental health problems and offending. This group often have ineffective contact with siloed services and live chaotic lives.

In 2012, MEAM published an evaluation of its local pilot schemes; these supported three areas to better coordinate existing services for users. The evaluation, delivered by FTI Consulting/Compass Lexecon and Pro Bono Economics, provides some of the strongest data available in this field. Two of the pilots saw a reduction in costs to the criminal justice system and there were statistically significant increases in individual wellbeing. Learning from the pilots was shared with stakeholders at six regional events.

On national policy, MEAM, with Revolving Doors Agency, has continued to lobby around the 2011 vision paper, *Turning the Tide*. The organisations have worked closely with the UK Department for Work and Pensions, and the Government strategy *Social Justice: Transforming lives*, published in March, recognises the multiple needs of individuals and commits the Government to encouraging coordinated solutions in local areas.

Over the year, MEAM has consulted a wide range of partners in developing its future strategy. The MEAM Approach, an online resource, will help local areas to design and deliver coordinated interventions, supported by a new Local Networks Team. Evidence from this, and a strengthened research hub, will continue to build a powerful evidence base for national policy

The Big Lottery Fund's £100 million "Fulfilling Lives" programme focused on multiple needs builds on MEAM's work. MEAM has been pleased to support the development of the initiative and will continue to work with the Big Lottery Fund as the selected local areas implement their plans.

Environment

"To help in the development of a society which benefits from a more sustainable relationship with the natural world and understands the value of its resources."

The UK Branch is supporting strategies that help different sectors of society to reconnect with the natural world, profiting from the health, social, cultural and economic benefits it provides, as well as to understand and account for the value of its resources.

Across two strands of activities, "Valuing Nature" and "Greening the Economy", our approach has been to test new ideas, learn from innovation, influence policy aims and encourage public participation at the local level.

Valuing nature

Building an evidence base is key to persuading business and government decision makers that investment in the natural world is a cost effective use of resources. *Natural Solutions*, a new report from NEF (the New Economics Foundation), sets out clear evidence of the multiple ways in which the natural environment is being used to deliver key societal goals, strengthening the case for its place at the centre of policies designed to secure economic recovery and wellbeing. And, in response to growing concerns that children's decreasing contact with the natural world is one of the biggest threats to the environment, the RSPB has developed a new approach to measure this, creating the first baseline survey of children's connection to nature in the UK. The RSPB is calling for the UK Coalition Government to adopt the measure as an official indicator.

Activities to engage the public have focused on the role botanic gardens can play, worldwide, in working with local communities on issues of social and environmental importance; and have explored the power of art to highlight complex global challenges.

Research commissioned by the Foundation in 2009 suggested that botanic gardens should be far more active in addressing social and environmental issues and should respond more effectively to the needs of their local communities. It identified

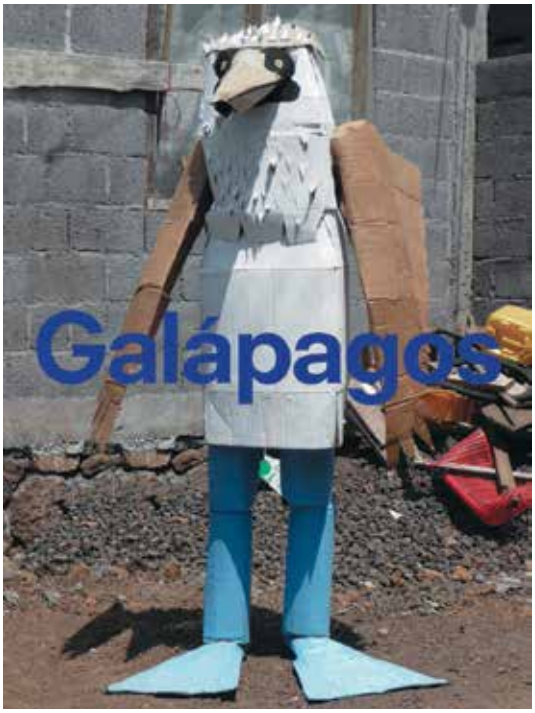
"Evergreen Gardeners" project
© Em Fitzgerald

examples of innovative practice, but also inhibitors to change. Over the last two years, through its "Communities in Nature" initiative, BGCI (Botanic Gardens Conservation International) has been working with a number of gardens across the UK to help them rethink their values and purpose and develop a more socially engaged role. Evaluation feedback has shown how significant the work has been, both for the gardens and for the communities involved. Films documenting the challenges and triumphs launched "Communities in Nature" to an international audience at BGCI's 8th International Congress on Education in Botanic Gardens, in Mexico. We are now supporting BGCI to develop organisational capacity to scale the impact and reach of its work over the next two years.

The Geffrye, Museum of the Home's "Evergreen Gardening Project for Isolated and Vulnerable Elders" has also been a "success" story but like "Communities in Nature" faces the challenge of sustainability. An outreach model for the programme will test a more sustainable, flexible approach which may offer solutions relevant for botanic gardens more widely.

"Galápagos" – an exhibition of work by 12 artists who spent time in the Galápagos archipelago as part of the Gulbenkian Galápagos Artists' Residency Programme – conveyed an environmental theme in a complex and uncompromising manner. The evaluation of the exhibition at its first venue, in Liverpool, demonstrated the value of the visual arts in drawing attention to the causes and impacts of environmental change. The exhibition continued in Edinburgh and will transfer to the Modern Art Centre in Lisbon.

In 2013, we will be developing a new programme in the UK: "Valuing Oceans". This will support and complement the Gulbenkian Oceans Initiative being run by the Foundation in Portugal.



Cover of the book from the "Galapagos" project

Greening the economy

We have facilitated development of some innovative strategies aiming to reshape the UK's financial system to support a greener economy. The Finance Innovation Lab, set up by WWF-UK and ICAEW (Institute of Chartered Accountants in England and Wales), was selected by the *Observer* and NESTA as one of "50 new radicals". It is identifying the most promising policy ideas that can "disrupt" the existing finance system towards a more sustainable economy by building relationships with a diverse group of thinkers and practitioners and mapping and aligning policies that could shape the future. It has proposed new types of local community banking and peer to peer finance, and is also working for change at EU level.

Flora and Fauna International has made significant progress over two years in its work to mainstream the consideration of biodiversity and ecosystem services into investment analysis through the "Natural Value Initiative". Investor feedback indicates that NVI's greatest impact has been in its advocacy role, and in providing a model of best practice.

In supporting work at a local level to promote access to "green" jobs, we have been especially concerned with benefiting disadvantaged communities. The East London Green Jobs Alliance, Capacity Global's Academy for Greener Jobs and Skills and the Transition Network's REconomy project are three initiatives that work locally and nationally for green, decent employment that helps the environment and creates resilient communities.

The think tank Green Alliance's 2011 research, *Is Localism Delivering for Climate Change?*, has identified the potential and challenges of the localism agenda for supporting carbon reduction strategies. The report has been influential at national and local levels. After the success of a pilot scheme in 2011, 10:10 launched its nationwide Solar Schools project in 2012 with extensive local media coverage – providing online and offline resources, training and staff support to 30 schools, to put clean energy in classrooms across the country.

Youth for Green Jobs

Migration and the environment

The UK Climate Change and Migration Coalition (UKCCMC), led by Climate Outreach and Information Network (COIN), published the first ever communications briefing in 2012, providing evidence-based guidance to help UK and EU organisations accurately communicate the complex relationship between climate change and migration. The coalition has been appointed as the voice of civil society to the Nansen Initiative Consultation Committee, which will push for legal protection for people at risk of displacement linked to environmental change.

Maximising social and cultural value

"To contribute to enhanced effectiveness of the organisations we work with, maintaining an interest in sectoral developments and seeking to influence others in maximising social and cultural value."

Strengthening the social sector

This strand enables the UK Branch to remain open to exceptional ideas that meet our three strategic aims and support initiatives that cut across our work under these headings. We encourage the evaluation of impact, promote a culture of organisational learning and the development of effective leadership, and support initiatives that bring social innovation into the mainstream. We are interested, too, in building bridges between the arts and broader social sectors and delivering something that is different and of value. The Foundation's presence in three European countries gives us an ability to operate across national boundaries and to share the lessons of what works internationally.

Building a sound evidence base is an essential step towards influencing social policy. The UK Branch has supported some research initiatives and encourages a culture of learning among its partner organisations and more widely.

Civil Exchange, in consortium with Democratic Audit and DHA Communications, produced the first independent assessment of the UK Government's vision of social renewal, the "Big Society", providing evidence-based analysis of whether a genuine transfer of power from government to civil society is occurring and how we can stimulate further action to make it happen. Published in May, the audit recommended that the Government should work in genuine partnership with the voluntary sector to create shared goals and focus resources on disadvantaged areas and groups.

The Centre for Social Justice launched *Breakthrough Britain II*, a major piece of research to be conducted over two years which will examine the root causes of poverty and social breakdown in the UK.

Organisations need to be flexible, adaptive and productive to be able to excel in the current climate, and to explore, test and share new and more effective ways of working. Understanding the principles of organisational learning can offer tools to ensure success in the social sector. In 2012, ACEVO launched *Learning to Succeed: Investing in learning in order to improve services and increase policy influence*. The report, toolkit, study guide and funder's guide explore how learning strategies and practices can be developed and embedded within organisations.

"It's Our Community", a transnational research initiative commissioned by the Foundation and NESTA, identified innovative models of community formation and ownership of local services across Europe. The study was led by the Big Society Network and NCVO in the UK, working with other international agencies. Common success factors and transferable lessons were drawn out in a report and toolkit which was launched in Lisbon. Policy recommendations targeted at national and local governments will be disseminated through ENNA (The European Network of National Civil Society Associations).

Learning to work in partnerships of mutual benefit is an adaptive strategy that can potentially lead to better decision-making and greater influence. The UK Branch encourages collaboration across the sector by acting as a convener. Bringing different organisations it works with together into a variety of forums, it creates a space where issues of common interest can be explored and new partnerships formed.

With the modernisation of the public services agenda, building consortia across the public, private and social sectors is increasingly important. "Collaborate", a community-interest company based at London South Bank University, has been set up to help improve public services in the UK and to foster a resilient civil society. It will act as a hub for ideas and leading-edge practice, a centre of leadership and skills development and a forum for debate and problem-solving between the sectors.

The Social Innovation Exchange (SIX), which was launched as an independent organisation at its Summer School in Adelaide in November 2012, provides opportunities for international collaboration. SIX is already the world's primary network for social innovation, and a reputable source for research, action and intelligence. Independence will enable its growing community of member organisations to play a greater part in developing strategy. We continue to support SIX to connect and inspire social innovators worldwide.

SIX Summer School

Strengthening leadership is critical to raising the overall capacity and performance of the social sector. We are working with the Clore Social Leadership Programme, which provides a unique, personalised leadership development programme, described as "transformational" by existing Fellows. For the first time, the current cohort includes aspiring leaders who are working internationally for UK-based organisations.

New models for participatory performing arts

Over the decades, the Foundation has identified and supported movements that influenced arts policy and opened up access to a wider public in rural areas, communities and in schools. Since these early interventions, much has changed, in the UK and internationally, with Brazil for instance pioneering an approach based on communities themselves taking the lead. In scoping radical new models of arts performance that reflect our cultural and social interests, we are providing support to a number of arts organisations that are pushing boundaries in their work with disadvantaged groups of individuals and communities to create innovative new projects led by participants.

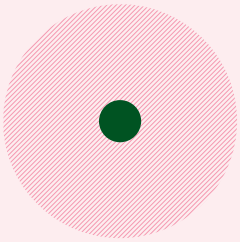
The idea for *De Gabay (The Poem)* was brought to National Theatre Wales by four young Somalis, eager to change negative perceptions of their nation. They have worked with the company to develop an innovative performance piece in 2013 – a site-specific exploration of the Butetown area of Cardiff, focusing on the lives of its British-born Somali poets and performed by the community. A partnership between Battersea Arts Centre, Contact, Manchester and People's Palace Projects with Rio de Janeiro's Youth Agency Network is involving some 300 young people aged 15 to 25 years in a sustained period of R&D, a creative process that will culminate in a four-day cultural festival of young people's ideas in 2015. Manchester International Festival, building on its collaborative "Sacred Sites" venture with local faith networks, is developing a new and replicable model of longer term engagement between faith groups and the city.

Additionally, in 2012, we supported Streetwise Opera's "With One Voice" at the Royal Opera House, which gave homeless people an official platform at the Olympics celebrations and created the first global arts and homelessness network. Our hope is that this event should be replicated every four years, both in Olympic host cities and at Covent Garden.

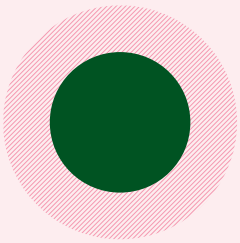
From 2013, consultation across the sector and ongoing evaluation work will inform our plans to develop a broader-based participatory performing arts programme.

MVSC "With One Voice", Streetwise Opera

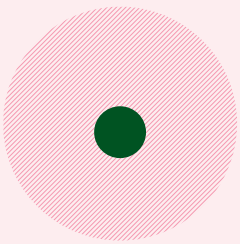
STREETWISE
OPERAAA
STREETWISE
CHOIR
NORTH EAST



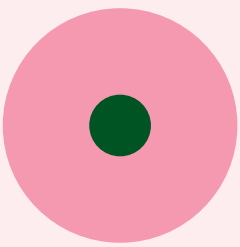
Personnel costs **334 180**



Subsidies and grants **1 829 282**



Departmental activities **481 462**



Total **2 657 860**

Receipts **630 690**

AMOUNTS IN EUROS

The Gulbenkian Development Aid Programme

Founded to provide a new framework and a fresh boost to the cooperation activities being undertaken with Portuguese-speaking African countries (PALOP) and East Timor, the Gulbenkian Development Aid Programme (PGAD) completed ten years of operations in 2012. These activities had already been underway for many years and they continue to prioritise interventions in the fields of health and education, taking into account the Foundation's experience and the importance of these sectors for the development of partner countries.

In 2012, a new five-year programmatic cycle (2013-2017) was established with the main aim of helping to strengthen the capacities of people and organisations from the PALOP countries and East Timor, with the priority areas of intervention being education, health (including research) and the arts.

2012 was therefore a year of transition that brought a restructuring of the Foundation's programme of intervention in these areas, consolidating ongoing activities and defining new ones designed to overcome the barriers to economic and social development in those countries where the PGAD is actively involved.

The "art" component

Developed under the scope of this component, the "Temporary Occupations" initiative was designed not only to contribute to providing artistic creators from Portuguese-speaking countries with qualifications, but also to promote their work throughout the Community of Portuguese-Speaking Countries (CPLP) during the 2012-2013 period. This initiative results from a collaboration with the Gulbenkian Next Future Programme.

The "Temporary Occupations 2012" exhibition dedicated to the theme of "Foreigners" took place in Maputo, Mozambique, in December, and "occupied" three embassies – Portugal, Norway and South Africa – the Mavalane International Airport (Maputo) and the Cristal Restaurant, as well as several of the city's avenues where posters were stuck up, each featuring reproductions of one of the artists' works. Five Mozambican artists (Eugénia Mussa, João Petit Graça, Rui Tenreiro, Sandra Muendane and Tiago Correia-Paulo) took part in this exhibition, together with one Angolan artist (Paulo Kapela). The event was afforded major coverage in the local media, as well as being reported by the press in Portugal and South Africa.

"Temporary Occupations 2012", Maputo

In Cape Verde, on the occasion of the 9th Conference of CPLP Foundations, and with support from the Portuguese Cultural Centre in Mindelo, the main thoroughfares of this city were adorned with photographs by the Mozambicans Filipe Branquinho and Camila de Sousa, thereby promoting the international profile of their works.

The Gulbenkian Foundation participated in a project developed by the Ministry of Culture in Cape Verde to set up a National Orchestra. Two internships were funded for the orchestra's artistic director and manager.

A grant awarded to the Portuguese Cultural Centre in Mindelo made it possible to gather together, preserve and classify the photographic collection of Foto Melo – a photography business set up in this Cape Verdean city back in 1890.

In association with the São Tomé and Príncipe Cultural Centre and Camões - Institute for Cooperation and Language (CICL), the Foundation provided support for a dance programme featuring performances and workshops for both children and adults. The adult workshops were used to train teachers in this specialist field.

The "education" component

Projects to support primary and secondary education

The project entitled "Institutional and Qualitative Strengthening of Primary Education – São Tomé and Príncipe" resulted from a protocol signed between the Ministry of Education, Culture and Training of São Tomé and Príncipe and the Calouste Gulbenkian Foundation. It is designed to support the institutional capacity-building of the Ministry's central and peripheral services in developing primary education, in keeping with the progressive implantation of the Basic Law for the Education System.

The Foundation's support, which will be continued until 2015, is intended to achieve three fundamental objectives: strengthening the capacity of the Directorate of Planning and Educational Innovation (DPIE) and the Teacher Training School (EFOPE) by providing face-to-face training sessions together with the production of pedagogical and

educational materials; preparing teaching materials for the initial and continuing training of teachers and the managerial staff of primary schools; and providing documentary support in diversified formats to the EFOPE Resource Centre and the Água Grande Resource Centre.

Arising from a protocol signed between the Angolan Ministry of Education and the Calouste Gulbenkian Foundation, the "PREPA – Training for Primary School Teacher Trainers in Angola" project was centred on the Benguela Primary School (EMPB), with the technical support of Setúbal Higher School of Education (ESES). The fieldwork was completed, resulting in the preparation of five teacher support guides for core subjects in the EMPB training programme and twenty-one modules for short training courses, based on the academic and pedagogical subjects that are central to the school's professional training programme. In order to finalise the first phase of the project, a nationwide workshop is currently under preparation. Aimed at the directors of all training colleges for primary school teachers, this workshop will be held at EMPB and will be devoted to analysing the pedagogical materials produced. The materials will be distributed to colleges and school in both digital and physical formats.

The "Speak Portuguese – Curricular Restructuring of General Secondary Education in East Timor" project has been ongoing since 2010. It enjoys the financial support of the Portuguese Language Fund, in addition to the financial contributions provided by the Foundation and the Ministry of Education of East Timor and the technical assistance provided by the University of Aveiro. This project is now in its final phase, having developed two complementary lines of action: support for the curricular restructuring of general secondary education and the production of an educational programme resulting from the preparation of the curriculum for general secondary education; preparation of the programmes for the 14 subjects that make up the curriculum; preparation of textbooks for students and guides for the teachers of these subjects. East Timor's Ministry of Education has, in turn, produced the programmes, textbooks and guides for specific subjects (Tetum, Indonesian, religion and morality, physical education and sport). The overall support for the restructuring of general secondary education has resulted in the design of a framework for the possible development of this area of teaching, based on direct contacts and the perception of the prevailing local reality. This means that, for the first time, East Timor is able to deploy educational materials specifically designed for and adjusted to its own reality.

Photography Exhibition, Mindelo

Primary School, São Tomé e Príncipe

Projects to support higher education

With the primary objective of helping to strengthen higher education institutions, particularly in the creation and consolidation of advanced training programmes, we would like to highlight the following funding initiatives:

Development of the 2nd Support Framework Programme for the Eduardo Mondlane University (UEM), in Mozambique, with the primary aim of improving the quality of teaching in some specialist fields of knowledge, namely: (i) Portuguese Language Teaching and Learning; (ii) Tourism and Hospitality Studies; (iii) Distance Learning. Under this scheme, support continued to be given to the holding of the first Master's Degree programme in Teaching Portuguese as a Second Language, taught under a b-learning regime by the Faculty of Letters of the University of Coimbra; the first edition of the Advanced Training and Master's Degree in Tourism Course (2nd Cycle) – Strategic Management of Tourist Destinations – was set up at UEM's Higher School of Tourism and Hospitality Studies in Inhambane, with support from the Estoril Higher School of Tourism and Hospitality Studies, which will continue until 2015 and is designed to provide training to a group of twenty students made up of lecturers from higher education and higher technical staff from across the tourism sector (expected to amount to 15 Master's Degree students and five Advanced Training students; the support given to the development of the strategic area of distance learning, backed by the University of Aveiro, reached its end in December 2012, with the *viva voce* defences of the PhD theses of five teachers and members of the higher technical staff of UEM, as well as the holding of a closing seminar.

Also in Mozambique, and with the aim of helping to improve the quality of the education system, support was given to the project for the "Advanced Training of Teaching Staff at the Pedagogical University of Mozambique (UPM)". This project will continue through to 2015 in association with the University of Minho, involving the award of scholarships to 15 advanced training internships for members of the UPM teaching staff who are taking PhD courses.

The Foundation continued its collaboration with the University of Cape Verde by providing support for the following projects: the first edition of the Master's Degree Course in Education, with a specialisation in ICT – Information and Communication Technologies, in partnership with the University of Lisbon's Institute of Education, aimed at professionals from the education and training sector; the fourth edition of the Master's Degree Course in Science and Geographical Information Systems, in association with the Higher Institute of Statistics and Information Management of the New University of Lisbon, which is to be held in Mindelo, Cape Verde; technical assistance for curricular development at the University of Cape Verde, taking into account a better adaptation and approximation to the Bologna model; "Memories of Education in Cape Verde", in collaboration with the Institute of Education of the University of Lisbon and a Cape Verdean research team undertaking an on-site survey of the current situation with

"Memories of Education" project in Cape Verde

regard to educational and cultural infrastructures and capacities, leading to the development of a project for research, intervention and the enhancement of the educational and culture heritage of schools across the country; and also the participation of the University of Cape Verde in FORGES – the Forum on the Management of Higher Education in Portuguese-speaking Countries and Regions – which took place in Macau and was dedicated to the theme "For Quality Higher Education in Portuguese-speaking Countries and Regions".

Attention is also drawn to the support given to the Higher Institute of Agronomy of the Technical University of Lisbon to lead a prospective (international) study on Agricultural Higher Education in Africa, which seeks to analyse the way that changes to the agro-food sector in Africa can affect the development of higher education in this continent.

ForVIDA project, Angola

The "health" component

In 2012, in its health component, the PGAD's strategy for intervention maintained its focus on raising the standard of the healthcare services provided in Portuguese-speaking African countries and East Timor. Improving the accessibility and the quality of healthcare services are decisive factors for economic growth and development, since disease is simultaneously a cause and an effect of poverty. Enhancing the skills and capacities of health professionals, strengthening the health system, and reinforcing research and investment for the improvement of diagnoses were considered priority areas in the selection of the projects that received support. The criteria on which the final choice of projects was based were their harmonisation with the priorities of the partner countries, their level of sustainability, the stimulus that they gave to strengthening civil society and the possibilities that they offered for opening up career opportunities and providing fresh scope for development.

Maternal-Infant Health

The "ForVIDA - Training for Life" (Angola) project stems from the earlier diagnosis made of the infrastructures, human resources and types of health services existing in the Catholic Church of Angola's Network of Services. This project is based on a partnership between the Faith and Cooperation Foundation (FEC) and the Cáritas de Angola charity, with the following specific objectives: (i) to improve the technical competences of health professionals, in an initial phase, in the dioceses/provinces of Benguela, Bié, Huambo and Luanda and (ii) to strengthen coordination between the public health sub-systems run by the state and those run by the Catholic Church in Angola.

The support for the "Refurbishment of the Songo Rural Hospital" (Mozambique), involving the acquisition of equipment for the operating theatre and recovery room, resulted from a survey of the priority needs of this hospital conducted by África Solidariedade, a Portuguese NGDO engaged in cooperation with the Tete Provincial Directorate of Health to improve the provision of healthcare services at this rural hospital.

Taking into account the current epidemiological profile of Cape Verde, which shows that non-transmissible diseases tend to prevail with greater fre-

quency and gravity than infectious diseases, support was awarded to the country's Ministry of Health in order to reinforce the capacity for early diagnosis of breast cancer through the acquisition of a mammography scanner for the Agostinho Neto Hospital. With the support of Siemens, training was given to the technical staff that use the scanner, and screening has been taking place at different hospital units across the country, especially in Cidade da Praia.

Infectious diseases

The "Health for All: Integrated Programme 2012-2015" (São Tomé and Príncipe) is a project being promoted by the Marquês de Valle Flor Institute (IMVF), with the support of Cooperação Portuguesa, following on from an earlier project developed between 2006 and 2011. Its aim is to consolidate the country's National Health System by promoting an effective and interdependent pyramid of assistance. On the one hand, it seeks to provide primary care, with a greater focus on chronic and non-transmissible diseases and, on the other hand, it provides specialised care by undertaking specialist medical missions in response to the country's pending clinical situations. Under the scope of this latter aspect, telemedicine has been introduced and added as a complement to the assistance that is already provided. This is a form of medicine that is delivered at a distance and is used as a tool for the training of healthcare professionals and the guidance of patients once they have been discharged.

Under the auspices of a study protocol signed between the Institute of Hygiene and Tropical Medicine (IHMT) and the Tuberculosis Laboratory Network of the Mozambique National Institute of Health — and taking into account the fact that one of the greatest difficulties in treating tuberculosis (TB) is the resistance to drugs shown by *M. tuberculosis*, due to the failure to complete treatment programmes — support was given to the study entitled "Implementation of a New Method for the Rapid Identification of the *Mycobacterium tuberculosis* Complex at the Tuberculosis Reference Laboratories of Maputo and Beira: Its Importance for the Validation of Tests of Susceptibility to Tuberculostatics". This study will provide the Mozambican health system with useful information for the control of pulmonary TB in regard to technological innovation and inter-laboratory cooperation in terms of equipment and human resources.

With the technical collaboration of the IHMT and the Dr. Ricardo Jorge National Health Institute, and with co-funding provided by the Health Sector Fund of the Community of Portuguese-speaking Countries (CPLP), continuity was given to the project "ForDILAB TB (Training in the Laboratory Diagnosis of Tuberculosis)". Begun in 2011, this project has the aim of improving the training of health technicians from the PALOP countries in the laboratory diagnosis of tuberculosis and mycobacteriology, as well as creating the conditions for setting up the Health Research and Development Network in the area of tuberculosis (RIDES TB). In 2012, the first two level I (advanced) courses (from a total of three) took place, which permitted the training of 11 technicians in laboratory diagnosis — five from Mozambique, three from Angola, two from Guinea-Bissau and one from São Tomé and Príncipe. Furthermore, the ForDILAB-TB website and forum were launched for the purpose of discussing and clarifying doubts about techniques for the laboratory diagnosis of tuberculosis. The aim was to encourage an exchange of experience and knowledge and thus contribute not only to the better control of tuberculosis and mycobacteriosis in the countries involved, but also to the development of the Health Research and Development Network in the area of tuberculosis (RIDES TB).

"ForDILAB TB" project, 2nd course in Laboratory Diagnosis

Support for the Strengthening of Health Systems – Studies

In order to ensure African hospitals provide the best possible services to their patients, a better understanding is needed of their strengths and weaknesses. However, there is a lack of systematised knowledge about the activities undertaken by these bodies in Africa, which does not make it easy to take decisions regarding the allocation of resources that would perhaps lead to an improved performance. In this context, support was provided to the IHMT in preparing a Survey of African Hospitals, specifically through the development of a questionnaire for the collection of the most relevant data. Based on this work, the IHMT will begin working in partnership with the World Health Organisation to provide continuity for the aforementioned survey.

Human Resource Training

In 2012, the second competitive application process was organised for the award of scholarships for short (three-month) internships in Portugal for healthcare professionals from the PALOP countries and East Timor. As a result, 19 health workers (12 doctors, one pharmacist, one psychologist, four nurses, and one laboratory technician) undertook internships in Portugal for training and technical updating under the scope of partnerships between the public health services of their respective countries and similar units in Portugal.

Emphasis should also be placed on the intervention carried out by community health agents in the field of eye health in Mozambique, with support being awarded to the Eyes of Mozambique Programme 2010-2013, promoted by Barcelona's Ulls Del Món Foundation. This initiative led to the implementation of eye health training schemes in Inhambane province, where 70% of the population live in rural areas. Having access to and using conventional sanitation systems is not a common practice among the population, and community health agents therefore play a decisive role in preventing and identifying health problems.

NGDO capacity-building

Attention is drawn in this field to the Mechanism to Support the Preparation of Cooperation Projects, a pilot scheme that began in January 2011 promoted in partnership with the EDP Foundation, the Luso-American Foundation for Development and the Portugal-Africa Foundation, with the support of Camões - Institute for Cooperation and Language (CICL). This scheme is designed to provide support for the preparation of applications for international funding from Portuguese NGDOs. The aim is to ensure a better diagnosis and preparation of applications, contributing to a diversification of the traditional NGDO funding sources and thus strengthening the capacities of these civil society actors.

In 2012, under the scope of this mechanism, 11 applications received support, with a fundamental contribution having been made by the protocol signed in March 2012 with CESA – Centre of *African* and *Development Studies* — of the Higher Institute of Economics and Management (ISEG), for (i) the dissemination of available sources of international funding – and publication of a monthly newsletter; ii) supporting NGDOs in identifying the sources of funding that is best suited to their profile; and (iii) supporting the preparation of "electronic brochures" in English for the NGDOs supported by this mechanism.

Taking into account the results obtained, the partners agreed not only to extend the period for the operation of this mechanism through to 31 December 2013 and to expand its scope to include the "Resilience/Reduction of the Risks of Catastrophes", but also to prioritise support for applications involving research centres and municipal councils.

Together with this mechanism, and following on from other activities undertaken in previous years, the Foundation supported two NGDO capacity-building initiatives, namely the holding of a training course in conjunction with the NGDO platform, entitled "Project Risk Management Training", in which 15 NGDOs participated, and the setting up of an Advanced Training Course in the Logistics of Development Aid Programmes, which is due to be held in 2013, in partnership with the University of Aveiro, which is intended to train and prepare specialist technicians in this area.

Attention is also drawn to the project "Development of a Support Model for Social Entrepreneurship in the Community of Portuguese Language Countries (CPLP)", which has as its aim to lead and strengthen collaborative networks of social entrepreneurs and innovators in the Portuguese-speak-

ing world, as well as to make it possible for there to be mutual learning between social innovators and creators originating from different economic and cultural backgrounds. This model, which is already being implemented in Portugal by the Institute of Social Entrepreneurship (IES) in partnership with the INSEAD Business School, was introduced into Mozambique as a pilot scheme to test the model's replication in the CPLP countries. It includes activities for the mapping of good practices, as well as intensive training for the social entrepreneurs identified in Maputo and their subsequent monitoring in the development of their projects.

Food Security and Health

Under the scope of "The Future of Food" cycle organised by the Gulbenkian Human Development Programme, the PGAD played its role with the organisation of a session entitled "Food and Development: Food Security: a Guarantee for Development" at which the main speaker was Benoît Miribel, the president of *Action contre la Faim* (France).

Together with the "The Future of Food" lecture cycle, the competitive application process "Food Security, Nutrition and Health" was launched with the fundamental aim of contributing towards the improvement of food security at the community level in the PALOP countries, and promoting an integrated approach that combines the components of agriculture, nutrition and health. The following four multi-year projects were selected:

"RUFARO – Integrated Project for the Reduction of Poverty in the Dondo Region", Sofala province, Mozambique, submitted by FEC – the Faith and Cooperation Foundation;

"Promoting Food Security and Nutrition in the Municipality of Santa Cruz", Cape Verde, submitted by the Health in Portuguese Association;

"Food Security, Health and Nutrition in Quinara", Guinea-Bissau, submitted by ACEP – Association for Cooperation between Peoples;

"Knowing, Producing and Feeding: Building the Capacity of Associations to Strengthen Food Security in the District of Matutuine", Mozambique, submitted by VIDA – International Volunteers for African Development.

Under this same area of intervention, support was also given to two teachers from Cape Verde and Mozambique to attend the workshop on "Strategies for Food and Nutritional Security in the CPLP", organised by the Institute for Hygiene and Tropical Medicine in partnership with the Oswaldo Cruz Foundation (FIOCRUZ), which preceded the Rio 2012 World Nutrition Congress.

Conference on "The Future of Food: Food and Development"

Direct activities and own initiatives

The following projects were promoted, (co)funded and implemented by the Foundation:

Creation of the Health Research Centre in Angola

The Calouste Gulbenkian Foundation has been responsible for implementing the project "Creation of a Health Research Centre in Angola" since 2007. This project is based in the city of Caxito, in Bengo province, 60 kilometres from Luanda, Angola.

The CISA Project is the result of a partnership between the Angolan Ministry of Health, the Bengo Provincial Government, Camões I Institute for Cooperation and Language (CICL) and the Gulbenkian Foundation and is designed to set up a health research centre located in Caxito, consequently serving as the catalyst for a series of complementary initiatives to be developed under the scope of improving both the health conditions of the local population and the level of operational research.

The project's specific objectives are as follows:
• to improve the health conditions of the population living in the municipality of Dande, by strengthening the provision of health services;
• to create a research centre in Angola that will contribute towards solving the main health problems affecting the country and the region;
• to enhance the participation of Angola and Portugal in international research, focusing on the main diseases affecting developing countries.

Throughout 2012, we continued to work on a wide range of activities, most notably:
› Continuation of the data collection system, namely through the Demographic Surveillance System, which held its sixth round, covering around 60,000 people in 69 neighbourhoods in three counties of the Dande municipality – Úcua, Mabubas and Caxito; the Verbal Autopsy System and the Morbidity Surveillance System at Bengo General Hospital.
› Three further studies were also launched: "Assessment of the Impact of the Training of Health Technicians on Improving the Quality of the Laboratory Diagnosis of Malaria"; "Intervention Study on the Control of Schistosomiasis in Children in the Municipality of Dande"; and "Study of the Causal Agents of Diarrhoea in Children under the Age of Five Treated at Bengo General Hospital (Angola)".
› Two courses were held in the laboratory diagnosis

of malaria (one in Caxito and the other in Luanda) for health technicians, as well as a practical laboratory course in genetics and chemistry (in Luanda).
› Contacts were maintained with national and international researchers and institutions. More Angolans became involved in different fields of research through support provided in the form of short-term research grants and incentives for the taking of PhD qualifications. Cooperation was increased with other institutions in Angola, namely in Benguela and Luanda, with a view to undertaking some studies.
› Four articles produced through the CISA project were published in specialist journals in 2012.
› CISA was represented at four international conferences and three conferences in Angola.

CISA project, team from the Demographic Surveillance System in the field

CISA project, fieldwork in Schistosomiasis

ForSA – Health Training in East Timor

Support continued to be given to the training of human resources working in the field of health in East Timor, supervised by the Faculty of Medicine and Health Sciences (FMCS) of the University of Timor-Lorosae. Technical consultants participated in the organisation of the teaching programmes at this faculty, essentially in terms of preparing three new degrees (Pharmacy, Laboratory Analyses, and Nutrition and Dietetics) with the support of the Higher School of Health Technology of Lisbon. A training programme was also held for the teachers at FMCS.

Mais Valia (Added Value)

This is a pilot scheme aimed at creating a pool of volunteers, consisting of experienced and academically qualified professionals aged over 55 who are available to undertake short missions – lasting a maximum of two months – in the PALOP countries, in the areas of health, education and the arts. The Mais Valia (Added Value) initiative was launched at the Gulbenkian Foundation in parallel with the international conference on "Ageing and Social Innovation" (a PGDH initiative). The registration of candidates began in November 2012, and by 31 December more than 130 applications had already been received.

Technical assistance, studies and consultancy

Under the scope of this initiative, missions were sent to São Tomé and Príncipe and Cape Verde to monitor projects and prepare the new programme; support was given to the publication of the work *A Nossa Casa Arde a Sul* by Serge Michailof, in collaboration with the Gulbenkian Next Future Programme; and external consultancy was provided in the field of education.

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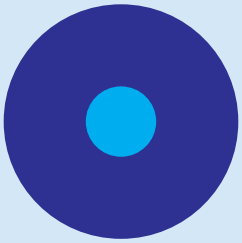
Departmental activities **311 998**



Total **311 998**
Receipts **124 786**

AMOUNTS IN EUROS

Exhibition: "Fernando Pessoa, Plural as the Universe"

The exhibition "Fernando Pessoa, Plural as the Universe" opened in the Temporary Exhibitions Gallery on 9 February and closed on 6 March 2012. Designed and organised by the Roberto Marinho Foundation and the São Paulo Museum of the Portuguese Language, it was curated by Richard Zenith and Carlos Filipe Moisés.

In the 87 days during which it was open to the public, the exhibition received 53,410 visitors, corresponding to a daily average of 613 people. 340 guided tours were conducted for schools and for the general public. In addition, six "Tours with Poetry" were held, for which the tickets sold out every time (25 participants on each tour). This was a tour guided by a facilitator and a young reciter, Guilherme Gomes, who, without warning, recited some of Fernando Pessoa's poems at pre-determined points in the exhibition.

The exhibition was accompanied by several complementary activities.

For children aged between nine and 11, the "Personal and Intransmissible" workshop, created by the actor Miguel Fragata, brought together 100 Lisbon schoolchildren.

Based on a proposal by Helena Vasconcelos, three sessions were held of the initiative "Celebrating Fernando Pessoa's Universe: Staged Readings". The first session, entitled "The City", focused on a theme conceived by Fernando Cabral Martins, staged by Carlos Pimenta and Raquel Castro and interpreted by the actors Ivo Alexandre and João Reis. The second session, "Pessoa's Cosmic Journey", was scripted by Teresa Rita Lopes and staged by Nuno M. Cardoso, and featured the actors Carlos Pimenta, Albano Jerónimo and Sofia Correia. Finally, "Pessoa in Person" was directed by Gonçalo M. Tavares, staged by Marco Martins and interpreted by the actor Vítor Roriz Reis. "Every Married Couple in the World Is Unhappily Married" was the session staged in collaboration with Casa Fernando Pessoa. This drama, which was created by Inês Pedrosa and staged and performed by Diogo Dória, enacted a dialogue between Ovid and Fernando Pessoa.

These four sessions took place on the staircases of the foyer of the conference rooms and attracted around 1,200 people (about 300 people per session).

Mention should also be made of the two sessions comprising the initiative "Fado and the Soul of the People", which were staged in the exhibition space on the closing weekend and featured Tânia Cardoso in one session and Aldina Duarte in the other. Both sessions attracted large audiences.

The exhibition was accompanied by two publications: the catalogue, which was printed in Lisbon from a matrix created in Brazil and was named after the exhibition itself (*Fernando Pessoa, Plural as the Universe*), and a book entitled *Fernando Pessoa: Escritor, Editor e os seus Leitores*, which, rather than being a substitute for the Brazilian-made catalogue, served as a complement to the exhibition in Portugal. This edition was created in conjunction with the *Público* newspaper, with editorial co-ordination by Richard Zenith. It included pieces on Fernando Pessoa by 55 well-known figures from Portugal and overseas, as well as several digital reproductions of previously unpublished pieces that formed part of the exhibition in Lisbon.

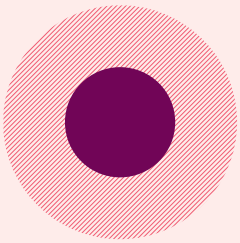
A leaflet featuring a chronology of the life of Fernando Pessoa was offered to visitors when they bought their tickets.

English audio guides, with scripts, were created by exhibition curator Richard Zenith. The guides not only followed the route of the exhibition, but also included readings, by an English-speaking reciter, of all the Pessoa poems that were featured in it.

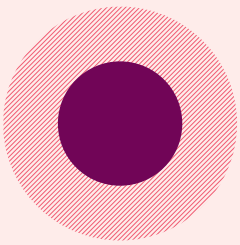
The exhibition "Fernando Pessoa, Plural as the Universe" was the winner of the Time Out Lisboa Exhibition of the Year Award for 2012.

Diogo Dória during the session "Every Married Couple in the World Is Unhappily Married"

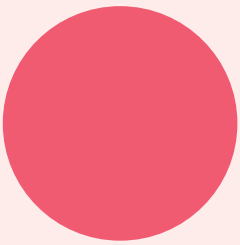
Opening of the exhibition "Fernando Pessoa, Plural as the Universe"



Subsidies **64 772**



Departmental activities **73 077**



Total **137 849**

AMOUNTS IN EUROS

New Interventions

The "New Interventions" budget line was created in 2009, its aim being to support innovative projects or programmes that meet at least two of the following requirements: (1) they must be transverse and multidisciplinary: developed by at least two departments; (2) they must be international: activities must involve two or more countries; (3) they must involve partnership: activities must involve a joint work undertaken with at least one other foundation and/or institution of international standing; (4) they must be distributive: the development of all or a significant part of the activities undertaken must take place externally.

Ageing and Social Cohesion

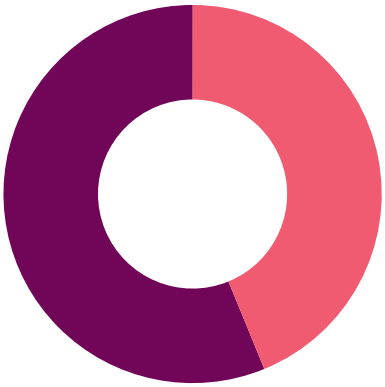
Started in 2008, "Ageing and Social Cohesion" is a four-year transnational programme involving the Gulbenkian Human Development Programme and the Gulbenkian Foundation's UK Branch. Its main objective is to test and evaluate different types of intergenerational initiatives highlighting those which will possibly lead to the creation of sustainable intergenerational relations, so as to strengthen the feeling of belonging in the community and thus promote social cohesion. The programme includes the following activities:

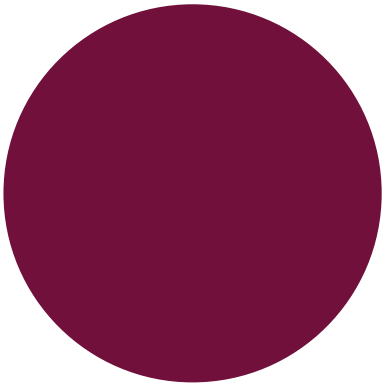
› a scoping study on intergenerational practices;
› support for the EMIL (European Mapping of Intergenerational Learning) network – a European network for the sharing of good intergenerational practices;
› support for 18 pilot-projects – 11 in the United Kingdom and seven in Portugal – under the scope of the "IntergenerationALL/EntreGerações" initiative;
› external monitoring and evaluation of the projects;
› complementary actions to extend the programme;
› capacity-building activities and support for the sustainability of the projects.

In 2012, the following actions were concluded: the support provided to the EMIL network; the work in the area of sustainability developed by ThinkPublic, the Beth Johnson Foundation and the Portuguese Institute for Social Entrepreneurship; and the programme's evaluation by the Oxford Institute of Ageing. The results of this programme were presented at the International Conference on "Ageing and Social Innovation", held on 19 and 20 November. On this occasion, a brochure about the programme was launched, together with the handbook *Designing Sustainable Community Action for Communities of All Ages*, based on the "IntergenerationALL" initiative.

"Altas Hortas" project, supported under the scope of the "IntergenerationALL" initiative
© Isabel Pinto

SUBSIDIES **34 362** DEPARTMENTAL ACTIVITIES **3 421**





TOTAL **37 783**

It's Our Community – Big Society Network

The final conference for the presentation of the report "It's Our Community" took place at the Gulbenkian Foundation. This initiative, developed under the scope of the Big Society Network, was coordinated by the Foundation's United Kingdom Branch in partnership with its Delegation in France.

This initiative resulted in a survey of good practices under the scope of development and community intervention projects that are being undertaken in four different countries: Portugal, United Kingdom, France and Germany.

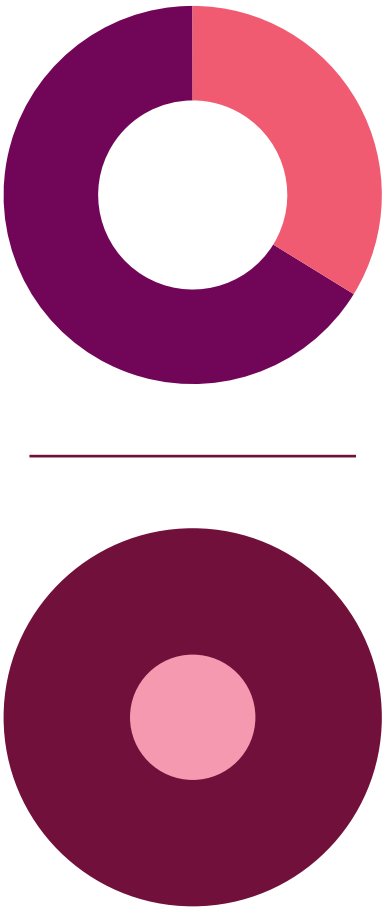
European Foundations Initiative for Neglected Tropical Diseases (IFEDTN)

Created in 2008, the European Foundations Initiative for Neglected Tropical Diseases – in which four other European foundations participate besides the Calouste Gulbenkian Foundation – is designed to support the capacity building of African scientific research in the field of neglected tropical diseases (NTDs). This initiative supports a programme for the award of scholarships to young African researchers to help them develop research projects in the field of NTDs in an African context.

The third international conference on "Neglected Tropical Diseases: Hidden Successes, Emerging Opportunities" took place in Maputo, from 30 January to 1 February, organised by the Gulbenkian Foundation in collaboration with the Manhiça Health Research Centre. The conference, which was attended by roughly 50 African researchers working in this field, also marked the conclusion of the selection process of the third Postdoctoral Scholarships Programme for young African researchers, which had been launched in 2011 and had made it possible to award eight new postdoctoral scholarships.

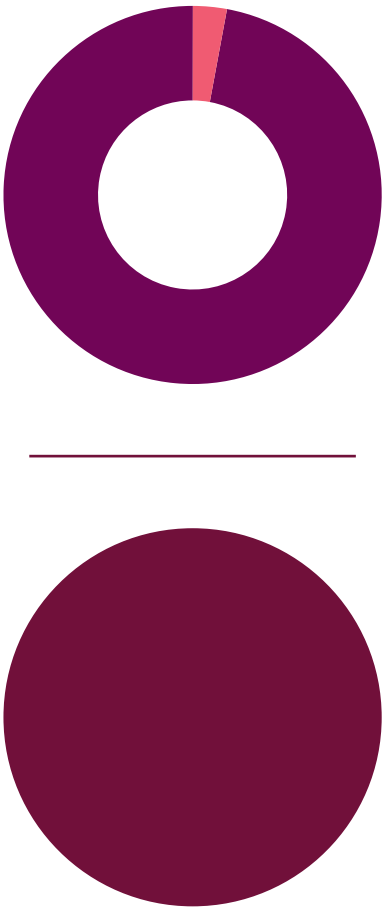
Furthermore, support continued to be given to seven scholarship holders from the Portuguese-speaking African countries (PALOP), and a second meeting was held between these researchers.

SUBSIDIES AND GRANTS **203 661** DEPARTMENTAL ACTIVITIES **104 013**



TOTAL **307 674**
RECEIPTS 85 200

SUBSIDIES 77 500 DEPARTMENTAL ACTIVITIES 2 308



TOTAL 79 808

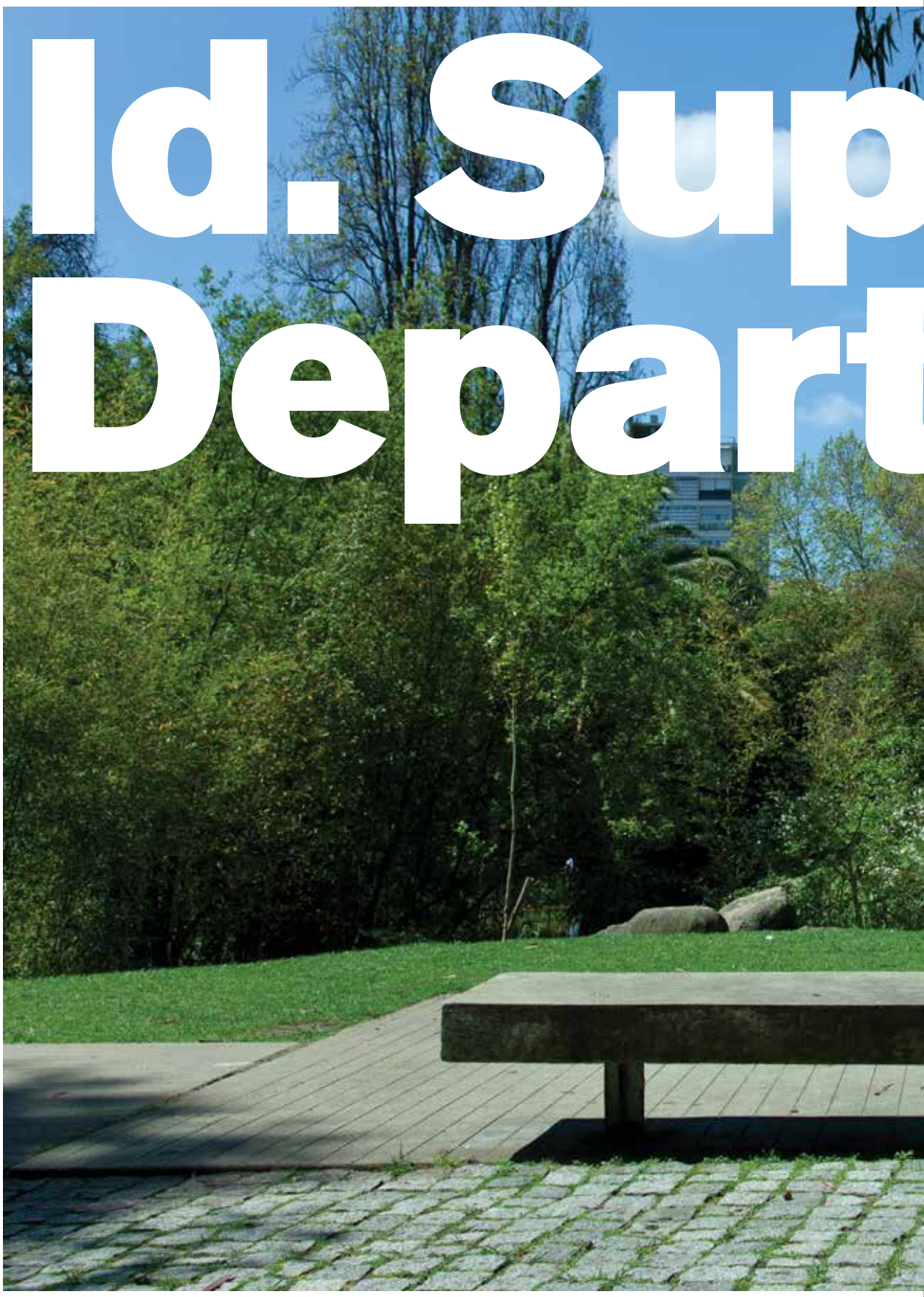
Digital reading

"Digital Reading: Transformation of Reading Stimulus and of Book Institutions" is a project that is being developed by a team of researchers led by Gustavo Cardoso from ISCTE that includes specialists both from this institution and the Catholic University of Portugal. Its aim is to study the way in which the market and digital reading practices tend to operate in Portugal and in a more global context.

The segmentation of the reader's profile has already been performed through the holding of focus groups, as well as the first monitoring of trends and the identification of good national and international practices. This is a process that will be continued until the end of the project.

An extensive international quantitative survey, covering 17 countries, was launched to examine digital reading practices and perceptions. The questionnaire is composed of 69 questions and the sample consists of 5,500 internet users over the age of 15.

The project's results will be presented to the Calouste Gulbenkian Foundation in the form of three separate reports: one which will analyse the dimension of publishing and libraries; the second will identify trends and possible measures for the book sector and for the intervention of the Calouste Gulbenkian Foundation in this area; and the third report will examine the transformation of reading practices, as brought about by the adoption of the internet in Portugal and worldwide.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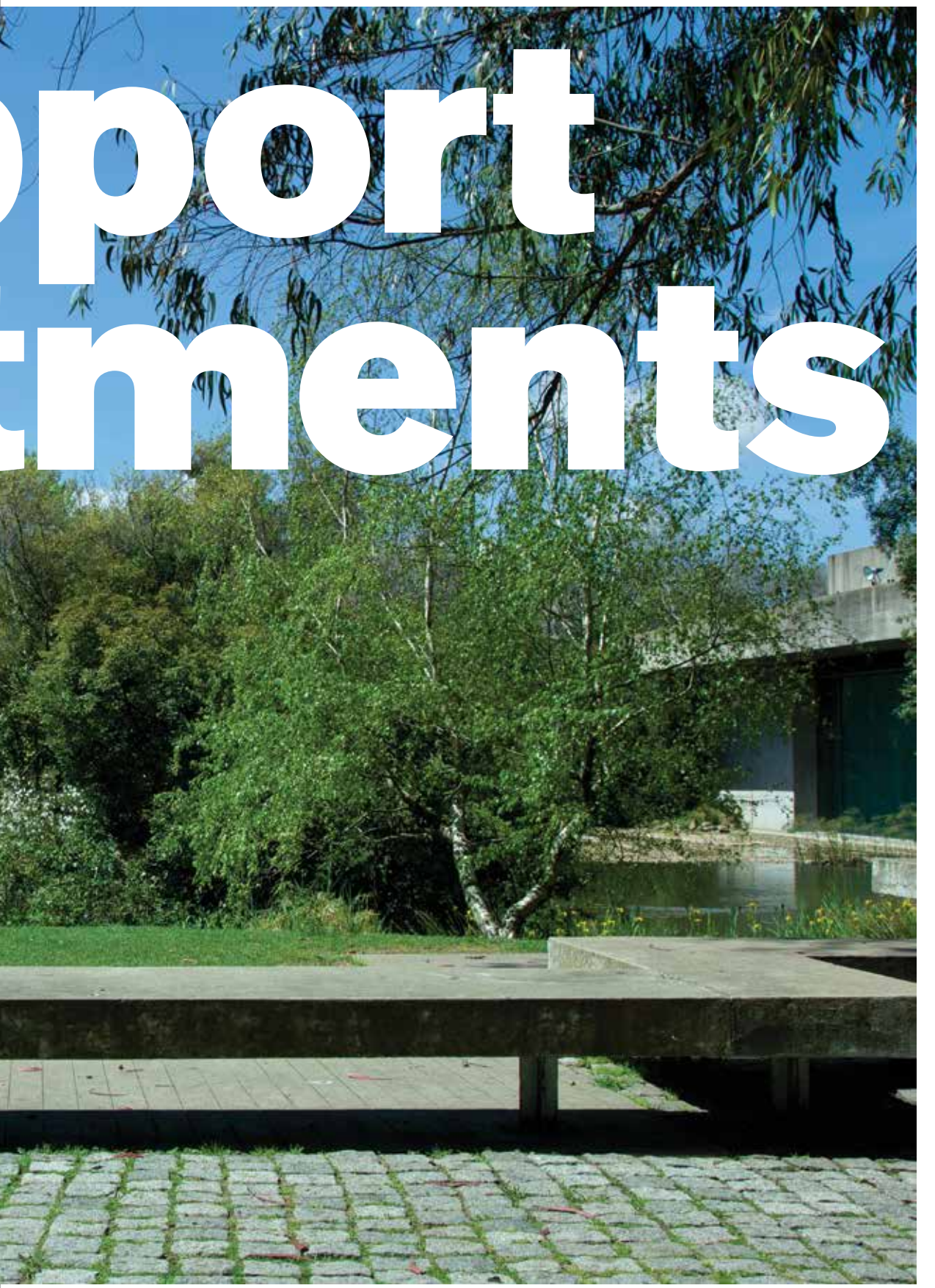
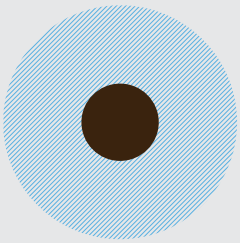
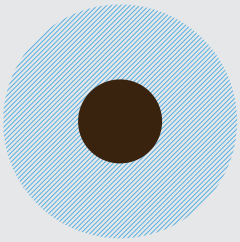
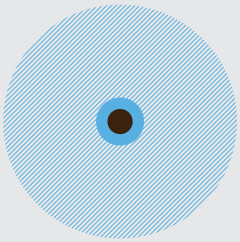




Personnel costs **6 720 249**

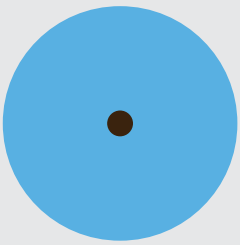


Operating costs **7 559 041**



Departmental activities **218 213**

Investment 3 070 179



Total **14 497 503**

Receipts **296 189**

AMOUNTS IN EUROS

Central Services Department

The Central Services Department is responsible for:

› the planning of resources, the logistical organisation of the different spaces and the operational management of all the activities undertaken at the Foundation, in accordance with criteria designed to ensure an optimisation not only of costs, but also of the conditions of the working environment, safety, security and the efficient use of energy;

› the management of the functioning of the Foundation's indoor and outdoor areas, guaranteeing their conservation, maintenance and protection;

› the implementation of the programme of investments in projects and building works, required in the renovation of the Foundation's premises, installations and technologies;

› the promotion and dissemination of the Foundation's activities by managing the sales of its publications and merchandising and coordinating advertising campaigns;

› the coordination of the educational activities taking place in the Garden under the scope of the Gulbenkian Education for Culture and Science Programme.

Quality and innovation

Quality management system

In 2012, the Foundation's quality management system was developed in relation to its components of environment and quality, with the respective certification being obtained on 20 December. The Central Services Department is responsible for the technical side of this project – its planning, coordination and management – as well as the interfaces with the Certification Body (SGS).

Certification of the environmental aspect (standard NP EN ISO 14001) covered the whole of the Foundation (Lisbon). The development of this component involved an assessment of the environmental aspects and impacts arising from the Foundation's various activities and the subsequent definition and systematised implementation of the procedures necessary for optimising all matters of an environmental nature.

Certification of the quality aspect (standard NP EN ISO 9001) was geared towards the areas of activity of the Calouste Gulbenkian Museum and the Art Library. This assessment included the study of the processes of a transverse nature that are necessary for undertaking activities, and which are largely made possible through the intervention of the Central Services Department. The development of this component required the identification of all relevant processes and the subsequent definition and systematised implementation of the necessary procedures.

Safety

The Foundation's Safety Plan was drawn up and sent to the National Civil Protection Authority for approval. In order to implement this plan, the fire protection system at the air conditioning plants was replaced, together with the system of safety signs, and the structural hierarchy and operational management of the Internal Emergency Plan was adjusted. The respective procedures required in terms of prevention were introduced and made immediately effective.

Technology

Over the last decade, great attention has been paid to investing in technology. This year, the investment that was made in this area was centred on energy efficiency, thus promoting additional savings in current consumption expenses. The following interventions were among the most important:

› completion of the work involved in the renovation of the air conditioning plant, which formed part of the project for the modernisation of the electromechanical installation of the administrative areas at the Foundation's headquarters, as well as of the temporary exhibition galleries;

› expansion of the system for the supply of energy in the event of a power cut to areas that were not previously contemplated, together with the introduction, in these areas, of new and more efficient technologies with a view not only to reducing energy consumption, but also to improving air quality;

› installation of the "Dialogue Café" – which is designed to provide a system of telepresence through a network that is gradually being installed worldwide to promote dialogue and the discussion of ideas relating to major social issues;

› expansion of the network offering free wireless access to the internet in the Foundation's public areas. This service is made available not only to the organisers of events, but also to the general public, thus making it possible to provide a quality service that makes a difference.

New air conditioning plant at the headquarters

Accessibilities

Work was completed on the first phase of the project to improve accessibilities in the Garden, which includes the provision of alternative footpaths with

the aim of ensuring inclusive and unrestricted circulation for people with reduced mobility.

The project was also implemented for the improvement of accessibilities in the public areas of the headquarters building, which included the renovation and reinforcement of the sign system, as well as the introduction of tactile paving and new access ramps that make it possible to circumvent flights of stairs in an inclusive manner.

These initiatives made it possible for the Foundation to be awarded "Selo Acesso" certification for its good practices in the implementation of accessibilities.

Grand Auditorium

This year also marked the beginning of technical studies and projects leading to the renovation of the Grand Auditorium, work that is due to be carried out in 2013.

Considered to be a highly complex intervention, both in terms of its technological requirements and because of the demands imposed by the current safety regulations, this renovation will involve a significant investment and will call for rigorous and careful planning to ensure that the work is completed in the shortest possible time, and that the inconvenience which its temporary closure will inevitably cause to the different activities and programmes is kept to a minimum.

At the level of general consultancy, the services of the London-based British company Arup Venue Consulting were hired. This company specialises in theatre consulting, which includes the aspects of stage management, structural and mechanical engineering for large movable structures, audiovisual aspects and lighting requirements.

Also during 2012, the national designers were selected for projects relating to air conditioning, electricity and safety, as well as those who would be responsible for the architecture and the general coordination, whose services had already been guaranteed previously.

The final aim of this intervention is to equip the Grand Auditorium with all the latest and most up-to-date requirements, together with new features for the production and realisation of events, in full respect for the strict criteria demanded by its classification as a National Monument. This renovation work is due to be completed at the beginning of 2014.

Planning, organisation and support for events

In 2012, the Central Services Department gave technical and logistical support to:

› 271 concerts, shows and performances attended by 162,000 people;

› 298 events (congresses, conferences, lectures, meetings, workshops and other events), which brought around 47,000 participants to the Foundation;

› 33 exhibitions promoted by the Foundation, visited by roughly 313,000 people.

Promotion, dissemination and sales

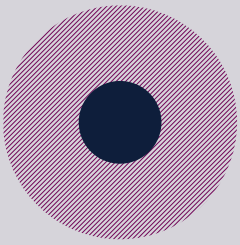
The Central Services Department supported the promotion and dissemination of the Foundation's activities, guaranteeing the management of the coordination and purchase of advertising space and reinforcing the formation of partnerships with the media.

It also promoted the management of the permanent ranges of merchandising products – Museum, Modern Art Centre, the range of Children's products – as well as the merchandising products for the temporary exhibition "The Ages of the Sea".

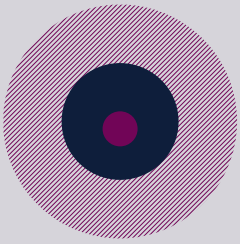
This year, the Gulbenkian Book Fair, the great sales event promoted by the Central Services Department, which cuts across all of the Foundation's services and departments, had the exhibition "The Ages of the Sea" as its backdrop and as the main impetus for the development of its programming and organisation. Once again, it presented a good opportunity for promoting and disseminating the Foundation's publications and its activities among its various audiences.

Educational project

The "Living the Gulbenkian Gardens" project, which was included in the Gulbenkian Programme of Education for Culture and Science, strengthened its supply of activities for adults, families and children – guided visits, courses and workshops. These activities promoted the Gulbenkian gardens and made them better known to the general public, stimulating an interest among the programme's participants in questions related to art, nature, the environment and sustainability.

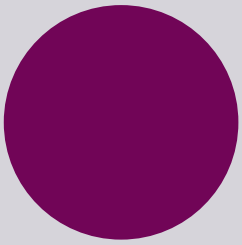


Personnel costs **903 331**



Operating costs **1 289 976**

Investment 361 273



Total **2 193 307**

AMOUNTS IN EUROS

Budget, Planning and Control Department

The objectives of the Budget, Planning and Control Department (SOPC) are to ensure the technical preparation of the Budget and Plan of Activities 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.

Information systems

In 2012, the main investment projects in relation to the information systems were the launching of a Strategic Plan for the Information Systems *(PESI – Plano Estratégico para os Sistemas de Informação*), the full replacement of the POS system used at the Foundation's shops, and the project for the separation and interface between the SAP system, the Foundation's headquarters and the Gulbenkian Institute of Science (IGC).

PESI

The aim of the Strategic Plan for the Information Systems was to envisage the future in terms of the development of new technologies, fitting into this framework the Foundation's investments and performance in the areas of information technology and the reorganisation of its management. This work took place from March to December 2012, and a final report was due in January 2013.

Nearly all of the Foundation's departments were involved in analysing their needs and defining alternative scenarios for a future model, taking into account their state of technological advancement and the best solutions for the Foundation. A road map was also drawn up in order to establish a hierarchy for the investments to be made over the next three to five years, quantifying them insofar as possible, and allowing for decisions to be made about the projects to be launched and about their respective priorities.

SAP/IGC interface project

The process of granting autonomy to the IGC meant that this institute had to choose an IT tool to support its management. SAP was the software chosen, although it had to be a different version from the one used by the Foundation's headquarters because of the Institute's specific needs. Its implementation was, however, entrusted to a different company from the one that provides these services at the headquarters. The project consisted of designing an interface to link the two SAP applications to make sure that the Foundation's Accounting Department had the information necessary for consolidating the accounts. Since the new institution does not have a legal personality, the information to be sent to the tax authorities must be centralised by the Accounting Department at the headquarters.

This requirement further meant that the balance sheet accounts had to be divided, so that the IGC could have its own Balance Sheet as from 1 January 2013. This also meant separating the balances of the accounts of third parties (grant beneficiaries, scholarship holders, suppliers, financing bodies, etc), bank accounts, some fixed assets, etc. Nearly all of this accounting work was supported by IT tools developed by the SOPC and the migration of data was also automatically performed electronically. The accounting work was mainly undertaken by the Accounting Department with the support of the PWC team, which had been chosen to carry out the accounting and financial control of the IGC.

POS – Points of Sale at the shops

This project involved the implementation of a new "CPI Retail" application. All the necessary adjustments were made to adapt the system to the reality of the Gulbenkian Foundation, and new functions were implemented in accordance with legal requirements, which have recently introduced new regulations regarding certified invoicing. All the interfaces with the SAP and CRM applications were also improved.
Other IT projects should also be emphasised, namely:

SAP

The necessary changes were installed in 2012 relating to the Foundation's compliance with the legal requirements in force, namely the implementation of the SAFT file, certification of consignment notes and the configuration of the surtax to be applied to salaries in 2013.

Pay slips began to be sent by e-mail and the new process for the Material Request Plan (MRP) was implemented. A review was also made of the process of sales on consignment in the application's Sales Module.

The SAP interface with the new POS application was also developed.

Software was updated with the latest support packages made available by the SAP application in the customary fashion.

Box office

The box office application was subjected to some changes due to legal requirements. In parallel to this, a survey was carried out resulting in the definition of the necessary requirements for the implementa-

tion of the following functions in 2013: online sales of tickets for museums and exhibitions, control of admissions through the use of electronic devices and multilingual support for the online box office. These functions were developed as a result of PESI recommendations as it was considered important to evaluate all the needs and requirements immediately, even before the conclusion of the Plan.

InArte

This application, which is designed for the management of museums, was altered in accordance with the guidelines imposed by the Quality Certification Project. A new module was created for operations relating to the transport and loan of artworks.

Grants and Scholarships – *Myfile*

The application relating to the management of grants and scholarships, involving the use of *Myfile* (the site developed specifically for grant beneficiaries and scholarship holders), was extended to include sundry processes (those that do not arise in the course of competitive application processes). This procedure required some adaptations and, at the same time, meant that the application could now be used by those departments and programmes that have a large number of projects that are not governed by the rules of competitive application processes.

Management information

A new component was added to the POS application on the Foundation's intranet, where the most fundamental part of the management information is stored. This new facility allows for rapid and intuitive access to information about the sales that have been made in the shops.

There have also been improvements made at the level of reports about the numbers of admissions to temporary exhibitions, as well as about events held at the Foundation and the agenda.

Customer Relationship Management (CRM) – *Descobrir* Programme

New dialogues and workflows were implemented in order to speed up the booking of visits and the registration of new events on the website.

A new version of the "Microsoft CRM Dynamics" application was also installed, which also required structural changes. In association with Microsoft, a detailed analysis was undertaken in order to identify possible causes for occasional slowness in the functioning of the application. As a result, a report has been prepared containing some preventive measures for improving performance, some of which have already been implemented.

Management of Contacts

A new mechanism was created to insert a greater number of contacts in this application. This now makes it possible to send e-mails en masse from the system itself. All the processes existing for the creation of distribution lists, which allow for communication by both physical and electronic mail, have also been speeded up, namely the sending of the *Newsletter* by the Communication Department, as well as invitations to exhibitions and conferences, etc.

Management of Board meeting agendas

A new prototype was designed to automatically create and publish the agendas of meetings of the Board of Trustees, as well as to annex support documents. This has already been put into service, so that, in the first quarter of 2013, online access to all information will be available to the trustees. The system was designed to be supported on the computers of the trustees themselves and the respective secretariats.

Management of programmes and projects

A CRM prototype was developed to provide support for the activity of the new Gulbenkian programmes. Meanwhile, in what is still a preliminary version, the system is already supporting the activities of the Gulbenkian Human Development Programme.

Public relations

A contact database was developed, allowing for the registration of detailed information about the interactions that have already taken place with people from outside the Foundation.

Websites

Work began on the updating of the "Montra Gulbenkian" (Gulbenkian Showcase) website in order to allow sales to be made abroad and to improve compatibility with the most commonly used web browsers.

Systems and infrastructure

In terms of the infrastructures existing for the information systems, there has been an evolution in the testing environments with an increase in the scope of the virtualisation Farm in order to ensure a better use of resources. The storage system has been increased due to the constant demands for additional space, resulting from the use of multimedia digital archives.

In order to optimise the space occupied by users' files, the "EnterpriseVault" system, a technical and automatic archive for old files, was introduced. A multimedia archive area has also been created to guarantee that this type of contents, traditionally consisting of very large files stored on in adequate supports (CD, DVD, etc) that can easily be lost, can now be stored safely.

In order to guarantee the continuity of services, several disaster recovery tests were successfully carried out on the SAP, Grants and Subsidies, and e-mail systems.

The second phase of the installation of the Wi-Fi system was practically concluded. This involved the installation of aerials in every conference room at the Foundation's headquarters and in the public areas of the Art Library. This last component is the only one missing, because it depends on the updating of the Horizon system (which provides the necessary access credentials). It is, however, expected to be completed in the first quarter of 2013.

As is customary, the renewal of the Foundation's computer hardware network involved the replacement of obsolete equipment, opting whenever possible for thin client environments and virtual machines. These same virtual machines are being fully used for the remote access of collaborators who need to work outside the Foundation premises and by suppliers for the purposes of tests and configurations.

The systems area also collaborated in the new POS, SAP-IGC interface and Programmes projects, keeping pace with the different technological requirements and creating new test environments. Work has also been undertaken on the development and installation of new client workstations.

The outsourcing services provided by e-Chiron were monitored in order to guarantee that these are operating under the best conditions and responding to the Foundation's needs in its three main areas: system management, helpdesk service and computer hardware network. In keeping with our quality standards, a survey is carried out each year to ascertain the level of user satisfaction.

Organisation

The activities undertaken in the area of organisation are centred on ensuring the efficiency of work procedures, developing possible interventions to improve processes, technology and the use of human resources. Such activities are characterised by an initial phase of analysis and proposal, followed by a second phase that involves the design and implementation of more efficient work procedures.

Several activities were therefore undertaken both in response to requests and proactively at the Department's own initiative, including the following:

The activities in the Organisational area are focused on the efficiency of work procedures, developing actions to improve processes, the use of technology and human resources. Several main activities were therefore undertaken both in response to direct requests and at the Department' own initiative, including the following:

› support for the processes of achieving an efficient mailing system;

› benchmarking analysis of the contact management process;

› support for the creation and renewal of electronic web forms for the grants and scholarships offered by the Foundation's different departments and programmes;

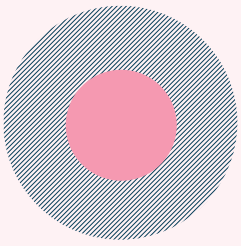
› organisation and planning of the audits of the Museums' collections (held in January 2012 and to be held again in January 2013);
› proposal for the organisation of the work procedures for updating archive data about the Museum's numismatics collection;
› support for several ongoing projects: review of the inventory of fixed assets and registration of the work done by the Museum's Photographic Laboratory;
› organisation of the various surveys conducted by some departments and programmes (Human Resources, Art Library, Museums and the *Descobrir* Programme);
› support for the Quality Certification project, through participation in meetings, clarification of the questions raised by the external auditors, development of procedures and information systems for the new work processes (e.g. Detailed Plan of Objectives, Control of Internal Documentation Control and Training Plan) and follow-up to the quality certification;
› development of new work processes for various departments and programmes: check-ups provided by the Medical Services, forms to apply for support granted outside the normal competitive application processes, control of internal records, registration and evaluation of the "Ageing and Social Innovation" conference and eventual creation of the network of former Gulbenkian scholarship holders, among others.

Internal Audit

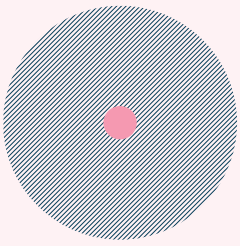
The goal of Internal Auditing is to ensure that the Foundation's norms and procedures are being met and to propose appropriate corrections and improvements. The following activities were carried out:
› Checking the inventories of works of art belonging to the Calouste Gulbenkian Museum and the Modern Art Centre, based on a sample of 20% of the respective collections (this work was undertaken at the beginning of 2012, but was recorded in the accounts at 31 December 2011).
› Checking the entries made in 2011 relating to the acquisitions and donations of works of art in the inventory of fixed assets of the Accounting Department and InArte.
› Checking transactions made in the EU bank account and reconciling these with the respective projects.
› 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.
The auditing of class 2 accounts, the balances of bank accounts still to be reconciled and the payments of subsidies and grants with different bank identification numbers was suspended and is due to be recontinued in 2013.

The financing costs borne by the SOPC essentially relate to interventions made in the areas of the IT Systems (€1,111,000), and External Audits and Actuarial Studies (€131,000).

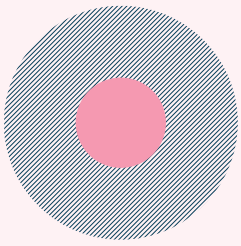
As far as IT Systems were concerned, roughly €910,000 (82% of the costs in this area) corresponded to the costs incurred with the contracts for the upkeep and licensing of the software applications, and the contract for the management of the information systems. The remaining costs relate to the costs of development projects, amounting to €150,000 (13%) and the renewal of the computer hardware system amounting to €51,000 (5%).



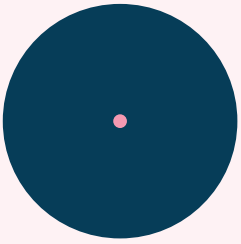
Personnel costs **388 823**



Operating costs **46 306**



Departmental activities **297 503**



Total **732 632**

Receipts **5 890**

Total publications **161 079**

Newsletter **123 947**

Monthly Agenda **37 132**

AMOUNTS IN EUROS

Communication Department

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 mission, 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 president and Board of Trustees

The following were amongst the most important core activities carried out in 2012:

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.

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, 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 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.

Cover of the bilingual Monthly Agenda – March 2012

março
march
2012
FUNDAÇÃO
CALOUSTE
GULBENKIAN

External communication

Ten issues of the *Newsletter* were published in 2012, 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 of a bilingual edition in Portuguese and English.

Besides detailing the most relevant of the Foundation's activities, the *Newsletter* sought to draw readers' attention to events programmed for the month following its publication. The same objective was pursued through the online publication and mailing of a digital newsletter, designed to ensure greater publicity of the Foundation's activities.

In turn, the *Monthly Agenda*, published in a bilingual version, offered a succinct calendar of the Foundation's events that were open to the public. It was not only made available to those people visiting the Foundation's headquarters, Bookshop, Art Library and museums, but was also distributed to the main tourist centres around the Lisbon Metropolitan 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 headquarters, the Calouste Gulbenkian Museum and the Modern Art Centre.

The Department also updated the smartphone application, both for Android and Apple systems, with information on the Foundation's agenda, news and the events taking place at its different spaces.

Being responsible for maintaining the Foundation's webpages, the Department continued its task of renovating the Foundation's existing website, introducing new functions and completely updating it. The website is operated entirely by the Communication Department. In this digital communica-

Até /until **29 abril / *April***

FERNANDO PESSOA: PLURAL COMO O UNIVERSO

Curadoria / *Curators:* Carlos Felipe Moisés, Richard Zenith

Edifício Sede

Aspeto da exposição © Márcia Lessa

Dedicada a Fernando Pessoa e aos seus heterónimos, esta exposição pretende mostrar a multiplicidade da obra do poeta, conduzindo o visitante numa viagem sensorial pelo seu universo, para que leia,

This exhibition is dedicated to the poet Fernando Pessoa and his heteronyms. The multiplicity of his work is shown through biographic events and their intimate relationship with the development and creativity of this poet. The visitor will be

Inside of the agenda

veja, sinta e ouça a materialidade das suas palavras. Esta exposição reúne poemas, textos, documentos, fotografias e pintura, onde se incluem raridades como a primeira edição do livro Mensagem, com uma dedicatória escrita pelo poeta.
Fernando Pessoa, Plural como o Universo é uma colaboração entre a Fundação Roberto Marinho (Brasil) e o Museu da Língua Portuguesa de São Paulo, com o apoio da Fundação Gulbenkian.

driven through a sensorial experience packed with poems, texts, documents, photographs, paintings and moments from the life of undoubtedly one of the greatest of all Portuguese language poets. This exhibition is a collaboration between Fundação Roberto Marinho and the Museu da Língua Portuguesa de São Paulo (Brazil), with the support of the Gulbenkian Foundation.

(audioguides available in english)

Aspeto da exposição © Márcia Lessa

VISITAS ORIENTADAS
por **Hilda Frias** e **Susana Anágua**

1 e 29, quintas, às 17h
Sábados às 16h30 e 16h45

tion environment, the digital newsletter in Portuguese was maintained and sent to 29,119 registered subscribers*, and regular information is distributed through the various social networks identified as key channels, such as YouTube, Facebook and Twitter. The Foundation's participation in these social networks made it possible to publicise the Foundation's activities to an audience of more than 300,000 followers*.

On various occasions, the Communication 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.

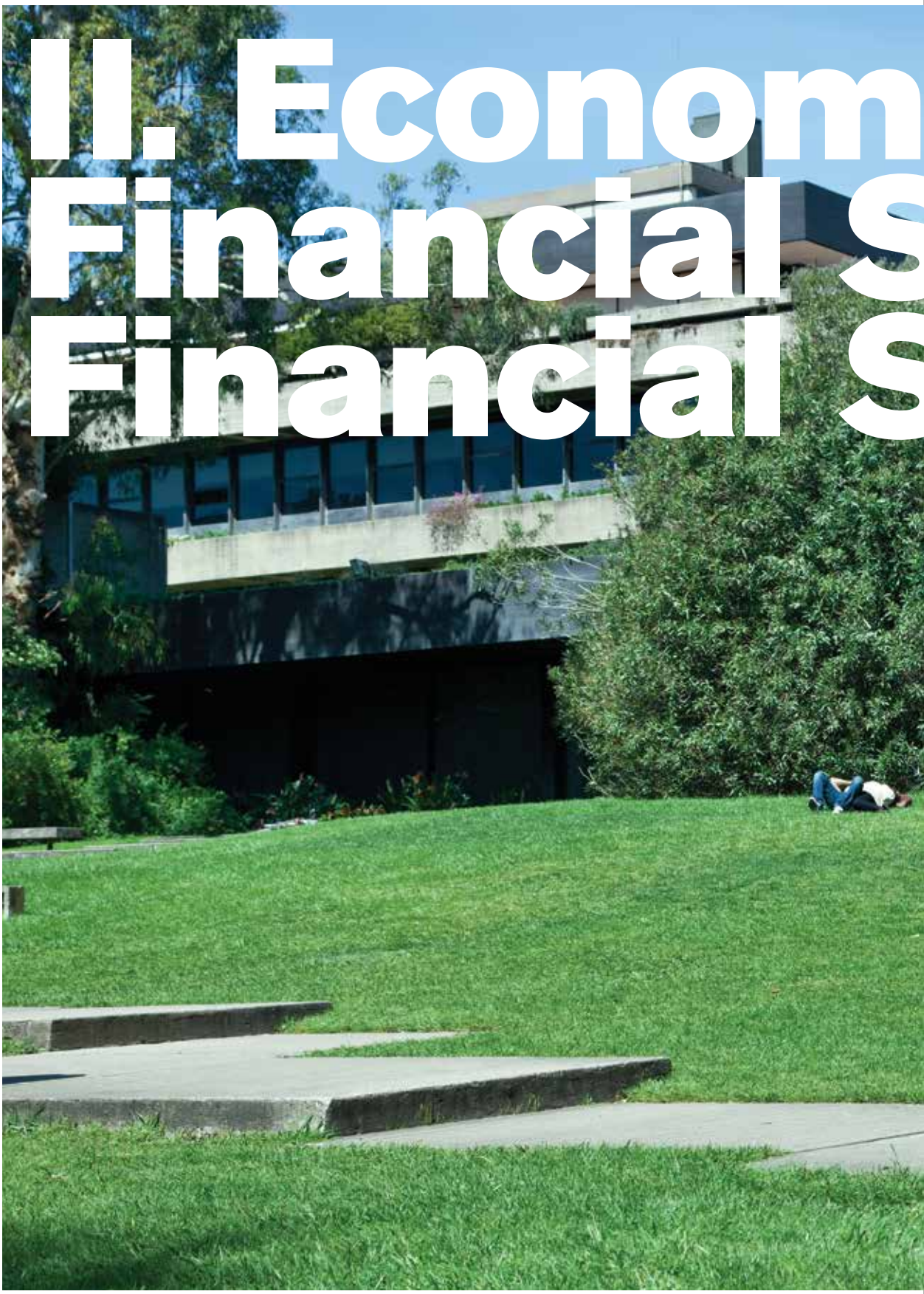
Advertising space

The Department drew up communication plans for various activities, being responsible for the text and graphic design of the advertisements to be published in the media.

Internal communication

One of the Department's main activities in terms of internal information was the constant updating of the intranet "News" channel and the maintenance of daily media and clipping services via e-mail to all employees.

* Numbers relate to the period up to 31 December 2012.



II. Econom
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ic and Situation Statements

This section of the report describes 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

Economic growth

Data disclosed by the IMF refer to a real growth rate for the world economy of 3.2% in 2012, of which 1.3% corresponds to countries with developed economies and 5.1% to countries with emerging economies.

The growth in developed countries continued to be affected by the persistence of the sovereign debt crisis in the Euro Zone and by the relatively feeble expansion rate of the US and Japanese economies. For 2012, the IMF forecasts a real GDP growth rate of 2.3% for the USA, 2.0% for Japan and -0.4% for the Euro Zone.

In this context, the countries with emerging economies continued to make a fundamental contribution towards minimising the deterioration of the overall economic growth level.

By the end of 2012, the uncertainty about reaching a political agreement on budgetary discipline (known by the risk designation of "fiscal cliff") increased fears of a new recession in the US economy and of its unfavourable consequences for the growth of the world economy. Although a partial agreement was reached that avoided the immediate implementation of extreme cuts in US government spending, the future understanding between the two main parties about this matter still conditions the growth of the American economy.

The monetary stimulus measures implemented by the Bank of Japan and the reconstruction efforts made after last year's natural catastrophe meant that, after the decline in activity that had taken place in 2011, the Japanese economy achieved a real growth rate of 2.0%.

Evolution of the credit crisis in Europe

The retraction in economic growth in the Euro Zone reflects the instability and uncertainty associated with the sovereign debt and banking crisis, particularly in Southern European countries.

The austerity programmes conditioning the financial aid provided by the *Troika* (IMF, ECB and EU) have imposed structural reforms on these countries, leading to more balanced public finances and a greater robustness of the banking system with the aim of increasing competitiveness and economic growth in the medium term.

The application of wide-ranging and highly demanding structural measures has contributed to an abrupt fall in economic growth and a significant rise in the unemployment rate.

Greece, Portugal and Spain (and also Italy) have been most severely affected by the effects of the sovereign debt crisis. The first two countries have been subjected to financial aid programmes imposed by the *Troika,* whereas Spain has benefited from the financial support of European funds for the restructuring and recapitalisation of its banking system (seriously weakened by the effects of falling prices in the property sector).

The ECB played a fundamental and decisive role in softening the effects of the sovereign debt crisis in the Euro Zone when it announced in July that it would do everything within its power to preserve the Euro, and in September when it stated that it was willing to make unlimited purchases in the secondary market of government bonds from the countries in difficulty, provided that these same countries would agree to adopt the measures imposed by the financial adjustment programmes. Such statements were sufficient, at least in the short term, to lessen investors' doubts about the future of the Euro and, indeed, of the Euro Zone itself, considerably reducing the pressure on the markets of the Southern European countries.

Monetary policy

Faced with a situation of weak economic growth, the central banks of the main developed economies continued to favour a highly expansionist monetary policy.

Without any room for making significant reductions in their reference interest rates, they continued to adopt unconventional monetary policy measures, namely the acquisition of financial assets in the secondary markets as a way of bringing about a reduction in the interest rates that are currently being practised for the financing of economic activity.

The ECB chose to apply unconventional measures (in the form of LTRO and OMT programmes) with the aim of reducing the interest rates being practised in the market and increasing investors' confidence in the common European project.

The Bank of England resorted to a QE (Quantitative Easing) programme for fostering economic growth, thus causing its reference interest rate to fall to very low levels.

The US Federal Reserve continued with its Operation Twist (consisting of the sale of short-term bonds and the purchase of long-term bonds) up to the end of 2012, having launched the QE3 (third Quantitative Easing programme, with no conclusion date forecast as of yet) in September, which included the purchase of covered bonds in the secondary market. It further disclosed that it does not expect to raise its reference interest rate before mid-2015.

The Federal Reserve also announced that it intends to maintain these stimulation measures in place until a sustainable economic growth is reached, thereby ensuring that the employment rate is kept at an acceptable level.

The Bank of Japan has reinforced its programmes for purchasing financial assets in the secondary market. The subsequent reduction in the interest rates that are being practised has led to a depreciation of the Japanese currency, which provides an important incentive for economic growth and exports.

Inflation rate

The monetary policy measures of a markedly expansionist nature that have persisted for a long period have not resulted in an accelerated worsening of the inflation rate, reflecting the sluggishness of economic activity in most developed economies.

The low rate of installed capacity utilisation and the high unemployment rate are factors that have tended to moderate this indicator.

Once the current recessive phase has been overcome, the liquidity that has been injected into the markets may trigger a new cycle of inflation if the central banks fail to neutralise it appropriately.

Equity markets

In 2012, the main equity markets displayed very favourable rates of return.

SHARE INDEXES	PERFORMANCE 2012	
	LOCAL	EUROS
MSCI World	**13.1%**	**11.2%**
S&P 500 (EUA)	13.4%	11.4%
MSCI Europe (Europa)	11.8%	13.4%
Nikkei 225(Japan)	22.9%	7.8%
MSCI Emerging Markets Local Free	13.9%	13.1%

For the first period of the year, the returns accumulated in these markets were highly volatile, resulting from the reaction of investors to the sovereign debt crisis in the Euro Zone. However, at a later stage, markets reacted favourably to the ECB's clarification of its position in defending the Euro and supporting the Southern European countries in difficulty, under certain conditions. Prices immediately reflected this reduction in the uncertainty perceived by the markets.

The Japanese equity market was notable for its good performance when measured in terms of the local currency, benefiting from the unconventional measures decided by the Bank of Japan. The purchase of financial assets in the secondary market contributed to a reduction in interest rates and heavily penalised the exchange rate of the Yen. The rate of return of the Japanese equity market, measured in Euros, was much lower, thus reflecting the impact of the devaluation of the Japanese currency.

Bond markets

The main sovereign debt bond markets generally presented lower rates of return than those of the equity markets.

BOND INDEXES	PERFORMANCE 2012	
	LOCAL	EUROS
JP Morgan Global Government Broad	**4.1%**	**0.7%**
USA – Government Bonds	2.1%	-0.3%
Euro – Government Bonds	11.7%	11.7%
Japan – Government Bonds	1.8%	-11.2%

In the specific case of the higher quality public debt bond markets, the returns were quite low.

The yield of the Euro Zone sovereign debt bonds showed marked differences between the return obtained from high quality bonds and that obtained from the bonds of the Southern European countries with their lower rating.

German bonds, benefiting from their "safe haven" status, were transacted with very low rates of return (sometimes even negative rates).

Following the support given by the ECB to the Southern European economies, the bonds from this region showed important gains, expressing a reduction in the risk premium demanded by investors.

In general, non-government debt bonds generated more attractive returns than the higher quality government debt bonds, being closer, in several debt markets, to those provided by the equity markets.

Exchange rate market

In 2012, the Euro rose by 1.8% compared to the Dollar and 14.8% compared to the Yen.

The Euro benefited from the ECB's programme for the three-year unlimited provision of liquidity to the banking sector, although it was penalised by the instability associated with the uncertainty existing as to the results of the Greek elections and the request for financial aid from Spain to recapitalise its banking sector.

The Euro recovered after the Euro Zone countries announced their decisions regarding the implementation of mechanisms to ensure greater financial stability, a fuller integration of the banking system and a common fiscal policy.

The previously mentioned statements from the ECB president led to an increase of the currency against the other two main currencies, the Dollar and the Yen.

The Euro's exchange rate also reflected the favourable differential of its reference interest rate (initially 1.00%, but revised in July down to 0.75%) when compared to those in the USA (which may be kept at between 0% and 0.25% until mid-2015) and Japan (0.10%).

Investment portfolio

Return of the investment portfolio, benchmark index and objective rate of return

The Calouste Gulbenkian Foundation's total investment portfolio generated a nominal return of 9.7%. The investment guidelines point to an annualised real rate of return (before inflation) of 4.5% measured over a period of three to five years.

Composition of the investment portfolio

The portfolio has eight entities with active management mandates (one of the mandates expired at the end of the year and was not renewed) and one entity with a passive management mandate. The return obtained by the entities with active management mandates (including a structured portfolio) was 9.6%, while the entity with a passive management mandate obtained a return of 14.9%, in line with the respective benchmark indexes.

The passive component of the investment portfolio benefited from a wider exposure to equities (compared to the set of portfolios with active management mandates), in a year when this class of assets generated more attractive returns than those provided by the sovereign debt of the main developed countries, which form a significant part of the total investment portfolio's exposure to bonds.

Most of the property and private equity funds held by the Foundation are not included in these investment portfolios.

Distribution by principal asset classes

The distribution of the portfolio by principal asset classes at 31 December 2012 was as follows:

Equities	47.8%
Bonds	27.5%
Liquidity	12.4%
Property funds, private equity funds and other investments	11.9%
Currency hedges	0.3%
	100,0%

A substantial part of the liquidity reported in the end-of-year figures is merely transitory and, at the time, was awaiting application in the portfolios under active management.

Market value of the investment portfolio

The total investment portfolio, valued at market prices and at its attributed fair value, amounted to €1,951 million in 2012.

This value includes transfers from the Foundation's other assets to the investment asset portfolio, amounting to approximately €186.2 million. The assets that were incorporated into the portfolio resulted mainly from the restructuring of Partex and the sale of the Foundation's building in Paris. Both of these operations were carried out in 2012. If these assets resulting from non-recurring operations are removed from the valuation made at the end of 2012, a corrected portfolio value of €1,764.8 million is obtained, which can be compared with the value of €1,666 million at the end of 2011.

Oil interests

Brent spot oil prices rose by 6.9% in 2012, from USD 102 per barrel to USD 109 per barrel at year end. The average price per barrel of oil in 2012 was USD 108, which is slightly below the average price of USD 111 in 2011. The highest price in 2012 was USD 119 per barrel and the lowest was USD 91 per barrel.

The turnover of the Partex Group increased by 4%, despite the fall in the average price in 2012. The consolidated profit amounted to USD 124,478,000, as compared with USD 140,830,000 in 2011. Both 2011 and 2012 include a net profit resulting from the sale of an investment in renewable energies; there was also an increase of impairment costs in 2012, partly offset by a reduction in net exchange rate losses.

The consolidated net worth at 31 December 2012 amounted to USD 800,138,000, as compared with 1,449,679,000 in 2011. This decrease was due to the decision taken, in December 2012, to declare the payment of a dividend by applying the distributable reserves held at 31 December, 2011, plus a value corresponding to the estimated profit in 2012. This dividend was partly paid in cash, while another part was paid through the transfer of the investment in the NovEnergia II fund to the Foundation. The difference between the value paid and the total dividend was recognised as a loan granted by the Foundation to the Partex Group. This loan will be extended over a period of five years, with an interest rate of 5.5% above the Euribor six-month rate.

Investments in oil companies were revalued at fair value by an independent investment bank at 31 December 2012, in accordance with the international reporting standards currently in force. These investments 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 2012, the Partex Group's concessions in Angola, Algeria, Portugal and the main block of operations in Brazil continued to be at an exploration stage, while in Kazakhstan the Dunga full field development plan is currently at the implementation stage. The Oman and Abu Dhabi concessions, as well as a small field in Brazil are currently at the production phase. The Abu Dhabi concession will formally end in January 2014.

As far as the reorganisation of the Foundation's oil and gas investments is concerned, the establishment of a new holding company in the Netherlands is set to take place in 2013, and the Foundation's interests in Partex Oil and Gas (Holdings) Corporation will be transferred there. Subsequently, in due course, the Partex Oil and Gas (Holdings) Corporation will be wound up and its assets will be incorporated into the new holding company.

Executive summary of the report of the implementation of the Foundation's budget and activities plan for 2012

The data relating to the implementation of the Foundation's budget and activities plan, during 2012, demonstrate the following:

› The achievement of the targets for activities and budget implementation was fairly balanced in nature, if we remove some of the extraordinary expenses that were approved throughout the year – namely the award of bonuses to staff in active employment and retired persons and the strengthening of the financial resources of the Gulbenkian Institute of Science. For this reason, the actual implementation of the budget was slightly above the forecast amount (an extra €1,357,000) with the remaining deviations being covered by the slack generated by the budget's overall implementation.

› The level of the Foundation's activity was marked by a reduction both in its distributive activity (grants, scholarships and prizes) and in its own activities. In comparison with 2011, these changes represented falls of 1.2% and 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 originally forecast.

› The implementation of personnel costs was slightly lower than was budgeted for, generating a positive balance of €417,000. In comparison with 2011, the costs incurred with staff in active employment rose by 0.9%, resulting from the anticipated concession of end of year bonuses – without this factor, personnel costs would have fallen slightly.

› At the end of 2012, the Foundation had 462 active employees and 35 employees on fixed-term contracts, in addition to its seven trustees. In comparison with the previous year, there was a net increase of eight workers in active employment, as a result of one retirement and the hiring of nine more people on fixed-term contracts. The temporary situation of there being two fewer trustees serving on the board must also be taken into consideration.

› The costs incurred with retired persons were higher than forecast (resulting in a deficit of €1,429,000), mainly because of the bonuses awarded at year end and the extraordinary settlement of one pension. These costs also grew in relation to the previous year. At the end of 2012, the Foundation had 1,029 retired persons, or, in other words, 13 fewer than in 2011.

› Investment costs rose by 15% when compared with 2011 and exceeded the budget allocation made for this area.

› In overall terms, operating costs remained at the same level as in the previous year, although they exceeded the forecast amount by roughly €1.3 million.

› Income fell in relation to the previous year (-5.6%), but remained above budget forecasts (+7.7%). External contributions related to scientific research projects continued to be the most significant share of income.

› The Foundation's cost structure did not show any notable changes in comparison with the previous year. There was a slight decrease in the relative share of activities – grants, scholarships, prizes and own initiatives – while investment and costs incurred with retired persons displayed a slight increase in their relative importance. Operating costs and the costs incurred with staff in active employment remained stable.

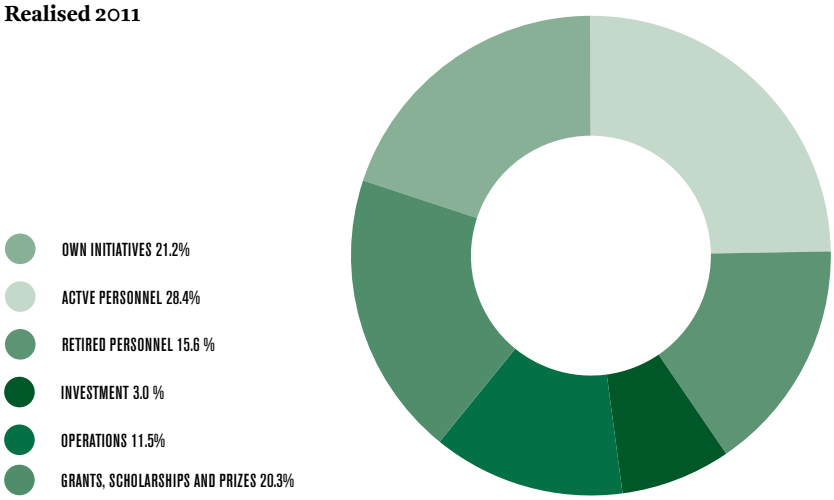
Costs and realised income

EUROS

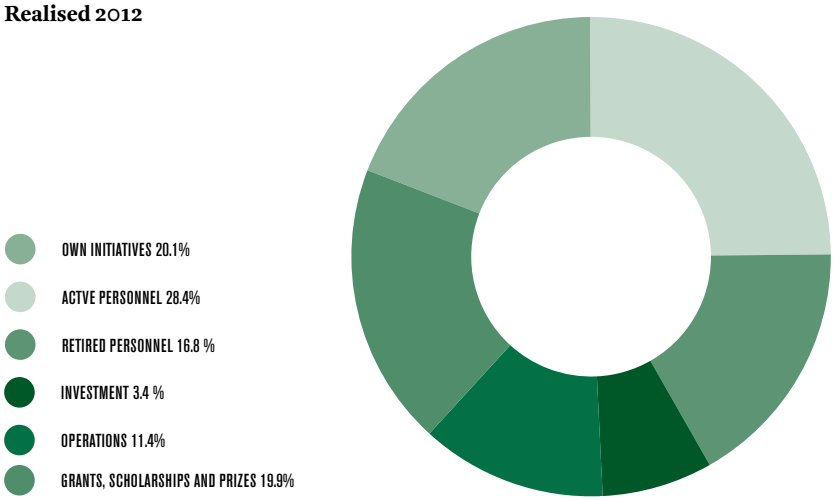
COSTS AND INCOME	REALISED 2011 1	REALISED 2012 2	CHANGE	
			ABSOLUTE 3 = 2 - 1	% 4 = 3 / 1
Active personnel costs	31 412 790	31 682 127	269 337	0.9
Operating costs	16 068 796	16 583 206	514 410	3.2
- Investment	3 346 746	3 848 248	501 502	15.0
- Operations	12 722 050	12 734 958	12 908	0.1
Grants, scholarships, and prizes	22 502 853	22 227 114	- 275 739	- 1.2
Own Initiatives	23 401 055	22 465 948	- 935 107	- 4.0
Retired persons	17 260 045	18 704 632	1 444 587	8.4
Exchange risks and unexpected events	0	400	400	-
Total gross costs	**110 645 539**	**111 663 427**	**1 017 888**	**0.9**
Income (-)	13 444 656	12 686 508	- 758 148	- 5.6
Total net costs	**97 200 883**	**98 976 919**	**1 776 036**	**1.8**

Total gross costs

Realised 2011



Realised 2012



Gulbenkian departments and programmes

During the first half of 2012, important changes were made to the Foundation's organisational structure, involving the closure of the International Department and the termination of the Gulbenkian Portuguese Language Programme, as well as the creation of the Gulbenkian Scholarships Service (which brought together the scholarships that had previously been awarded by other departments and programmes) and the new Gulbenkian Portuguese Language and Culture Programme (which incorporated the activities of the Gulbenkian Portuguese Language Programme and activities related to the enhancement of Portuguese heritage and culture, which until then had been the responsibility of the International Department).

During 2012, activities were continued in relation to the following Gulbenkian programmes: "Development Aid", "Advanced Medical Training", "Education for Culture and Science", "Human Development", "Next Future" and "Performing Arts".

New Interventions

Launched in 2009 with the aim of supporting innovative activities that met certain criteria, the "New Interventions" budget line had its last year of autonomous implementation in 2012, with its remaining commitments being integrated into various departments and programmes in 2013.

Statutory purposes

Statutory purposes remained stable, showing some slight changes in their distribution structure when compared to the previous year: Art – 37.7% (plus 1.2 percentage points), Charity – 13.1% (minus 0.9 percentage points), Science – 21.1% (minus 1.4 percentage points) and Education – 28.1% (plus 1.1 percentage points).

Division of costs between Portugal and overseas

As far as the Foundation's activity in Portugal and at its branches abroad is concerned, the division of costs was 68% in Portugal and 32% overseas.

Distribution of common costs

After closure of the accounts, common costs – shared by the Central Services Department, Accounting 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 departments with permanent activities represented 72% of total costs, while the costs of departments with distributive activities represented 11%. After this redistribution, the group of programmes and "New Interventions" was responsible for 14% of costs.

Projects funded by outside bodies

Besides the projects registered and implemented under the scope of the Foundation's Budget, another project was carried out with the active participation of the Foundation, although partly funded by the Portuguese Institute of Development Assistance (IPAD): the Installation of the Health Research Centre in Angola. The amounts raised for this project from outside the Foundation totalled roughly €515,000, to which were added the financial contributions made by the Foundation itself, amounting to a total investment of €781,000 in 2012.

Personnel in active employment

Active personnel movements during the year resulted in a decrease of one permanent employee and an increase of nine employees working on fixed-term contracts. The Board of Trustees had two fewer members at 31 December 2012, although this was only a temporary situation.

ACTIVE PERSONNEL	31.12.2011	31.12.2012	VARIATION No.
Trustees	9	7	-2
Permanent staff	463	462	-1
- General employees	400	402	2
- Artistic employees	63	60	-3
Fixed-term contracts:	26	35	9
- General employees	20	30	10
- Artistic employeess	6	5	-1

Retired persons

As far as retired persons are concerned, there was a net decrease of 13 people. The category recording the largest decrease was that of people retiring due to old age or invalidity.

RETIRED PERSON	31.12.2011	31.12.2012	CHANGE No.
Pre-retirements	58	53	-5
Early retirements	283	278	-5
Old age or disability pensions	493	483	-10
Pensions to widows/widowers	208	215	7
Total	**1 042**	**1 029**	**-13**

Foundation's activities during 2012

The Foundation's activities take place in many different areas. 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:

GRANTS, SCHOLARSHIPS AND PRIZES *	No.	DIRECT COST €
Grants	718	13 279 464
Scholarships	4 479	7 755 296
Prizes	3	362 500
Associated expenses	-	1 666 331

INITIATIVES *	EVENTS No.	DIRECT COST €
Exhibitions (inaugurated during the year)	33	2 680 600
Concerts (No. of sessions)	170	11 667 162
Film shows and other performances (No. of sessions)	89	440 386
Publications	96	1 697 730
Lectures, conferences and seminars	109	468 642
Educational activities	3 720	1 297 677
Training courses	16	65 996
Acquisition of works of art	27	308 404
Other initiatives	-	2 167 095

PERMANENT ACTIVITIES *	VISITORS/USERS No.	DIRECT COST €
Calouste Gulbenkian Museum	217 182	2 885 121
Modern Art Centre	104 194	2 143 941
Gulbenkian Institute of Science	-	10 658 280
Art Library	4 183	2 137 974
Library of the Delegation in France	3 903	536 336

*** The activity of the Gulbenkian Institute of Science is fully considered in the Permanent Activities table, except for the award of scholarships.**

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:

BENEFICIARIES *	2011 No.	2012 No.	CHANGE %
Recipients of grants	773	718	-7
Scholarship holders	4 863	4 479	-8
Visitors to museums	325 688	321 376	-1
Visitors to temporary exhibitions	360 086	334 790	-7
Attendance at concerts	131 698	141 138	7
Attendance at film shows and other performances	18 074	24 730	37
Attendance at lectures, conferences and seminars	24 109	17 748	-26
Participants in educational activities	71 047	82 905	17
Libraries and archives readers/users	5 623	8 086	44

ACTIVITIES *	2011 No.	2012 No.	CHANGE %
Temporary exhibitions *(inaugurated during the year)*	35	33	2
Concerts *(No. of sessions)*	160	170	10
Film shows and other performances *(No. of sessions)*	50	89	39
Publications – Editions - Copies	143 137 736	96 87 423	-47 -50 313
Conferences, lectures and seminars	170	109	-61
Educational activities	3 367	3 720	353
Training courses	26	16	-10
Prizes	7	3	-4
Acquisition of works of art	8	27	19

*** The activity of the Gulbenkian Institute of Science is considered only in relation to the award of scholarships, for both years.**

An analysis of the evolution of these indicators makes it possible to conclude that, generally speaking, the impact of the activities developed by the Foundation in 2012 was slightly below that achieved in the previous year.

› The award of grants and scholarships showed decreases in the number of beneficiaries in both areas. However, the average values of awards increased since the total amount awarded remained practically the same as in the previous year.

› The number of visitors to the museums remained practically stable (minus 1%). The fall in numbers can be attributed to the Calouste Gulbenkian Museum since the number of visitors to the Modern Art Centre increased. It should be noted that the number of admissions to the museums, which is what is considered in this report, relates to the number of people that came to these places to visit either the permanent or the temporary exhibitions.

› The number of visitors to the temporary exhibitions also showed a slight decrease due to a combination of several factors. In particular, in the case of the fall noted in the number of visitors to the various initiatives of the Calouste Gulbenkian Museum – considering only the exhibitions inaugurated during the year – admissions amounted to less than half the number recorded in 2011, despite the fact that the museum was open for more or less the same number of days.

› Conversely, and contrary to what had happened in the previous year, the total number of people attending concerts increased, in keeping with the fact that there were more sessions held.

› As far as film shows and other performances are concerned, the evolution can also be considered favourable – both in terms of the number of sessions held and in terms of the total number of people attending them.

› There was less activity noted in terms of lectures and conferences: fewer events were organised and, consequently, the number of participants decreased.
› Educational activities clearly grew, both in terms of the number of events held and the number of participants.
› There was a drop in the number of training courses held. Essentially, this situation was due to the Advanced Medical Training Programme – courses were provided only to students from the fourth edition when in 2011 they also included students from the third edition.
› The activity of the Art Library did not show any significant changes, if assessed in terms of the total number of readers and titles consulted. However, at the library of the Foundation's Delegation in France, these indicators rose quite sharply: the number of readers more than doubled and the number of titles consulted almost doubled.
› Publishing activity decreased – fewer new titles were produced, and there were also fewer copies, with a drop in the average number of print runs.
› The fall in the number of prizes is due mainly to the fact that the Calouste Gulbenkian Prize was awarded (in 2012) as a replacement for the five Gulbenkian Prizes awarded from 2007 to 2011.
› Following the sharp fall in the acquisition of works of art in 2011, there was a significant increase in 2012 – both in terms of the number of works acquired and the investment that this involved.

Cost of activities

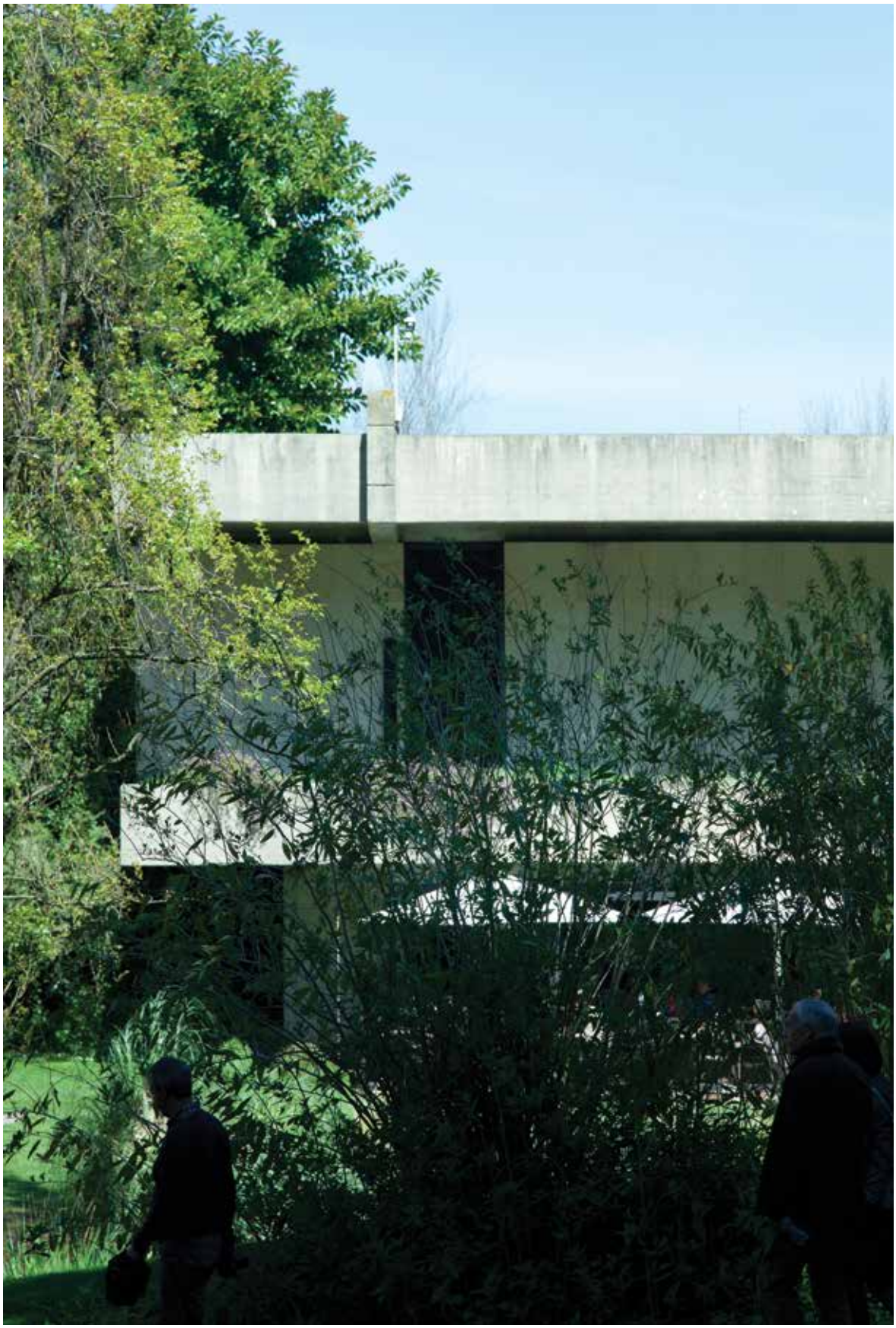
The evolution of the financial support allocated to the development of the Foundation's various activities over the last two years is shown in the following

GRANTS, SCHOLARSHIPS AND PRIZES *	2011 €	2012 €	CHANGE %
Grants	13 417 653	13 279 464	-1
Scholarships	7 808 947	7 755 296	-1
Prizes	372 500	362 500	-3
Associated expenses	1 921 502	1 666 331	-13

INITIATIVES *	2011 €	2012 €	CHANGE %
Exhibitions	2 452 338	2 680 600	9
Concerts	11 816 143	11 667 162	-1
Film shows and other performances	262 309	440 386	68
Publications	2 448 744	1697 730	-31
Lectures, conferences and seminars	657 508	468 642	-29
Educational activities	1 278 273	1 297 677	2
Training courses	55 818	65 996	18
Acquisition of works of art	104 675	308 404	195
Other initiatives	2 218 437	2 167 095	-2

PERMANENT ACTIVITES *	2011 €	2012 €	CHANGE %
Calouste Gulbenkian Museum	2 817 094	2 885 121	2
Modern Art Centre	2 024 209	2 143 941	6
Gulbenkian Institute of Science	10 584 279	10 658 280	1
Art Library	2 229 886	2 137 974	-4
Library of the Delegation in France	484 840	536 336	11

*** The activity of the Gulbenkian Institute of Science is fully considered in the Permanent Activities table, except for the award of scholarships.**



Analysis of the Consolidated Financial Statements

2012 financial year

In 2012, the net equity represented by the capital fund amounted to €2,766.5 million, which represents an increase of €120.9 million (4.6%) compared to the previous year.

At 31 December, 2012, the Balance Sheet showed total assets of €3,131.8 million, which represented an increase of €113.2 million (3.7%) compared to the end of 2011. The following factors fundamentally contributed to this result:

› The financial investment portfolio – current financial assets and part of the non-current financial assets, as well as other treasury applications – amounting to €1,837 million, which represented an increase of around €157 million compared to 2011;

› 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 €1,045.8 million, representing a decrease of €44.4 million compared to the end of 2011, basically as a consequence of the depreciation of against the euro of the US dollar, the basic reference currency of these assets in the consolidation;

› Cash and liquid assets – Cash and cash equivalents – which showed a decrease of €17.8 million, decreasing from €86.3 million in 2011 to €68.5 million in 2012;

› Other assets, which increased by €15.7 million compared to the previous year, largely due to the value of debtors in oil interests.

The value of liabilities, which mainly consisted of the provisions for pension plans and the value of debtors in oil interests, recorded a decrease of €7.7 million (-2.1%), falling from €373 million in 2011 to €365.3 million in 2012.

In the case of the Statement of Comprehensive Income, the total return – the return from oil activities and the financial return – increased from €87.4 million in 2011 to €295.4 million in 2012. The return from oil activities rose by €17 million, from around €113.1 million in 2011 to €130.1 million in 2012. The financial return showed a significant increase as a consequence of the good equity market performance in 2012, rising from €-25.6 million in 2011 to €165.3 million in 2012.

Other income amounted to €12.7 million, which represented a decrease of around €1.1 million compared to the previous year. However, it should be noted that there was an extraordinary income of €21 million from the gains obtained through the sale of the former Cultural Centre building in Paris.

The resources allocated to distribution and direct activities amounted to €69.3 million, which was €4.9 million less than in 2011, and administrative and operating costs rose from €32.7 million in 2011 to €37.2 million in 2012, an increase that was largely due to the activities in the energy sector.

17 APRIL, 2013

Consolidated statement of comprehensive income for the years ended 31 December, 2012 and 2011

	NOTES	2012	2011
		EURO '000	EURO '000
Oil and gas sales		1 301 303	1 154 076
Cost of sales		(1 206 053)	(1 069 519)
Other oil and gas income	3	34 823	28 493
Return from oil activities		130 073	113 050
Results of current financial assets and liabilities		173 417	(41 074)
Results of non-current financial assets		1 958	23 302
Results of advances		2 787	3 343
Other financial results		(12 852)	(11 186)
Financial return	4	165 310	(25 615)
Gains from sale of tangible fixed assets	5	21 033	-
Other income	6	12 745	13 842
Distribution and direct activities	7	(69 304)	(74 230)
Other administrative and operating costs	8	(37 204)	(32 697)
Employee benefits	10	(22 583)	(17 510)
Provisions	11	1 507	(2)
Impairment	12	(20 320)	(4 341)
Amortisations and depreciations	13	(22 374)	(14 332)
Income taxes	17	(15 957)	3 907
Transfer to the Capital Fund		142 926	(37 928)
Other comprehensive income for the year			
Exchange differences resulting from consolidation		(5 084)	24 723
Gifts and legacies		425	97
Non-current financial assets			
Profits and losses for the year		(17 353)	125 018
Reclassification of profits and losses included in the statement		-	(22 149)
		(17 353)	**102 869**
Total comprehensive income for the year		**120 914**	**89 761**

Chief Accountant

See accompanying notes to the Financial Statements

Consolidated balance sheet at 31 December, 2012 and 2011

	NOTES		2012	2011
			EURO '000	EURO '000
ASSETS				
Non-current assets				
Intangible assets	14		142 432	162 815
Tangible fixed assets	15		121 503	120 079
Non-current financial assets	16		819 241	820 566
Advances	16		79 310	95 317
Deferred tax assets	17		-	175
			1 162 486	**1 198 952**
Current assets				
Current financial assets	19		1 583 427	1 457 934
Other treasury applications	20		159 200	135 017
Inventories	21		10 480	7 773
Advances	16		2 097	-
Debtors and other assets	22		145 558	132 569
Cash and cash equivalents	23		68 508	86 320
			1 969 270	**1 819 613**
Total assets			**3 131 756**	**3 018 565**
CAPITAL FUND				
Capital received from the Founder	24		11 747	11 747
Reserves	25		2 611 781	2 671 721
Transfer to the capital fund			142 926	(37 928)
Total capital fund		**0**	**2 766 454**	**2 645 540**
LIABILITIES				
Non-current liabilities				
Provisions	26		197 332	194 745
Deferred tax liabilities	17		14 621	-
Creditors and other liabilities			922	970
			212 875	**195 715**
Current liabilities				
Current financial liabilitie	19		1 475	18 286
Grants and scholarships	27		8 269	7 212
Creditors and other liabilities	28		142 683	151 812
			152 427	**177 310**
Total liabilities			**365 302**	**373 025**
Total capital fund and liabilities			**3 131 756**	**3 018 565**

Chief Accountant

See accompanying notes to the Financial Statements

Statement of consolidated cash flows for the years ended 31 December, 2012 and 2011

	NOTES	2012	2011
		EURO '000	EURO '000
Operating activities			
Oil and gas income received		127 803	112 121
Proceeds/investments in current financial assets		8 679	83 366
Distribution and direct activities		(65 600)	(71 677)
Pensions paid		(18 915)	(17 504)
Income taxes		(865)	(146)
Other receipts/(payments) relating to operating activities		(35 811)	(32 107)
Cash flows generated by operating activities		**15 291**	**74 053**
Investment activities			
Non-current financial assets		(2 592)	(17 713)
Dividends		23 620	22 399
Acquisitions of fixed assets		(33 819)	(24 813)
Acquisitions of fixed assets		22 887	-
Other receipts/(payments)		(22 859)	(32 343)
Cash flows generated by investment activities		**(12 763)**	**(52 470)**
Net changes in cash and cash equivalents		2 528	21 583
Effects of exchange differences		3 843	23 486
Cash and cash equivalents at the beginning of the year		**221 337**	**176 268**
Cash and cash equivalents at the end of the year		**227 708**	**221 337**
Cash and cash equivalents includes:			
Cash	23	111	74
Deposits	23	68 397	86 246
Other treasury applications	20	159 200	135 017
		227 708	**221 337**

Chief Accountant

See accompanying notes to the Financial Statements

Statement of changes in the consolidated Capital Fund for the years ended 31 December, 2012 and 2011

	TOTAL CAPITAL FUND	CAPITAL RECEIVED FROM THE FOUNDER	EXCHANGE DIFFERENCES	FAIR VALUE RESERVE	OTHER RESERVES
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 31 December, 2010	**2 555 779**	**11 747**	**(22 458)**	**518 040**	**2 048 450**
Transfer to the capital fund	(37 928)	-	-	-	(37 928)
Exchange differences	24 723	-	24 723	-	-
Change in fair value	102 869	-	-	102 869	-
Gifts and legacies	97	-	-	-	97
Total comprehensive income for the year	**89 761**	**-**	**24 723**	**102 869**	**(37 831)**
Balance at 31 December, 2011	**2 645 540**	**11 747**	**2 265**	**620 909**	**2 010 619**
Transfer to the capital fund	142 926	-	-	-	142 926
Exchange differences	(5 084)	-	(5 084)	-	-
Change in fair value	(17 353)	-	-	(17 353)	-
Gifts and legacies	425	-	-	-	425
Total comprehensive income for the year	**120 914**	**-**	**(5 084)**	**(17 353)**	**143 351**
Balance at 31 December, 2012	**2 766 454**	**11 747**	**(2 819)**	**603 556**	**2 153 970**

Chief Accountant

See accompanying notes to the Financial Statements

Separate statement of comprehensive income for the years ended 31 December, 2012 and 2011

	NOTES	2012	2011
		EURO '000	EURO '000
Results of current financial assets and liabilities		173 417	(41 074)
Results of non-current financial assets		1 958	1 153
Results at subsidiaries		575 163	40 860
Advances		905	-
Other financial results		(8 865)	(1 118)
Financial return	4	**742 578**	**(179)**
Gains from sales of tangible fixed assets	5	21 033	-
Other income	6	12 745	13 842
Distribution and direct activities	7	(69 304)	(74 230)
Other administrative and operating costs	8	(21 941)	(18 454)
Employee benefits	10	(21 877)	(17 235)
Provisions	11	1 448	52
Impairment	12	(2 455)	-
Amortisations and depreciations	13	(1 545)	(1 598)
Transfer to the capital fund		**660 682**	**(97 802)**
Other comprehensive income for the year			
Gifts and legacies		425	97
Non-current financial assets			
Profits and losses for the year		(540 193)	187 466
Total comprehensive income for the year		**120 914**	**89 761**

Chief Accountant

See accompanying notes to the Financial Statements

Separate balance sheet at 31 December, 2012 and 2011

	NOTES	2012	2011
		EURO '000	EURO '000
ASSETS			
Tangible fixed assets	15	22 279	21 498
Non-current financial assets	16	215 019	87 292
Investments in subsidiaries	18	587 930	1 120 422
Advances	16	406 272	-
		1 231 500	**1 229 212**
Current assets			
Current financial assets	19	1 583 427	1 457 934
Other treasury applications	20	159 200	135 017
Inventories	21	2 588	2 487
Debtors and other assets	22	2 671	48 789
Cash and cash equivalents	23	2 387	1 710
		1 750 273	**1 645 937**
Total assets		**2 981 773**	**2 875 149**
CAPITAL FUND			
Capital received from the Founder	24	11 747	11 747
Reserves	25	2 094 025	2 731 595
Transfer to the capital fund		660 682	(97 802)
Total capital fund		**2 766 454**	**2 645 540**
LIABILITIES			
Non-current liabilities			
Provisions	26	189 086	187 617
Creditors and other liabilities		791	722
		189 877	**188 339**
Current liabilities			
Current financial liabilities	19	1 475	18 286
Grants and scholarships	27	8 269	7 212
Creditors and other liabilities	28	15 698	15 772
		25 442	**41 270**
Total liabilities		**215 319**	**229 609**
Total capital fund and liabilities		**2 981 773**	**2 875 149**

Chief Accountant

See accompanying notes to the Financial Statements

Statement of cash flows for the years ended 31 December, 2012 and 2011

	NOTES	2012	2011
		Euro '000	Euro '000
Operating activities			
Proceeds/investments in current financial assets		8 381	83 122
Distribution and direct activities		(65 600)	(71 675)
Pensions paid		(18 266)	(16 797)
Other receipts/(payments) relating to operating activities		(19 744)	(11 308)
Cash flows generated by operating activities		**(95 229)**	**(16 658)**
Investment activities			
Non-current financial assets		(15 826)	(840)
Dividends		111 960	52 914
Sale of tangible assets		21 939	-
Acquisitions of fixed assets		(5 595)	(4 135)
Other receipts/(payments)		7 611	(9 453)
Cash flows generated by investment activities		**120 089**	**38 486**
Net change in cash and cash equivalents		24 860	21 828
Cash and cash equivalents at the beginning of the year		136 727	114 899
Cash and cash equivalents at the end of the year		**161 587**	**136 727**
Cash and cash equivalents includes:			
Cash	23	111	74
Deposits	23	2 276	1 636
Other treasury applications	20	159 200	135 017
		161 587	**136 727**

Chief Accountant

See accompanying notes to the Financial Statements

Statement of changes in the Capital Fund for the years ended 31 December, 2012 and 2011

	TOTAL CAPITAL FUND	CAPITAL RECEIVED FROM THE FOUNDER	FAIR VALUE RESERVE	OTHER RESERVES
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 31 December, 2010	**2 555 779**	**11 747**	**943 791**	**1 600 241**
Transfer to the capital fund	(97 802)	-	-	(97 802)
Change in fair value	187 466	-	187 466	-
Gifts and legacies	97	-	-	97
Total comprehensive income for the year	89 761	-	187 466	(97 705)
Balance at 31 December, 2011	**2 645 540**	**11 747**	**1 131 257**	**1 502 536**
Transfer to the capital fund	660 682	-	-	660 682
Change in fair value	(540 193)	-	(540 193)	-
Gifts and legacies	425	-	-	425
Total comprehensive income for the year	**120 914**	**-**	**(540 193)**	**661 107**
Balance at 31 December, 2012	**2 766 454**	**11 747**	**591 064**	**2 163 643**

Chief Accountant

See accompanying notes to the Financial Statements

Notes to the Separate and Consolidated Financial Statements

31 DECEMBER 2012 AND 2011

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 forms of activity 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 22 April, 2013. They reflect the separate and consolidated results of the operations of the Foundation and its subsidiary companies for the years ended on 31 December, 2012 and 2011.

The Foundation's separate and consolidated financial statements now presented refer to the financial year ended on 31 December, 2012, and were prepared in keeping with the International Financial Reporting Standards (IFRS) in force, as adopted in the European Union until 31 December, 2012. The accounting policies used by the Foundation in the preparation of its separate and consolidated financial statements relating to 31 December, 2012, are consistent with the ones used in the preparation of the annual separate and consolidated financial statements relating to 31 December, 2011.

The 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.

However, as described in Note 34, in preparing the consolidated financial statements relating to 31 December, 2012, the Foundation adopted the accounting standards issued by the IASB and the interpretations issued by the IFRIC, the application of which has been mandatory since 1 January 2012. 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 adaptation of these new standards and interpretations in 2012 had no material effect on the Foundation's accounts.

Those 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 34.

The separate and consolidated financial statements are expressed in euros, rounded up or down to the nearest thousand. They 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 separate and consolidated financial statements in accordance with IFRS standards requires the Foundation to make judgments 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 present estimates and judgements. Matters involving greater judgement or complexity, or cases where the assumptions and estimates used are considered to be significant in the preparation of the financial statements, are shown in Note 2.23.

2.2 Principles of consolidation

Reference dates
The consolidated financial statements reflect the assets, liabilities and results of the Foundation and its subsidiaries, as defined in Note 18, for the years ended on 31 December, 2012 and 2011.

The accounting policies were applied in a consistent manner by all of the Foundation's companies for the periods covered by these consolidated financial statements.

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.

Since January 1, 2010, accumulated losses have been attributed to the non-controlling interests in the proportions that they are held, which may involve recognition of negative non-controlling interests. Prior to that date, when the accumulated losses of a subsidiary company that could be attributed to non-controlling interests exceeded the non-controlled interest in the equity of that subsidiary, the excess was attributable to the Foundation as it was incurred. Profits subsequently obtained by this same subsidiary were recognised as income of the Foundation until the losses attributed to non-controlling interests previously absorbed by the Foundation were 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 subsidiaries are prepared in their functional currency, defined as the currency of the economy in which they operate or the currency in which the subsidiaries obtain their profits or finance their activities. 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 actual 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 their 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 a separate basis

On a 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.

All the remaining expenses related with IT 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 accrue to the Foundation, so that repair and maintenance expenses are recognised as costs 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. For the remaining tangible fixed assets, the cost incurred is recognised in the year of acquisition. Depreciation is calculated over the following periods, which correspond to their estimated useful life:

	NUMBER OF YEARS
Buildings	50
Transport equipment	3 to 6
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. Since 2006, they have been 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 or are held as an integral part of an asset portfolio (normally in the form of securities), in relation to which there is evidence of recent activities leading to the realisation of short-term profits, and ii) financial assets that are designated on initial recognition as being at fair value, with value changes being put through the statement of comprehensive income.

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.

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, and ii) 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.

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 October 2008, the IASB issued its revision of the standard IAS 39 – Reclassification of financial instruments (*Amendments to IAS 39 Financial Instruments: Recognition and Measurement and IFRS 7: Financial Instruments Disclosures*).

This alteration made it possible for an entity to transfer current financial assets to the portfolios of non-current financial assets, advances and accounts receivable or to financial assets held until maturity, provided that these financial assets comply with the characteristics for each category. Transfers of non-current assets to the categories of advances and accounts receivable to be held until maturity are also permitted in specific situations.

It is forbidden to make transfers from and to other current financial assets and liabilities designated as such at the moment of their initial recognition at fair value with variations recognised in the statement of comprehensive income.

During 2012, the Foundation transferred current financial assets to non-current financial assets, as referred to in Note 16.

Impairment

The Foundation regularly assesses whether there is objective evidence that a financial asset, or group of financial assets, shows signs of impairment. 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.

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 (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 fair value of the debt instruments classified as non-current financial assets increases and such an increase can be objectively associated with an event that occurred after

the recognition of the impairment loss in the statement of comprehensive income, such impairment loss is reversed through the income statement. The recovery of impairment losses recognised in capital instruments classified as non-current financial assets is recognised as a gain in the fair value reserves (without its being reversed through the income statement).

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 for the period.

The fair value of derivative financial instruments is obtained from market prices, if available, or is 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 Note 2.8. Securities received through loan agreements are not recognised in the balance sheet.

2.13 Debtors

The carrying amounts of debtors are recorded at amortised cost and 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 rewards of ownership have been transferred to the purchaser and the respective costs associated with the transaction have been determined with complete certainty.

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 exploratory wells whose results are unconfirmed 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 recognised in the statement of comprehensive income.

(ii) Assets for oil and gas production

The costs incurred in the drilling of development wells when production facilities are being built 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 income corporation taxes by a 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 at the time when the gains or losses which gave rise to them are also 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 the 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", the "Fundo de Pensões Aberto BPI Segurança" and the "Fundo de Pensões Aberto BPI Garantia", 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 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 the right to receive in return for service in the current period 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 a 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.

In cases where the discount effect is materially relevant, provisions are made corresponding to the actual value of expected future payments, discounted at a rate that takes into account the risks associated with the liability.

Provisions are reviewed at the end of each reporting year and adjusted to reflect the best estimate, being reversed through the income statement in the proportion of those payments that are not likely to take place.

Provisions are derecognised through their use for the liabilities for which they were initially set up or in cases where such liabilities have ceased to be observed.

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 the accounting estimates and judgements used by the Foundation in the application of its accounting principles 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 Separate 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 its 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. In making this judgement, the Foundation assesses, among other factors, the normal volatility of the prices of financial assets. In keeping with the Foundation's policies, a 20% reduction in the fair value of a capital instrument is considered to be a significant devaluation and the period of one year is assumed as a continued decline of the fair value below acquisition cost.

The Foundation determines the fair value through a valuation made by independent experts or through mark-to-market prices. The valuation reflects the present net 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's subsidiaries are subject to the payment of taxes on profits in various 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 judgements 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

The item "Other oil and gas income" is made up as follows:

	Consolidated	
	2012 EURO '000	2011 EURO '000
Dividends	30 036	24 939
Services rendered	4 787	3 554
	34 823	28 493

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 previously established by the Foundation.

The financial return obtained in 2012 and 2011 in the Consolidated Account has the following breakdown:

	2012			2011		
	INCOME	COSTS	TOTAL	INCOME	COSTS	TOTAL
	Euro '000	Euro '000	Euro '000	Euro '000	Euro '000	Euro '000
Current financial assets and liabilities						
Bonds and other fixed-yield securities						
From public issuers	55 450	(29 822)	25 628	70 844	(48 775)	22 069
From other issuers	26 702	(12 168)	14 534	21 934	(20 827)	1 107
Shares						
Other variable-yield securities	364 056	(247 812)	116 244	291 968	(315 971)	(24 003)
Investment funds						
Liquidity	1 863	(1 142)	721	1 776	(1 128)	648
Shares	25 962	(14 903)	11 059	27 754	(42 373)	(14 619)
Bonds	3 355	(1 607)	1 748	2 340	(1 398)	942
Others	3 460	(3 588)	(128)	7 868	(9 414)	(1 546)
Derivatives						
Forwards	137 890	(136 083)	1 807	159 967	(180 416)	(20 449)
Futures	36 914	(32 056)	4 858	28 842	(33 206)	(4 364)
Options	9 765	(12 819)	(3 054)	17 359	(18 218)	(859)
	665 417	**(492 000)**	**173 417**	**630 652**	**(671 726)**	**(41 074)**
Non-current financial assets						
Investment Funds	1 958	-	1 958	23 302	-	23 302
	1 958	**-**	**1 958**	**23 302**	**-**	**23 302**
Advances						
Investments in oil and gas companies	2 447	-	2 447	2 940	-	2 940
Other companies	340	-	340	403	-	403
	2 787	**-**	**2 787**	**3 343**	**-**	**3 343**
Other treasury applications	6 968	(5 782)	1 186	11 729	(6 463)	5 266
Commissions	-	(5 395)	(5 395)	-	(5 314)	(5 314)
Exchange differences	3 899	(12 542)	(8 643)	3 394	(14 532)	(11 138)
	10 867	**(23 719)**	**(12 852)**	**15 123**	**(26 309)**	**(11 186)**
	681 029	**(515 719)**	**165 310**	**672 420**	**(698 035)**	**(25 615)**

The financial return obtained in 2012 and 2011 in the Foundation's Account has the following breakdown:

	2012			2011		
	INCOME	COSTS	TOTAL	INCOME	COSTS	TOTAL
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Current financial assets and liabilities						
Bonds and other fixed-yield securities						
From public issuers	55 450	(29 822)	25 628	70 844	(48 775)	22 069
From other issuers	26 702	(12 168)	14 534	21 934	(20 827)	1 107
Shares						
Other variable-yield securities	364 056	(247 812)	116 244	291 968	(315 971)	(24 003)
Investment funds						
Liquidity	1 863	(1 142)	721	1 776	(1 128)	648
Shares	25 962	(14 903)	11 059	27 754	(42 373)	(14 619)
Bonds	3 355	(1 607)	1 748	2 340	(1 398)	942
Others	3 460	(3 588)	(128)	7 868	(9 414)	(1 546)
Derivatives						
Forwards	137 890	(136 083)	1 807	159 967	(180 416)	(20 449)
Futures	36 914	(32 056)	4 858	28 842	(33 206)	(4 364)
Options	9 765	(12 819)	(3 054)	17 359	(18 218)	(859)
	665 417	**(492 000)**	**173 417**	**630 652**	**(671 726)**	**(41 074)**
Non-current financial assets	1 958	-	1 958	1 153	-	1 153
Subsidiary companies	575 163	-	575 163	40 860	-	40 860
Advances	905	-	905	-	-	-
Other treasury applications	6 670	(5 782)	888	11 487	(6 463)	5 024
Commissions	-	(5 395)	(5 395)	-	(5 314)	(5 314)
Exchange differences	3 899	(8 257)	(4 358)	3 394	(4 222)	(828)
	10 569	**(19 434)**	**(8 865)**	**14 881**	**(15 999)**	**(1 118)**
	1 254 012	**(511 434)**	**742 578**	**687 546**	**(687 725)**	**(179)**

The item Advances, amounting to €905,000 relates to interest from loans granted to Partex Oil and Gas (Holdings) Corporation, as mentioned in Note 16. At 31 December 2011, the income from non-current assets in the consolidated account included the amount of €22,149,000 relating to the capital gain made from the sale of the shareholding in Lusenerg – Energias Renováveis SGPS, as mentioned in Note 25.

NOTE 5
Gains from the sale of tangible fixed assets

The item "Gains from the sale of tangible fixed assets" amounting to €21,033,000 relates to the capital gain from the sale of the Portuguese Cultural Centre building in Paris, in Avenue d'Iéna. The building was sold for €32,000,000, having generated a gross capital gain of €31,094,000, on which the Foundation paid taxes amounting to €10,095,000.

NOTE 6
Other income

"Other income" is made up as follows:

	Consolidated		Foundation	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Sale of publications	874	1 054	874	1 054
Sale of tickets	2 129	2 274	2 129	2 274
Contributions from third parties	8 749	8 367	8 749	8 367
Other items	993	2 147	993	2 147
	12 745	**13 842**	**12 745**	**13 842**

The item "Contributions from third parties" refers to contributions made to scientific research projects, social and educational projects and projects in the area of artistic activities.

NOTE 7
Distribution and direct activities

Expenditure on the Foundation's statutory purposes is divided as follows:

	Consolidated		Foundation	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Charity	8 610	9 726	8 610	9 726
Art	27 234	27 837	27 234	27 837
Education	18 843	20 938	18 843	20 938
Science	14 617	15 729	14 617	15 729
	69 304	**74 230**	**69 304**	**74 230**

The item "Distribution and direct activities" includes the sums of €2,647,000 (2011: €3,015,000) and €19,632,000 (2011: €20,836,000) relating to amortisation and depreciation costs and personnel costs respectively.

NOTE 8
Other administrative and operating costs

The item "Other administrative and operating costs" is made up as follows:

	Consolidated		Foundation	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Personnel costs	22 745	20 060	12 319	10 517
Specialised works	5 260	4 917	3 997	3 601
Conservation and repair	393	290	393	290
Other supplies and services	5 260	4 041	3 893	2 945
Other operating costs	3 546	3 389	1 339	1 101
	37 204	**32 697**	**21 941**	**18 454**

At 31 December 2012, the item "Specialised works" includes the sum of €780,000 (2011: €576,000), relating to auditing and consultancy work.

At 31 December 2012, the item "Specialised works" includes the sum of €863,000 (2011: €626,000), relating to the maintenance and conservation of equipment.

At 31 December 2012, the item "Specialised works" also includes the sum of €522,000 (2011: € 569,000), relating to investment custody.

At 31 December 2012, the item "Specialised works" also includes the sum of €771,000 (2011: € 761 000) relating to specialised services in the field of information technology.

NOTE 9
Personnel costs

The item "Personnel costs" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Remuneration of the Board of Trustees	1 293	1 332	1 068	1 153
Wages and salaries of employees	31 509	30 186	23 797	23 032
Social charges	6 658	6 343	5 335	5 157
Other personnel costs	2 917	3 035	1 751	2 011
	42 377	**40 896**	**31 951**	**31 353**

The number of full-time employees is analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
Board of Trustees	7	9	7	9
Staff				
Permanent staff	520	514	462	463
Contract staff	65	59	35	26
	592	**582**	**504**	**498**

Personnel costs include an amount of €19,632,000 (2011: €20,836,000), which is allocated to "Distribution and direct activities", as mentioned in Note 7.

The items "Other personnal costs" include an amount of €111,000 (2011: €118,000) relating to contributions to the defined contribution pension plan of the Foundation employees.

NOTE 10
Employee benefits

The item "Employee benefits" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Pensions	21 852	15 834	21 329	15 701
Other benefits	731	1 676	548	1 534
	22 583	**17 510**	**21 877**	**17 235**

NOTE 11
Provisions

"Provisions" are made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Reinforcement of provisions	-	54	-	-
Reduction of provisions	(1 507)	(52)	(1 448)	(52)
	(1 507)	**2**	**(1 448)**	**(52)**

NOTE 12
Impairment

"Impairment" for the year is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Impairment on intangible assets	(12 731)	(1 984)	-	-
Impairment on tangible fixed assets	(5 134)	(2 357)	-	-
Impairment on non-current financial assets	(2 455)	-	(2 455)	-
	(20 320)	**(4 341)**	**(2 455)**	-

The item "Impairment on intangible assets and tangible fixed assets", amounting to €17,865,000, arises from the oil concessions in Brazil, Angola and Kazakhstan (2011: €4,341,000, arising from the concessions in Brazil).

NOTE 13
Amortisations and depreciations

The item "Amortisations and depreciations" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Intangible assets				
Exploration rights	2 252	2 121	-	-
Concession rights	3 021	2 790	-	-
Software	601	298	367	160
	5 874	**5 209**	**367**	**160**
Tangible fixed assets				
Real estate	1 085	1 108	1 085	1 108
Equipment	2 791	3 426	2 652	3 273
Oil and gas production	14 805	7 017	-	-
Other assets	466	587	88	72
	19 147	**12 138**	**3 825**	**4 453**
Amortisations and depreciations allocated to the item				
Distribution and direct activities	**(2 647)**	**(3 015)**	**(2 647)**	**(3 015)**
	22 374	**14 332**	**1 545**	**1 598**

Amortisations and depreciations for the year include the amount of €2,647,000 (2011: €3,015,000) which is allocated to "Distribution and direct activities" (see Note 7).

NOTE 14
Intangible assets

The item "Intangible assets" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Cost:				
Exploration rights	57 350	59 291	-	-
Oil and gas exploration	85 215	85 887	-	-
Concession rights	59 213	60 379	-	-
Software	4 473	4 043	2 864	2 627
Other intangible assets	338	338	338	338
	206 589	**209 938**	**3 202**	**2 965**
Accumulated amortisation and impairment losses:				
Accumulated amortisations	(30 872)	(25 933)	(3 202)	(2 965)
Impairment losses	(33 285)	(21 190)	-	-
	(64 157)	**(47 123)**	**(3 202)**	**(2 965)**
	142 432	**162 815**	**-**	**-**

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.

The item "Concession rights" refers to the values agreed for the establishment of agreements for the production of associated gas in Abu Dhabi.

"Impairment losses" amounted to €12,731,000 (2011: €1,984,000), as mentioned in Note 12 and were determined based on the success of exploratory wells and the market conditions in the oil and gas concessions of Brazil and Angola, (2011: Brazil) as mentioned in Note 2.17.

The accruals of software at the Foundation, amounting to €367,000 (2011: €160,000) were totally amortised during the year, as mentioned in Note 2.4.

During the year, the Foundation wrote off software to the amount of €130,000.

The movements on the consolidated "Intangible assets" account during 2012 and 2011 have the following breakdown:

	EXPLORATION RIGHTS	OIL AND GAS EXPLORATION	CONCESSION RIGHTS	SOFTWARE	OTHER ASSETS	TOTAL
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Acquisition cost:						
Balance at 31 December 2010	**58 617**	**77 217**	**58 468**	**3 200**	**338**	**197 840**
Accruals	-	10 422	-	802	-	11 224
Deductions	-	-	-	(2)	-	(2)
Transfers	-	-	-	-	-	-
Exchange differences	674	(1 752)	1 911	43	-	876
Balance at 31 December 2011	**59 291**	**85 887**	**60 379**	**4 043**	**338**	**209 938**
Accruals	-	5 060	-	528	-	5 588
Deductions	-	(948)	-	(69)	-	(1 017)
Transfers	-	-	-	-	-	-
Exchange differences	(1 941)	(4 784)	(1 166)	(29)	-	(7 920)
Balance at 31 December 2012	**57 350**	**85 215**	**59 213**	**4 473**	**338**	**206 589**
Amortisations and impairment losses:						
Balance at 31 December 2010	**10 140**	**18 441**	**6 577**	**3 102**	**338**	**38 598**
Amortisations for the year	2 121	-	2 790	298	-	5 209
Deductions	-	-	-	(2)	-	(2)
Exchange differences	128	765	445	(4)	-	1 334
Impairment for the year	-	1 984	-	-	-	1 984
Balance at 31 December 2011	**12 389**	**21 190**	**9 812**	**3 394**	**338**	**47 123**
Amortisations for the year	2 252	-	3 021	601	-	5 874
Deductions	-	-	-	(69)	-	(69)
Exchange differences	(538)	(636)	(250)	(78)	-	(1 502)
Impairment for the year	-	12 731	-	-	-	12 731
Balance at 31 December 2012	**14 103**	**33 285**	**12 583**	**3 848**	**338**	**64 157**
Net balance at 31 December 2011	**46 902**	**64 697**	**50 567**	**649**	**-**	**162 815**
Net balance at 31 December 2012	**43 247**	**51 930**	**46 630**	**625**	**-**	**142 432**

NOTE 15
Tangible fixed assets

The item "Tangible fixed assets" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Cost:				
Real estate	34 412	35 928	34 412	35 928
Equipment	39 755	45 925	39 096	45 182
Works of art	6 113	5 380	6 113	5 380
Oil and gas production	152 081	132 073	-	-
Other assets	3 781	4 651	1 305	1 217
In progress	2 561	-	2 561	-
	238 703	**223 957**	**83 487**	**87 707**
Accumulated depreciations and impairment osses:				
Accumulated depreciations	(112 168)	(101 328)	(61 208)	(66 209)
Impairment losses	(5 032)	(2 550)	-	-
	(117 200)	**(103 878)**	**(61 208)**	**(66 209)**
	121 503	**120 079**	**22 279**	**21 498**

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 €84,458,000 (2011: €79,693 ,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 €44,526,000 (2011: €38,017,000).

This item also includes the amount of €10,563,000 (2011: €11,754,000) 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.

The movements occurring in the Consolidated "Tangible fixed assets" account for 2012 and 2011 are made up as follows:

	REAL ESTATE	EQUIPMENT	WORKS OF ART	OIL AND GAS PRODUCTION	OTHER ASSETS	IN PROGRESS	TOTAL
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Acquisition cost:							
Balance at 31 December 2010	**35 928**	**44 668**	**5 179**	**118 917**	**3 941**	**-**	**208 633**
Accruals	-	3 780	201	10 037	628	-	14 646
Deductions/Sales	-	(2 533)	-	-	(40)	-	(2 573)
Transfers	-	-	-	-	-	-	
Exchange differences	-	10	-	3 119	122	-	3 251
Balance at 31 December 2011	**35 928**	**45 925**	**5 380**	**132 073**	**4 651**	**-**	**223 957**
Accruals	-	2 130	733	23 996	195	2 561	29 615
Deductions/Sales	(1 516)	(8 296)	-	-	(1 017)	-	(10 829)
Transfers	-	-	-	-	-	-	
Exchange differences	-	(4)	-	(3 988)	(48)	-	(4 040)
Balance at 31 December 2012	**34 412**	**39 755**	**6 113**	**152 081**	**3 781**	**2 561**	**238 703**
Depreciations:							
Balance at 31 December 2010	18 403	43 553	1 514	23 935	2 936	-	90 341
Depreciation for the year	1 108	3 426	-	7 017	587	-	12 138
Deductions/Sales	-	(2 533)	-	-	(40)	-	(2 573)
Transfers	-	-	-	-	-	-	
Exchange differences	-	3	-	1 527	85	-	1 615
Impairment	-	-	-	2 357	-	-	2 357
Balance at 31 December 2011	**19 511**	**44 449**	**1 514**	**34 836**	**3 568**	**-**	**103 878**
						-	
Depreciation for the year	1 085	2 791	-	14 805	466	-	19 147
Deductions/Sales	(610)	(8 296)	-	-	(1 017)	-	(9 923)
Exchange differences	-	(4)	-	(1 009)	(23)	-	(1 036)
Impairment	-	-	-	5 134	-	-	5 134
Balance at 31 December 2012	**19 986**	**38 940**	**1 514**	**53 766**	**2 994**	**-**	**117 200**
Net balance at 31 December 2011	**16 417**	**1 476**	**3 866**	**97 237**	**1 083**	**-**	**120 079**
Net balance at 31 December 2012	**14 426**	**815**	**4 599**	**98 315**	**787**	**2 561**	**121 503**

At 31 December 2012 the Group recognised a future obligation with the abandonment of wells and environmental problems at the end of concessions, amounting to €3,484,000 (2011: €2,760,000). 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 26.

The movements occurring in the Foundation's "Tangible fixed assets" account during 2012 and 2011 are made up as follows:

	REAL ESTATE	EQUIPMENT	WORKS OF ART	OTHER ASSETS	IN PROGRESS	TOTAL
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Acquisition cost:						
Balance at 31 December 2010	**35 928**	**43 990**	**5 179**	**1 145**	**-**	**86 242**
Accruals	-	3 669	201	72	-	3 942
Deductions/Sales	-	(2 477)	-	-	-	(2 477)
Balance at 31 December 2011	**35 928**	**45 182**	**5 380**	**1 217**	**-**	**87 707**
Accruals	-	2 130	733	88	2 561	5 512
Deductions/Sales	(1 516)	(8 216)	-	-	-	(9 732)
Balance at 31 December 2012	**34 412**	**39 096**	**6 113**	**1 305**	**2 561**	**83 487**
Depreciations:						
Balance at 31 December 2010	**18 403**	**43 171**	**1 514**	**1 145**	**-**	**64 233**
Depreciation for the year	1 108	3 273	-	72	-	4 453
Deductions/Sales	-	(2 477)	-	-	-	(2 477)
Balance at 31 December 2011	**19 511**	**43 967**	**1 514**	**1 217**	**-**	**66 209**
Depreciation for the year	1 085	2 652	-	88	-	3 825
Deductions/Sales	(610)	(8 216)	-	-	-	(8 826)
Balance at 31 December 2012	**19 986**	**38 403**	**1 514**	**1 305**	**-**	**61 208**
Net balance at 31 December 2011	**16 417**	**1 215**	**3 866**	**-**	**-**	**21 498**
Net balance at 31 December 2012	**14 426**	**693**	**4 599**	**-**	**2 561**	**22 279**

The Foundation finances the acquisition of transport equipment through finance lease contracts.

At 31 December 2012, the gross value of tangible fixed assets financed through financial lease contracts amounted to €2,122,000 (2011: €2,105,000), accumulated amortisation to €1,428,000 (2011: €1,388,000) and the respective instalments due to €1,123,000 (2011: € 1,188,000), as follows:

	2012			2011		
	TOTAL	LESS THAN 1 YEAR	FROM 1 TO 5 YEARS	TOTAL	LESS THAN 1 YEAR	FROM 1 TO 5 YEARS
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Principal	924	133	791	1 065	343	722
Interest owing	199	29	170	123	92	31
Instalments due	**1 123**	**162**	**961**	**1 188**	**435**	**753**

NOTE 16
Non-current financial assets and advances

The item "Non-current financial assets and advances" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Shares				
Investments in oil and gas companies	599 743	613 495	-	-
Other companies	3 249	3 116	-	-
Investment Funds	216 249	203 955	215 019	87 292
	819 241	**820 566**	**215 019**	**87 292**
Non-current Advances				
Investments in oil and gas companies	70 924	82 686	-	-
Subsidiary companies	-	-	406 272	-
Other companies	8 386	12 631	-	-
	79 310	**95 317**	**406 272**	-
Current Advances				
Other companies	2 097	-	-	-
	900 648	**915 883**	**621 291**	**87 292**

The item "Non-current advances to subsidiary companies", amounting to €406,272,000, refers to the loan granted by the Calouste Gulbenkian Foundation to its subsidiary, Partex Oil and Gas (Holdings) Corporation. The loan has a Euribor six-month rate, plus a 5.5% spread for a period of 5 years.

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 25.
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 reflect the present 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 present discounted value, as mentioned in Note 2.8.

At 31 December, 2012 and 2011, the Consolidated "Non-current financial assets" account is made up as follows:

	2012			
	COST	FAIR VALUE RESERVE	IMPAIRMENT LOSSES	BOOK VALUE
	EURO '000	EURO '000	EURO '000	EURO '000
Shares				
ADPC/ADCO	10 922	41 602	-	52 524
PDO/POHOL	1 755	294 971	-	296 726
OLNG	2 385	205 209	-	207 594
Other investments	3 368	40 700	(1 169)	42 899
	18 430	**582 482**	**(1 169)**	**599 743**
Other companies	**3 249**	**-**	**-**	**3 249**
Investment Funds				
Real estate	70 957	7 035	(2 455)	75 537
Risk capital	126 673	14 039	-	140 712
	197 630	**21 074**	**(2 455)**	**216 249**
Balance at 31 December 2012	**219 309**	**603 556**	**(3 624)**	**819 241**

	2011			
	COST	FAIR VALUE RESERVE	IMPAIRMENT LOSSES	BOOK VALUE
	EURO '000	EURO '000	EURO '000	EURO '000
Shares				
ADPC/ADCO	11 138	60 043	-	71 181
PDO/POHOL	1 790	304 571	-	306 361
OLNG	2 432	210 336	-	212 768
Other investments	3 433	20 944	(1 192)	23 185
	18 793	**595 894**	**(1 192)**	**613 495**
Other companies	**3 116**	**-**	**-**	**3 116**
Investment Funds				
Real estate	63 645	12 074	-	75 719
Risk capital	115 295	12 941	-	128 236
	178 940	**25 015**	**-**	**203 955**
Balance at 31 December 2011	**200 849**	**620 909**	**(1 192)**	**820 566**

The main assumptions used for calculating the fair value of oil and gas investments are presented below:

NUMBER OF YEARS UNTIL THE END OF THE CONCESSION		
ADPC/ADCO	**1 years**	(2011: 2 years)
GASCO	**16 years**	(2011: 17 years)
PDO	**32 years**	(2011: 33 years)
OLNG	**12 years**	(2011: 13 years)

DISCOUNT RATE USED:		
ADPC/ADCO and GASCO	**8.40%**	(2011: 8.90%)
PDO	**8.60%**	(2011: 9.40%)
OLNG	**8.60%**	(2011: 9.50%)

CRUDE OIL BENCHMARK:		
ADPC/ADCO	**Brent**	(2011: Brent)
GASCO	**Brent**	(2011: Brent)
PDO	**Brent**	(2011: Brent)
OLNG	**JCC***	(2011: JCC)

*JCC = Japan Crude Cocktail

The sensitivity analysis involved in the calculation of fair value, prepared by the Foundation to take account of potential variations in the price of a barrel of Brent crude oil (low and high price scenarios) and interest rates (200bp) is presented as follows:

	2012		
	MAXIMUM	CURRENT	MINIMUM
	EURO '000	EURO '000	EURO '000
ADPC/ADCO	53 509	52 524	51 539
GASCO	52 296	42 899	32 818
PDO	367 364	296 726	226 163
OLNG	251 175	207 594	163 938

	2011		
	MAXIMUM	CURRENT	MINIMUM
	EURO '000	EURO '000	EURO '000
ADPC/ADCO	73 499	71 181	68 939
GASCO	32 383	23 185	13 370
PDO	378 468	306 361	234 253
OLNG	258 289	212 768	167 555

The sensitivity analysis demonstrated above is based on the estimates made by a vast group of well-known financial and non-financial institutions and includes the interest rates published by the Energy Information Administration (EIA).

At 31 December 2012 and 2011, the Consolidated "Advances" account is made up as follows:

	CONSOLIDATED	
	2012	2011
	EURO '000	EURO '000
Advances		
Investments in oil and gas companies	70 924	82 686
Other companies	10 483	12 631
	81 407	**95 317**

Advances have the following periods to maturity:

	CONSOLIDATED	
	2012	2011
	EURO '000	EURO '000
From 3 months to 1 year	2 097	-
From 1 year to 5 years	79 310	95 317
	81 407	**95 317**

An impairment loss of €2,064,000 (2011: €2,105,000) relating to GISCO has been deducted from the value of investments in oil and gas companies.

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:

2012	2011	MATURITY
1.7% - 1.5%	1.7% - 2.0%	1-5 years

The movements occurring in the "Impairment losses" account in "Non-current financial assets" are presented as follows:

	CONSOLIDATED	
	2012	2011
	EURO '000	EURO '000
Balance at 1 January	**3 297**	**3 192**
Appropriations	2 455	-
Funds used	-	-
Exchange differences	(64)	105
Balance at 31 December	**5 688**	**3 297**

At 31 December 2012 and 2011, the Foundation's "Non-current financial assets" account was made up as follows:

	2012			
	COST	FAIR VALUE RESERVE	IMPAIRMENT LOSSES	BOOK VALUE
	EURO '000	EURO '000	EURO '000	EURO '000
Investment Funds				
Real estate	70 957	7 035	(2 455)	75 537
Risk capital	143 302	(3 820)	-	139 482
Balance at 31 December 2012	214 259	3 215	(2 455)	215 019

	2011			
	COST	FAIR VALUE RESERVE	IMPAIRMENT LOSSES	BOOK VALUE
	EURO '000	EURO '000	EURO '000	EURO '000
Investment Funds				
Real estate	63 645	12 074	-	75 719
Risk capital	12 731	(1 158)	-	11 573
Balance at 31 December 2011	76 376	10 916	-	87 292

On January 1, 2012, the Foundation made a transfer of two funds from Current Financial Assets to Non-Current Financial Assets as mentioned in Note 19. The fair value of these funds at the time of their transfer amounted to €14,196,000, which was considered to be the cost value recorded in non-current assets.

During 2012, the Partex Oil and Gas (Holdings) Corporation transferred to the Calouste Gulbenkian Foundation the NovEnergia II fund amounting to €119,194,000, following the distribution of a dividend amounting to €570,579,033, as referred in note 29. At 31 December 2011, the cost value of the fund at the Partex Oil and Gas (Holdings) Corporation amounted to €102,564,000. The fair value of the fund at 31 December 2012 amounted to €120,610,000 (2011: €115,380,000).

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. During 2012, no additional investments were made to the fund.

In the case of listed and unlisted securities, the Consolidated account for this item is made up as follows:

	2012		
	LISTED	UNLISTED	TOTAL
	EURO '000	EURO '000	EURO '000
Shares			
Investments in oil and gas companies	-	599 743	599 743
Other companies	-	3 249	3 249
Investment Funds	**79 235**	**137 014**	**216 249**
	79 235	**740 006**	**819 241**

	2011		
	LISTED	UNLISTED	TOTAL
	EURO '000	EURO '000	EURO '000
Shares			
Investments in oil and gas companies	-	613 495	613 495
Other companies	-	3 116	3 116
Investment Funds	**75 719**	**128 236**	**203 955**
	75 719	**744 847**	**820 566**

At the Foundation, the unlisted investment funds amount to €139,482,000 (2011: €11,573,000) and the listed investment funds amount to €75,537,000 (2011: €75,719,000).

At 31 December 2012 and 2011, "Non-current financial assets" had the following periods to maturity:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
From 3 months to 1 year	11 618	8 569	11 618	6 464
From 1 year to 5 years	198 667	5 297	197 437	9 507
Over 5 years	5 964	193 205	5 964	71 321
Indeterminate duration	602 992	613 495	-	-
	819 241	**820 566**	**215 019**	**87 292**

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	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Level 1	75 537	75 719	75 537	75 719
Level 2	4 480	4 400	-	-
Level 3	739 224	740 447	139 482	11 573
	819 241	**820 566**	**215 019**	**87 292**

During 2012 and 2011, the movements of financial assets valued through the use of methods with parameters that are not observable in the market can be analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 1 January	740 447	555 891	11 573	9 913
Purchases	3 535	61 896	123 687	2 133
Changes n fair value	(11 642)	122 660	(2 662)	(473)
Transfers	6 884	-	6 884	-
Balance at 31 December	**739 224**	**740 447**	**139 482**	**11 573**

Transfers amounting to €6,884,000 correspond to the fair value of the Caravela Fund at the time of its reclassification from Current Financial Assets to Non-current Financial Assets, as mentioned in Note 19.

NOTE 17
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 (IRC) and the corresponding municipal surcharge.

The calculation of current taxes for 2012 was based on a nominal rate of corporation tax and a 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), to which is added an additional charge of 5% levied under the scope of the state surcharge on taxable profits above 10 million Euros, under the terms of Law 64-B/2011 of 31 December (State Budget Law for 2012).

The calculation of current taxes for 2011 was based on a nominal rate of corporation tax and a 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), 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 charges incurred with taxes on profits, with reference to 2012 in the Consolidated Account, are made up as follows:

	CONSOLIDATED	
	2012	2011
	EURO '000	EURO '000
Current taxes	(865)	(146)
Deferred taxes	(15 092)	4 053
	(15 957)	**3 907**

The deferred tax assets and liabilities recognised in the balance sheet at 31 December 2012 and 2011 are made up as follows:

	ASSETS	LIABILITIES	NET
	2012	2012	2012
	EURO '000	EURO '000	EURO '000
Tax losses brought forward	1 028	-	1 028
Exchange differences originating from loans	-	(1 028)	(1 028)
Provisions not accepted for tax purposes	415	-	415
Tangible and intangible fixed assets	-	(15 036)	(15 036)
	1 443	**(16 064)**	**(14 621)**
Offsetting of deferred tax assets/liabilities	(1 443)	1 443	-
	-	**(14 621)**	**(14 621)**

	ASSETS	LIABILITIES	NET
	2011	2011	2011
	EURO '000	EURO '000	EURO '000
Tax losses brought forward	5 988	-	5 988
Exchange differences originating from loans	-	(4 259)	(4 259)
Provisions not accepted for tax purposes	108	-	108
Tangible and intangible fixed assets	-	(1 662)	(1 662)
	6 096	**(5 921)**	**175**
Offsetting of deferred tax assets/liabilities	**(5 921)**	**5 921**	**-**
	175	**-**	**175**

The movements on the deferred tax items in the balance sheet were offset as follows:

	CONSOLIDATED	
	2012	2011
	EURO '000	EURO '000
Opening balance	175	(4 077)
Recognised in the statement of comprehensive income	(15 092)	4 053
Exchange differences	296	199
Closing balance	**(14 621)**	**175**

The Group 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 RELATING TO:	
	2012	2011
	EURO '000	EURO '000
2012	-	3
2013	-	159
2014	1 526	1 143
2015	239	387
2016	-	240
No limit	20 442	38 615
	22 207	**40 547**

NOTE 18
Investments in subsidiaries

The item "Investments in subsidiaries" is made up as follows:

	FOUNDATION	
	2012	2011
	EURO '000	EURO '000
Partex Oil and Gas (Holdings) Corporation	587 902	1 120 394
Economic and General Secretariat Limited	28	28
	587 930	**1 120 422**

The value of these investments was reassessed at 31 December 2012 and 2011, increasing the fair value reserve to €587,849,000 (2011: €1,120,341,000).

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 25.

The change in the fair value of the investment in Partex Oil and Gas Holdings (Corporation) from 2011 to 2012 is justified mainly by the distribution of dividends in 2012, as mentioned in Note 29.

At 31 December 2012, the subsidiary companies consolidated by the integral consolidation method were as follows:

SUBSIDIARY	HEAD OFFICE	CAPITAL	CURRENC	ASSETS	LIABILITIES	EQUITY	INCOME	NET INCOME	%	ECONOMIC ACTIVITY
				EURO'000	EURO'000	EURO'000	EURO'000	EURO'000		
Directly held:										
Partex Oil and Gas (Holdings) Corporation	Cayman Islands	50 000	USD	414 985	410 670	4 315	517 825	536 240	100	c)
Economic and General Secretariat Limited (*)	England	4 000	GBP	-	-	-	-	-	100	b)
Indirectly held: (through Partex Oil and Gas (Holdings) Corporation)										
Participations and Explorations Corporation	Panama	2 800	USD	381 625	308 543	73 082	833 941	7 136	100	a)
Partex (Oman) Corporation	Panama	2 500	USD	885 262	354 818	530 444	396 724	84 832	100	a)
Partex Gas Corporation	Panama	2 000 000	USD	98 896	56 046	42 850	42 179	1 392	100	a)
Partex (Kazakhstan) Corporation	Cayman Islands	5 000	USD	88 628	90 229	(1 601)	27 288	(15 818)	100	a)
Partex Services Corporation	Panama	2 300 000	USD	4 846	2 350	2 496	9 891	30	100	b)
PMO Services, S.A.	Liechtenstein	500 000	CHF	2 086	115	1 971	1 895	58	100	b)
Partex Brasil Ltda.	Brazil	1 000 000	BRL	54 930	107 515	(52 585)	5 549	(18 003)	100	a)
Partex (Brazil) Corporation	Cayman Islands	50 000	USD	97 571	96 276	1 295	-	(292)	100	c)
Partex (Algeria) Corporation	Cayman Islands	50 000	USD	3 623	4 845	(1 222)	-	(323)	100	a)
Partex (Angola) Corporation	Cayman Islands	50 000	USD	37 587	46 205	(8 618)	-	(1 958)	100	a)
Partex Services Brasil Petrolíferos Ltda.	Brazil	1 000 000	BRL	704	170	534	1 194	157	100	b)
Partex (Iberia), S.A.	Portugal	3 450 000	EUR	12 180	10 494	1 686	-	120	100	a)
(through Partex Services Corporation)										
Partex Services Portugal – Serviços para a Indústria Petrolífera, S.A	Portugal	50 000	EUR	1 683	1 221	462	6 449	(25)	100	b)

a) Companies with investments in oil concessions or contractual operations

b) Provider of services to the Group's companies

c) Financial investment manager.

(*) This subsidiary is currently dormant

NOTA 19
Current financial assets and liabilities

The item "Current financial assets and liabilities" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Bonds and other fixed-yield securities				
From public issuers	344 870	374 198	344 870	374 198
From other issuers	155 855	161 695	155 855	161 695
Shares				
Other variable-yield securities	819 994	755 983	819 994	755 983
Investment Funds				
Liquidity	111 514	24 498	111 514	24 498
Shares	110 192	81 327	110 192	81 327
Bonds	14 747	21 130	14 747	21 130
Others	18 199	35 058	18 199	35 058
Derivatives				
Financial instruments with positive fair value				
Forwards	6 768	2 449	6 768	2 449
Futures	775	1 179	775	1 179
Options	513	417	513	417
	1 583 427	**1 457 934**	**1 583 427**	**1 457 934**
Derivatives				
Financial instruments with negative fair value				
Forwards	(733)	(17 388)	(733)	(17 388)
Futures	(742)	(898)	(742)	(898)
	(1 475)	**(18 286)**	**(1 475)**	**(18 286)**
	1 581 952	**1 439 648**	**1 581 952**	**1 439 648**

At 1 January, 2012, the Foundation reclassified the Caravela and Sete Colinas Funds from other current investment funds to non-current financial assets, as mentioned in Note 16. The fair value of the funds at reclassification date amounted to €14,196,000.

At 31 December 2012 and 2011, "Current financial assets and liabilities" had the following periods to maturity:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Up to 3 months	47 476	(3 520)	47 476	(3 520)
From 3 months to 1 year	49 312	52 839	49 312	52 839
From 1 to 5 years	178 427	234 918	178 427	234 918
Over 5 years	232 074	237 415	232 074	237 415
Indeterminate duration	1 074 663	917 996	1 074 663	917 996
	1 581 952	**1 439 648**	**1 581 952**	**1 439 648**

At 31 December 2012 and 2011, in the case of listed and unlisted securities, the item "Current financial assets and liabilities" is made up as follows:

	2012		
	LISTED	UNLISTED	TOTAL
	EURO '000	EURO '000	EURO '000
Bonds and other fixed-yield securities			
From public issuers	304 813	40 057	344 870
From other issuers	92 513	63 342	155 855
Shares			
Other variable-yield securities	819 937	57	819 994
Investment funds			
Liquidity	111 514	-	111 514
Shares	66 833	43 359	110 192
Bonds	7 340	7 407	14 747
Others	7 032	11 167	18 199
Derivatives			
Forwards	6 035	-	6 035
Futures	33	-	33
Options	513	-	513
	1 416 563	**165 389**	**1 581 952**

	2011		
	LISTED	UNLISTED	TOTAL
	EURO '000	EURO '000	EURO '000
Bonds and other fixed-yield securities			
From public issuers	350 192	24 006	374 198
From other issuers	123 244	38 451	161 695
Shares			
Other variable-yield securities	755 969	14	755 983
Investment funds			
Liquidity	24 498	-	24 498
Shares	52 597	28 730	81 327
Bonds	16 581	4 549	21 130
Others	10 459	24 599	35 058
Derivatives			
Forwards	(14 939)	-	(14 939)
Futures	281	-	281
Options	417	-	417
	1 319 299	**120 349**	**1 439 648**

"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.

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Level 1	1 416 563	1 319 299	1 416 563	1 319 299
Level 2	161 650	100 808	161 650	100 808
Level 3	3 739	19 541	3 739	19 541
	1 581 952	**1 439 648**	**1 581 952**	**1 439 648**

During 2012 and 2011, the movements of the financial assets valued using methods with parameters that are not observable in the market can be analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 1 January	**19 541**	**21 827**	**19 541**	**21 827**
Purchases	49	14	49	14
Sales	(8)	(216)	(8)	(216)
Transfers	(6 884)	-	(6 884)	-
Fair value changes	(8 959)	(2 084)	(8 959)	(2 084)
Balance at 31 December	**3 739**	**19 541**	**3 739**	**19 541**

Transfers amounting to €6,884,000 correspond to the fair value of the Caravela Fund at the date of its reclassification from Current Financial Assets to Non-current Financial Assets, as mentioned in note 16.

Taking the dates of 31 December 2012 and 2011 as the reference dates, the Foundation's exposure to the securitised sovereign debt of EU countries undergoing bailout packages, is as follows:

	2012		
	BOOK VALUE	AVERAGE INTEREST RATE	AVERAGE MATURITY
	EURO '000	%	YEARS
Financial assets held for negotiation			
Portugal	1 418	3.6	1.8
Hungary	222	6.0	10.9
Ireland	608	4.5	6.9
Italy	18 101	5.9	6.9
Spain	15 784	4.9	6.6
	36 133		

	2011		
	BOOK VALUE	AVERAGE INTEREST RATE	AVERAGE MATURITY
	EURO '000	%	YEARS
Financial assets held for negotiation			
Portugal	5 065	4.3	0.9
Slovenia	434	5.1	14.3
Ireland	496	4.5	8.3
Italy	12 790	5.5	4.8
Spain	8 738	3.9	7.6
	27 523		

At 31 December 2012 and 2011, derivative financial assets and liabilities are made up as follows:

	2012		
	NOTIONAL	FAIR VALUE	
		ASSETS	LIABILITIES
	EURO '000	EURO '000	EURO '000
Foreign exchange contracts			
Forward purchase	377 644	6 768	(733)
Forward sale	(377 644)		
	-	6 768	(733)
Share contracts / indexes			
Futures	1 597	775	(742)
Options	15	513	-
	1 612	**1 288**	**(742)**
	1 612	**8 056**	**(1 475)**

	2011		
	NOTIONAL	FAIR VALUE	
		ASSETS	LIABILITIES
	EURO '000	EURO '000	EURO '000
Foreign exchange contracts			
Forward purchase	734 862	2 449	(17 388)
Forward sale	(734 862)		
	-	**2 449**	**(17 388)**
Share contracts / indexes			
Futures	6 264	1 179	(898)
Options	15	417	-
	6 279	**1 596**	**(898)**
	6 279	**4 045**	**(18 286)**

At 31 December 2012 and 2011, derivative financial assets and liabilities had the following periods to maturity:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Up to 3 months	6 599	(13 034)	6 599	(13 034)
From 3 months to 1 year	(18)	(1 207)	(18)	(1 207)
	6 581	**(14 241)**	**6 581**	**(14 241)**

NOTE 20
Other treasury applications

The item "Other treasury applications", amounting to €159,200,000 (2011: €135,017,000), 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 21
Inventories

The item "Inventories" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Crude oil	416	1 408	-	-
Other materials	7 476	3 878	-	-
Publications	2 588	2 487	2 588	2 487
	10 480	**7 773**	**2 588**	**2 487**

The item "Publications", amounting to €2,588,000 (2011: €2,487,000), refers to the Foundation's own publications.

NOTE 22
Debtors and other assets

The item "Debtors and other assets" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Subsidiaries	-	-	91	45 874
Debtors (oil and gas investments)	126 792	120 397	-	-
Income receivable	-	261	654	261
Expenses with deferred costso	793	692	793	692
Sundry debtors	17 973	11 219	1 133	1 962
	145 558	**132 569**	**2 671**	**48 789**

The item "Subsidiaries" is made up as follows:

	2012	2011
	EURO '000	EURO '000
Dividends	-	38 643
Advances	91	7 231
	91	**45 874**

The item "Sundry debtors" includes the amount of €121,000 (2011: €108,000) relating to a contribution to the open pensions fund "Fundo de Pensões Aberto BPI Ações", in accordance with the Complementary Defined Contribution Pensions Plan (PCPCD).

NOTE 23
Cash and cash equivalents

The item "Cash and cash equivalents" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Cash	111	74	111	74
Deposits	68 397	86 246	2 276	1 636
	68 508	**86 320**	**2 387**	**1 710**

NOTE 24
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 25
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 income statements of this and/or previous years.

During 2012 and 2011, the movements under these items in the Consolidated accounts were as follows:

	FAIR VALUE RESERVE	OTHER RESERVES	EXCHANGE DIFFERENCES	TOTAL
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 31 December 2010	**518 040**	**2 005 046**	**(22 458)**	**2 500 628**
Changes in fair value	102 869	-	-	102 869
Exchange differences	-	-	24 723	24 723
Gifts and legacies	-	97	-	97
Formation of reserves	-	43 404	-	43 404
Balance at 31 December 2011	**620 909**	**2 048 547**	**2 265**	**2 671 721**
Changes in fair value	(17 353)	-	-	(17 353)
Exchange differences	-	-	(5 084)	(5 084)
Gifts and legacies	-	425	-	425
Formation of reserves	-	(37 928)	-	(37 928)
Balance at 31 December 2012	**603 556**	**2 011 044**	**(2 819)**	**2 611 781**

During 2012 and 2011, the movements occurring under these items in the Foundation's accounts were as follows:

	FAIR VALUE RESERVES			
	SUBSIDIARIES	NON-CURRENT FINANCIAL ASSETS	OTHER RESERVES	TOTAL
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 31 December 2010	**933 748**	**10 043**	**1 587 278**	**2 531 069**
Changes in fair value	186 593	873	-	187 466
Gifts and legacies	-	-	97	97
Formation of reserves	-	-	12 963	12 963
Balance at 31 December 2011	**1 120 341**	**10 916**	**1 600 338**	**2 731 595**
Changes in fair value	(532 492)	(7 701)	-	(540 193)
Gifts and legacies	-	-	425	425
Formation of reserves	-	-	(97 802)	(97 802)
Balance at 31 December 2012	**587 849**	**3 215**	**1 502 961**	**2 094 025**

The fair value reserve in 2012 and 2011, in both the Consolidated and the Foundation's accounts, is explained as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Subsidiaries	-	-	587 849	1 120 341
Non-current financial assets	603 556	620 909	3 215	10 916
	603 556	**620 909**	**591 064**	**1 131 257**

The changes in the fair value reserve in 2012 and 2011 in both the Consolidated and the Foundation's accounts are explained as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 1 January	620 909	518 040	1 131 257	943 791
Changes in fair value	(17 353)	125 018	(540 193)	187 466
Sales during the year	-	(22 149)	-	-
Balance at 31 December	**603 556**	**620 909**	**591 064**	**1 131 257**

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.

During 2011, the Group sold the investment that it had in Lusenerg – Energias Renováveis SGPS, in exchange for shares in NovEnergia II. The fair value reserve amounting to €22,149,000 was transferred to the statement of comprehensive income, as mentioned in Note 4.

At 31 December 2012, the item "Other reserves" includes the amount of €425,000 (2011: €97,000) relating to donations of works of art to the Foundation.

As taxas de câmbio utilizadas na preparação das The exchange rates used in the preparation of the Financial Statements are analysed as follows:

	EXCHANGE RATES IN 2012		EXCHANGE RATES IN 2011	
CURRENCY	YEAR-END EXCHANGE RATE	AVERAGE EXCHANGE RATE	YEAR-END EXCHANGE RATE	AVERAGE EXCHANGE RATE
Dollar - USD	1 319	1 293	1 294	1 400
Pound sterling - GBP	0 816	0 812	0 835	0 871
Swiss franc - CHF	1 207	1 204	1 216	1 232
Brazilian real - BRL	2 704	2 531	2 416	2 338

NOTE 26
Provisions

The item "Provisions" is made up as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Provision for pension plans	185 639	182 242	183 074	180 011
Provision for other employee benefits	7 837	7 602	6 012	5 903
Provision for removal and restoration	3 484	2 760	-	-
Other provisions	372	2 141	-	1 703
	197 332	**194 745**	**189 086**	**187 617**

Provision for pension plans

The Foundation has assumed the responsibility of paying 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	
	2012	2011	2012	2011
Active employees	428	437	425	433
Pre-retiremen	52	58	52	58
Retired persons	941	946	935	941
	1 421	**1 441**	**1 412**	**1 432**

The provisions for the pension plans have the following breakdown:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
Provision for pension plans	205 451	202 171	203 088	200 142
Unrecognised actuarial gains and losses	(19 812)	(19 929)	(20 014)	(20 131)
	185 639	**182 242**	**183 074**	**180 011**

The movements in the provisions for the pension plans have the following breakdown:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 1 January	**202 171**	**203 343**	**200 142**	**201 314**
Appropriations for the year	21 852	15 834	21 329	15 701
Provisions used	(18 436)	(16 933)	(18 266)	(16 797)
Exchange differences	(15)	(3)	-	-
Transfers	(121)	(70)	(117)	(76)
Balance at 31 December	**205 451**	**202 171**	**203 088**	**200 142**

The item "Transfers" refers to the amount of actuarial losses within the limit of the Pensions Plan corridor.

At 31 December 2012 and 2011, the responsibilities for past services related to these pension plans are as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Responsibilities at 1 January	**202 171**	**203 343**	**200 142**	**201 314**
Current services expenses	1 842	1 889	1 803	1 853
Interest expenses	10 779	10 838	10 667	10 737
Benefits paid	(18 436)	(16 933)	(18 266)	(16 797)
Cost of past services	564	-	271	-
Actuarial losses/(gains)	8 531	3 034	8 471	3 035
Responsibilities at 31 December	**205 451**	**202 171**	**203 088**	**200 142**

In accordance with the accounting policy described in Note 2.20, the responsibilities for retirement pensions on the Consolidated and Foundation Accounts at 31 December 2012 and 2011, calculated using the projected unit credit method, are made up as follows:

	2012	2011	2010	2009	2008
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Responsibilities for projected benefits					
Consolidated	205 451	202 171	203 343	204 074	203 704
Foundation	203 088	200 142	201 314	202 073	201 359

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, a review was made of the actuarial assumptions used in calculating the pension responsibilities at 31 December 2012.

The comparative analysis of the actuarial assumptions is as follows:

	2012	2011
Nominal rate of increase in salaries	2.00%	2.75%
Nominal rate of increase in pensions	1.00%	1.50%
Discount rate	4.25%	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	

During 2012, the Consolidated and the Foundation's accounts recognised as retirement pension costs the amounts of €21,852,000 (2011: €15,834,000) and €21,329,000 (2011: €15,701,000).

The Provision for the Pension Plan in the Consolidated account includes the amount of €4,184,000 (2011: €4,772,000) while the same provision in the Foundation's account includes the amount of €1,820,000 (2011: €2,541,000), relating to responsibilities with the Board of Trustees.

The movements in the item "Pension plan corridor", relating to pensions for the years 2012 and 2011, are as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 1 January	**19 929**	**20 006**	**20 131**	**20 207**
Transfers	(121)	(70)	(117)	(76)
Exchange differences	4	(7)	-	-
Balance at 31 December	**19 812**	**19 929**	**20 014**	**20 131**

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 the provision for other employee benefits are as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 1 January	**7 602**	**6 443**	**5 903**	**4 832**
Reinforcement of provisions	731	1 676	548	1 534
Discount effect	21	85	-	-
Provisions used	(500)	(656)	(439)	(463)
Exchange differences	(17)	54	-	-
Balance at 31 December	**7 837**	**7 602**	**6 012**	**5 903**

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 (2011: 2%) and an average time to the end of the contract of five years (2011: five years), while the discount rate used was based on German 5-year bonds.

The assumptions used in the calculation of responsibilities with health benefits are the same as those used in the pension plan and also envisage a 4.5% growth in medical costs (2011: 4.5%).

Provision for removal and restoration

The movements relating to provisions for removal and restoration are as follows:

	CONSOLIDATED	
	2012	2011
	EURO '000	EURO '000
Balance at 1 January	**2 760**	**2 017**
Capitalisation of tangible assets	857	715
Exchange differences	(133)	28
Balance at 31 December	**3 484**	**2 760**

The Foundation recognised a future obligation, amounting to €3,484,000 (2011: €2,760,000), 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 15.

Other provisions

The movements in other provisions are analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Balance at 1 January	**2 141**	**2 243**	**1 703**	**1 875**
Formation of provisions	-	54	-	-
Reinforcement of provisions	-	-	-	-
Provisions used	(255)	(120)	(255)	(120)
Reversal of provisions	(1 507)	(52)	(1 448)	(52)
Exchange differences	(7)	16	-	-
Balance at 31 December	**372**	**2 141**	**-**	**1 703**

"Other provisions" also include the amount of €372,000 (2011: €381,000) relating to the amounts to be paid to operators for concessions that have ended or are due to come to an end.

At 31 December, the item "Other Provisions also included the amount of €1,703,000 relating to lawsuits currently in progress.

NOTE 27
Grants and scholarships

The item "Grants and scholarships", amounting to €8,269,000 (2011: €7,212,000) 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

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Creditors (oil and gas companies)	119 638	112 907	-	-
Financial-lease suppliers	133	343	133	343
Sundry creditors				
Suppliers	2 373	3 266	2 373	3 266
State	4 592	3 756	1 163	1 002
Costs payable	8 074	7 363	6 200	6 138
Deferred income	945	888	945	888
Concession rights	-	15 095	-	-
Other creditors	6 928	8 194	4 884	4 135
	142 683	**151 812**	**15 698**	**15 772**

Due to the signing of the Joint Venture Agreement with Abu Dhabi Gas Industries Ltd. (GASCO), on 31 March 2009, the Foundation agreed to pay Abu Dhabi National Oil Company (ADNOC) the sum of USD 78,125,000. The outstanding amount of €15,095,000 at 31 December 2011, relating to concession rights associated with the agreement, was paid to ADNOC during 2012.

NOTE 29
Relevant facts occurring during 2012 and subsequent events

On 14 December 2012, the Board of Directors of the Partex Oil and Gas (Holdings) Corporation announced the distribution of dividends amounting to €570,579,000, of which €45,113,000 were paid in cash,€119,194,000 were distributed through the transfer of the NovEnergia II fund and €406,272,000 were distributed as loans.

As far as the Foundation's subsidiary in Kazakhstan is concerned, the Chamber of Auditors of the Republic of Kazakhstan (an authority that is answerable to the country's Ministry of Finance) stated that, in 2010, the conditions of fiscal stability that had been granted to the Foundation at the time when the Production Sharing Agreement (PSA) had been signed were no longer applicable due to the fact that the PSA had not undertaken any audit, although at the time when the PSA was entered into no such requirements had been made regarding this matter. At the beginning of 2013, an agreement was reached with the Kazakhstan authorities. As a result of this process, the PSA will continue, with the allegations made by the tax authorities having been withrawn. However, the already paid export taxes will not be recovered and up to this date they were recorded as costs. It should be noted that the agreement with the authorities is yet to be formalised.

Apart from what has been explained above, there were no significant events occurring after the disclosure of the balance sheet that have had an impact on the understanding of the financial statements.

30 Transactions with related parties

At 31 December 2012 and 2011, the value of the Foundation's transactions with related parties, conducted on a separate basis and cancelled in the consolidation, is analysed as follows:

	2012				
	ASSETS	LIABILITIES	GUARANTEES	COSTS	INCOME
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Partex Oil and Gas (Holdings) Corporation	407 017	-	1 080	-	576 068
	407 017	**-**	**1 080**	**-**	**576 068**

	2011				
	ASSETS	LIABILITIES	GUARANTEES	COSTS	INCOME
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
Partex Oil and Gas (Holdings) Corporation	45 835	-	9 067	-	40 860
Participations and Explorations Corporation	39	-	-	-	-
	45 874	**-**	**9 067**	**-**	**40 860**

All the transactions made with related parties are undertaken at normal market prices, in keeping with the principle of fair value.

NOTE 31
Fair value of financial assets and liabilities

At 31 December 2012 and 2011, there were no significant differences between the book value and the fair value of financial assets and liabilities.

Cash, cash equivalents and treasury applications
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 amounts stated for the various items on the balance sheet are considered to be 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 amounts stated for the various items on the balance sheet are considered to be a reasonable estimate of their fair value at the balance sheet date.

NOTE 32
Commitments

At 31 December 2012 and 2011, the commitments in the Consolidated and the Foundation's accounts are analysed as follows:

	CONSOLIDATED		FOUNDATION	
	2012	2011	2012	2011
	EURO '000	EURO '000	EURO '000	EURO '000
Bank guarantees	1 120	9 159	1 120	9 159
Revocable commitments	18 286	22 778	18 286	22 778
	19 406	**31 937**	**19 406**	**31 937**

Bank guarantees include the amount of €1,080,000 (2011: €9,067,000) relating to performance guarantees issued by various banks in relation to commitments undertaken through concessions in Brazil and Algeria.

"Revocable commitments" relate to subscriptions to be made in closed investment funds.

NOTE 33
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 investments are mainly concentrated in the Middle East and Brazil. The production of crude oil and natural gas is sold through contracts that are signed on an annual basis, 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 2012 and 2011, the breakdown of assets and liabilities by currency in the Consolidated account is as follows:

	2012				
	BOOK VALUE	EURO	US DOLLAR	POUND STERLING	OTHER CURRENCIES
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS					
Non-current financial assets	819 241	215 019	604 222	-	-
Advances	81 407	10 483	70 924	-	-
Current financial assets	1 583 427	897 292	357 236	92 319	236 580
Other treasury applications	159 200	143 001	9 235	2 982	3 982
Debtors and other assets	144 828	1 223	143 605	-	-
Cash and cash equivalents	68 508	6 581	61 927	-	-
	2 856 611	**1 273 599**	**1 247 149**	**95 301**	**240 562**
LIABILITIES					
Creditors and other non-current liabilities	922	791	131	-	-
Current financial liabilities	1 475	196	952	77	250
Creditors and other current liabilities	136 033	8 553	127 480	-	-
	138 430	**9 540**	**128 563**	**77**	**250**

	2011				
	BOOK VALUE	EURO	US DOLLAR	POUND STERLING	OTHER CURRENCIES
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS					
Non-current financial assets	820 566	202 672	617 894	-	-
Advances	95 317	82 685	12 632	-	-
Current financial assets	1 457 934	817 849	339 504	95 206	205 375
Other treasury applications	135 017	125 133	6 138	241	3 505
Debtors and other assets	131 616	47 836	83 780	-	-
Cash and cash equivalents	86 320	79 430	6 890	-	-
	2 726 770	**1 355 605**	**1 066 838**	**95 447**	**208 880**
LIABILITIES					
Creditors and other non-current liabilities	970	722	248	-	-
Current financial liabilities	18 286	472	10 128	1 579	6 107
Creditors and other current liabilities	143 561	8 746	134 815	-	-
Creditors and other liabilities	162 817	9 940	145 191	1 579	6 107

At 31 December 2012 and 2011, the breakdown of assets and liabilities by currency in the Foundation's account is as follows:

	2012				
	BOOK VALUE	EURO	US DOLLAR	POUND STERLING	OTHER CURRENCIES
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS					
Non-current financial assets	218 717	218 717	-	-	-
Investments in subsidiaries	587 930	-	587 902	28	-
Advances	406 272	406 272			
Current financial assets	1 583 427	897 292	357 236	92 319	236 580
Other treasury applications	159 200	143 001	9 235	2 982	3 982
Debtors and other assets	1 223	1 223	-	-	-
Cash and cash equivalents	2 387	2 387	-	-	-
	2 959 156	**1 668 892**	**954 373**	**95 329**	**240 562**
LIABILITIES					
Creditors and other non-current liabilities	791	791	-	-	-
Current financial liabilities	1 475	196	952	77	250
Creditors and other current liabilities	8 553	8 553	-	-	-
	10 819	**9 540**	**952**	**77**	**250**

	2011				
	BOOK VALUE	EURO	US DOLLAR	POUND STERLING	OTHER CURRENCIES
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS					
Non-current financial assets	87 292	87 292	-	-	-
Investments in subsidiaries	1 120 422	-	1 120 394	28	-
Current financial assets	1 457 934	817 849	339 504	95 206	205 375
Other treasury applications	135 017	125 133	6 138	241	3 505
Debtors and other assets	47 836	47 836	-	-	-
Cash and cash equivalents	1 710	1 710	-	-	-
	2 850 211	**1 079 820**	**1 466 036**	**95 475**	**208 880**
LIABILITIES					
Creditors and other non-current liabilities	722	722	-	-	-
Current financial liabilities	18 286	472	10 128	1 579	6 107
Creditors and other current liabilities	8 746	8 746	-	-	-
	27 754	**9 940**	**10 128**	**1 579**	**6 107**

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 2012 and 2011, the assets and liabilities of the Consolidated account had the following periods to maturity:

	2012					
	BOOK VALUE	UP TO 3 MONTHS	FROM 3 MONTHS TO 1 YEAR	FROM 1 TO 5 YEARS	OVER 5 YEARS	INDEFINITE
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS						
Non-current financial assets	819 241	-	11 618	198 667	5 964	602 992
Advances	81 407	-	2 097	79 310	-	-
Current financial assets	1 583 427	48 933	49 330	178 427	232 074	1 074 663
Other treasury applications	159 200	159 200	-	-	-	-
Debtors and other assets	144 828	144 828	-	-	-	-
Cash and cash equivalents	68 508	68 508	-	-	-	-
	2 856 611	**421 469**	**63 045**	**456 404**	**238 038**	**1 677 655**
LIABILITIES						
Creditors and other non-current liabilities	922	-	-	922	-	-
Current financial liabilities	1 475	1 457	18	-	-	-
Creditors and other current liabilities	136 033	136 033	-	-	-	-
	138 430	**137 490**	**18**	**922**	**-**	**-**

	2011					
	BOOK VALUE	UP TO 3 MONTHS	FROM 3 MONTHS TO 1 YEAR	FROM 1 TO 5 YEARS	OVER 5 YEARS	INDEFINITE
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS						
Non-current financial assets	820 566	-	6 464	9 507	191 101	613 494
Advances	95 317	-	2 105	91 107	2 105	-
Current financial assets	1 457 934	13 493	54 112	234 918	237 415	917 996
Other treasury applications	135 017	135 017	-	-	-	-
Debtors and other assets	131 616	131 092	497	-	27	-
Cash and cash equivalents	86 320	86 320	-	-	-	-
	2 726 770	**365 922**	**63 178**	**335 532**	**430 648**	**1 531 490**
LIABILITIES						
Creditors and other non-current liabilities	970	-	-	970	-	-
Current financial liabilities	18 286	17 013	1 273	-	-	-
Creditors and other current liabilities	143 561	143 561	-	-	-	-
	162 817	**160 574**	**1 273**	**970**	**-**	**-**

At 31 December 2012 and 2011, the assets and liabilities of the Foundation's account had the following periods to maturity:

	2012					
	BOOK VALUE	UP TO 3 MONTHS	FROM 3 MONTHS TO 1 YEAR	FROM 1 TO 5 YEARS	OVER 5 YEARS	INDEFINITE
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS						
Non-current financial assets	215 019	-	11 618	197 437	5 964	-
Investment in subsidiaries	587 930	-	-	-	-	587 930
Advances	406 272	-	-	406 272	-	-
Current financial assets	1 583 427	48 933	49 330	178 427	232 074	1 074 663
Other treasury applications	159 200	159 200	-	-	-	-
Debtors and other assets	1 223	1 223	-	-	-	-
Cash and cash equivalents	2 387	2 387	-	-	-	-
	2 955 458	**211 743**	**60 948**	**782 136**	**238 038**	**1 662 593**
LIABILITIES						
Creditors and other non-current liabilities	791	-	-	791	-	-
Current financial liabilities	1 475	1 457	18	-	-	-
Creditors and other current liabilities	8 553	8 553	-	-	-	-
	10 819	**10 010**	**18**	**791**	**-**	**-**

	2011					
	BOOK VALUE	UP TO 3 MONTHS	FROM 3 MONTHS TO 1 YEAR	FROM 1 TO 5 YEARS	OVER 5 YEARS	INDEFINITE
	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000	EURO '000
ASSETS						
Non-current financial assets	87 292	-	6 464	9 507	71 321	-
Investment in subsidiaries	1 120 422	-	-	-	-	1 120 422
Advances	1 457 934	13 493	54 112	234 918	237 415	917 996
Other treasury applications	135 017	135 017	-	-	-	-
Debtors and other assets	47 836	18 357	29 479	-	-	-
Cash and cash equivalents	1 710	1 710	-	-	-	-
	2 850 211	**168 577**	**90 055**	**244 425**	**308 736**	**2 038 418**
LIABILITIES						
Creditors and other non-current liabilities	722	-	-	722	-	-
Current financial liabilities	18 286	17 013	1 273	-	-	-
Creditors and other current liabilities	8 746	8 746	-	-	-	-
	27 754	**25 759**	**1 273**	**722**	**-**	**-**

The information presented is based on the fair value of the financial instruments.

NOTE 34
Recently issued accounting standards and interpretations

Recently issued accounting standards and interpretations adopted by the Foundation.

In preparing its financial statements at 31 December 2012, the Foundation adopted the following accounting standards and interpretations, the application of which has been mandatory since 1 January 2012:

IFRS 7 (Amended) – Financial Instruments: Disclosures – Transfers of financial assets

On 7 October 2010, the International Accounting Standards Board (IASB) issued "IFRS 7 – Financial Instruments: Disclosures – Transfers of Financial Assets", effective for periods starting on or after 1 July 2011. These changes were adopted by European Commission Regulation No. 1205/2011, of 22 November.

The amendments require an improvement in the disclosure of information about transfers of financial assets that enables users of an entity's financial statements:

› to understand the relationship between transferred financial assets that are not derecognised in their entirety and the associated liabilities; and

› to evaluate the nature of, and risks associated with, the entity's continuing involvement in derecognised financial assets.

The amendments also required additional disclosures in the event of a disproportionate amount of transfers of financial assets occurring close to the end of the period.

The adoption of these alterations has had no impact on the Foundation's financial statements.

IAS 12 (Amended) – Deferred taxes – recovery of underlying assets

On 20 December 2010, the IASB issued an amendment to "IAS 12 – Deferred taxes – recovery of underlying assets" (having revoked "SIC 21 – Income Taxes – Recovery of revalued non-depreciable assets"), effective for periods starting on or after 1 January 2012. These amendments were adopted by European Commission Regulation No. 1255/2012, of 11 December.

Following the amendment to IAS 12, deferred taxes relating to investment property must be measured through the accounting value of the recorded investment properties based on the fair value model, in accordance with "IAS 40 – Investment property", with it being presumed that their value will be fully recovered through sale. Prior to this amendment, it was possible to assume that the balance sheet value of the investment properties would be recovered through sale or use, depending on the intention of the management bodies.

The adoption of this alteration has 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.

Presentation of items of other comprehensive income – amendment to IAS 1 – Presentation of Financial Statements.

On 16 June 2011, the IASB issued amendments to "IAS 1 – Presentation of Financial Statements", effective (retrospectively) for periods starting on or after 1 July 2012. This amendment was adopted by European Commission Regulation (EU) No. 475/2012, of 5 June.

The amendment enables an entity to continue to present two statements, one a separate income statement and the other a statement of comprehensive income (with the latter starting by presenting components of profit or loss, but also including other

comprehensive income). However, it imposes the following rules:
› Separate presentation of the components of other comprehensive income that may be reclassified to profit and loss and those that may never be reclassified to profit and loss;
› An entity that presents the components of other comprehensive income before their related tax effects must also assign the tax effects to the two subcategories mentioned in the previous paragraph;
› Alteration of the title "Statement of comprehensive income" to "Statement of profit and loss and other comprehensive income" although another title may also be used.

The amendment affects only the presentation and has no impact on the Foundation's financial position or performance.

IAS 19 (Amended) – Employee Benefits

On 16 June 2011, the IASB issued amendments to "IAS 19 – Employee Benefits", effective (retrospectively) for periods starting on or after 1 January 2013. These amendments were adopted by European Commission Regulation (EU) No. 475/2012, of 5 June 2012.

The IASB made several amendments to IAS 19. These amendments range from fundamental amendments, such as the elimination of the corridor approach and the concept of expected returns on plan assets, to simple clarifications and textual rewordings.

The Foundation is currently assessing the impact of adopting this amended standard.

IFRS 7 (Amended) – Financial Instruments: Disclosures – Offsetting Financial Assets and Financial Liabilities

On 16 December, 2011, the IASB issued amendments to "IFRS 7 – Financial Instruments: Disclosures – Offsetting Financial Assets and Financial Liabilities", effective (retrospectively) for periods starting on or after 1 January 2013. These amendments were adopted by European Commission Regulation No. 1256/2012, of 11 December.

The amendments now require that an entity discloses information about the amounts offset in the statement of its financial position and the nature and extent of offsetting rights and similar agreements (e.g. collateral agreements).

These new disclosures are applicable to all recognised financial instruments offset in accordance with IAS 32 – Financial Instruments: Presentation. Such disclosures are also applicable to recognised financial instruments subject to master netting arrangements or similar agreements, regardless of whether or not they are offset in accordance with IAS 32.

The Foundation is currently assessing the impact of adopting this amended standard.

IAS 32 (Amended) – Financial Instruments: Presentation – Offsetting Financial Assets and Financial Liabilities

On 16 December 2011, the IASB issued amendments to "IAS 32 – Financial Instruments: Presentation – Offsetting Financial Assets and Financial Liabilities", effective (retrospectively) for periods starting on or after 1 January, 2014. These amendments were adopted by European Commission Regulation No. 1256/2012, of 11 December.

The amendments add new implementation guidelines for resolving inconsistencies of a practical nature. The new guidelines explain that the phrase "current opposable legal right to offset" means that the offsetting right may not be contingent on future events, and must be legally opposable in the normal course of business, in the event of a default and in situations of insolvency or bankruptcy of the entity and all counterparties.

These guidelines also specify the characteristics of gross settlement systems, in order to make them equivalent to settlement on a net basis.

The adoption of this standard is not expected to have any significant impact on the Foundation's financial statements.

IFRS 13 – Fair Value Measurement

On 12 May 2011, the IASB issued "IFRS 13 – Fair value measurement", effective (retrospectively) for periods starting on or after 1 January 2013. This standard was adopted by European Commission Regulation No. 1255/2012, of 11 December.

IFRS 13 provides one single guideline about how fair value measurement must be obtained and replaces all the different guidelines currently scattered throughout the IAS/IFRS standards. With few exceptions, IFRS 13 is applied whenever fair value measurement, or its disclosure, is required or allowed by other IAS/IFRS.

The adoption of this standard is not expected to have any significant impact on the Foundation's financial statements.

Improvements to IFRS (2009-2011)

The annual improvements of the 2009-2011 cycle, issued by IASB on 17 May 2012, brought amendments to standards IFRS 1, IAS 1, IAS 16, IAS 32, IAS 34 and IFRIC 2, effective (retrospectively) for periods starting on or after 1 January 2013.

IAS 1 – Presentation of Financial Statements

The improvements made clarify the difference between voluntary additional comparative information and the minimum required comparative information. Generally speaking, the minimum required comparative information is that relating to the previous period.

IAS 16 – Fixed Tangible Assets

IAS 16 was amended with the purpose of clarifying the concept of service equipment that meets the definition of fixed tangible assets, and is therefore not accounted for in inventories.

IAS – 32 Financial Instruments and IFRIC 2

These standards were adjusted to clarify which taxes related with the distribution of dividends to shareholders must be treated as defined in "IAS 12 – Income Taxes", thus avoiding any interpretation that may involve another application.

IAS – 34 Interim Financial Reporting

The amendments made to IAS 34 make it possible to align the disclosure requirements for total segment assets with total segment liabilities, during the interim periods. These improvements also allow for interim information to be consistent with annual information regarding the change made to the title of the statement of profit and loss and other comprehensive income.

The adoption of this standard is not expected to have any significant impact on the Foundation's financial statements.

IFRS 9 – Financial instruments (issued in 2009 and amended in 2010)

IFRS 9 (2009) introduced new requirements for the classification and measurement of financial liabilities. IFRS 9 (2010) introduced additional requirements relating to financial liabilities. The IASB is currently working on a project for making limited amendments to the classification and measurement included in IFRS 9 and new requirements for dealing with impairment of financial assets and hedge accounting.

The requirements of IFRS 9 (2009) represent a significant change to the current requirements of IAS 39, regarding financial assets. The standard includes two primary categories for the measurement of financial assets: amortised cost and fair value. A financial asset will be measured at amortised cost if it is held under the scope of a business model designed to hold the asset in order to receive contractual cash flows and the terms of such cash flows give rise to receipts at specified dates, related only to the nominal amount and the interest rate in force. All other financial assets are measured at fair value. The standard eliminates the categories currently existing in IAS 39 of "held to maturity", "available for sale" and "accounts receivable and payable".

For investments in equity instruments that are not held for negotiation, the standard allows an entity to make an irrevocable choice on initial recognition, on a per-share basis, to present the changes in fair value alterations under other comprehensive income (OCI). No amount that is recognised under OCI will be reclassified to profit and loss at any future date. However, the dividends generated by such investments are recognised in the statement of profit and loss, rather than under OCI, unless they clearly represent a partial recovery of the investment cost. Investments in equity instruments for which the entity does not choose to present the changes in fair value under OCI will be measured at their fair value with the changes in their value being recognised in the statement of profit and loss.

The standard requires that derivatives embedded in contracts for which the host contract is a financial asset covered by its application are not separated; instead the hybrid financial instrument is assessed as a whole in order to determine whether it is measured at amortised cost or at fair value.

IFRS 9 (2010) introduced a new requirement applicable to financial liabilities chosen to be measured at fair value, imposing the separation of the component of changes in fair value that can be attributed to the entity's credit risk and their presentation under OCI, rather than in the statement of profit and loss. With the exception of this change, IFRS 9 (2010) mostly transposes the guidelines for classification and measurement outlined in IAS 39 for financial liabilities without any substantial alterations.

IFRS 9 becomes effective for annual periods starting on or after 1 January 2015, with early adoption being permitted. The IASB has decided to make limited alterations to IFRS 9 to deal with practical questions and other aspects.

The Foundation is currently assessing the impact of adopting this amended standard.

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 2012 (showing total assets of €3,131,756 thousand and a total capital fund of €2,766,454 thousand, including a transfer to the capital fund of €142,926 thousand), 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 adopted, their uniform application and their disclosure, taking the circumstances into account;

› 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 2012, 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, 24 April, 2013

KPMG & Associados Sociedade de Revisores Oficiais de Contas, S.A. (No. 189), represented by Ana Cristina Soares Valente Dourado (Official Auditor no. 1011)

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 2012 (showing total assets of €2,981,773 thousand and a total capital fund of €2,766,454 thousand, including a transfer to the capital fund of €660,682 thousand), 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 2012, the transfer to the capital fund, the comprehensive income, the changes in the capital fund and the cash flows for the year then ended, in accordance with International Financial Reporting Standards (IFRS), as adopted for use in the European Union.

Lisbon, 24 April, 2013

KPMG & Associados Sociedade de Revisores Oficiais de Contas, S.A. (No. 189), represented by Ana Cristina Soares Valente Dourado (Official Auditor no. 1011)

III. Interr
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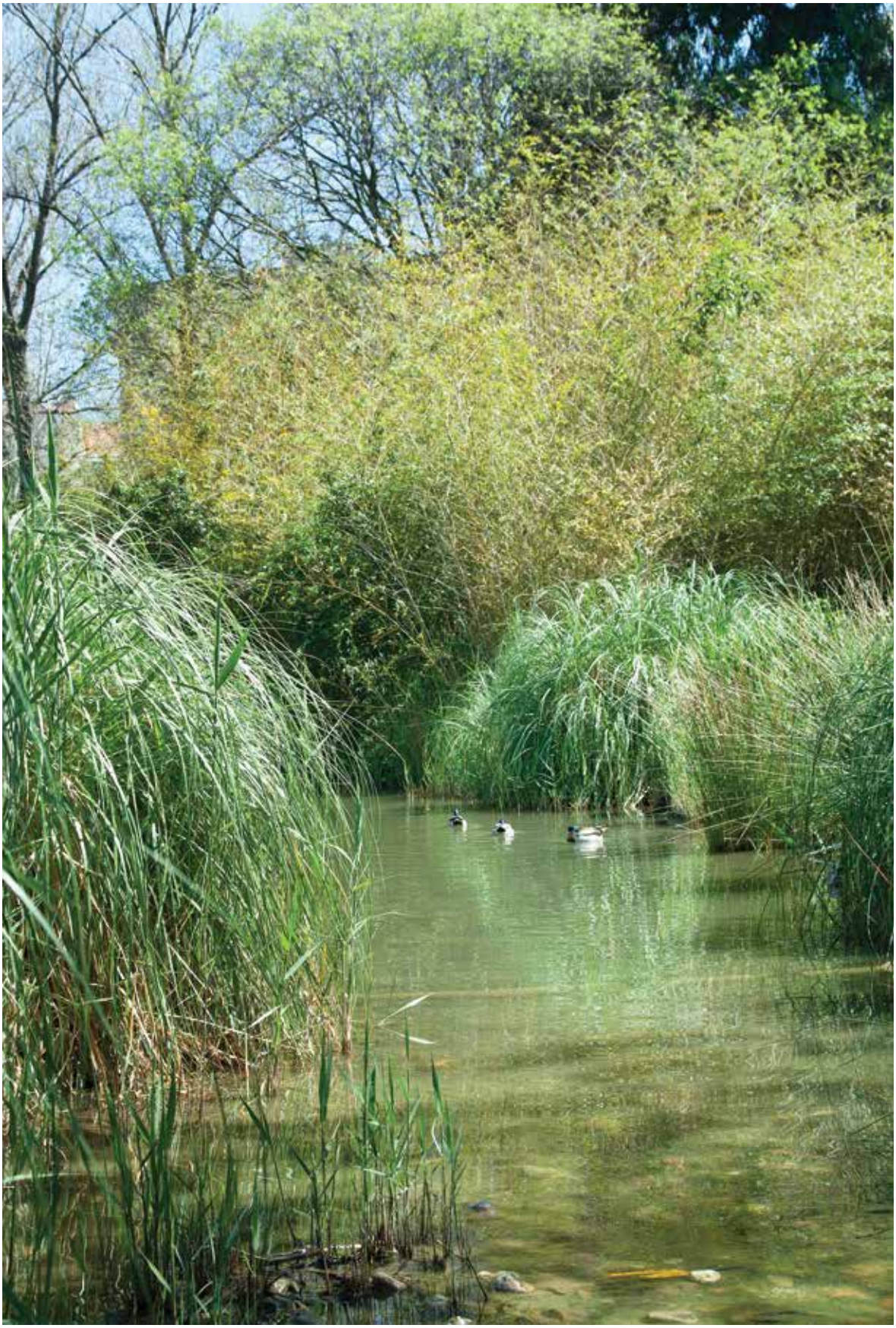
tee



Report of the Internal Audit Committee of the Calouste Gulbenkian Foundation

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 accounts for the year ended 2012 presented by the Board of Trustees.

1.2 Both the Foundation's financial statements and its consolidated financial statements were certified by the official auditor.

2. Accounting policies

2.1 The International Financial Reporting Standards (IFRS) currently in force and as adopted by the European Union were applied to the accounts up to 31 December 2012. The application of the standards that have become mandatory since 1 January 2012 – *IFRS 7* – Financial Instruments: Disclosures – Transfers of Financial Assets and the Annual Improvement Project – had no impact on the Foundation's financial statements.

2.2 The accounting policies used are consistent with those used in the annual financial statements relating to 31 December 2011.

3. Analysis of the Consolidated Balance Sheet

3.1 The Foundation's net equity amounted to €2,766,5 million, increasing by €120,9 million in comparison with the end of 2011 (4.6%).

3.2 At 31 December 2012, the Balance Sheet showed assets totalling €3,131,8 million, which corresponds to an increase of 3,7% in comparison with the end of 2011. The values of the financial investment portfolio were a decisive factor in this development.

3.3 Current assets amounted to €1,969,3 million, increasing by €149,7 million (8,2%), a development that was mainly due to the increase in current financial assets amounting to €125,5 million (8,6%).

3.4 The value of liabilities fell by €7,7 million, amounting to €365,3 million. Whereas non-current liabilities rose by €17,2 million (8,8%), current liabilities fell by €24,9 million (-14%).

4. Analysis of the Consolidated Financial Statements

4.1 The Foundation's overall return increased by €207,9 million, amounting to €295,4 million. The return from oil and gas activities increased by € 17 million (15,1%), while the financial return increased by €190,9 million.

4.2 The costs incurred with distribution and direct activities amounted to €69,3 million, decreasing by €4,9 million.

4.3 Administrative and operating costs increased by €4,5 million, an evolution that is explained by the increases in other supplies and services and personnel costs.

4.4 Employees' benefits, largely relating to the payment of pension supplements, amounted to €2,6 million, rising by roughly €5,1 million in comparison to 2011.

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 at the Foundation and at 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:

to emphasise the successful performance of the Board of Trustees in the management of the Foundation during 2012;

to express the appreciation to all Foundation staff for their commitment and competence in performing their duties;

to ratify the accounts relating to the management of the Calouste Gulbenkian Foundation in 2012.

LISBON, 24 APRIL 2013

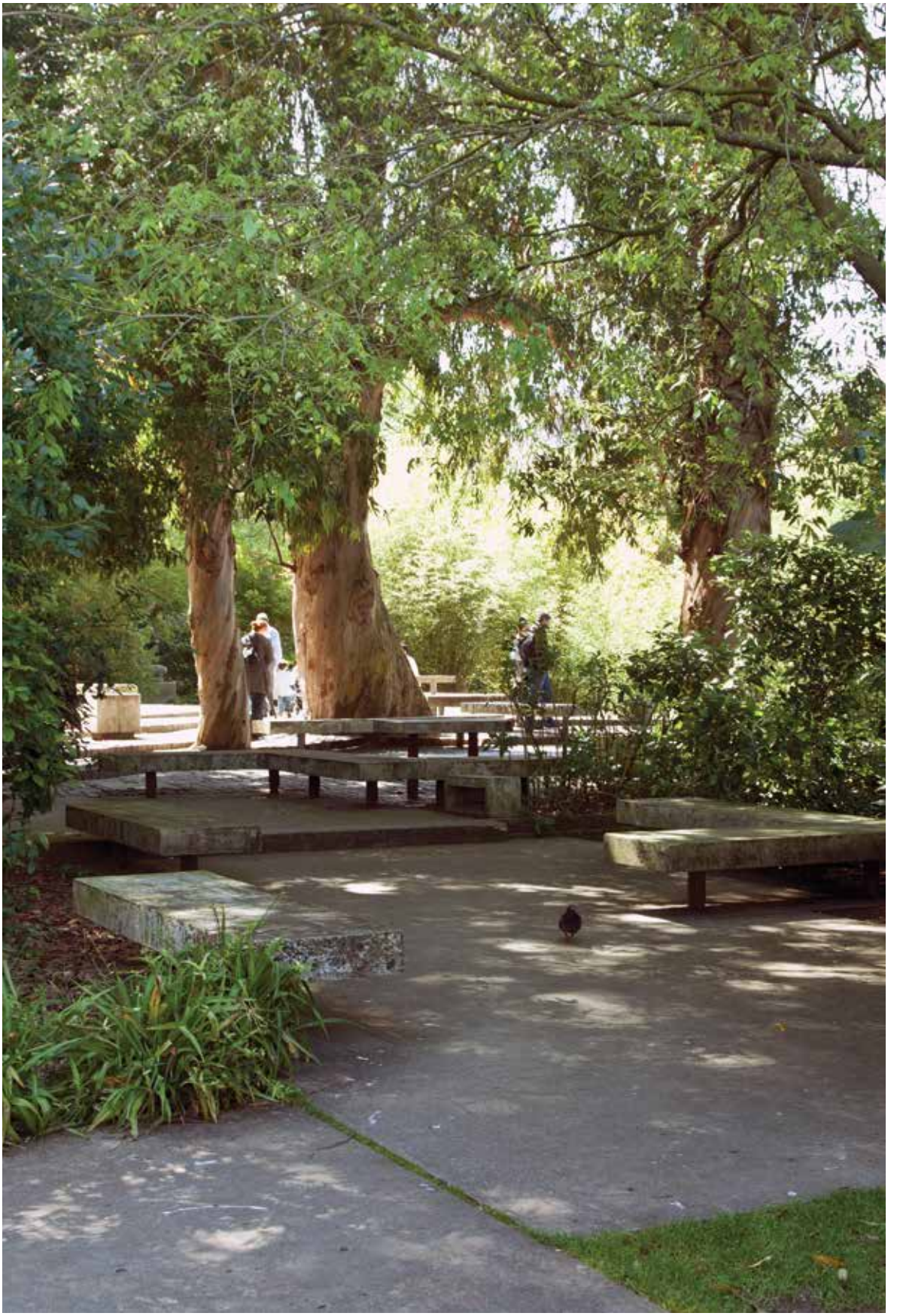
Manuela Proença
Director-General for the Budget

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 (Dr. 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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Shop/Bookshop
(Foundation Atrium)
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09.30 to 17.45
Concert days: 1 hour before the start and until the first interval
Closed on Sundays

Calouste Gulbenkian Museum Building

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Shop
Cafeteria

OPENING HOURS
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Closed on Mondays and 01/01, 01/05, 25/12 and Easter Sunday

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Cafeteria

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