

ANNUAL
REPORT
2011



CALOUSTE
GULBENKIAN
FOUNDATION

LISBON 2012



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Introduction

I.

This is the last Annual Report of the Calouste Gulbenkian Foundation for which I shall be responsible as president.

I have always considered a respect for the principles of transparency and the rendering of accounts to be the cornerstone of our foundational edifice, and it is this that leads me today to write a brief overview of the sixteen years during which I have had the privilege of working at the Calouste Gulbenkian Foundation.

I spent my first six years here as a director – initially being responsible for the financial area (investments, accounts, and budget, planning and control), after which I was handed responsibility for Oil and Gas, Central Services, Science, Fine Arts, the Museum, the Art Library, the Gulbenkian Institute of Science, Acarte and the Modern Art Centre – and then the next ten years as president of the Board of Trustees, maintaining responsibility for the financial area and the Museum, together with the Communication and International Departments, the Delegation in France, the Gulbenkian programmes of Creation and Artistic Creativity (2003-2008), State of the World (2005-2006), Distance and Proximity (2007-2008), Environment (2008-2011), Next Future (2009-2011) and Education for Culture – *Descobrir* (2008-2010).

I was a director of Partex Oil and Gas (Holdings) from the moment of its creation in 1998, and company chairman from 2002 onwards. I also had the honour of coordinating the working party that planned, prepared and organised the commemorations of the Foundation's 50th anniversary, which we proudly celebrated in 2006.

I should like to identify four distinct periods during these sixteen years:

The first period, in the last few years of the previous century, was a period of growth and euphoria, at a time of positive inertia generated by the end of the Soviet bloc, the installation of the new “pax americana”, the almost unanimous support for the first Gulf War and the belief in the consolidation of democracy, in the political order, and, given the potentialities of market forces, in the economic order.

The second period began with the crisis of the turn of the millennium, with the bursting of the “bubble” of the information and communication technologies industry (2000-2002) and the dramatic outbreak of religious fanaticism on 11 September 2001. After this came two regional wars (Afghanistan and Iraq) – both poorly justified in terms of international law and ill prepared – which divided Europe and highlighted the weaknesses of the great power (USA), while also opening up new battlefronts and areas of conflict.

The third period, from 2003 to 2007, coincided with the recovery of economic growth, although this was overly based on the transfer of savings from the emerging economies to the USA and Europe.

The fourth and final period was marked by the new financial crisis in the summer of 2007, with the fuse being lit by the subprime mortgage crisis in the USA, which later spread to the financial world

and the economies of the developed world: a situation that we are still experiencing without any clear and effective theoretical framework, and in which the Keynes/Schumpeter doctrinal conflict is clearly out of phase with this new reality.

In Europe, the launch of the euro, with the political-financial “edifice” still unfinished, was to reveal enormous weaknesses during this period, leading to an excessive indebtedness of states, companies and households. The lack of strong political leadership, the failure of the European Commission to take a proactive role, and the new “figure” of the president of the European Council, all tended to reinforce the intergovernmental component of the Lisbon Treaty. And so we now have a European Union that is more concerned with the interests of the member states than with the rights and aspirations of its citizens.

This crisis also helped to create (or at least was said to be the reason for) the delay in adopting the environmental measures at the world level that had long been considered necessary, particularly in relation to the question of climate change. This was further exacerbated by the flagrant failure of the Copenhagen Conference. At the same time, part of the progress made in achieving the Millennium Development Goals (MDGS) adopted by the United Nations has proved to be profoundly asymmetrical and today receives much less support through the aid provided by the so-called donor countries.

It was therefore a time when the world underwent profound changes and when the political, economic and social paradigms of the late 20th century seemed to be called into question.

At the beginning of this decade and a half, it was the price of oil that was the first to fall: 10 USD in 1998. Later, it was share and security prices on the stock exchange that were to fall, in 2000-2002, 2007-2009, and again in 2011. However, overall, the Foundation’s assets and capital fund grew in both nominal and real terms, although they reached their highest level in real terms at the end of 1999, despite the fact that, in 2001, the assets in the oil and gas industry were revalued for the first time (table 1).

Table 1
Net worth

Millions of euros

	Total Assets (nominal)	Total Assets (n.1995)	Capital Fund (nominal)	Capital Fund (n. 1995)
31.12.1995	1634	1634	1445	1445
31.12.1999	2781	2507	2538	2288
31.12.2001	2749	2307	2496	2095
31.12.2011	3019	2003	2646	1755

Source: Accounts Department and Budget, Planning and Control Department.

The fact that, for the last three years, we spent no more than 3.5 per cent each year of the Foundation’s average net worth was a defensive and anti-cyclical strategy that allowed us to achieve a relative stability in budgetary terms, thus avoiding any great oscillation in our activity.

The quantitative expression of the Foundation’s activity – subsidies, grants and direct activities – and their respective cost is most impressive. Tables 2 and 3 show the aggregate indicators for the last ten years.

Table 2

*Calouste Gulbenkian Foundation – Grant recipients and events
2002-2011*

	Total	Annual Average
Number of people		
Recipients of subsidies	15 796	1 580
Scholarship holders	57 225	5 723
Visitors to museums	2 475 859	247 586
Visitors to temporary exhibitions	3 046 790	304 679
Attendance at concerts, films and other performances	1 407 823	140 782
Users of educational activities	381 759	54 537
Library users (Art Library and Delegation in France)	55 170	5 517
Number of events		
Temporary exhibitions	300	30
Concerts, films and other performances	2 491	249
Publications › Editions	1 265	127
› Copies	2 235 081	223 508
Conferences, lectures and seminars	2 365	237
Prizes	58	6
Educational activities	20 022	2 860

Source: Budget, Planning and Control Department.

Table 3

Cost of the Foundation's activities
2002-2011*

	Total costs	Annual Average
Euros		
Distributive activities		
Subsidies	148 102 966	14 810 297
Scholarships	75 523 602	7 552 360
Prizes	3 206 888	320 689
Initiatives		
Exhibitions	25 675 042	2 567 504
Concerts, films and other performances	123 019 550	12 301 955
Publications	26 906 857	2 690 686
Conferences and lectures	10 070 768	1 007 077
Educational activities	7 879 780	1 125 683
Permanent activities		
Museums	46 946 206	4 694 621
Libraries	25 137 536	2 513 754

*Does not include personnel costs and general operating costs.

Source: Budget, Planning and Control Department.

II.

Since the beginning of the new century, we have lived through a period of great turbulence, which has led the Foundation to experience significant variations in the market value of its assets and to reconsider the nature of its interventions in view of the radical changes taking place in the social, political and cultural context.

I became president of the Foundation at a time of serious financial crisis arising from the bursting of the bubble of the so-called information and communication technologies (ICT), and less than a year after the event that perhaps definitively marked the beginning of a new century and a new millennium, 11 September 2001. However hard we try to place what happened on that day in its context and to view it in relative terms, the truth is that the international order was profoundly questioned, that states and governments discovered that they were unarmed and unable to protect themselves against the new threats, and that globalisation was not just a matter of trade and capital movements, but also meant a new scale in the trafficking of arms and drugs, new plagues and epidemics and a worsening of asymmetries and social exclusion with the dramatic appearance of new and radical ethnic, cultural and religious conflicts. The economic and financial crisis that began in the summer of 2007 only served to confirm, in a particularly cruel fashion, all the premises of interdependence and the deep uncertainty that now surrounded the whole process of globalisation.

Then, as now, it became clear that the novelty, size and complexity of the problems that we faced implied (and continue to imply) new forms of international cooperation for the world's states and new forms of action for our civil societies, calling for a strengthening of the movements of solidarity, mutual aid and voluntary service. Consequently, civil society institutions – which hold the capital of independence and practise the values of responsibility – were now being called upon to abandon their traditional attitude of almost complete isolation and to behave in a way that demonstrated close cooperation with the other sectors of society in order to avoid an unnecessary duplication of efforts and to maximise the impact of social interventions.

At the time, I drew up a frame of reference for what I considered to be both the opportunity and the duty that were involved in the action of the Calouste Gulbenkian Foundation: the creation of favourable conditions for the production of thought and ideas that could counteract not only the different forms of radicalism that we were experiencing, but also the indulgent acceptance of relativism, and that could, if possible, anticipate the paths to be followed in the future; support for actions with a powerful demonstration effect; and the federative role to be played by initiatives and capacities that were either unevenly distributed or isolated, creating stronger and more active partnerships.

These lines of action also inevitably resulted in our more active presence in the major European and international *fora*, collaborating with other large foundations, as well as taking part in the debate on the most important contemporary issues. They also required us to go beyond partial approaches, which proved incapable of understanding the current contradictions, and to press ahead with projects that we have termed innovative and transverse, giving our support to creativity and creation. At an internal level, besides defending our legacy and paying close attention to the risks of a highly volatile situation, we understood the need for a more flexible organisation in terms of our operating structure. It was necessary to provide greater training for our personnel and to make the management of our human resources more flexible, always bearing in mind that the greatest wealth that this institution possesses is precisely the people who work in it.

All of this evolution required an institution that was more flexible, one that would pay very close heed to reducing and controlling fixed costs and to lessening the rigidity of some variable costs.

The Foundation continued to pursue its policy of reducing staff numbers, with the number of employees falling from 923 at the beginning of 1996 to 498 by the end of 2011 (table 4).

Table 4

Personnel

Year	Number of employees*
31.12.1995	923
31.12.2001	669
31.12.2005	543
31.12.2011	498

* Including trustees and artistic employees.

Source: Human Resources Department and Budget, Planning and Control Department.

The Foundation invested in training, in rewarding merit and in internal mobility. In many cases, this enabled employees to undergo an experience of self-discovery, helping them to reveal hidden talents.

A significant investment was made in the new communication and information technologies, with a preference being shown for outsourcing whenever this was shown to be more advantageous.

There was a greater concentration in the use of physical spaces, followed by the subsequent sale of the premises that were thus made available.

The Foundation also invested in the upkeep and the functional, technological and environmental upgrading of buildings, a useful expense that was justified by the fact that it guarantees the quality of the working environment and means that savings can be made in operating costs.

The classification of the Foundation's headquarters and gardens as a National Monument in 2011, coupled with its declaration as a "green building" in 2008, are the reward and recognition of these efforts. At the same time, the acquisition of the remainder of the garden of the Parque de Santa Gertrudes will also make it possible to ensure the unity of the whole complex in the future, as well as to create new accesses and provide new conditions for holding exhibitions at the Modern Art Centre.

Finally, new premises were obtained for the UK Branch and the Paris Delegation, ones that were more modern and much better suited to the respective missions of these institutions.

III.

Over the course of the Foundation's history, there have been three controversies that, to some extent, can be said to form part of the institution's DNA.

The first controversy relates to the choice between direct activities and grant-giving activities.

It is true that, in the context of its history as an institution (political dictatorship, a fragile civil society and Portugal's low level of economic development), the Foundation had no great alternative other than to give privilege to its own initiatives. The democratisation of the regime and the country's later integration into the European Communities, facilitating economic growth and endowing the State with new resources, brought with them a growth in third-party financing.

There will always be some room for manoeuvre; but the limits of such financing have a great deal to do with the sheer physical size of the Foundation and the demands resulting from the existence of two museums, a library, an orchestra and choir, and an institute of scientific research.

The second controversy is bound up with the question of the geographical areas that should be most favoured (Portugal versus the rest of the world). This is an issue that has existed since the very outset and is rooted in the interpretation that is made of the Founder's implicit wishes. We have embarked on a path of gradually asserting our presence abroad, and many of the activities based in Portugal themselves now have a genuinely international scope.

Finally, the third historical controversy has to do with the relative importance of the four statutory areas of the Foundation's activity. There has also been a gradual return to re-equilibrium in relation to this question (table 5).

Table 5
Statutory aims

	1997	2002	2011	%
Art	43	47	36	-7
Charity	11	9	14	+3
Science	11	12	23	+12
Education	35	32	27	-8
	100	100	100	

Source: Reports on the Implementation of the Budget (Budget, Planning and Control Department).

However, the existence of two museums and of the Orchestra and Choir has inevitably contributed to the higher percentage of spending on the statutory aim of promoting art. But it is not considered reasonable that there should be an equal distribution among the four areas of activity that does not match the options established in the Foundation's programmes and values. At the same time, with the increasing preference for projects of a transverse nature, the ranking of the four statutory areas ends up being relatively artificial.

Other controversies that are not specific to the Gulbenkian Foundation, but which are in fact common to all foundations, are those relating to the method of intervention that is adopted – whether to give privilege to answering requests and impulses from outside the Foundation (*responsive grantmaking*) or, on the contrary, whether to establish and adopt strategic positions within which the recipients of support can be conveniently fitted (*proactive grantmaking*). The Foundation has, in fact, combined these two attitudes, but the tendency has been towards strengthening the latter, which allows for a more concentrated focus in terms of the intervention that it makes and provides better conditions for monitoring and assessment.

In the methodologies of intervention adopted by the foundations, there have also been several proposals made for incorporating techniques from the profit sector, such as, for example, those of venture philanthropy, in which the foundations provide the seed capital for innovative initiatives, or those that combine straight grants with a partial loan to be repaid by the grant recipient at a later date. We do not have great experience in this field, but, if the current crisis continues as it has been, then perhaps it would be better to envisage other forms of third-party financing.

As far as the Foundation's investment policy is concerned, besides the normal criteria for assuming risks and the ethical constraints that form the basis for generally accepted good practices, the question has been raised as to whether foundations' investments should be made solely in keeping with their philanthropic objectives or whether these investments should be consolidated, as in the case of the so-called *mission-related investment*. The Gulbenkian Foundation has sought to obtain the maximum possible return on its investments, within the limits of what is considered to be an acceptable risk, and has invested in areas such as renewable energies, or it has prohibited its managers from investing in certain circumstances (e.g. in the arms industries or in Indonesia, during the occupation of East Timor), all of which calls for qualitative appreciations to be made in the management of its assets. The theme of social responsibility in the investments made by foundations is – and will continue to be in the future – a question that is keenly debated in the world of foundations.

IV.

Over all these years, one of our permanent concerns has been to ensure the effective consolidation of the Institution's founding principles, which were explicitly laid out in the Founder's will and the Foundation's statutes or else naturally arose from the Founder's personality and from the very nature of the institution itself: perpetuity, independence, rigour and quality.

Perpetuity obliges us to think in the long-term and to provide our successors with a legacy that affords them the necessary conditions for pursuing their work without any time limit.

Independence arises from the private and self-regulated nature of the Institution and implies the defence of its immunity to outside pressures and interests of a public or private, political or economic nature. Such independence is underpinned by sufficient wealth and a culture based on complete freedom of thought and the acknowledgement of full responsibility for all the choices made in the course of our activity.

Rigour has two particular aspects: integrity, which has to do with character; and conduct, which must be based on good practices in the relationship with third parties and within the Institution itself.

And quality is a requirement that the Founder summarised in the frequently remembered motto "Only the best is enough for me", and is an essential part both of the Foundation's grand projects and of its everyday activity.

Finally, there is the Foundation's mission, which is that of working in defence of the common good, and which the Founder, with the wisdom of someone who experienced many changes in the world and in society, did not make explicit, limiting himself to marking out only the areas that would represent the main aims of the Institution. This is a mission that brings with it the responsibility of constantly making choices and establishing priorities in a context of profound change and great uncertainty, such as the one we have recently been living through.

The great aims that, as president, I sought to promote the pursuit of (a task that does in fact remain unfinished) were those of improving the Institution by making it more open to the signs of the times, and increasing its transparency and communicability, while at the same time seeking to strengthen our presence in European and international networks of philanthropy, increasing our federative capacity for pooling and sharing our wishes and our resources and making ourselves more effective and efficient, with a better focus and a greater impact in the way we plan our interventions.

In terms of institutional improvement, a new model of governance was put into practice, with the appointment of non-executive trustees; age limits were established and the number of mandates was also limited for the members of the Board; codes of conduct were adopted, one for all employees and another even stricter one for the members of the Board; and an Investment Committee was created with a consultative and advisory role, composed of both Portuguese and foreign members.

A foundation that was more open to the signs of the times meant abandoning routines and activities that others could perform better and intervening in new areas, such as migrations, intercultural dialogue, environment, innovation and creativity, entrepreneurship, and capacity-building for non-profit organisations.

It also meant introducing new work methodologies, with transverse and innovative projects and the so-called “New Interventions”. And new structures, such as the Gulbenkian Programmes that, since 2002, have enabled us to bring together projects under a more clearly defined theme and in a stricter time frame, which offered greater possibilities for assessing their relative impact.

Currently in progress is a broader pursuit of these objectives, with a new organisational paradigm that will involve the disappearance of the sectoral structure in the form of “silos”. These will be replaced by programmes, and only those areas which either have a high degree of permanence or whose existence is justified by their administrative and logistical nature will remain as departments.

Attempts were also made to ensure that the Foundation always acted in a more transparent and more communicative fashion, through the publication and publicising of reports and documents relating to the rendering of its accounts in keeping with international rules and standards; the use of CIT and social networks, both as a management tool and as an instrument of communication, sharing and interaction; evaluation as a regular and standard practice in all projects; and the carrying out of opinion surveys, which enable us to improve our relationship of proximity both with our audiences and with the recipients of our grants and subsidies.

Independence does not mean isolation or aloofness. Moreover, because of their sheer size and complexity, many contemporary issues and questions can only be solved by combining efforts, pooling resources and joining forces, at a global or a local level.

Thus, the Foundation played a more active role in the foundations’ fora at a national and international level: at the Portuguese Foundation Centre, where I took over as president in 2006 and where I sought to promote meetings between foundations from the Community of Portuguese-speaking Countries (CPLP) and to defend the independence of private foundations; at the European Foundation Centre, where I was chairman from 2009 to 2011; and at other organisations, such as NEF – Network of European Foundations, the European Cultural Parliament, or in initiatives such as “A Soul for Europe” or the Global Philanthropy Leadership Initiative, of which I am co-chairman, together with Bill White, of the Mott Foundation, in the United States.

Attempts were also made to ensure greater cooperation, as well as the sharing of projects and experiences with other national and international institutions, where the federative capacity of the Gulbenkian Foundation can act as a mobilising common denominator. And such changes were also introduced at the internal level, improving the potential for interaction between the headquarters and the Foundation's branches in London and Paris.

Finally, given the shortage of resources in the light of the sheer size of the problems that we are currently facing, all organisations from the non-profit sector (which because of their very nature do not have access to the benchmarks of the market) must pay special attention to guaranteeing efficiency in their allocation of resources and effectiveness in their interventions. Whenever we design a project, and insofar as the impact of our action begins upstream, evaluation must inevitably be one of the main components in our relationship with our partners and the recipients of our support, and at the same time its implementation must be considered as a learning process. Despite the multitude of requests that are regularly received in the day-to-day world of philanthropy, it is also important to ensure that our interventions focus more and more on the causes than on the symptoms and that we avoid the dispersal that, only in appearance, responds to real problems.

Philanthropic action does not only mean the return and the redistribution of wealth. As the British philanthropist Joseph Rowntree wrote in 1865: "The charity which takes the place of justice creates much of the misery it relieves, but does not relieve all the misery it creates." Real philanthropy means using resources, which have been made available through someone's altruism, with a vision based on the transformation of society, in which respect for, and the realisation of the value of, human dignity is the first and last objective. An objective that is normally and quite rightly invoked in the course of political action, although politicians almost always tend to claim this to be their monopoly. The essential difference between politics and philanthropy is that the latter neither uses nor seeks power, but instead it fundamentally seeks to achieve results, without looking for any reward other than that of seeing that our actions can potentially lead to the concrete implementation of change for the better..

These concerns were always present in our minds, serving as a guide and being converted into action, with varying degrees of success, but also with some mistakes – which we must interpret as a potential factor of improvement – or with some of the aims being less successfully achieved.

This report is in itself an example of what I have been regretting in this introduction. Instead of being a series of departmental reports, this document should also allow for an overall interpretation of the Foundation's activity according to its main strategic guidelines, which are transverse and help to determine the structure of the organisation, such as, for example, those that we defined and underlined in our reflection on the Foundation's fiftieth anniversary, and which I now remind you of:

- › Giving greater value and importance to people and providing support for social inclusion;
- › Capacity-building for civil society organisations;
- › Increasing knowledge and guaranteeing its dissemination and accessibility;
- › Creating centres of rationality and excellence.

Telling us what each Department or Programme has contributed to each of these great objectives and not just simply describing the sectoral activities undertaken – without in any way diminishing its important informational component – this is what I should like this report to be like.

Objectives that it is perhaps now the most opportune moment for revisiting and updating, in the light of more recent experience and of the opportunities offered by the new organisational structure that is currently being implemented.

V.

At an institution such as the Calouste Gulbenkian Foundation, nothing is ever finished and this is one of the key features determining our relative inertia in terms of movement.

Being in touch with one's time means, if possible, anticipating the future. The idea of movement and a commitment to the future mean that many things begin and others must end, a logic that only the most obtuse diehards are not capable of understanding. But they also mean that the whole is not – nor can it ever be – closed. The Foundation's intervention and the choice of its priorities are therefore a permanent challenge and an incentive to the imagination, to sharing with third parties and to interaction with the wider environment, which is the world we live in.

A Foundation *for all humanity*, as our Founder recommended to the first of his trustees.

Because our responsibility, attitude and method are precisely these, they must be reflected in the definition of our mission, in our choice of themes, in the training of our human resources, in the management of our heritage and in our organisational structure, inculcating adaptability and flexibility, ambition and an awareness of our material and temporal limits. Circumstantial and ephemeral limits given the everlasting nature of the values that guide the Foundation, in its perpetuity and in its independence, making it a benchmark institution and an anchor in the light of the uncertainty of our present times.

VI.

I wish to thank each and every one of my colleagues with whom I have worked on the Board of Trustees and all of the Foundation's employees, both near and far, whose hard work directly or indirectly helped us to achieve what has been an unforgettable experience for me over the past sixteen years. An experience that I shall continue from a different perspective, but with the same spirit of commitment, now as a non-executive trustee, thanks to the generosity of my colleagues, who decided to reduce my formal absence from the institution to a period of less than twenty-four hours.

Finally, since 3 May, the Foundation has had a new president, Artur Santos Silva. His great intellectual and professional qualities and his exemplary character, all incontrovertibly demonstrated over the course of his brilliant career, and his extensive knowledge of the Institution, which he has served as a non-executive trustee since 2002, are the firm guarantee that we are about to embark on a new creative, dynamic and auspicious phase for the Calouste Gulbenkian Foundation.

Lisbon, May 2012

Emílio Rui Vilar

I. Activities Report

In keeping with our customary procedures, the following is a summary of activities – grants, subsidies, scholarships and direct initiatives – for the year 2011.

The criterion used for the presentation involves firstly publishing the reports of those departments and programmes whose activities are carried out above all in Portugal, which are ordered according to the Foundation's four main objects of Charity, Art, Education and Science. These are followed by the reports of the international departments and overseas branches. After this comes a chapter that groups together the transverse programmes and “New Interventions”, this latter section reporting on the innovative projects that meet at least two of the following requirements: they are transverse projects cutting across the Foundation's different statutory aims, take place in more than one country, are developed in the form of a partnership, and involve either distributive activities or activities designed for the funding of other institutions from the non-profit sector. Finally, the chapter describing the activities of the support departments is presented.

Lisbon, 2 May 2012



Annual Conference of the European Foundation Centre, in Cascais. Opening Session attended by the Portuguese President, Anibal Cavaco Silva.

Office of the President



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

Activities

The Office of the President monitors the activities inherent in the Calouste Gulbenkian Foundation's participation in other institutions and foundation networks that stimulate the development of the foundation sector at both a national and an international level, foster cooperation between foundations, and also allow the Foundation to act as a facilitator in the debate on the main issues that affect the different societies in which it operates and in any interventions undertaken in this area. In 2011, the following activities were amongst the most important at an international level:

- › Continuing support for the Foundation president's participation in the activities of the European Foundation Centre (EFC), particularly in those areas relating to his presidency of the EFC, for which his three-year term of office is set to end in May 2011. The Calouste Gulbenkian Foundation will, however, continue to belong to the EFC's Governing Council, having been elected to serve for another three-year period (2011-2014).
- › The Office of the President also supported the organisation of the 22nd Annual General Assembly (AGA) and the Conference of the European Foundation Centre on "Resources and Sustainability – The Oceans", held in Cascais from 26 to 28 May and attended by roughly 650 participants from European foundations and other parts of the world. The oceans were taken as a metaphor for a wide-ranging programme of different themes, allowing the foundations and their respective partners to discuss the best strategies for the use of resources – natural and human resources, knowledge, financial and other resources – that guarantee sustainability and an intergenerational impact.

With the aim of giving more voice to the foundation sector, a new institutional architecture for the European foundations was also approved at the above-mentioned general assembly, through the creation of the Foundation Council of Europe, a mechanism that will benefit from the participation of the EFC's General Assembly and the Donors and Foundations Networks in Europe, a platform that brings together 22 national associations of foundations, including the Portuguese Foundation Centre, and which represents more than six thousand European foundations.

- › Support for the activities of the Network of European Foundations (NEF), through the participation of the Foundation's president in the NEF's general assemblies and by replying to and forwarding requests made by the network's partners. The NEF is an operational network of European foundations that seeks to implement projects and/or initiatives related with Europe and the role of Europe in the world, through cooperation between foundations, or between these and other forms of organised philanthropy, private enterprise and public bodies.
- › Participation of the Foundation's president in the 52nd Meeting of The Hague Club, an informal network of presidents and chief executive officers of the largest European foundations, which, since 1971, has met annually to discuss the role of philanthropy and the management of foundations. The 2011 meeting was held in Turin.
- › Continuing support for activities at the Alliance of Civilisations, a United Nations project that supports the development of projects that promote understanding and reconciliation between cultures at a global level, particularly between Muslim and Western societies, through a network of partnerships.
- › Participation in the Global Philanthropy Leadership Initiative (GPLI) task force, co-chaired by the Foundation's president, whose goal is to draw up an agenda for global philanthropy in three priority areas: (i) to improve the legal and fiscal framework of global philanthropy; (ii) to develop models and increase the level of collaboration of global philanthropy; (iii) to identify political moments and the catalysts of dialogue with policy-makers and multilateral organisations. The GPLI boasts the presence of 20 representatives from organisations affiliated with the EFC, the Council on Foundations (COF) and the Worldwide Initiatives for Grantmaker Support (WINGS).
- › Completion of the strategic support given to the European Policy Centre, the most prestigious Euro think-tank based in Brussels, which benefited from support worth € 100,000 a year between 2009 and 2011, especially for the Europe in the World Programme.
- › Support for the United Nations High Commissioner for Refugees (UNHCR), with the award of an extraordinary grant of € 100,000 (following the success of the multi-year partnership lasting from 2008 to 2010) to the HELPIN project, a Portuguese network of partners from the private sector and non-governmental organisations, which is coordinated by UNHCR and seeks to raise money for the three African countries worst hit by food shortages among refugees, substantially reducing the levels of anaemia in those countries.
- › Membership and participation in the activities of the Transatlantic Council on Migrations (TCM), an initiative of the Migration Policy Institute whose guiding aim is the tangible and measurable impact on immigration and integration policies on both sides of the Atlantic. The TCM seeks to distinguish itself through its capacity to bring together three fundamental groups – specialists, policy-makers and political leaders – thus producing recommendations for the area of innovative migrations, based on trustworthy and

politically viable sources. Working in cooperation with the Gulbenkian Human Development Programme and with the Central Services Department, the Office of the President hosted the spring meeting of the TCM, which took place at the Foundation from 1 to 3 June 2011 and was dedicated to the theme of “The Governance of International Migrations – Defining the Potential for Reform in the Next Decade”.

At a national level, the Office of the President continued to support the Foundation’s president in his role as Chair of the Portuguese Foundation Centre (PFC), particularly by giving its support to the board meetings and to the implementation of the activities developed by the PFC’s Board of Directors for 2011, most notably:

- › Participation in the Organising Committee of the 8th Meeting of the Foundations of the Community of Portuguese-Speaking Countries (CPLP), which took place on 25 May in Cascais and discussed the theme of “Development and Sustainability – The Role of Networks and Partnerships”. This meeting was attended by 130 representatives of roughly 60 foundations from CPLP countries.
- › Support for the organisation and production of information material for the “Portuguese Foundations’ Showcase”, an explanatory session about Portuguese foundations, which took place during the Annual Conference of the European Foundations Centre (Cascais, May 2011).
- › Monitoring of the Working Party for the Legislative Reform of the Sector of the Social and Solidarity Economy, created under the auspices of the National Council for the Social Economy (CNES).

In 2011, the Office of the President also promoted the facsimile re-edition of the book by Calouste Gulbenkian, *La Transcaucasie et la Péninsule d’Apchéron – Souvenirs de Voyage* and, for the first time, the publication of an English version of this work. The book, which Calouste Gulbenkian had published in 1891 with the Hachette publishing company, is the result of a long journey through the Caucasus, during which the author reveals uncommon powers of observation in his description of landscapes, fauna, flora, monuments, languages, traditions, customs and habits of the local populations or the fledgling oil industry, while at the same time criticising certain aspects, talking ironically about others or formulating concrete proposals, such as the need for better sanitary conditions.

Support was also given to the book of photographs *Caucase – Souvenirs de Voyage* by two young artists, Pauliana Valente Pimentel and Sandra Rocha, former students from the photography courses of the Gulbenkian Creativity and Artistic Creation Programme, who took the book by Calouste Gulbenkian as their starting point for a travel project and, in 2009, followed the same itinerary as he had done. The final result was also displayed in an exhibition with the same name, organised in conjunction with the Central Services Department, which took place in the Temporary Exhibition Gallery of the Calouste Gulbenkian Museum from 27 January to 3 April 2011.

Also in 2011, in partnership with the Danish Embassy and in conjunction with the Foundation’s Central Services Department, the Office of the President co-organised the conference “Snu – Freedom of Expression and Sá Carneiro”, which took place on 4 May 2011. It also inaugurated an exhibition with the same name at the Foundation’s headquarters, which remained on display until 28 May 2011 (coordinated by the journalist Cândida Pinto).

On 6 December 2011, in partnership with the Centro Nacional de Cultura (CNC), the Office of the President organised a session of reflection in homage to Gonçalo Ribeiro Telles, coordinated by Aurora Carapinha.

Gulbenkian Prizes

On 20 July 2011, the Office of the President organised the award ceremony for the presentation of the Gulbenkian Prizes for Art, Charity, Science and Education, as well as the Calouste Gulbenkian International Prize, and also provided support for the panel deciding on both the latter prize and the Gulbenkian Prize for Art.

The Gulbenkian Prizes were awarded to the percussionist and composer **Pedro Carneiro** (Art), to the university professor and physicist **Nuno Miguel Reis Peres** (Science), to the **Associação para o Estudo e Integração Psicossocial** (Charity), and jointly to the teachers **Fernando de Pádua** and **Maria Amélia Duarte Ferreira** (Education).

The Calouste Gulbenkian International Prize, which in 2010 was designed to recognise crucial contributions towards respect for human dignity and intercultural, inter-ethnic and inter-religious dialogue was awarded jointly to the **International Yehudi Menuhin Foundation** and to the **World Organisation of the Scout Movement**.



✦ Award ceremony for the Gulbenkian Prizes. Award of the Calouste Gulbenkian International Prize to Luc Panissod, Secretary-General of the World Organisation of the Scout Movement..

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

Calouste Gulbenkian International Prize

Jorge Sampaio (president), Fernando Henrique Cardoso, Hubert Védrine, Vartan Gregorian and José Gomes Canotilho.

Gulbenkian Art Prize

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

Gulbenkian Charity Prize

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

Gulbenkian Science Prize

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

Gulbenkian Education Prize

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

Fernando Gil Prize

The first Fernando Gil International Prize for the Philosophy of Science, worth € 125,000, was created by the Portuguese government, represented by the Foundation for Science and Technology, and the Calouste Gulbenkian Foundation, to pay tribute to the memory and work of the great thinker Fernando Gil, who died in 2006. This prize is designed to distinguish an excellent piece of work in the area of the philosophy of science by researchers of any nationality or professional affiliation, published in the three years immediately preceding the award of the prize.

In its first year (2010), the prize was awarded to the Slovakian Ladislav Kvasz at a ceremony held on 17 March 2011, at the Gulbenkian Foundation. The recipient, who is a professor at Charles University, in the Czech Republic, and the author of the book *Patterns of Change, Linguistic Innovations in the Development of Classical Mathematics* (2008), was also the main speaker at the ceremony.

“Major Conferences 2011” Cycle

In 2011, the president continued the programme of conferences dedicated to major world issues, with the participation of well-known international figures, who represent geographically and culturally different perspectives that help us to understand the past better, question the present more incisively and look to the future.

On 31 March 2011, the conference “Dernières nouvelles d’un monde en train de naître” took place, with a lecture being given by the writer Erik Orsenna, a member of the Conseil d’État and the Académie Française. In the year that he also published the Portuguese version of his latest book *A Empresa das Índias (L’Enterprise des Indes)*, in dialogue with André Gonçalves Pereira and Cristina Castel-Branco, he presented his reflection on globalisation and its implications for today’s world.



✦ Conference with Jean-Claude Juncker from the “Major Conferences 2011” Cycle.

On 9 November 2011, as a result of the partnership between the Calouste Gulbenkian Foundation, the Bank of Portugal, the Economic and Social Council and the Luxembourg Embassy, the conference “Which model of economic governance for a monetary union? – Lessons from a crisis” was held, addressed by Jean-Claude Juncker, the Prime Minister of Luxembourg and President of the Eurogroup.

To conclude the 2011 series of this cycle, the conference “Relations between the EU and Russia” was held on 23rd November, with a lecture by Adam Michnik, the editor-in-chief of the major Polish newspaper, *Gazeta Wyborcza*, and former Solidarity activist. In dialogue with Luís Amado and Rebecca Abecassis, Adam Michnik, who is considered by many as the “conscience of the Polish nation”, dealt with the political and economic crisis of the European Union and relations with Russia, in a year in which Poland took over the Presidency of the European Union.

Legal matters

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

Premises provision

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

Priority is given to requests from non-profit institutions whose objectives match or contribute to meeting the Foundation's statutory goals. In 2011, the total amount involved in free premises provision, which is considered as a subsidy, was € 99,185, while the revenue from premises provision requiring the payment of a charge totalled € 62,291.62. In 2011, the Foundation hosted 122 events held by third parties, which brought more than 24,000 people to the Foundation.

Opinion surveys about the Calouste Gulbenkian Foundation

In 2011, just as has been the case every two years since 2007, a study was commissioned from the Catholic University of Portugal Centre for Studies on Public Opinion (CESOP) by the Calouste Gulbenkian Foundation, with the aim of knowing the general opinions of the Portuguese public regarding the Foundation's activities, as well as the behaviour and attitudes of those using the Foundation's Music Department, museums and Art Library.

Grants

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

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

Under the scope of the Direct Administration Reserve (RADP), which is divided among the Foundation's four statutory areas, the Office of the President directly awarded a total of € 438,804 in subsidies and scholarships, as well as a total of € 76,253 for projects co-funded by other Foundation departments. Some of the most important awards were:

Beneficiary	Amount	Project Description	Country
Alberto Seixas Santos	€ 50 000	Film <i>E o Tempo Passa</i> .	Portugal
Paulo Rocha	€ 50 000	Film <i>Se Eu Fosse Ladrão... Roubava</i> .	Portugal
Rui Sanches	€ 30 000	Grant for research project for the writing of the book <i>Como Alpinistas, a Aventura da Arte no Século XX</i> . 50% awarded by the RADP (President's Direct Administration Reserve) and 50% by the Education and Scholarships Department. Multi-year subsidy of € 60,000 for 2010-2011.	Portugal
Cabido Catedralício de Évora	€ 30 000	Funding for the renovation of the building of the Colégio dos Moços da Sé de Évora for the subsequent installation of the Tesouro da Sé (Cathedral Treasury).The final instalment of the multi-year subsidy.	Portugal
Centre for Research and Studies in Sociology, ISCTE – IUL	€ 22 000	"Journalism and Society" Project. Multi-year subsidy of € 66,000 for 2011-2013.	Portugal
Igreja de Nossa Senhora de Fátima	€ 20 000	Support for the repair of the church organ.	Portugal
Sociedade Nacional de Belas-Artes	€ 15 000	Publication of the book <i>Fernando de Azevedo – Textos de Apresentação</i> .	Portugal
Portuguese Section of AICA (International Association of Art Critics)	€ 12 500	Exhibition commemorating 30 years of the AICA/MC award.	Portugal
"Não Apaguem a Memória" Civic Movement	€ 12 000	"A Voz das Vítimas" exhibition.	Portugal
European Strategy Forum	€ 12 000	Publication of <i>Chefsache: the European Council and the Euro Crisis in 2010</i> .	Portugal
ICOM Portuguese National Committee	€ 10 000	16th Triennial Conference of the Committee for the Conservation of the International Council of Museums (ICOM – CC).	Portugal
Olga Film (Contracosta Produções, Lda.)	€ 10 000	<i>Chitengo</i> TV series.	Portugal
Editora Imoedições Projeto "Impulso Positivo"	€ 10 000	Funding for the Projeto "Impulso Positivo" – communication project in the non-profit sector. Multi-year subsidy of € 7,500 in 2010 and € 10,000 in 2011 and 2012.	Portugal
Architecture, Urbanism and Design Research Centre – Faculty of Architecture of the Technical University of Lisbon	€ 10 000	Congress – 300th Anniversary of the Birth of the architect and military engineer, Eugénio dos Santos (1711-1760).	Portugal
Cinemateca Portuguesa	€ 8 000	Publication of texts written by João Bénard da Costa for Cinemateca catalogues.	Portugal
John Hopkins University	€ 5 000	Satellite account for non-profit institutions..	USA

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

The Office of the President moved on to the second phase of support for the Project for the Reconstitution of the Archive of the former Overseas Ministry – the Inventory of the Overseas Historical Archive of the Overseas Ministry. In 2010, the project's first phase was concluded and the information collected from the Historical Archives of the Portuguese Development Support Institute (IPAD), the Diplomatic Historical Archive (AHD), the Directorate-General for the Treasury and Finances (DGTF) and the Directorate-General for Administration and Public Employment (DGAEP) was made available through a research portal. The start of the project's second phase took place in the last quarter of 2011 and the work will be continued until the end of the first quarter of 2013.

"Archives of the Calouste Gulbenkian Foundation" project

Introduction

On 13 February 2003, the Board of Trustees of the Calouste Gulbenkian Foundation decided to launch a project for the treatment and safe storage of the materials contained in the institution's archives, with the aim of guaranteeing its conservation and ultimately making its contents available to those interested. The strategy

that was adopted consisted of giving priority to the treatment of the archives of the former departments, which now no longer exist. In addition to providing a description of the documentation, it was also decided to submit these same sets of documents to cleaning and reconditioning processes. For this purpose, materials were chosen with physical and chemical properties considered appropriate for the conservation of the specimens. The reconditioning of the archives would also allow for a considerable saving of storage space.

From the beginning of the project until the end of 2011, the following archives were completely treated:

- › 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 Fine Arts Department (1957-2010);
- › Archive of the former Gulbenkian Ballet (1996-2005).

Archive of the former Projects and Building Works Department – exhibition “Gulbenkian Headquarters and Museum. The Architecture of the 1960s” (1957-1997)

This latter set of documents is composed of photographs, drawings and textual documents, which served as the basis for the preparation of the exhibition mentioned in the title. Since we could not reconstruct the context under which these documents were produced and their conservation was at risk, we decided to consider them temporarily as an artificial series of documents that we christened with the name of the above-mentioned exhibition. It comprises a set of documents measuring 0.7 metres in length, which includes 130 plans. Some of these plans were printed in the book *Os Edifícios*, published in 2006 by the Calouste Gulbenkian Foundation.

Archive of the Office of the Assistant Technical Director of the Modern Art Centre (the Architect Nunes de Oliveira) (1976-1996)

Set of documents presented to the Archives in February 2008. This quite possibly consists of the architect’s own personal papers, and mainly consists of drawings referring to projects prepared or co-produced by the Foundation. As it represents a relatively small group of documents (measuring roughly 4.5 metres in length) that bears a direct relationship with the documentation of the former Exhibitions and Museography Department, which has already been treated, it was decided to press ahead with its description.

Archive of the former Tile Studies Team (1960-1972)

This is a group of documents measuring 1.15 metres in length and consisting of the administrative documentation produced by the former Tile Studies Team, which was sent to the Archives by the Art Library. Along with this documentation, two other sets of documents related to the same theme were also received. These documents were reintegrated into their original archive contexts: the Fine Arts Department and the Office of the President.

Archives under treatment in 2011

London Archives (1897-1973)

This group of documents includes various archives, namely the Calouste Sarkis Gulbenkian – London Archive and the Archive of the Economic & General Secretariat. All the 118 crates have already been opened and cleaned. The description of the Calouste Sarkis Gulbenkian – London Archive is now complete and a description is currently being made of the Archive of the Economic & General Secretariat. This work is expected to be completed during 2012.

Paris Archives (1923-2011)

The documents stored at the Calouste Gulbenkian Cultural Centre, in Paris, comprise various archives, namely the Calouste Sarkis Gulbenkian – Paris Archive, the Archive of the Commercial Chancery of the Imperial Embassy of Iran in Paris, the Gulbenkian Companies Archive 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)

Archive with an estimated length of 52 metres. Treatment began in November 2010, and so far nine metres of documents have been treated.

Microfilm collection

Work began on the control of the microfilm collections resulting from the Foundation's microfilm projects.

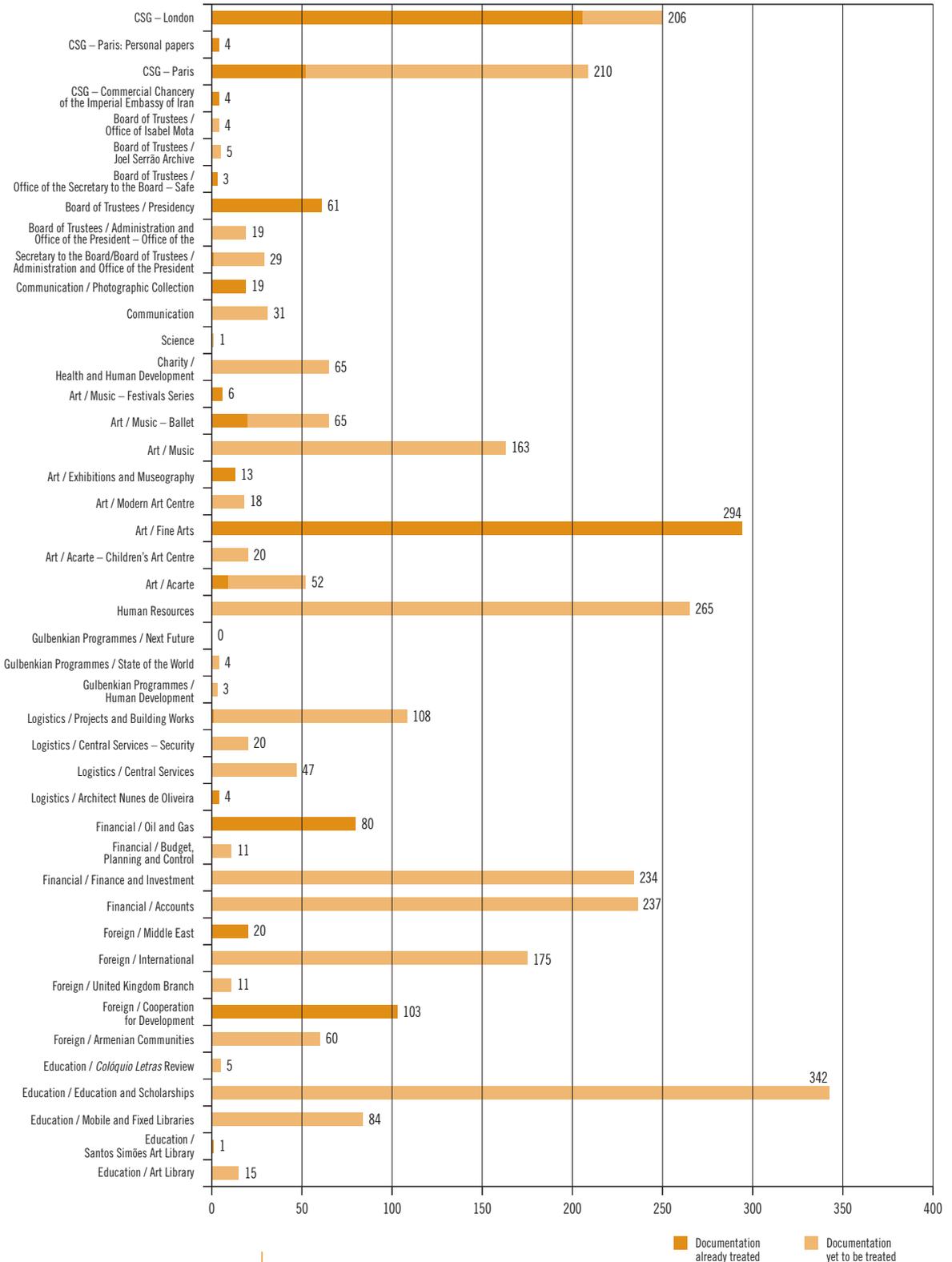
Archive of the former Projects and Building Works Department – collection of photographs (1957-1969)

This is a collection of 6,543 photographs (2,653 negatives and 3,890 proofs), which essentially represent the construction processes of the buildings of the Headquarters and the Calouste Gulbenkian Museum, the garden and the José de Azeredo Perdigão Modern Art Centre, the Foundation's premises in Oeiras, the Baghdad stadium and some other "subsidised works". Besides the inventorying and recording of each image, this work also involves conservation treatment, including cleaning and safe storage, and the scanning of the images considered to be most important, thus allowing for their better recovery and reuse. The first phase of the treatment began in December 2008 and the whole collection is now recorded, cleaned and reconditioned, while 2,604 negatives and 2,828 proofs have already been scanned. The original negatives were sealed and frozen, and the proofs are kept in the Archives' cool store. The description and inclusion of the digital images in the Archives' database began in 2010 during the course of a university student's internship. The work, which involved the treatment of 530 photos, was interrupted when the internship came to an end and began again at the end of September last year when a professional traineeship began. The database currently comprises 1,505 digital images. This work is expected to be completed during 2012.

Photographic collections of the Communication Department

The first phase of work has been completed that involved the treatment of 25,000 photographic specimens from the collection of images at the Communication Department and the scanning of 30% of these. This vast collection required the inventorying, recording, conservation treatment (including cleaning and safe storage) and scanning of the images that were considered most important, thus making it easier to recover these same images and reuse them. 25,181 images have been described and 7,665 images have been scanned, which are now available in the Archive's database. The second phase of work will take place during 2012, which will make it possible to complete the treatment of this archive through the work on the remaining 10,713 images and the scanning of 30% of the images.

Documentation housed in the Archives Centre
State of treatment (length in metres)



The Gulbenkian Archives' activities are not limited to the mere description and conservation of documents. We therefore wish to highlight some of the other important tasks that are undertaken, such as:

› “Memory of the Place” exhibition (Paris)

This exhibition required the allocation of an archivist to support the organisation team on a full-time basis. The support that was provided essentially consisted in researching all the records related with the exhibition theme (both the documentation of the Paris Archives that had already been treated and the as yet untreated documents), making selected documentation available, creating a control document and scanning the documents in question. In order to control the documentation that was dealt with in this way, besides the already mentioned records, lists were drawn up of the documentation sent for restoration (drawings/plans), as well as of all the documentation that was sent to the exhibition in Paris. Help was also provided in the installation and dismantling of the exhibition in Paris and its installation in Lisbon, together with the storage and arrangement of all the documentation.

› Control of the **entry and housing of documentation** at the Foundation's store of archives, which is sent periodically by the Foundation's different departments: during 2011, 43.943 metres of documentation were received by the Archives.

› Management and control of the **database for official records**, fundamental for creating consistent points of access about corporate bodies, individuals, families and works and events: standardisation of entries, updating of data, elimination of repetitions and mistakes (this database already contains 42,554 entries, of which 5,165 records were introduced during the current year).

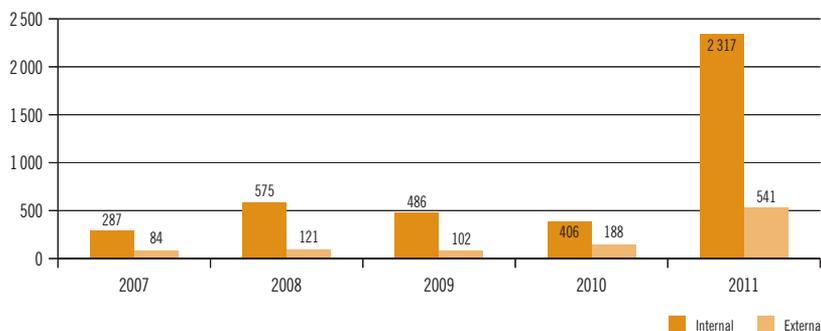
› **Management of the processes for the internal and external communication of documents, including the performance of searches** in the databases, the orientation, monitoring and control of the processes for consulting, reproducing and transcribing documents. It should be stressed that, during 2011, the Archives received 2,317 requests for documentation from the Foundation's departments and 541 requests for documentation for research purposes from bodies and individuals outside the institution.

› Updating and periodical control of the **Foundation Thesaurus**. This database currently contains 3,760 standardised terms that make it possible to uniformly index the contents of the documentation and to search for and recover this information in a controlled fashion.

› Monitoring of two **internships**, one of which was a professional trainee and the other a student intern from the course of Documentary Information Sciences at the Faculty of Social and Human Sciences of the New University of Lisbon.

During 2011, the “Archive” project was developed by six archivists (one of whom belonged to the Foundation's permanent staff), a librarian and a technician.

Calouste Gulbenkian Foundation's Archive Centre
Consultations 2007 | 2011



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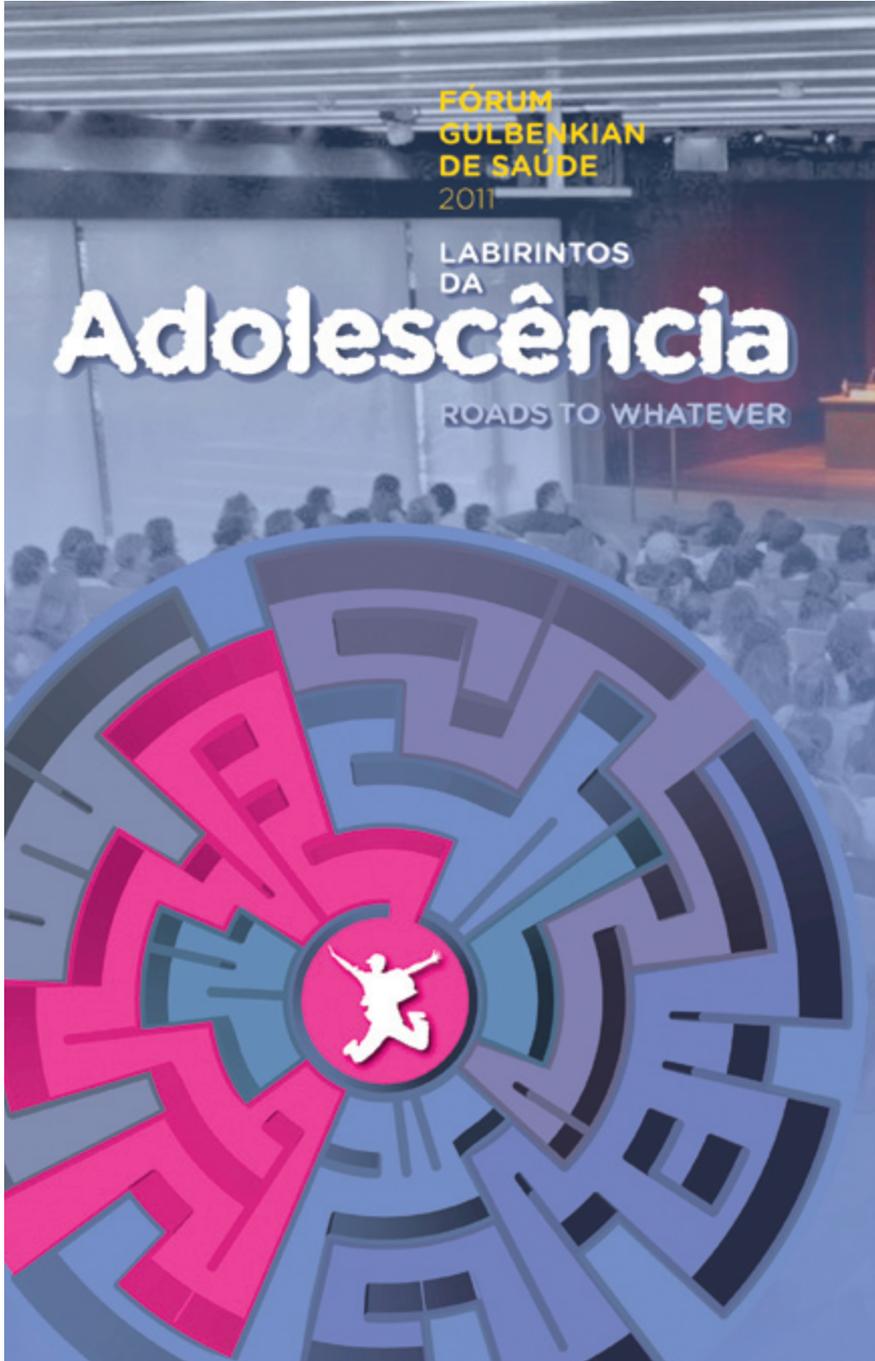
Charity

FÓRUM
GULBENKIAN
DE SAÚDE
2011

LABIRINTOS
DA

Adolescência

ROADS TO WHATEVER



Nuno Vieira

Health and Human Development Department



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

* The amounts for "Personnel costs" include an assistant manager allocated to the management of the Gulbenkian Development Aid Programme.

In 2011, the Health and Human Development Department (SSDH) maintained the same guidelines that had governed its activities in recent years, namely the strengthening of its internationalisation and the establishment of networks and partnerships, the evaluation of research outcomes, and the promotion of humanisation activities, including a training component for human resources and economic analysis.

The following areas of intervention were given priority:

- › health research;
- › health structures and equipment;
- › humanising healthcare;
- › training professional healthcare providers;
- › global health.

Activities undertaken

Health research

Health research is one of the driving forces behind the promotion of knowledge about diseases and the development of new ways of predicting, preventing, diagnosing and treating pathologies, and reflecting upon the organisation and quality of healthcare and about its real costs, as well as about the practices and social and moral values that are associated with it.

In 2011, the projects that had been developed in the area generally referred to as “biomedical research”, a policy that had been introduced in 2006 with calls for multi-year thematic research proposals, came to an end. In this way, the assessment of the projects undertaken in the areas of clinical microbiology and oncology was completed, a practice that was based on the usual indicators of scientific productivity.

Still in progress is the last round of proposals for this type of intervention – neglected tropical diseases – with four projects still ongoing.

Support continued to be provided to projects that involved reflection on health governance (“Portuguese Observatory of Health Systems”), as well as those being developed in the area of bioethics and medical law (“Research Laboratory for the Development of Health Law and Bioethics in Public Healthcare and Health Management”), both based at the National School of Public Health.

As far as the instrumental resources intended for the improvement of services and the provision of healthcare were concerned, the SER (“Network Health”) project of the Centre for the Research and Study of Sociology (CIES – Lisbon University Institute) was completed. Two reports on this project will be published in 2012, the first of which is currently in print (*The Portuguese, Health and the Internet*).

Support was given to two epidemiological studies that had a national scope: one relating to the screening of chronic rheumatic diseases (EpiReumaPt), in partnership with various public and private bodies, which seeks to determine the national prevalence of the pathologies that are included in that concept and their work-related, social and economic repercussions; the other, which has been in progress since 2010 – the “Generation XXI” project of the Institute of Public Health of the University of Porto – is designed to research, within an extensive cohort of children, into the factors that determine individual development and the state of health.

Support continued to be given to the action research programme “Almodôvar – the Healthiest Municipality”, run by the Fernando de Pádua Foundation, which aims to improve the state of health of a 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.

A contribution was made to the Institute of Molecular Medicine for the purchase of a spinning disk microscope, an innovative technology that makes it possible to visualise introns of messenger RNA being removed through splicing in real time, providing information of enormous potential value for understanding some human diseases.

Strengthening of health structures and equipment

Two hundred automated external defibrillators (AED) were installed for emergency purposes in the fire service ambulances belonging to the National Institute of Medical Emergency (INEM). This intervention made it possible to complete the full coverage of the national territory with this nuclear medical equipment, essential for treating patients who have suffered cardiorespiratory arrest.

Support was given for the purchase of an ultrasound scanner with three probes (cardiac, thoracic and abdominal) for the Respiratory Intensive Care Unit of the Pneumology Department of Hospital de Santa Maria.

In partnership with the National School of Public Health, a study was begun on the mapping of the telemedicine resources existing in Portugal. This project is run in conjunction with the Foundation's participation in the international "Ambassadors' Programme" network, which seeks to promote the use of information and communication technologies in healthcare, with the aim of avoiding patients having to travel when they are in situations that can be solved by means of distance communication.

Humanising healthcare

Palliative care

In an attempt to humanise healthcare, efforts were made to expand the promotion of palliative care in a coherent fashion, taking into account the national needs for this type of intervention, as well as the difficulties in organising healthcare structures and recruiting human resources.

In addition to the annual assessment of the two interventions that led to the creation of rural home care units (Planalto Mirandês, Mértola), support was given to two experiments structured in a similar fashion, but this time based in an urban environment (Greater Porto and Matosinhos). These two units were included in a protocol signed at a public ceremony with the Ministry of Health, safeguarding the continuity of the healthcare thus provided under the national health system.



✦ Signing of the protocol for the creation of the Gulbenkian Chair in Palliative Care at the Lisbon Faculty of Medicine.

With the aim of expanding the specific training for health professionals in palliative care, support was given to the second phase of the national programme of advanced training in chronic pain, as well as to various training activities initiated under the auspices of the Home Care Units of Mértola and the north-east region of Trás-os Montes.

A visit was made to Fundación La Caixa, in Barcelona, to establish a partnership for collecting data from that institution's national programme, a pioneering model for the management of home care units.

The support given to academic training and research in palliative care consisted of two separate aspects: on the one hand, a temporary subject was created at the Lisbon Faculty of Medicine, given the name of the Gulbenkian Chair in Palliative Care; on the other hand, support continued to be provided to the project for promoting the academic qualifications of Portuguese healthcare professionals with MSc and PhD degrees from the University of London. For this latter purpose, a protocol was established in 2010 for cooperation with King's College London – Cicely Saunders Institute.

Other activities

As part of what was considered to be support for the humanisation of healthcare, 12 annual projects were monitored under the scope of the competitive application process that had been launched the previous year to provide support for patients' and relatives' associations.

A grant was awarded to Hospital de Santo André for the mural decoration of the Paediatric Department. This project was coordinated by the Anouk Foundation and is designed to improve the conditions of hospital stays for children and their parents.

Training and information in healthcare

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

Support was given to the continuity project (a protocol that has already been under development for five years) by strengthening the funding given to the Portuguese Association against Leukaemia, in order to maintain the Support Programme for Advanced Training in Haemato-Oncology.

With the progressive involvement of patients in learning about the pathologies that affect them and in the decisions that must be taken about these, support was given to the project "Know the Disease: Patients First", to be 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. This project will lead to the creation of platforms of social value that will enable users to form closer links with healthcare professionals and to improve the focus for the intervention of patients' associations.

Support was given to the campaign "More Antibiotics, Less Health" launched by the Directorate-General for Health and the Infection and Sepsis Group of the Hospital de São João, which is designed to raise public awareness about the need for a clear and conscious use of antibiotics.

Global health

To be able to continue to take part in the international dialogue on questions related to the global dimension of health, and with the aim of 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.

Tuberculosis Vaccine Initiative Foundation

The Tuberculosis Vaccine Initiative (TBVI) is a European foundation created for the development of new vaccines against tuberculosis, a project that the Gulbenkian Foundation has been associated with since 2010. In 2011, the following activities took place:

- › continuation of the research corresponding to the national participation in the project under the responsibility of the Molecular and Cellular Biology Institute (IBMC);
- › meeting held to commemorate World Tuberculosis Day at the Calouste Gulbenkian Cultural Centre in Paris, chaired by Jorge Sampaio, at which new equipment was presented for the rapid diagnosis and detection of resistant forms of the bacteria;
- › meeting with the Secretary of State for Innovation in order to raise awareness among the Portuguese participation in the European Commission;
- › meeting of the Board of Trustees of TBVI, of which the Calouste Gulbenkian Foundation forms part, at the Foundation's headquarters.

The scientific project for the development of new vaccines, based at academic institutions, has recorded some encouraging results. There already exists a portfolio of 39 potential candidates for vaccines, which are the property of TBVI, of which three are ready to be submitted to the respective clinical test.

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

With the aim of promoting the dissemination of the topics that are included under the theme of global health, the Foundation has given its support to the creation of a Chair in Global Health at the Faculty of Medical Sciences of the New University of Lisbon.

Linked to a subject that is included in the new curricular reform, the Chair is intended not only to develop pedagogical content for undergraduate courses, but also to organise postgraduate courses (two seminars per year) and to encourage the writing of PhD theses in this area.

Meeting of the Ambassadors' Programme

The "Global e-Health Ambassadors' Programme" is an initiative of the International Society for Telemedicine and e-Health, with which the Gulbenkian Foundation is associated under the form of a partnership. The programme is designed to promote the global growth of e-Health and the improvement of health systems, especially in developing countries, by facilitating access to quality care while also increasing cooperation between countries and reducing the asymmetry of knowledge and practices in the health area. Also associated with the Gulbenkian Foundation as promoters of the programme are the Rockefeller Foundation, Microsoft and Imperial College, London.

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:



“Quality in Health” lecture cycle

Over recent years, quality in the provision of healthcare has become a priority in the management of health organisations, being particularly crucial at a time when costs are being cut and resources are scarce. In partnership with the National School of Public Health, the Sectoral Committee for Health of the Portuguese Institute of Quality, the Directorate-General for Health and the Central Administration of the Health System, the lecture cycle entitled “Quality in Health” discussed four different themes between 11 March and 9 September, with the

participation of Gwyn Bevan (London School of Economics and Political Science); Sir Liam Donaldson (National Patient Safety Agency, United Kingdom); Elizabeth McGlynn (Kaiser Permanente Center for Effectiveness and Safety Research, USA) and Blanton Godfrey (North Carolina State University – College of Textiles, USA). The lectures will be compiled in a volume to be published by the Foundation.



✦ “Roads to Whatever” exhibition, in partnership with the Modern Art Centre.

Gulbenkian Health Forum “Labirintos da Adolescência – Roads to Whatever”

Dedicated to the theme of adolescence, the Gulbenkian Health Forum 2011 was held on two consecutive days, with the participation of Portuguese and foreign specialists.

The themes “Neurobiology and the social brain in adolescence”, “The neurobiology and genetics of maltreatment”, “Evaluation of the juvenile justice programmes”, “Mental health”, “Sexuality” and “Autism, Asperger syndrome and other pathologies” were included in the programme and brought roughly 1,200 people to the Foundation.

Under the scope of the Forum, a brochure was published with the abstracts of the lectures, whose full versions will be included in a volume to be published at the beginning of 2012.

Associated with the lecture programme was an exhibition that brought together a series of works by 18 contemporary artists, belonging to the collection of the Modern Art Centre. The exhibition “Roads to Whatever” – with a selection of works that was based on the adolescent imaginary in relation to questions of identity and its neurobiological, cultural and psychic determination – was on display to the public from 30 September to 17 November at the Foundation’s headquarters, curated by Leonor Nazaré and resulting from a partnership with the Modern Art Centre.

Support for publications

The book *Mind Faces: As Diferentes Faces da Saúde Mental* was published, consisting of the talks given by Portuguese and foreign specialists at the four sessions that composed the scientific programme of the Gulbenkian Health Forum 2010 on the major challenges faced by mental health nowadays. The book also includes papers presented at the workshop “Dementia: The Other Side of the Mirror”, as well as a description of some artistic initiatives that were included in the Forum 2010, namely a small sample from the exhibition of drawings by the artist Bobby Baker and the synopses of the programme for the film cycle “Cinema and Mind”, curated by João Mário Grilo and held in partnership with the Modern Art Centre. The book was publicly launched in December, at a session chaired by Shekhar Saxena, the Director of the World Health Organisation’s Department of Mental Health and Substance Abuse. Support was also given to four publications, involving a series of different partnerships:



› “Gabinete de Anatomia” exhibition catalogue

This catalogue brings together anatomical drawings by Vieira da Silva and Arpad Szenes and the drawings from the Museum of Medicine, which were included in the exhibition “Gabinete de Anatomia”, held at the Arpad Szenes – Vieira da Silva Foundation.

› *Manual de Procedimentos do Serviço de Anestesiologia*

The aim of this manual is to standardise procedures and best practices in the different areas of anaesthesiology. This pocket edition, which is of practical use for professionals working in this specialist field, is an initiative developed by the Portuguese Association of Oncological Anaesthesia and was coordinated by J. M. Caseiro.

› publication of *Eu Amato Lusitano – no V Centenário do seu Nascimento*

In the year that marked the commemoration of the 500th anniversary of the birth of one of the most notable figures in Portuguese medicine, this publication is a contribution towards our knowledge of his life and work, the precursor to some areas of clinical medicine that are still practised today. Written by J. A. David de Morais, the work also benefited from the partnership with Castelo Branco Municipal Council.

› re-edition of *Ensaios de José Pinto de Azeredo*

The scientific value of this work, its importance from the point of view of the history of medicine and the pertinence of its dissemination at an international level justified the support that was given to the re-edition in a bilingual version of *Ensaios sobre Algumas Enfermidades de Angola* (Essay on Some Illnesses in Angola), by José Pinto de Azeredo, an initiative of the Centre for the History of Culture of the New University of Lisbon.



Workshop of the "FAZ – Ideas of Portuguese Origin" initiative.

❖ Gulbenkian Human Development Programme



	Amounts in euros
Personnel costs	345 201
Operating costs	67 584
Subsidies and grants	1 231 885
Own initiatives	427 021
Total	2 071 691
Receipts	161 336

In 2011, the Gulbenkian Human Development Programme (PGDH) continued to focus on supporting and stimulating the social integration of the more vulnerable population groups and the urban communities most exposed to poverty and social exclusion. To achieve this, it adopted approaches aimed at social innovation, capacity-building, the promotion of active civic participation and a search for effective, integrated solutions to emerging social problems. The priority areas of action were:

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

Children and young people at risk

The main aims in this area are:

- › to promote alternative measures to the institutionalisation of children that are victims of abuse or neglect;
- › to support the balanced development of children whose development is lagging behind (as well as their families);
- › to promote the integration of disadvantaged children and young people;
- › to enhance and encourage networking between institutions.



✚ The book *Crianças e Jovens em Risco – A Família no Centro da Intervenção*.

“Parental Training”

The Parental Training programme, which had begun in 2008 and, for three years, had funded eight pilot projects in the municipalities of Amadora, Lisbon, Setúbal and Sintra, monitoring and supporting families where children are flagged as being at risk or in danger, reached its completion in 2011.

During this period, interventions had been undertaken with parents and caregivers, with the aim of supporting and helping them to improve their parenting skills in their multiple dimensions: meeting their children’s basic needs for a balanced development; affectionate and quality relationships; educational functions, including values, rules and limits.

The results of this work were presented at the conference “Children and Young People at Risk – The Family at the Centre of the Intervention”, which took place on 29 September at the Calouste Gulbenkian Foundation. On the same occasion, the book that gave its title to the conference was launched, which, apart from describing the various methodologies used in each project, lists the main conclusions and recommendations.

“Early Intervention”

As a result of the multi-year project “Early Intervention – Building Good Practices”, designed to monitor and improve responses in helping children with lags in their development and their families, the final report, entitled *Early Intervention – The Process of Building Good Practices*, was published and distributed by institutions working in this area all around the country.

“Parents’ Workshops”

In order to help the parents of children with disabilities to acquire skills to guide their children in the inclusion process, the Gulbenkian Human Development Programme supported a pilot training scheme, in 2010, for these “special parents”, which provided them with the capacity to train other parents in similar circumstances. In 2011, the project was continued with the development of new training workshops in seven districts – Lisbon, Évora, Porto, Aveiro, Coimbra, Faro and Beja – and a nationwide network was created, involving over 720 parents, caregivers, counsellors and trainers of other parents.

“Good Deed Dentists”

Aimed at children and young people aged between 11 and 17 with oral health problems and unable to afford the treatment, the “Dentistas do Bem” (Good Deed Dentists) project came into

being in Brazil in 2002, and today has more than eight thousand volunteer dentists all over Latin America and Portugal. The treatments are provided at the surgery of the volunteer dentist who takes responsibility for monitoring the child's oral health and for providing the necessary treatment until the child turns 18.

Oral diseases, such as tooth decay, gingivitis or orthodontic problems, may be responsible for the educational underachievement of these children and young people, also hindering their access to the labour market. By supporting this project, the Calouste Gulbenkian Foundation and the EDP Foundation contribute to a better school and professional integration of children and young people from low-income families. By the end of 2011, the first year this project was implemented in Portugal, 114 children were being treated free of charge.

In this area, besides the support that was given to the projects described, seven subsidies were awarded for the funding of initiatives developed by institutions that support children with difficulties.

Ageing and the well-being of old people

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

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

“Caring for Carers”

This project is about providing 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 (municipalities of Santa Maria da Feira, São João da Madeira, Oliveira de Azeméis, Arouca and Vale de Cambra).

The psychological and educational intervention involved 163 family carers. Mutual Aid Groups remain active, coordinated by gerontologists and social educators, and advanced training is also provided to professional carers by the project's technical team, with funding being provided by the municipalities themselves for the components of nursing, psychology, legal support and nutrition.

“Action for Age”

This was a project developed through a partnership that included the Gulbenkian Foundation, Experimenta Design and the Santa Casa da Misericórdia de Lisboa. Under the scope of this project, at the beginning of the 2010-2011 school year, all the design schools in Portugal were invited to include in their curricula the theme of an ageing population and the need to develop new products

acti- onfor age

and services aimed at a more mature society. Twenty-two schools and 35 teachers responded to the challenge, and a competition of ideas was launched, encouraging students to design innovative products or services that guarantee old people a better quality of life and well-being, while ensuring their continued inclusion in society.

By the end of the first semester, the best 12 were selected by an independent jury from the 98 ideas proposed. Throughout the second semester, the teams developed these ideas and made prototypes of their projects. The results were presented at the Calouste Gulbenkian Foundation on 30 September 2011, and the works were exhibited in the conference hall between 1 October and 26 November.

Institute of Ageing

This research unit, created by the Calouste Gulbenkian Foundation in partnership with the Institute of Social Sciences at the University of Lisbon, continued the work that it has been undertaking to improve our knowledge about the ageing process and to provide advanced training in this area.

Throughout the year, the Institute developed the “Ageing, Health and Quality of Life” and “Ageing and the Labour Market” studies, both of which are still in progress. Also worth mentioning are the articles produced by the Institute’s researchers and published in specialist books and journals.

Twenty-one subsidies were awarded in this area to support initiatives being promoted by institutions undertaking important work for the support of old people with difficulties.

Migrations and immigrant integration

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

- › to promote suitable models for the integration of immigrants and their descendants;
- › to broaden knowledge about the main factors determining their social and professional integration;
- › to 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.

Gulbenkian Migrations Forum

The Gulbenkian Migrations Forum is promoted on an annual basis with the aim of stimulating debate and improving knowledge in the area of migrations. In 2011, the issues debated at this

forum were once again the ageing and feminisation of migratory flows. The research, discussions and recommendations produced in the workshop sessions on those subjects resulted in the following publications: *Migrantes Idosos em Portugal* and *A Emergência das Migrações no Feminino*.

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 dialogue¹, with the aim of contributing at the national level to the organisation of civil society on the core issues relating to immigration.

Since 2007, the Immigration Platform has chosen the “Immigrant Entrepreneur of the Year”, who is awarded a prize of € 20,000. The Platform also recognises the work of the local authority whose project has contributed most towards a better reception and integration of the immigrant citizens who have settled in the municipality, through innovative and original initiatives with a high degree of mobilisation and coverage.

In 2011, the Immigrant Entrepreneur of the Year Prize was awarded to Yuliya Pozdniak, a Belarussian immigrant who has been living in Portugal for eleven years. This award acknowledged Yuliya’s work as a graphic designer and multimedia (web and mobile) programmer, with her own business.

Cascais and Loures were the municipalities rewarded for their good practices in immigrant integration. The former was recognised for its GET (Generation of Talented Entrepreneurs) project, a pilot scheme designed to promote entrepreneurship and create self-employment. The project helps to break the circle of poverty and social exclusion that affects the unemployed population residing in the municipality’s low-income housing estates, equipping them with the necessary tools for adapting to working life and hence increasing their employability. The latter was recognised for the creation of the UNESCO Centre – “A Casa da Terra”, in the parish of Apelação, an area with a large immigrant population and renowned for the seriousness of its social exclusion problems and for the violence existing between communities. The Centre contributes towards dialogue and cultural exchange in the municipality, reinforcing the use of a shared linguistic heritage: the Portuguese language.

In the same category, honourable mentions were awarded to Sintra Municipal Council for its “Empowerment of Associations” project, and to Mirandela Municipal Council for its “Immigrant Integration Guide” project.

1. **Foundations:** Aga Khan Portugal Foundation, EDP, Luso-American Development Foundation, Luso-Brazilian Foundation, Oriente Foundation and Portugal-Africa Foundation; **Associations:** Associação Empresarial de Portugal (Portuguese Business Association) and Associação Industrial Portuguesa (Portuguese Industrial Association); **Confederations:** Confederação dos Agricultores de Portugal (Portuguese Farmers’ Confederation), Confederação do Comércio e Serviços de Portugal (Portuguese Trade and Services Confederation), Confederação da Indústria Portuguesa (Confederation of Portuguese Industry) and Confederação do Turismo Português (Confederation of Portuguese Tourism), Confederação Geral dos Trabalhadores Portugueses (General Confederation of Portuguese Workers) and União Geral dos Trabalhadores (General Union of Workers); **Other bodies:** 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).

Under the scope of the “Immigration Platform” awards, the book *Vencer Cá Fora* was published, by Ricardo Dias Felner, with photographs by David Clifford. It depicts the lives of ten enterprising immigrants residing in Portugal who, in the past four years, have competed for the Platform award.

The Platform has also supported the ongoing research into the behaviours, attitudes and perceptions of the Portuguese towards immigration and immigrants, carried out by the Catholic University of Portugal Centre for Studies on Public Opinion.

Programme for the Professional Integration of Immigrant Doctors

The second programme designed to support the recognition of the qualifications and the professional integration of immigrant doctors who are currently working in unskilled occupations in Portugal came to an end. The programme was promoted under the form of a partnership between the Ministry of Health (the funder), the Calouste Gulbenkian Foundation (the coordinator) and the Jesuit Refugee Service (responsible for its implementation).

The applicants who were chosen received different types of support, such as citizenship training courses and general and technical Portuguese language courses, training grants, reimbursement of the expenses incurred with the translation of documents, as well as of the cost of their enrolment in the Portuguese Medical Association, and were accompanied throughout the process and up to the point of their integration into the Portuguese National Health Service.

By the end of the two programmes, a total of 174 doctors had already had their qualifications recognised and had been admitted into the National Health Service.

TODOS Orchestra

This was a multicultural musical experience that brought together musicians from a range of very different countries, such as Cape Verde, India, Spain, Brazil, Romania and Portugal. Presented to the public for the first time in Largo do Intendente, in September 2011, this orchestra was inspired by the well-known



Orchestra di Piazza Vittorio, created in Rome, in 2002. The conductor Mario Tronco, who works with both orchestras, decided to come to Lisbon in search of new sounds and cultures and discovered both street and professional musicians with the talent and potential to create a new world music orchestra, a successful example of cultural integration and understanding.

On the World Day of Migrants and Refugees, on 18 December 2011, the TODOS Orchestra performed in the garage of the Calouste Gulbenkian Foundation.

✦ Concert performed by the TODOS Orchestra in the garage of the Calouste Gulbenkian Foundation.

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. By the end of 2011, 15 NGO projects had been supported and actions were developed to strengthen the capacity of various immigrant support organisations in areas such as project evaluation methodologies; advocacy and lobbying; partnerships, networks and collaboration at the European Union level; media and communication; and fund raising. With this set of activities, EPIM reached the end of its second phase.

MIPEX

The third phase of the study that compares and assesses immigrant integration policies in 31 European and North American countries through 148 indicators was completed. The study, in which Portugal ranked second in the list of countries with the best integration policies, was presented at the Calouste Gulbenkian Foundation on 27 October 2011.

Sixteen subsidies were awarded in this area.

FAZ – Ideas of Portuguese Origin

FAZ – Ideas of Portuguese Origin is a platform for the incubation of projects for social innovation and entrepreneurship 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 are abroad.

The diaspora responded to this challenge by submitting 203 ideas, from 28 countries in the five continents, and the ten best ideas were selected by a combination of an online vote and the appreciation of an independent jury. The authors of the ten short-listed ideas teamed up with other Portuguese citizens, either living in Portugal or abroad, and were trained and coached by the Instituto de Empreendedorismo Social (IES – Social Entrepreneurship Institute) in order to mature and structure their ideas better before turning them into actual projects.

The winning idea (“Arrebita Porto”) is already in progress. 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, originating both from Portugal and abroad.

Through the IES, FAZ – Ideas of Portuguese Origin will continue to support and monitor the ideas of the other finalists, since their promoters are keen to put them into action.

Other vulnerable groups

The main objectives in this area are:

- › to defend and promote the rights of people with disabilities;
- › to disseminate and monitor the implementation of the International Convention on the Rights of Persons with Disabilities;
- › to promote strategies for the rationalisation of resources and balanced and controlled consumption practices;
- › to support the victims of violence and poverty.

Disability Rights Promotion International – DRPI Portugal

This is an initiative that is being developed by a team from the Higher Institute of Social and Political Sciences of the Technical University of Lisbon, being funded by the Gulbenkian Foundation with the support of the National Rehabilitation Institute. The aim of this initiative is to create and adapt tools to monitor the extent to which the rights of persons with disabilities are being respected, in order to fight discrimination. These tools are essential for monitoring the implementation in Portugal of the Convention on the Rights of Persons with Disabilities.

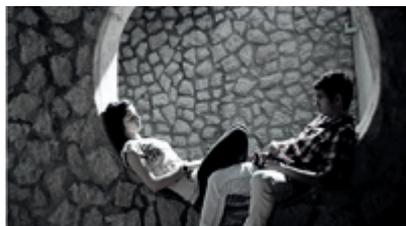
In order to publicise this initiative, a seminar was held at the Calouste Gulbenkian Foundation, on 6 May 2011, at which the DRPI Portugal network was presented to the public. The same support also includes the translation and adaptation into Portuguese of DRPI’s methodologies and tools, the organisation of training schemes for persons with disabilities and professionals working in this area, in Lisbon, Porto and Faro, and the monitoring of individual experiences with 32 persons with disabilities, and the analysis of the corresponding data.

European Foundation Centre's European Consortium of Foundations – Disability Interest Group

The Gulbenkian Human Development Programme is a member of the European Foundation Centre's Disability Interest Group, which aims to bring together European foundations and combine their efforts in raising awareness among Community bodies, national governments and other relevant partners, about the importance of implementing the rights contained in the Convention on the Rights of Persons with Disabilities, in Europe. The persistent efforts of this Consortium helped to ensure that, on 5 January 2011, the process was completed for the ratification of the Convention by the 27 EU member states. Under the framework of this initiative, the executive summary of the *Study on Challenges and Good Practices in the Implementation of the UN Convention on the Rights of Persons with Disabilities* was translated and published in Portuguese. The Consortium also participated in the pilot study “ESSL Social Index – Situation of persons with disabilities” and has provided assistance to the working party of the newly established European Disability Strategy 2010-2020.

Gesto documentary

Support was given to António Borges Correia's documentary *Gesto* (“Gesture”), which was inspired on a short film directed by a 16-year-old deaf student. The film has two versions, lasting 50 and 90 minutes respectively, and the latter was selected for public screening at the DocLisboa 2011 short film festival, where it won the Inclusion Award (Media Category), in the 2nd Inclusion Gala.



✚ Still from the documentary *Gesto*.

The documentary raises awareness about the reality of people with hearing disabilities and helps to promote the inclusion of these people.

Urban communities

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

- › to empower young people to become leaders and agents of change in their communities;
- › to increase the capacity of local actors, strengthening their initiative and autonomy;
- › to discourage early school-leaving and educational failure;
- › to promote and activate the potentialities of local resources, by strengthening the neighbourhood and solidarity networks;
- › to map the problems and needs of these communities, with the aim of contributing to a reduction in the levels of poverty, marginality and social exclusion in these areas.

Generation Orchestras

This project has made an innovative contribution to the social integration and development of children and young people from the first to the ninth years of compulsory education. Inspired by the model of the National Network of Youth and Children Orchestras of Venezuela, known as “El Sistema”, this project to combat early school leaving and educational failure uses orchestral practice as an incentive to replace possible early school leaving with a promising educational path and new opportunities.

Since the first Generation Orchestra was created in Casal da Boba (Amadora), in 2007, Generation Youth Orchestras have spread across the country: Lisbon, Vila Franca de Xira, Loures, Oeiras, Sesimbra, Sintra, Amarante, Mirandela and Coimbra already have their own orchestras.

This concept of an orchestra has become a mobilizing agent within the communities in which it is to be found and has already led to the detection of instances of genuine talent among students.

Ubuntu Academy

This is an initiative that was created to undertake informal education activities among young descendants of African immigrants faced with challenges in terms of their full integration into Portuguese society. Training is aimed at empowering them for leadership, so that these young people can act as agents of change within their own communities. The development and consolidation of models of leadership and service to the community are based on major references from African culture, such as Nelson Mandela, Desmond Tutu and Martin Luther King.

Throughout the year, the young people involved in this initiative participated in training sessions which included debates, the watching of films, the involvement of guest participants, holiday camps and other visits. The end of this programme’s first phase was marked by a trip to South Africa.



The life stories of these youngsters were recorded in a book written by Jacinto Lucas Pires, with photographs by Tiago Cunha Ferreira, entitled *Vamos* (“Let’s Go”). The book was launched during the final conference of the Ubuntu Academy on 15 October 2011.

Galiza Rugby School

The Gulbenkian Human Development Programme supports the creation and maintenance of the study room at the Escolinha de Rugby da Galiza

✦ Galiza Rugby School..

(Galiza Rugby School), in the municipality of Cascais. This study room is a response to the high school failure and dropout rates found among the young people in that neighbourhood and the need to create a space where children can do their homework, clarify any doubts they may have and acquire work methods.

“Kê li kê lá”

This project, designed to raise artistic awareness and provide training in filmmaking for young people living in the Casal da Boba neighbourhood of Amadora, was continued. The project, financed by the Gulbenkian Foundation and the EDP Foundation, consists of a space where young people aged between 13 and 23 can interact with artists and professionals from the world of cinema in the form of various workshops, studying different modules for acting, the creation of characters, the documentary genre and photography, amongst other subjects. The Calouste Gulbenkian Foundation hosted the young participants in this project, on 23 March, for the screening of five documentaries – produced under the scope of this project – and a live presentation of the activities developed throughout the acting module.

Initially inspired upon the methodology used in the film *The Class (Entre les murs*, Laurent Cantet, 2008), “Kê li kê lá” brought together stories from real life, in order to come up with an original screenplay for a feature film that places the neighbourhood’s young inhabitants on both sides of the camera.

“Hip Hop pela Paz” (Hip Hop for Peace)

This is a social project that uses a series of artistic expressions from Hip Hop culture to convey a message of anti-violence and raise awareness about the different day-to-day situations of excluded populations.

The project is aimed at young people aged between 14 and 28 from neighbourhoods on the periphery of the city of Lisbon, and followed on from “Hip Hop de Baton” (Lipstick Hip Hop), a similar initiative for women only, designed to promote gender equality.

The support for this project eventually led to the release of the CD *Hip Hop pela Paz*, presented at the Calouste Gulbenkian Foundation Open-Air Amphitheatre, on 10 September 2011.

In both projects, the idea was to improve the talents and skills of the young people involved and contribute to the social inclusion of other young people with the same characteristics.

“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 is carried out with these young people in order to identify a social problem that concerns 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 is 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 are evaluated and the teams with the highest scores receive up to € 800 to put their idea 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.

“O Teatrão – Bando à Parte”

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

Seven subsidies were awarded in this area.

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

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

- › to promote creativity, entrepreneurship and social innovation with the aim of improving the effectiveness and quality of the services provided by organisations;
- › to disseminate models for the sustainability of third sector initiatives 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.

PING – Poverty Is Not a Game

This is an educational online game offering an innovative virtual representation of the experience of poverty, aimed at students from the third cycle of compulsory education. The game, funded by the King Baudouin Foundation (Belgium), Robert Bosch Stiftung (Germany), the Compagnia di San Paolo and the Calouste Gulbenkian Foundation was designed by the Flemish Interdisciplinary Institute for Broadband Technology and challenges players to find strategies in order to escape a fate of poverty.

In 2011, the users' manual for teachers was published and protocols were signed with the Escolhas Programme and the Directorate-General for Innovation and Curricular Development in order to publicise the game. Under the scope of both these agreements, training actions were held involving 44 teachers from basic and secondary education and eight monitors from the Escolhas Programme,



✦ *PING* manual for teachers.

coordinated by a technician from the Institute for Broadband Technology and by the author of the users' manual, representing the European Schoolnet. Currently, the *PING* game is being used in 89 of the 109 "Escolhas" projects.

The implementation of the game in Portugal was deemed an example of success, and the game's designers wish to use the same model for its promotion in other countries.

Social Stock Exchange

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



✦ “I hear, therefore I see” project, supported by the Calouste Gulbenkian Foundation through the Social Stock Exchange.

The SSE has been running for two years, with 33 listed projects. Amongst the projects that have already been fully funded thanks to this platform is “Ouço, logo vejo” (I hear, therefore I see), an initiative by the Companhia de Actores, which aims to implement the self-description technique in public services, such as museums, so that citizens with hearing disabilities are not prevented from enjoying the same experiences as citizens with all their abilities.

Study on voluntary organisation leaders

A study is being developed that will identify the profile required of voluntary organisation leaders in Portugal and make it possible to plan training actions with a view to improving the social impact of these leaders. At the same time, the Higher Institute of Applied Psychology has accepted five voluntary organisation leaders in its undergraduate degree course in Community Development, who are working together on this study and should graduate in the 2011-2012 academic year.

Postgraduate course in Social Business

Through the granting of educational scholarships, the Gulbenkian Human Development Programme supports the first postgraduate course in Social Business, promoted by the Management and Business School of the Lisbon Autonomous University. This higher education course was designed to empower leaders of social and solidarity economy organisations to implement sustainability strategies, with the future generations in mind. It also represents a pioneering space for reflection,

analysis and the common development of good practices, ensuring the development of management skills in order to create greater economic, social and environmental value. It was made possible by a joint partnership involving the Gulbenkian and Montepio foundations, Accenture and União das Misericórdias.

Ten subsidies were awarded in this area.

“Eating well is cheaper” campaign

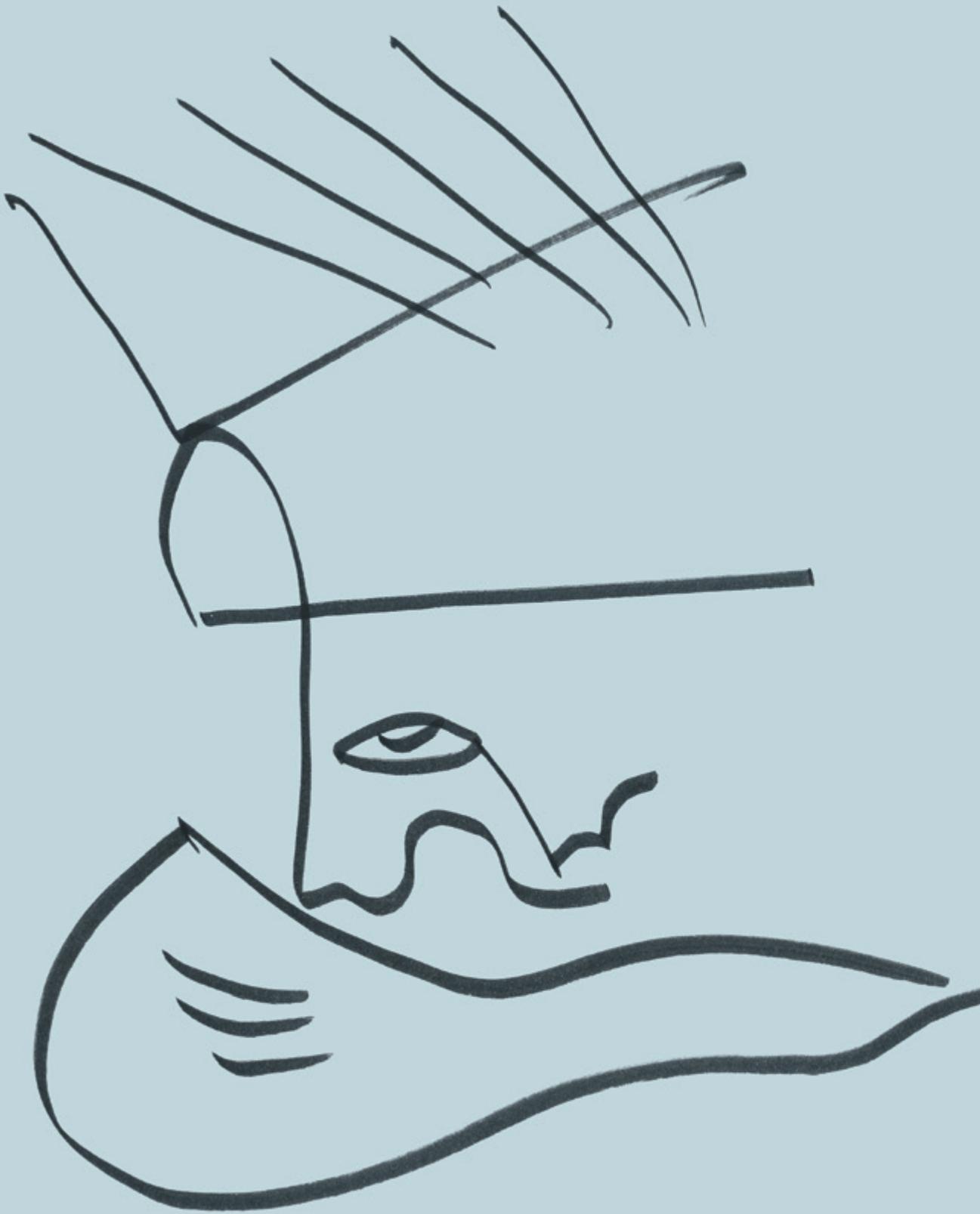
The main aim of this campaign was to inform families and encourage them to resume traditional eating habits, usually involving the consumption of healthier and less expensive foods. The initiative was promoted by the Gulbenkian and the EDP foundations and by the SIC television station, with the support of the Portuguese Nutritionists’ Association and the Consumer Defence Association, under the scientific supervision of Isabel do Carmo.

In May and June, this campaign toured the country from north to south, promoting a healthier and more cost-effective lifestyle and visiting seven district capitals: Lisbon, Porto, Coimbra, Faro, Santarém, Viana do Castelo and Évora. The campaign was promoted in all the mass media and its TV spots are estimated to have been watched by 2,464 to 5,337 viewers on an average daily basis. In addition, about 100 thousand brochures were handed out to Portuguese families with recipes and practical advice, and an activity aimed at young mothers was carried out in Casal da Boba (Amadora).

Fifteen subsidies were awarded in this area to organisations that work with and support people with disabilities, people living in situations of extreme poverty or victims of violence.



✦ *Chef André Domingos and his assistant Tomé Alves at the Bolhão Market in Porto, in an activity from the “Eating well is cheaper” campaign.*



A

Art



IN THE PRESENCE OF THINGS
Four centuries
of European
Still-life Painting
PART TWO
19th - 20th Centuries (1840-1945)

A PRESENCE OF THINGS
A HISTORY OF
ARTS AND
CULTURE

View of the entrance to the exhibition "In the Presence of Things. Four Centuries of European Still-Life Painting. Part Two, 19th and 20th Centuries (1840-1945)".

❖ The Calouste Gulbenkian Museum



	Amounts in euros
Personnel costs	2 058 525
Operating costs	86 454
Departmental activities	1 884 716
Total	4 029 695
Receipts	792 047

Since its opening to the public in 1969, the Calouste Gulbenkian Museum has been one of the most visited museums in Portugal and undeniably the one most sought after by the international media seeking to publicise its collections and the activities it promotes in the fields of temporary exhibitions and publications.

This interest derives from the recognised quality of the works of art contained in the collection, which are conserved under the best possible conditions and often requested for inclusion in major international exhibitions. The Museum fulfils its mission: it conserves its collections for the enjoyment of present and future generations, disseminating them both by traditional means and with the use of the new technologies, and, as a result of its research activities, it publishes catalogues of different sections of the collection and its temporary exhibitions.

Temporary exhibitions

“In the Presence of Things. Four Centuries of European Still-life Painting (Part Two), 19th and 20th centuries (1840-1955)”

This exhibition was the largest and most complex one ever held by the Museum, not only because of the resources that it involved but also because of both the quantity and quality of the works displayed. Its second part marked the completion of a project that had first been conceived in 2007 and was divided into two sections. The first part presented the theme of still life in European painting in the 17th and 18th centuries and was held in 2010.



✚ View of the exhibition “In the Presence of Things. Four Centuries of European Still-Life Painting. Part Two, 19th and 20th Centuries (1840-1945)”.

Both the high number of visitors to the exhibition and the need to reprint the catalogue confirm the great importance of this project.

The exhibition opened on 20 October and, by the end of the year, had been visited by 78,809 people, with a further 18,299 people. It closed on 8 January, having been attended by a total of 97,108 visitors, which made it the most visited exhibition ever organised by the Museum.

The scientific curator of the exhibition was Neil Cox, Professor of Art History at the University of Essex, who established its general concept. Neil Cox was responsible for selecting the works and all the texts for the catalogue, as well as the texts for the information sheets in the exhibition rooms and for the audio-guide, which was used for the first time at a temporary exhibition held by the Museum.

The itinerary created by the curator was organised according to different themes. The first of these was “Reflections on presence: Prolegomena”, which exhibited a work by Cézanne, a key artist in the transition from the 19th-century tradition to the great artistic ruptures of the 20th century. This was followed by the other themes: “Negotiating tradition: gifts of Nature and artifice”; “A play of relationships: the still life as form”; “Structure and space”; “Exiles and others: politics, primitivism and the personal”; “The thing as such – materiality and immateriality”; “Modern life: machines and mass-industrial things”; “Modernisms: national identities and the lure of Paris”; “The things themselves: the shock of photography”; “Crisis of the object: dreams and nightmares”; “From the hunt to horror” and “Taking the side of things”.

The exhibition included painting, sculpture, photography, films and objects, in a total of 93 catalogue works, with four paintings belonging to the Gulbenkian Museum: *The Ham and Oysters* by François Bonvin; *Still Life (La table garnie)* by Henri Fantin-Latour; and *Still life with Melon*, by Claude Monet. Works by Fernand Léger, Amadeo de Souza-Cardoso, Mário Eloy, Eduardo Viana and Maria Helena Vieira da Silva, belonging to the Modern Art Centre, were also included in the exhibition, as well as others by the following artists: Achille Bonnuit, Adolphe Braun, Alberto Magnelli, Aleksei Morgunov, Amédée Ozenfant, André Derain, André Masson, Ardengo Soffici, Auguste-Pierre Renoir, Ben Nicholson, Chaim Soutine, Charles Aubry, Dominique-Hubert Rozier, Dudley-Murphy, Édouard Vuillard, Eduardo Paolozzi, Edward Nicholson, Edward Wadsworth, Emil Nolde, Filippo de Pisis, Frédéric Bazille, Georges Braque, Gino Severini, Giorgio Morandi, Harold Gilman, Gustave Courbet, Hans Richter, Heinrich Kühn, Henri Matisse, Henri Rousseau (“Le Douanier”), Hippolyte Bayard, James Ensor, Jacques Lipchitz, Juan Gris, Juli González, Le Corbusier, Louis-Emile Durandelle, Man Ray, Marcel Duchamp, Maurice de Vlaminck, Max Beckman, Max Ernst, Mikhail Larionov, Nadezhda Udaltsova, Odilon Redon, Pablo Picasso, Paul Gauguin, Philippe Rousseau, Pierre Bonnard, René Magritte, Salvador Dalí, Samuel Peploe, Theo van Doesburg, Umberto Boccioni, Véra Pagava, Victoria Dubourg, Vincent van Gogh, Vladimir Tatlin (reconstruction by Martin Chalk), William Nicholson and William Scott.

The opportunity to gather all these works together in Lisbon was made possible by the generosity of the following lenders: Anneli Juda Fine Art, British Council, Estorick Collection of Modern Italian Art, Tate Modern and The Courtauld Gallery, London; Carmen Thyssen-Bornemisza Collection and Museo Thyssen-Bornemisza, Madrid; Fondation Beyeler and Kunstmuseum, Basel; Fondation Le Corbusier, Musée d’Orsay, Musée national d’Art moderne – Centre Georges Pompidou and Petit Palais, Paris; Foundation E. G. Bührle Collection, Zurich; Fundació Gala-Salvador Dalí, Figueres; Galleria Nazionale d’Arte Moderna e Contemporanea, Rome; Kröller-Müller Museum, Otterlo; Musée d’Art Moderne de la Ville de Troyes; Musée de Grenoble; Musée des Beaux-Arts, Lyon; Musée des Beaux-Arts, Reims; Museo d’Arte Moderna e Contemporanea “Filippo de Pisis”, Ferrara; Museo Picasso, Málaga; Museu Coleção Berardo, Lisbon; Museu Nacional d’Art de Catalunya, Barcelona; National Gallery of Art, Washington; Ordrupgaard, Charlottenlund, Copenhagen; Palais des Beaux-Arts de Lille; Philadelphia Museum of Art; Scottish National Gallery of Modern Art, Edinburgh; State Museum of Contemporary Art, Thessalonica; Stiftung Seebüll Ada und Emil Nolde, Neukirchen; The Baltimore Museum of Art, The Metropolitan Museum of Art, The Museum of Modern Art, New York; and The Syndics of the Fitzwilliam Museum, Cambridge.

The curator Maria Rosa Figueiredo was responsible for the executive coordination of the exhibition and Mariano Piçarra was responsible for the exhibition design.

The exhibition was sponsored by BPI – Banco Português de Investimentos.

The media paid great attention to the exhibition, being particularly complimentary in its reporting of the event. As had already happened with the first part of this exhibition, the weekly newspaper *Expresso* ranked this second part of the event as the best exhibition in Portugal in 2011.

“L’hôtel Gulbenkian. 51 avenue d’Iéna. Memories of the Place”

Curator: Teresa Nunes da Ponte

Co-ordination: Maria Fernanda Passos Leite and João Carvalho Dias

Calouste Gulbenkian Cultural Centre, Paris

8 June to 2 September

Calouste Gulbenkian Museum and Temporary Exhibition Gallery

21 October 2011 to 7 April 2012

The Calouste Gulbenkian Museum participated in this initiative promoted by the Office of the President. After being presented at the Cultural Centre in Paris, the exhibition was brought to the Museum’s temporary exhibition gallery and adapted to this new space. Its format was changed, with cross references being made to the permanent exhibition.

The Museum’s coordinators, Maria Fernanda Passos Leite and João Carvalho Dias, worked closely with the Archive, the Art Library, the Central Services Department, the Modern Art Centre, the Armenian Communities Department, the Office of the President and the Secretariat of the Board of Trustees.

Together with Teresa Burguete, they were responsible, for the study and selection of the main group of materials exhibited: drawings, plans, cross sections, elevations, letters and other documents. The exhibition in Paris also included a group of works of art from the Museum and the Modern Art Centre.



✚ View of the opening of the exhibition “L’hôtel Gulbenkian. 51 avenue d’Iéna. Memories of the Place”.

Temporary exhibition projects

“Infinite Tasks”

This project is the result of a collaboration between the Art Library and the Museum, and work began on preparing the exhibition dedicated to a reflection on the book and the work of art. Paulo Pires do Vale has been invited to curate this exhibition, which will open in July 2012.

“Drawings and Watercolours from the Calouste Gulbenkian Collection”

The catalogue of drawings and watercolours, set to be published in 2012, justifies the temporary exhibition of this collection, which will be shown at the Gulbenkian Museum in the last quarter of 2012.

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

Initially organized by the Arthur Sackler Gallery, of the Smithsonian Institution in Washington, in partnership with the Kremlin Museums in Moscow, the exhibition will be composed of more than 60 exceptional objects offered to the Czars by the Ottoman Empire in Turkey and the Safavid Empire in Iran and is set to open in 2013. The preparatory work for this exhibition was begun in 2011.

“The Ages of the Sea”

This structure of this exhibition, which will be held in the last quarter of 2012, was planned throughout 2011 through the selection of paintings requested from a large number of European museums. The exhibition, to be held at the temporary exhibition gallery in the main building, will include works by artists such as: Turner, Francesco Guardi and Monet, from the Museum’s collections, Jan Brueghel I, Claude Lorrain, Claude Vernet, Jean Pillement, Gustave Courbet, Edouard Manet, Joaquin Sorolla, Winslow Homer and the Portuguese artists Henrique Pousão, João Vaz, Alfredo Keil, António Carneiro, Malhoa, Amadeo and Vieira da Silva.

Participation in temporary exhibitions

The Museum receives frequent requests for the loan of pieces in its collection, mainly for inclusion in major international exhibitions. These requests are analysed carefully, with particular attention being paid to the rigour and quality of the projects themselves. An assessment is also made of the possible risks to the integrity and safety of our works during their transport to and from the exhibitions in question. The following pieces were loaned:

- › *Three studies of a woman’s head*, drawing by Watteau, for the exhibition “Watteau: The Drawings”, at the Royal Academy of Arts, London, from 12 March to 5 June.
- › *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, from 19 November 2011 to 19 February 2012.
- › *Boy Blowing Bubbles*, by Edouard Manet, for the exhibition “Manet inventeur du moderne”, at Musée d’Orsay, from 5 April to 3 July.



✦ Albrecht Dürer, *Dead Wild Duck* (inv. no. 140), loaned for inclusion in the exhibition “Von Schönheit und Tod – Tierstillleben von der Renaissance bis zur Moderne”, in Karlsruhe.

- › *Serpents and Figures and Serpents*, brooches by René Lalique, for the exhibition “Serpentina. The Snake in Jewellery around the World”, at Schmuckmuseum, Pforzheim, from 25 November 2011 to 26 February 2012.
- › 17th-century “Polish” carpet, 14th-century mosque lamp and two 16th-century manuscripts, Islamic pieces for the exhibition “Gifts of the Sultan: The Art of Giving at the Islamic Courts”, at the Los Angeles County Museum of Art, from 5 June to 5 September, and at the Museum of Fine Arts, Houston, from 23 October 2011 to 15 January 2012.
- › *Pallas Athena*, by Rembrandt, for the exhibition “Heroínas”, at Museo Thyssen-Bornemisza, Madrid, from 8 March to 12 June.
- › *The Presentation in the Temple/The Stigmatisation of Saint Francis*, by Stefan Lochner, for the exhibition “The Splendour of Cologne in the Middle Ages”, Schnütgen Museum, Cologne, from 3 November 2011 to 26 February 2012.
- › *The Feast of Ascension in the Piazza San Marco and Regatta on the Grand Canal*, by Francesco Guardi, for the exhibition “Venice: Canaletto and His Rivals”, at the National Gallery of Art, Washington, from 20 February to 30 May.
- › *Regatta on the Grand Canal near the Rialto Bridge and The Grand Canal and the Rialto Bridge*, by Francesco Guardi, for the exhibition “Arquitecturas Pintadas”, at Museo Thyssen-Bornemisza and Fundación Caja Madrid, from 18 October 2011 to 26 February 2012.

During 2011, the following pieces were returned to the Museum after being loaned to exhibitions that had been inaugurated in 2010:

- › *Still Life with Melon and The Break-up of the Ice* by Claude Monet, at the Grand Palais, Paris.
- › *The Presentation in the Temple/The Stigmatisation of Saint Francis*, by Stefan Lochner, at the Groeningemuseum, Belgium.
- › *The Astronomer*, by Nicolas-Bernard Lépicier, at the Palace of Versailles.

Publications

Exhibition catalogues

In the Presence of Things. Four Centuries of European Still-Life Painting, Volume Two

Calouste Gulbenkian Museum

Texts: Neil Cox

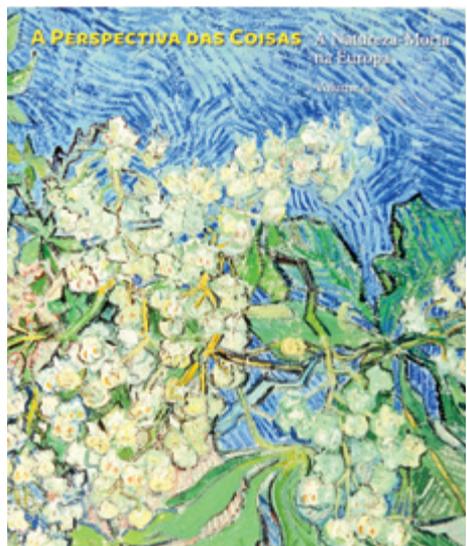
Scientific coordination: Neil Cox

Editorial coordination: João Carvalho Dias

Designer: TVM Designers – Luís Moreira

October 2011; reprint of the Portuguese version, November 2011 (247 pages)

Portuguese and English versions



The catalogue published to accompany the exhibition includes the essay “The question of things”, twelve introductory texts to the exhibition’s different sections and entries for the 93 pieces exhibited. The publication also includes a selected bibliography and an index of names.

Under preparation

Catalogue of Western Illuminated Manuscripts from the Calouste Gulbenkian Collection

This is an essential publication, devoted to one of the Collection’s least publicised sections, which is of exceptional artistic quality but little known because of its more fragile condition, which means that it cannot be exhibited for long periods.

Catalogue of Japanese Lacquers from the Calouste Gulbenkian Collection

The study of this section from the Museum’s Collection was commissioned from Julia Hutt of the Victoria & Albert Museum.

Catalogue of Gothic Ivories from the Calouste Gulbenkian Collection

Sarah Guérin, from the Courtauld Institute of Art, accepted the invitation to study the collection of medieval ivory pieces from the Museum; the catalogue will be published in 2013.

Catalogue of Drawings and Watercolours in the Calouste Gulbenkian Collection

Work continued on the development of this catalogue, which is expected to be completed in the last quarter of 2012.

Other publishing projects

***Calouste Gulbenkian Museum* [Album]**

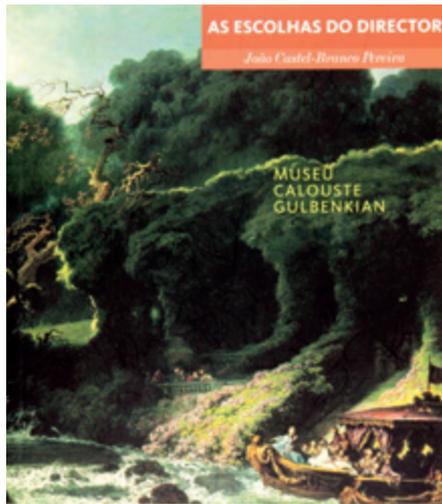
Texts: Clara Serra, Isabel Pereira Coutinho, João Castel-Branco Pereira, Luís Manuel Araújo, Luísa Sampaio, Maria Antónia Pinto de Matos, Mário Castro Hipólito, Manuela Fidalgo, Maria Fernanda Passos Leite, Maria Queiroz Ribeiro, Maria Rosa Figueiredo and Nuno Vassallo e Silva
Editorial co-ordination: João Carvalho Dias
Designer: TVM Designers – Luís Moreira
April 2011 (139 pages)



Ten years after the first publication of the Museum album, a new, updated and expanded version (189 pieces) has now been published, which includes all the different sections of the Collection gathered together by Calouste Gulbenkian, thus constituting the memory of the Museum’s permanent exhibition.

Director’s Choice

Texts: João Castel-Branco Pereira
Designer: Nigel Sope
Editorial co-ordination: Sandra Pisano (Scala), João Carvalho Dias (Calouste Gulbenkian Museum)
December 2011 (80 pages)



This is a personalised selection of 33 works chosen from among the diversified universe of the Gulbenkian Collection, resulting from the challenge issued to the Museum's director by Scala publishers. The book, published in both Portuguese and English, is included in the "Director's Choice" series produced by the British publishing company, along with other international museums, such as the Carnegie Museum of Art, Pittsburgh, or the National Gallery of Art of London. Publication of Scala publishers and the Calouste Gulbenkian Foundation.

In the Presence of Things. Four Centuries of European Still-Life Painting – Chronology

Brochure

Calouste Gulbenkian Museum

Concept: The Museum's team in collaboration with Deborah Povey

Designer: TVM Designers – Luís Moreira

Editorial co-ordination: João Carvalho Dias

December 2011 (21 pages)

In response to the large number of requests made by visitors, including many teachers and students, for access to the *Chronology* that formed part of the exhibition "In the Presence of Things", a brochure was published with the complete version of the chronology, designed exclusively for the exhibition by the Museum's team in collaboration with Deborah Povey.

The Museum also collaborated in the publication of a guide to be distributed with the daily newspaper *Público*, as part of its "Museus de Portugal" series, an initiative of Quidnovi publishers and the Portuguese Institute of Museums and Conservation.

Texts by João Castel-Branco Pereira, Clara Serra, Jorge Rodrigues, Luísa Sampaio, Manuela Fidalgo, Maria Fernanda Passos Leite, Maria Rosa Figueiredo and Nuno Vassallo e Silva.

Internships at the Museum

Following an internship by Isabel Garcia Ramirez at the Gulbenkian Museum during 2010, the curator Manuela Fidalgo was a member of the examination jury that evaluated her Master's degree thesis (Faculty of Social and Human Sciences of the New University of Lisbon) on "Integrated Training: An Experience – Temporary Exhibition 'Art Déco, 1925', Calouste Gulbenkian Museum".

Under the scope of the programme of the Institute of Employment and Vocational Training, the following students also completed their internships at the Museum: Ana Maria Campino, Filipa Moura, Inês Oliveira e Silva and Madalena Costa Cabral.

Under the scope of the Erasmus programme, Klára Bartásková, a Master's degree student in Art Curatorship at the Jan Evangelista Purkyně University (Czech Republic) completed her internship at the Museum, under

the supervision of the curator Luísa Sampaio. Working as volunteers, Rita Costa, in the area of exhibition design, Cláudia Santos, in the area of support for complementary cultural activities, and Marina Kilian (Brazil) and Faruzah Oman (Singapore), in educational services, also completed their internships at the Museum.

Concerts

In association with the Music Department, the customary Sunday Concerts were held throughout the year in the Library/Museum Hall. These concerts maintained their normal attendances of more than three thousand people, once again confirming their popularity with the public, as has been the case since their inception 40 years ago.

Pamphlets were produced to publicise the programmes and concerts in which the following musicians took part: Daniel Cunha, piano; Nuno Meira, violin, and Isolda Crespi Rubio, piano; João Bettencourt da Câmara, piano; Esther Georgie, clarinet, Varoujan Bartikian, cello, and Paulo Jorge Ferreira, accordion; Manuel Araújo, piano, and Gonçalo Silva, cello; Maria Luísa de Freitas, mezzo-soprano, and João Paulo Santos, piano.

In the fourth quarter of the year, a mini-cycle of concerts was also held under the scope of the second part of the exhibition “In the Presence of Things. Four Centuries of European Still-Life Painting”, with the presentation of two concerts, the first on “The Transformation and Reinvention of Sounds: Music after 1840”, a chamber music concert performed by Etienne Lamaison, clarinet, Xuan Du, violin, and Ana Telles, piano; and the second with the title “The Saxophone – from its Origins in the 1840s through to its Languages in the 20th Century”, performed by Zdenka Kosnarova, piano, and Rita Nunes, saxophone.

Publicising the Museum

Photographic Archive

The Photographic Archive undertook work relating to the treatment of documentation (records, cataloguing, and classification), the importing of images to the Image Bank, the control of image lending (control of the entry and exit of photographic documents) and the management of photographs relating to all the activities carried out by the Museum.

The Archive handled approximately 9,110 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. The works that are received by the Museum are passed on to the Art Library whenever these are of interest to its readers.

Photographic work

During 2011, work continued on producing images in digital format, with a total of 2,703 high-resolution pictures being taken of the art works in the Collection and added to the archive.

A further 2,657 pictures were taken on various supports in order to illustrate and help in the Museum's activities (conservation works, conferences, educational initiatives, inaugurations, coverage of visits made by special guests).

The processing of high-resolution image files was continued for the photographic documentation of the Museum's different sections: ancient books (East and West), painting, Iznik pottery and tiles, modern books, Persian ceramics, medals, ivory pieces, engravings, textiles and carpets, gold and silverware, picture frames, coins, furniture, Japanese lacquers.

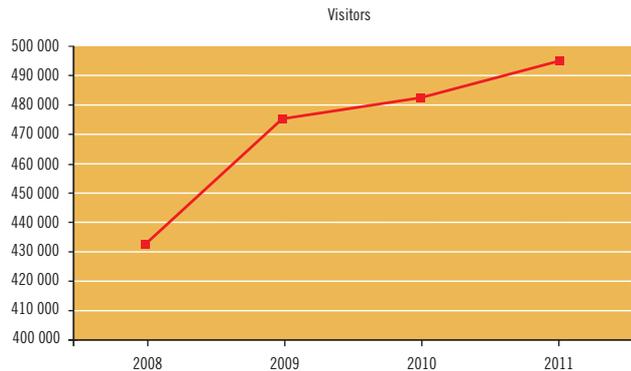
Selection and provision of photographic documentation to Portuguese and foreign entities for publications, exhibitions, promotional activities, multimedia applications and conferences; photographic documents were also made available to specialists/researchers and students and to other Foundation departments (*Newsletter*, Museum website, etc.).

There was continued collaboration with the various sectors of the Museum on the preparation of publications, initiatives and other activities.

Multimedia

The Museum website

The Museum website recorded 494,303 visits in 2011 (as compared with 481,866 visits in 2010). Its contents were updated regularly, particularly the information on the "Agenda" page, and a micro-site was developed for the second part of the temporary exhibition "In the Presence of Things. Four Centuries of European Still-Life Painting".



Under the scope of the exhibition dedicated to still-life painting, an application was developed that allowed access to the contents and images of the first and second parts of this project through two touchscreen monitors installed in the gallery where the exhibition was held.

Audio-guided tours

For the first time, the possibility of an audio-guided tour was made available to visitors to a temporary exhibition – "In the Presence of Things: Four Centuries of European Still-Life Painting. 19th and 20th centuries", which included the interpretative study of 30 works, available in both Portuguese and English.

The Museum Shop

Special attention was again given to the Museum shop by renewing the selection of articles on sale – pottery, textiles, jewels and stationery, among other items. New themes were selected and new products were made available, with the aim of creating an image of exclusiveness. The products on sale are chosen in association with the Central Services Department.

Cooperation with the Foundation's other departments and outside institutions

L'hôtel Gulbenkian. 51 avenue d'Iéna. Memories of the Place

Calouste Gulbenkian Cultural Centre, Paris

Texts: Almeida Faria, António Coimbra Martins, Emílio Rui Vilar, João Carvalho Dias, João Castel-Branco Pereira, João Pedro Garcia, João Vieira, Maria Fernanda Passos Leite, Teresa Burguete and Teresa Nunes da Ponte

Editorial co-ordination: João Carvalho Dias

Designer: TVM Designers – Luís Moreira

June 2011 (183 pages)

Portuguese and French versions

Maria Fernanda Passos Leite and João Carvalho Dias, authors of the text “Personal papers of Calouste S. Gulbenkian. The memory of the house: rigour and comprehensiveness”, created a chronology of the renovation work commissioned on the building located at no. 51, avenue d'Iéna, by Calouste Gulbenkian (between 1923 and 1927), in order to house his family and his art collection. This previously unpublished chronology was included in the catalogue and formed part of the exhibition.

The museography sector co-operated in the installation of different exhibitions promoted by the Foundation's departments, namely “L'hôtel Gulbenkian. 51 avenue d'Iéna. Memories of the Place”, held at the founder's house in Paris, and others organised by the Modern Art Centre, the Education and Scholarships Department and the Next Future Programme.

The designer Mariano Piçarra was responsible for the architectural project and co-ordinated the installation of the exhibition “Bamako Photography Encounters”, organised by the Borders Programme.

Creation of new texts and a revision of the catalogues (new edition) of the Cochin Museum and the Velha Goa Sacred Art Museum. Revision of the English version.

The Museum's collaboration with the Central Services and Communication Departments is a permanent feature of its activity.

Cooperation with the Oman National Museum, under the auspices of the agreement between the Ministry of Heritage and Culture of that country and the Calouste Gulbenkian Foundation. A preventive conservation plan was also drawn up for the building and the collections to be exhibited. The restoration and conservation expert Rui Xavier was responsible for the project.

Conservation and restoration

The designer Mariano Piçarra remodelled the display cases for the medieval ivory pieces, in the Museum's permanent exhibition gallery.

In addition to ensuring the permanent monitoring of the state of conservation of the Museum's pieces and the undertaking of conservation interventions whenever necessary, the expert responsible for conservation and restoration performed an intervention on the statue of Our Lady of the Immaculate Conception and Child, which forms part of the permanent exhibition of the Sacred Art Museum/Convent of Saint Monica in Goa, India.

Lectures, conferences, congresses and meetings

Under the scope of the second part of the exhibition "In the Presence of Things: Four Centuries of European Still-Life Painting. 19th-20th Centuries", a series of lectures was organised on the theme of "Presence in Perspective: The Still Life in Modernity", held in Auditorium 2 of the Foundation, on the following dates:

- › 7 November – "Modernising Still Life: from Photography to Abstraction", by Neil Cox (University of Essex);
- › 21 November – "The Lens and the Pencil. Contaminations between Painting and Photography", by Margarida Medeiros (New University of Lisbon);
- › 28 November – "Meat Modernism – An Introduction", by Stephen F. Eisenman (Northwestern University, Chicago);
- › 5 December – "Still Life and the Crisis of the Object", by David Hopkins (University of Glasgow).



✦ View of the lecture "Modernising Still Life: From Photography to Abstraction", by Neil Cox (Exeter University).

As part of the Book Festival in December, a session was held for the presentation of the exhibition catalogue “In the Presence of Things: Four Centuries of European Still-Life Painting, 17th-20th Centuries”. The talk was given by Professor Alfonso Pleguezuelo of the University of Seville.

The Museum organised a seminar with the Portuguese Museum Network on the exhibition “In the Presence of Things: Four Centuries of European Still-Life Painting” included in the series “Benchmarking: Best Practices”. The number of participants justified the organisation of two sessions, on 25 November and 12 December, and counted on the participation of Maria Rosa Figueiredo, the exhibition’s executive curator, Deolinda Cerqueira, responsible for managing the Museum’s educational service, Mariano Piçarra, the exhibition designer, and João Carvalho Dias, the editor of the catalogue and of the other publications.

The deputy director presented a paper at the international conference “All His Worldly Possessions, the Estate of the 5th Duke of Bragança, Dom Teodósio I”, on “Banquete e cerimonia no casamento de D. Isabel com o infante D. Duarte” (Banquet and Ceremonies at the Wedding of Dona Isabel and Dom Duarte), held at the Faculty of Social and Human Sciences – New University of Lisbon, on 29 and 30 September, and another paper at the conference “Goa: Passado e Presente” (Goa: Past and Present) on “Goa a ouro e prata” (Goa in Gold and Silver), at the Catholic University in Lisbon, from 26 to 28 October.

As a member of the organising committee for the international conference “*Connoisseurship, L’œil, la raison et l’instrument*”, held at Ecole du Louvre, Paris, from 20 to 22 October, the director also participated in the opening session and presided over the session on “Methods and paradigms: theoretical reflection on *connoisseurship* until the present day”.

From 6 to 8 April, the director participated in the international conference at the Palazzo Bianco in Genoa entitled “From Private Collection to Public Museum”, promoted by the cultural services of that city, with a paper on the Gulbenkian Museum; he further participated in the international symposium “Ceramics and Culture of the Mediterranean”, from 14 to 16 November, organised by the University of Antalya, Turkey, with the paper “The Orient in 17th-century Portuguese ceramics”.

Educational Service

The Museum’s Educational Service, which now forms part of the Gulbenkian Programme of Education for Culture – *Descobrir*, 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 in the permanent exhibition galleries resulted in a total of 586 visits for 8,154 students and teachers. These visits are designed for all areas of education, from pre-school to university students, including groups with special educational needs and senior universities.

As usual, 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 99 visits involving 1,120 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. Two hundred and nineteen groups were accompanied on these tours, amounting to a total of 3,878 visitors.

Thematic visits

During the year, the monthly thematic visits aimed at an adult audience were continued:

“Always on Sundays”, which explored the following themes: “Painting, the places of time”, “Expression and material – sculpture”, “The portrait: poses and attitudes”, “The art of textiles in the East and West”, and “Islamic art: nature and soul”.

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

“The Places of Art”, which is a programme of thematic visits tailored to the particular aims of the visitors. Among the themes explored were: “The excellence of the decorative arts in 18th-century France”, “The art of the portrait”, “East and West, a meeting of cultures”, “From the oases in the deserts to the oases in the carpets”, “Landscape and still life”, “Classical and oriental art”, “European art from the 10th to the 20th century”, “Art and luxury: silks, velvets and brocades”, “The book as an art object: in palaces, monasteries and workshops”, “Gold and silver in art”; “Calouste Gulbenkian: from Paris to Lisbon”; “René Lalique: nature and symbolism”.

These guided visits of a general and thematic nature provided by the Museum’s Educational Service amounted to 929 in total, involving 13,420 visitors.

Other educational activities for children and families

“Routes around the museum”

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

Among others, the following subjects were approached: “The representation of animals in art”, “The intimist portrait and the official portrait”, “The world of La Fontaine”, “Fat cows, lean cows – the floods of the River Nile”, “Dreaming and building”, “The arts of the earth”, “What is a jewel?”, “Histories of Rome”, “Dreams we enjoy dreaming”, “Let’s go to Japan”, “Ancient Greece”, “Studio painters, outdoor painters”, “In the time of Catherine the Great”, “Drawing”, “Our friends bômbix-mori”, “The ladies of England”. These workshops were attended by 211 children and families.

Museum for the family

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



✦ Educational activity “The Great Adventure: Trip to Egypt”.

Some of the titles of these activities were: “Classical Greece”, “Walking through the desert in search of an oasis”, “Ornaments”, “Tapestries and screens”, “The Museum’s rivers”, “Let’s go to Holland” and “The private life of works of art”. A total of 62 children and their families took part in these activities.

Holiday programmes

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

- › Christmas – “Christmas in Europe”;
- › Easter – “Rebirth – Restoration”, in modules lasting for two whole days;
- › Summer Holidays – “The Great Adventure: A Trip to Egypt”, in modules lasting for four whole days.

Eighty-seven programmes were held, attended by 530 children.

18 May – International Museum Day

The celebration of the International Museum Day was marked by a special welcome for all visitors, who were greeted by the Museum’s educational team and offered a collection of postcards and personalised information.



✦ Educational activity “The Great Adventure: Trip to Egypt”.

Children’s Day

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

Courses

“Art, History and the World”

This activity is designed for tour guides, translators and interpreters, as well as for students from undergraduate courses in tourism. It consists of four introductory visits to the collections of the Gulbenkian Museum – two to the Oriental Art galleries and two to the European Art galleries.

Ten courses (40 visits) were held, attended by 355 people.



✦ Guided Tour.

Special projects

The Educational Service continued with the various projects that it has been developing, with special attention being given to those that involve people with difficulties in social integration, affording continuity to projects that targeted specific social sectors – people with Alzheimer’s disease (a collaboration with the Alzheimer Portugal association) or with visual disabilities [a collaboration with APEC – Associação Promotora do Ensino dos Cegos (the Association that promotes the Teaching of the Blind)], independent old people who live alone or who are apart from their families and live in homes.

Visitors

In 2011, the Museum’s permanent exhibition galleries were visited by 238,133 people, representing an increase of 44,550 visitors in comparison with the previous year.



✦ Gulbenkian Orchestra and Choir, conducted by Bertrand de Billy, 3 June 2011.

Music Department



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	Amounts in euros
Personnel costs	6 285 181
Operating costs	203 979
Scholarships and grants	129 751
Departmental activities	5 996 472
<i>Investment 23 695</i>	
Total	12 615 383
Receipts	2 217 426

	Amounts in euros
Scholarships and grants	
Grants	2 881
Domestic scholarships	4 500
Overseas scholarships	122 370
Departmental activities	
<i>(including personnel and operating costs)</i>	
Gulbenkian Orchestra	7 346 003
Gulbenkian Choir	834 412
Great World Orchestras	955 901
Recitals and chamber music	943 079
“Blue Beard’s Castle”	234 964
Mahler Film Cycle	14 624
Theatre / Music Cycle	2 566
“RE-RITE” Project	75 441
“Jazz in August”	212 114
Met Opera Live in HD	135 200
Other concerts	14 825
Educational activities	107 806
Courses in musical development	36 075
Other initiatives	5 072

In 2011, 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. Particularly important were the organisation of a concert season centred on its resident musical groups (the Gulbenkian Choir and Orchestra), the support that it gave to vocational training for musicians, the encouragement given to artistic creation, and the dissemination of the national musical heritage.

In parallel to the greater diversification of its musical programme, which had already been intensified in the last four months of 2010 (Gulbenkian Music Season 2010-2011), special attention continued to be paid to the formation of new and different audiences, most notably through activities directed at children and young people, the promotion of Portuguese musicians, both at the national and the international level, and the support given to vocational training for musicians.

A major contribution towards these aims was provided by the Department's greater collaboration with Portuguese and foreign cultural institutions, an area where one of the most notable features was the increase in the number of radio broadcasts made of the concerts from the music season on the Portuguese Antena 2 station and the European Broadcasting Union, allowing for a mass dissemination of the programme. An association was formed with various programmers and concert halls, including the Teatro Maria Matos and the Teatro de Almada, as a way of expanding the activity of the Music Department to different audiences, while the Foundation's cooperation with the European Network of Opera Academies (ENOA) was also intensified, making it possible for young Portuguese musicians to play at various academies and meet with European music producers during 2011.

Gulbenkian Orchestra

The activity of the Gulbenkian Orchestra continued to be mainly centred on the Gulbenkian Music Season, with 62 of its 77 public performances being made in the Gulbenkian Grand Auditorium.

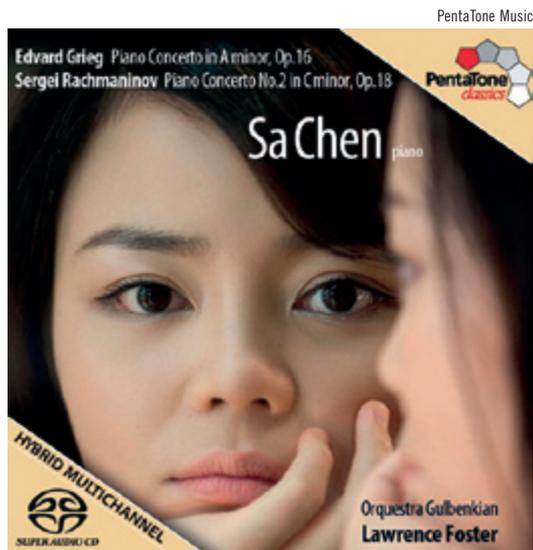
Being responsible for most of the symphonic and choral-symphonic repertoire that was played during the season (the latter in collaboration with the Gulbenkian Choir), the Gulbenkian Orchestra also included in its programme, together with the more conventional concert repertoire, works that are normally less frequently heard by concert goers or which were even receiving their world or Portuguese premières. Particularly memorable were the performances of the opera *From the House of the Dead* by Leos Janáček, *Lyric Symphony* by Alexander Zemlinsky, *Concerto for Bandoneon* by Astor Piazzola, *Symphony* by Luciano Berio, *Violin Concerto No. 1* by Nikolay Roslavets, *Black Clouds* by Edison Denisov, *Cassiopeia* by Toru Takemitsu, *Momente* (Moments) by Karlheinz Stockhausen, *Sidereus* by Osvaldo Golijov, *Wing on Wing* by Esa-Pekka Salonen, and *City Noir* by John Adams.



✦ Gulbenkian Orchestra and Choir, conducted by Esa-Pekka Salonen – *From the House of the Dead* by Leos Janáček, 7 January 2011.



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CD of the Gulbenkian Orchestra with the pianist Sa Chen.

In keeping with its strategy for forming new audiences, the Gulbenkian Orchestra continued its collaboration with the Gulbenkian Programme of Education for Culture – *Descobrir*, performing four concerts under the scope of this partnership.

In parallel to these activities, the Gulbenkian Orchestra continued to support the development and promotion of young musicians at the beginning of their careers, not only by including them in concerts performed both under the scope of the music season and outside it as well, but also by organising specific training activities. The Gulbenkian Orchestra was once again associated with the Young Musicians' Award, organised by RTP/Antena 2, which marked its 25th edition in 2011 by experimenting with a broader programme, under the title of the Young Musicians' Festival, which was also incorporated into the Gulbenkian Music Season. Besides two performances by the Gulbenkian Orchestra, concerts were also presented with the participation of award-winners from various editions of the Young Musicians' Award, and conferences were held on themes that were directly or indirectly linked to the training and professional development of young musicians. At the same time, the Gulbenkian Orchestra also participated in a workshop for conductors and singers organised under the auspices of ENOA.

Outside the scope of the music season, the Gulbenkian Orchestra worked in association with the Next Future Programme, performing a concert in the Open-Air Amphitheatre. This also involved the participation of Drumming – Grupo de Percussão in the première in Portugal of the work *Concerto No. 2A for Three Percussions and Orchestra*, by the Brazilian composer Marlos Nobre. This concert was also included in the Festival in the Square, organised by the Teatro Nacional de São Carlos, as well as in the Coimbra Arts Festival, and was similarly performed at the Teatro de Almada and the Casa da Música, in Porto.

At an international level, the Gulbenkian Orchestra played in Bucharest (Romania), at the Enescu Festival, and in Yerevan (Armenia), at the Yerevan Perspectives Festival, where it presented two programmes.

The Gulbenkian Orchestra's activity in 2011 also included a number of recording sessions, with various parts of their repertoire being included on three CDs. In the first of these recordings,

the orchestra was conducted by Lawrence Foster and had the pianist Sa Chen as a soloist, playing Edvard Grieg's *Piano Concerto* and Sergei Rachmaninov's *Piano Concerto No. 2*, an album that was released last year by PentaTone.

The date that will mark the fiftieth anniversary of the Gulbenkian Orchestra is drawing closer (during the 2012-2013 season), and with this in mind a plan of recordings has been prepared with the aim of releasing a collection of CDs, including works that will feature members of the orchestra itself as soloists. For the first recording, entirely dedicated to the music of Anton von Weber, the orchestra was conducted by Lawrence Foster. The following works were chosen: *Concerto for Clarinet No. 2, Op. 74, Andante and Rondo Hungarian, Op. 35*, and *Concerto for Bassoon and Orchestra, Op. 75*, in which the soloists were respectively the clarinetist Esther Georgie, violist Samuel Barsegian, and bassoonist Ricardo Ramos. With Joana Carneiro as the conductor, a programme was recorded of works dedicated to Wolfgang Amadeus Mozart, including his *Violin Concerto No. 3, in G major, K. 216*, with Ana Beatriz Manzanilla as the soloist; *Horn Concerto No. 4, in E Flat Major, K. 495*, with Jonathan Luxton; and *Sinfonia Concertante in E Flat Major, K. 297b*, with oboist Nelson Alves, clarinetist Esther Georgie, bassoonist Vera Dias and horn player Kenneth Best as soloists.

In 2011, the Gulbenkian Orchestra was conducted by Ainārs Rubikis, Bertrand de Billy, David Afkham, Esa-Pekka Salonen, François-Xavier Roth, Joana Carneiro, Josep Pons, Lawrence Foster, Lionel Bringuier, Ludovic Morlot, Martin André, Michel Corboz, Osvaldo Ferreira, Paul McCreech, Pedro Neves, Peter Eötvös, Simone Young and Susanna Mälkki, and performed with the following musicians: sopranos Adina Aaron, Ana Quintans, Anna Danik, Anu Komsí, Brigitte Fournier, Dora Rodrigues, Iréne Theorin, Julia Bauer, Miah Persson, Michaela Kaune, Miriam Gordon-Stewart, Patricia Gabrel, Piia Komsí, Ruth Ziesak, Susana Gaspar and Ute Lemper; mezzo sopranos Adrineh Simonian, Angelika Kirchschrager, Isabelle Henriquez, Larissa Savchenko, Lilli Paasikivi and Simona Ivas; contralto Joana Nascimento; tenors Charles Reid, Christoph Prégardien, Dan Karlström, Eric Stoklossa, Gordon Gietz, Mário Alves, Marius Brenčiu, Peter Furlong, Petri Bäckström, Robert Murray, Stefan Margita and Valerio Contaldo; baritones Andrew Foster-Williams, Boaz Daniel, Bo Skovhus, Esa Ruuttunen, Georg Nigl, Job Tomé, Pavlo Hunka, Philippe Fourcade and Rudolf Rosen; basses Hannu Niemelä, João Fernandes, Martin Snell and Neal Davies; pianists Alexei Volodin, Arcadi Volodos, Christian Zacharias (who also conducted the orchestra), Dana Ciocarlie, Olli Mustonen, Sa Chen and Sequeira Costa; violinists Alina Ibragimova, Ana Beatriz Manzanilla, Arabella Steinbacher, Frank Peter Zimmermann, Hae-Sun Kang, Pinchas Zukerman (who also conducted the orchestra) and Sergei Khachatryan; violists Pedro Saglimbeni Muñoz and Samuel Barsegian; cellists Jean-Guihen Queyras, Maria José Falcão, Sol Gabetta and Steven Isserlis; clarinetist Esther Georgie; bassoonist Ricardo Ramos; horn player Jonathan Luxton; percussionist Pedro Carneiro; bandoneonist Pablo Mainetti; actor Fernando Luís; and the musical groups Drumming – Grupo de Percussão and the Swingle Singers.

In 2011, the Gulbenkian Orchestra's musical director continued to be the conductor Lawrence Foster, with Claudio Scimone as honorary conductor. Simone Young and Joana Carneiro were respectively principal guest conductor and guest conductor.

Gulbenkian Choir

In 2011, the Gulbenkian Choir's main activity continued to be predominantly linked to the Gulbenkian Music Season, which incorporated 25 of its 32 public performances into its programme,

with the choir being responsible for almost the whole choral and choral-symphonic repertoire that was presented. Besides performing with the Gulbenkian Orchestra or other ensembles, the Gulbenkian Choir also gave concerts *a cappella*, continuing to present a diversified repertoire, ranging from opera to jazz.

As part of the programme for the music season, besides its concerts with the Gulbenkian Orchestra, the Gulbenkian Choir collaborated with the Philharmonia Orchestra in the performance of Béla Bartók's *The Miraculous Mandarin* and *Cantata Profana*, resulting from the residency in Lisbon of the conductor and composer Esa-Pekka Salonen. The same programme was also presented at the Royal Festival Hall in London. Together with the San Francisco Symphony, conducted by Michael Tilson Thomas, the Choir presented Gustav Mahler's *Symphony No. 2*. Another performance by the Choir was with the baroque orchestra Divino Sospiro, in a concert that marked a return to the 18th-century tradition of presenting a *Te Deum* on the last day of each year. This tradition was revived at the Igreja de São Roque, where this concert was held, being broadcast live by Canal 2 of RTP. The Gulbenkian Choir also gave some performances under the scope of the Early Music Cycle, conducted by Michel Corboz.

In 2011, the Gulbenkian Choir joined in the musical programme of the Gulbenkian Education for Culture Programme – *Descobrir* for the first time, participating in concerts that were specifically conceived for a young family audience with the aim of developing a taste for music and stimulating interaction between the choir and the public. This gave rise to a series of events entitled “Come and Sing with the Gulbenkian Choir”, resulting in the performance of two concerts – the first being included in the 2010-2011 music season, and the second in the following season.

Beyond its involvement in the music season, and besides the already mentioned performance with the Philharmonia Orchestra in London, the Gulbenkian Choir also performed at the Setúbal and Sintra music festivals, as well as with the Gulbenkian Orchestra in a concert organised to mark the retirement of the Cardinal Patriarch of Lisbon, held in the Gulbenkian Grand Auditorium.

As far as recordings are concerned, the Gulbenkian Choir, conducted by Jorge Matta, recorded a collection of Portuguese Christmas Carols, bringing together a series of harmonisations of popular melodies by Mário de Sampaio Ribeiro, Jorge Croner de Vasconcellos, Fernando Lopes-Graça, Christopher Bochmann and Eurico Carrapatoso, and an original cantata by Constança Capdeville. This repertoire was previously unavailable in CD form and was released in 2011 by Trem Azul.



✦ Gulbenkian Choir and Divino Sospiro, conducted by Jorge Matta – *Te Deum* at São Roque, 31 December 2011.



✦ CD of the Gulbenkian Orchestra – *Canções de Natal Portuguesas* (Portuguese Christmas Carols).

During 2011, the following musicians performed with the Gulbenkian Choir: conductors Ainārs Rubiķis, Bertrand de Billy, Esa-Pekka Salonen, Fernando Eldoro, Joana Carneiro, Jorge Matta, Lawrence Foster, Michael Tilson Thomas, Michel Corboz, Paul McCreesh, Peter Eötvös and Simone Young; sopranos Adina Aaron, Ana Quintans, Anna Danik, Brigitte Fournier, Charlotte Müller Perrier, Dora Rodrigues, Julia Bauer, Katarina Karnéus, Laura Claycomb, Marisa Figueira, Marta Hugon, Miah Persson, Michaela Kaune, Miriam Gordon-Stewart, Ruth Ziesak and Sandra Medeiros; mezzo-sopranos Adrineh Simonian, Isabelle Henriquez, Larissa Savchenko and Simona Ivas; contralto Carolina Figueiredo; counter-tenor Terry Wey; tenors Attila Fekete, Charles Reid, Dan Karlström, Eric Stoklossa, Fernando Guimarães, Frederico Projeto, Gordon Gietz, Marcel Beekman, Marius Brenciu, Peter Furlong, Petri Bäckström, Robert Murray, Stefan Margita and Valerio Contaldo; baritones Andrew Foster-Williams, Boaz Daniel, Bo Skovhus, Esa Ruuttunen, Hugo Oliveira, Job Tomé, Manuel Rebelo, Michele Kalmandi, Pavlo Hunka, Philippe Fourcade and Rudolf Rosen; basses Hannu Niemelä, Martin Snell and Neal Davies; flautist António Carrilho; bassoonist Helder Rodrigues; viola da gambists Sofia Diniz and Thilo Hirsch; trumpeter João Moreira; double bass player Bernardo Moreira; saxophonist Pedro Moreira; pianists Leslie Howard and Óscar Graça; organist Nicholas McNair; drummer Bruno Pedroso; actor Fernando Luís; and the baroque orchestra Divino Sospiro.

During 2011, Michel Corboz continued as the Gulbenkian Choir's chief conductor, with Fernando Eldoro and Jorge Matta remaining as associate and assistant conductors, respectively.

Great World Orchestras

In parallel to the participation of the Foundation's resident musical groups in the performance of the symphonic repertoire, some of the most prestigious world orchestras also took part in the Gulbenkian Music Season during the course of 2011. In this area, attempts were made to adjust the repertoire that was performed to the orchestral formations, conductors and soloists that visited us, in order to guarantee as best as possible that the ideal conditions were created for listening to the works performed. Taking part in this cycle were the Philharmonia Orchestra, which gave three concerts in Lisbon conducted by Esa-Pekka Salonen, the first with the violinist Leila Josefowicz as soloist, the second with the collaboration of the Gulbenkian Choir, tenor Attila Fekete and bass Michele Kalmandi, and the third with the mezzo

✦ Great World Orchestras Cycle – Gustavo Dudamel and the Los Angeles Philharmonic (rehearsal) 21 January 2011.



✦ Measha Brueggergosman with the Ensemble Intercontemporain, conducted by Peter Eötvös, 15 March 2011



soprano Michelle DeYoung, bass John Tomlinson and actress Natália Luiza, in a multimedia scenic version of Béla Bartók's *Bluebeard's Castle*, directed by Nick Hillel – a work commissioned jointly by the Philharmonia Orchestra, the Calouste Gulbenkian Foundation and the Konzerthaus of Dortmund; the Los Angeles Philharmonic, conducted by Gustavo Dudamel, presenting two different programmes, one of which had mezzo soprano Kelley O'Connor as soloist; the Gustav Mahler Jugendorchestra, conducted by Philippe Jordan, with two programmes entirely dedicated to Mahler, with tenor Burkhard Fritz and baritone Thomas Hampson as soloists; the San Francisco Symphony, which performed with the Gulbenkian Choir and sopranos Laura Claycomb and Katarina Karnéus, conducted by Michael Tilson Thomas; the Ensemble Orchestral de Paris, conducted by Lawrence Foster, with pianist Jean-Yves Thibaudet as soloist; and the Ensemble Intercontemporain, conducted by the composer Peter Eötvös, with soprano Measha Bruegggosman, pianist Jeff Cohen and trumpeter Antoine Curé as soloists.



✦ Chamber Music Cycle – Belcea Quartet, 14 May 2011.

Recitals and chamber music

In 2011, during the music season, the same criterion was maintained as in previous years for the distribution of recitals by guest musicians according to their specialist areas (piano, song and chamber music), although there were some cases in which recitals were grouped together in thematic series that cut across several genres, as was the case with the “Bach +” cycle, which will be mentioned later on.

As part of the piano cycle, the following pianists performed in the Gulbenkian Grand Auditorium: Arcadi Volodos, Artur Pizarro, Boris Berezovsky, Grigory Sokolov, Hélène Grimaud, Nicholas Angelich and Piotr Anderszewski. The song recitals, which formed part of the “Great Voices” cycle, included performances by tenor Ian Bostridge, in a series of recitals by the Belcea Quartet (which will also be mentioned later on), and the baritone Bo Skovhus (with Simone Young on piano).

The chamber music programme throughout 2011 included the projects of the Belcea Quartet and the Borodin Quartet, dedicated to Schubert and Beethoven, in the case of the former, and Shostakovich, in the case of the latter. The proposal of the Belcea Quartet was geared towards works written in the last years of the composers' lives, resulting in the presentation on two consecutive days of some of the music of greatest significance from that period, regardless of the musical genre involved, bringing together works for quartet, song and piano, or solo piano.

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Besides the Belcea Quartet, the following musicians also took part in this project: tenor Ian Bostridge, cellist Valentin Erben, and pianists Imogen Cooper and Julius Drake. In the case of the Borodin Quartet, these musicians played the full complement of Shostakovich's quartets for strings in five separate recitals. Besides the musical ensembles taking part in these two projects, the Arcanto, Ebène, Hagen, Jerusalem and Tetzlaff quartets also performed in the chamber music cycle.

Once again in the field of chamber music, but this time included in the "Soloists of the Gulbenkian Orchestra" cycle, recitals were performed by members of the orchestra. These recitals have been presented with great success since the 2010-2011 season, as a complement to the orchestral concerts (on Fridays) and were performed by mezzo sopranos Isabela Soccoja and Maria Luísa de Freitas, oboists Nelson Alves and Pedro Ribeiro, flautists Cristina Ánchel, Denise Ribera Luxton and Sophie Perrier, clarinetists Esther Georgie and José Maria Mosqueda, bassoonists José Coronado, Ricardo Ramos and Vera Dias, horn players Darcy Edmundson-Andrade, Eric Murphy, Kenneth Best and Jonathan Luxton, violinists Alexandra Mendes, Ana Beatriz Manzanilla, Cecília Branco, Elena Riabova and Jorge Teixeira, violists Barbara Friedhoff, Christopher Hooley, Isabel Pimentel, Maia Kouznetsova and Samuel Barsegian, cellists Jeremy Lake, Levon Mouradian, Maria José Falcão and Varoujan Bartikian, pianists Alexei Eremine, João Paulo Santos and Satenik Barsegian, harpist Carmen Cardeal, and percussionists Rui Sul Gomes and Sandro Andrade.

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Early Music



✦ Early Music Cycle – Patricia Petibon and the Venice Baroque Orchestra, 3 December 2011.

In 2011, the Early Music programming saw the completion of the series of concerts that had begun in the last quarter of the previous year under the name of the "Bach +" cycle. Under the scope of this title, there were performances by the Amsterdam Baroque Orchestra and Choir, conducted by Ton Koopman, and the harpsichordist Pierre Hantaï. Besides these musicians, there were others performing under the auspices of the Early Music cycle itself. These concerts included those presented by the Freiburger Barockorchester, conducted by René Jacobs, which performed Mozart's opera *La Finta Giardinera*, with the participation of sopranos Sophie Karthäuser, Alexandrina Pendatchanska and Sunhae Im, mezzo soprano Marie-Claude Chappuis, tenors

Jeremy Ovenden and Jeffrey Francis, and bass Michael Nagy; by counter-tenor Philippe Jaroussky with the group Apollo's Fire conducted by Jeannette Sorell; by the Balthasar Neumann Ensemble, Choir and Soloists, conducted by Thomas Hengelbrock; by the Gulbenkian Choir with soprano Charlotte Müller Perrier, tenor Fernando Guimarães, viola de gambist Thilo Hirsch, and organist Nicholas McNair conducted by Michel Corboz; and by soprano Patricia Petibon with the Venice Baroque Orchestra.



✚ “World Music” – Max Raabe & Palast Orchester, 4 December 2011.

“World Music”

The series that had been included for the first time in the programming for the previous year was continued in 2011 with the “World Music” cycle, covering different musical genres that until recently had been afforded little or no attention in the programmes of conventional concert halls. Sometimes, these corresponded to contrasting musical practices, such as, for example, those that are more deeply rooted in popular traditions, cabaret or Indian classical music. Performing in this area at the Gulbenkian Grand Auditorium were Max Raabe (voice) & Palast Orchester, Anoushka Shankar (sitar) (with the Anoushka Shankar Ensemble), Yasmin Levy (voice), Souad Massi (voice), Daniel Melingo (voice), the Ryuichi Sakamoto Trio, the Al-Kindi Ensemble conducted by Julien Jâlal Eddine Weiss, Yair Dalal (violin) with David Menachem (nay flute), Elad Gabay (canon), Elad Harel (oud) and Avi Agababa (percussion) and the duo composed of Ballaké Sissoko (kora) and Vincent Segal (cello).

“Met Opera Live in HD”

2011 also saw the continued presentation in the Grand Auditorium of productions from the Metropolitan Opera House, in New York, through live satellite broadcasts, in what is possibly one of the most daring projects ever conceived by the legendary American musical institution. Created in 2006, the “Met Opera Live in HD” involves the worldwide broadcasting of the Metropolitan Opera House’s own opera season to audiences that otherwise would not have access to that programme. In the latest season, these broadcasts reached more than two million spectators in 44 countries. In 2011, the following operas were broadcast under this scheme: *Lucia de Lammermoor*, by Gaetano Donizetti, *Le Comte Ory*, by Gioachino Rossini, *Capriccio*, by Richard Strauss, *Il Trovatore*, by Giuseppe Verdi, *Die Walküre*, by Richard Wagner, *Anna Bolena*, by Gaetano Donizetti, *Don Giovanni*, by Wolfgang Amadeus Mozart, *Satyagraha*, by Philip Glass, *Faust*, by Charles Gounod,



✦ “Jazz in August” 2011 – Cecil Taylor, 5 August 2011.

La Fanciulla del West, by Giacomo Puccini, *Nixon in China*, by John Adams, *Iphigénie en Tauride*, by Christoph Willibald Gluck, and *Siegfried*, by Richard Wagner.

“Jazz in August”

The “Jazz in August” festival was held for the 28th consecutive year in 2011, once again under the artistic direction of Rui Neves, and this time round it presented six concerts in the Open-Air Amphitheatre and the other three in a concert hall recently opened in Lisbon, the Teatro do Bairro, which represented the event's first performance at a venue other than the Foundation's premises. Based on an attempt to present the history of modern-day jazz, and mainly selecting groups that were performing in Portugal for the first time, the programming of this event was centred around four personalities who, in their different ways, have marked generations of jazz musicians and fans over the last 45 years: the legendary pianist Cecil Taylor, who gave a solo performance, the trumpeter Wadada Leo Smith, who played with his Organic nonet, the emblematic saxophonist of European free jazz Peter

Brötzmann, who brought his new Hairy Bones quartet to Lisbon, and John Hollenbeck, who presented the John Hollenbeck Large Ensemble in Europe for the first time. Completing this sequence of performances were two entirely new projects: that led by the German saxophonist Ingrid Laubrock and her Anti-House quintet, which brought together two different duos, Paal Nilssen-Love/Ken Vandermark, and that produced by The Ex Guitars, of Terrie Ex and Andy Moor. In parallel to this, the Teatro do Bairro was also the setting for a new concept introduced into the “Jazz in August” event: to create the atmosphere of a jazz club after hours, with the help of a daily epilogue with DJ Johnny and pictures from VJ PTV. This same venue also presented three successive days of concerts with performances by the Portuguese-American group Luís Lopes Humanization 4tet, the Brooklyn Little Women quartet and the Escandinavo Fire! trio. “Jazz in August” 2011 also presented four films linked to the rest of its programming, contributing to a better understanding of the musicians and trends that were presented, not only in 2011, but also at earlier editions of the festival: *Cecil Taylor: All the Notes*, by Christopher Felver, *Black February: A Film About Butch Morris*, by Vipal Monga, *Play Your Own Thing – A Story of Jazz in Europe*, by Julian Benedikt, and *Women in Jazz*, by Gilles Corre. Also included in the festival was a talk given by the highly reputed American critic and researcher Bill Shoemaker entitled *The Worlds of Cecil Taylor*, which helped those present to gain a deeper understanding of the importance of this musician in the creation of new languages in jazz since the 1960s.

Other concerts, films and talks

When describing the Gulbenkian Music Season, mention should also be made of the introduction of a new Theatre/Music cycle, which is intended to reveal the multifaceted relationship between these two arts. In collaboration with the Teatro Maria Matos, and presenting multiple models for interaction between music and theatre, the cycle opened with the work *A Portuguesa*, a show conceived by Vasco Araújo under the auspices of the Cão Solteiro theatre collective, in which the main performers were the author himself and the mezzo soprano Maria Luísa de Freitas.

Mention should also be made of the holding of a concert with the Casa da Música Choir and the soloists of the Casa da Música Remix Ensemble. The soloists on this occasion were the baritone Jakob Bloch Jespersen and tenor Pedro Figueira, and the work presented was *Passio*, by Arvo Pärt, conducted by Paul Hillier.

In 2011, as a complement to the concert programme, a series of films, documentaries and talks was presented that were either directly or indirectly related to aspects or themes that were featured during the course of the season. The following films were shown: *Momento*, by Gérard Patris, *Russian Ark*, by Alexander Sokurov, *Shostakovich: Katerina Izmailova*, by Mikhail Shapiro, *Shostakovich against Stalin*, by Larry Weinstein, and *Sophia, Biography of a Violin Concerto*, by Jan Schmidt-Garre; and the various talks were given by the following speakers: Paulo Ferreira de Castro, Pedro Amaral, Peter Eötvös, Esa-Pekka Salonen, David Pountney, Rui Vieira Nery, David Whelton, Richard Slaney and Deborah Borda.

Educational activities

Descobrir

In 2011, the educational activities developed by the Music Department that did not have a specific professional component continued to be fundamentally incorporated into the Foundation's



✦ Gulbenkian Music 11-12 – campaign poster..

general programming in this area, coordinated by the Gulbenkian Programme of Education for Culture – *Descobrir*. Once again, the Gulbenkian Music Season served as the guiding reference for the conception and design of this programme. In keeping with the programme’s structural logic, concerts, workshops, visits and courses were organised, amounting to a total of 40 different programmes with 272 sessions, involving 3,765 trainees and 7,376 spectators.

The workshops continue to reflect the general guidelines of the season, with their themes being designed in keeping with this, using a language and codes that were adapted to the different types of audiences and age levels for which they were intended. This is a privileged space for experimentation in the musical field, with the workshop participants consisting of both private individuals and schools, who were invited to work together as a team and, in some cases, to prepare small concerts at the end. Moving from listening to actual production, many of the workshops used different artistic expressions – dance, visual arts, writing and dramatic expression – to simulate the participants’ capacity to listen, interpret and improvise. In the course of 2011, 21 workshops were held, resulting in a total of 109 sessions, involving 2,188 participants.

As far as visits to the Foundation were concerned, work continued on the reformulation of their contents, with the introduction of new titles and new approaches, as, for example, in the case of jazz, with the new visit entitled *Jam!* In the course of 2011, nine visits were held, resulting in a total of 195 sessions, involving 1,350 participants.

As far as the different courses that were provided were concerned, the educational aspect of the activities that were developed was maintained, with their respective themes always being those that were touched upon in the Gulbenkian Music Season, whether in the field of classical music, world music or jazz. Five courses were held, involving 227 trainees.

In the concerts that were programmed for school and family audiences, the close relationship with the Gulbenkian Orchestra was maintained, and a new collaboration was initiated with the Gulbenkian Choir, with the concert entitled *Come and Sing Jazz with the Gulbenkian Choir* being the first of the already mentioned series, proposing an effective interaction between the audience and the musical group. An abridged version of Erik Ibsen’s *Peer Gynt* was also staged, adapted and directed by José Wallenstein. This performance enjoyed the participation of the Gulbenkian Orchestra, conducted by Osvaldo Ferreira and interpreting excerpts from the stage music that Edvard Grieg composed for the original play. Besides the above-mentioned concerts, the *Descobrir* programme also involved the holding of three commented concerts with the Gulbenkian Orchestra, with two sessions being specially aimed at school audiences and five sessions being aimed at families. With a total of seven sessions, the number of spectators attending the concerts amounted to 7,376.

“RE-RITE”

In 2011, in parallel to its regular educational activity, the Music Department held an interactive exhibition centred on Igor Stravinsky’s *The Rite of Spring*, developed and produced by the educational sector of the Philharmonia Orchestra, during this musical group’s already-mentioned stay in Lisbon. The purpose of this exhibition was to simulate the hearing of Stravinsky’s work as if one were inside the orchestra itself, as if the audience were part of the actual orchestra and in this way were interacting with it.



✚ *Re-Rite Be the Orchestra*, interactive audiovisual installation presented at MUDE, from 8 to 23 January 2011.

As part of this exhibition, which was on display to the public for two weeks, an activity was undertaken that was in all respects similar to a visit to the *Descobrir* programme, attended by 1,090 trainees over a total of 63 sessions. In the case of the “RE-RITE” exhibition itself, and excluding the participants in the training activity, this event was attended by 13,758 visitors.

Courses and seminars

In 2011, the Music Department continued to provide support to professionalisation in music through the holding of training activities for young musicians at the beginning of their careers or music students already at advanced levels of development.

Mention should be made in this area of the Foundation’s participation, through the activity of its Music Department, in ENOA, a project coordinated by the Festival d’Aix-en-Provence, which proposes the development of cooperation between various institutions involved in the field of opera, the teaching of music and training in other areas directly or indirectly associated with operatic production. Stimulating the dissemination of the work of young musicians at the beginning of their careers, ENOA incorporates 11 institutions from ten countries, including, besides the Foundation, the Festival d’Aix-en-Provence/ Académie européenne de musique (France), Aldeburgh Music (England), Bayerische Theaterakademie August Everding (Germany), Den Nye Opera (Norway), Fundación Albéniz – Escuela Superior de Música Reina Sofia (Spain), the Latvian National Opera, LOD (Belgium), Chapelle Musicale Reine Elisabeth (Belgium), Teatr Wielki – Opera Narodowa (Poland) and Verona Accademia per l’Opera Italiana (Italy).

The first activity undertaken in this area was a workshop with the Gulbenkian Orchestra, run by the conductor Lawrence Foster, aimed at young conductors and singers, with both Portuguese and foreign participants (sent by the various partner institutions), which culminated in the public presentation of the project in the form of a concert, held in the Grand Auditorium.

Also under the scope of ENOA, and working in close conjunction with the Queen Sofia Music School, with which the protocol for cooperation existing between the two institutions was renewed, a course was held to provide training in singing, administered by Tom Krause, a teacher at the school. Also under the scope of the cooperation protocol signed with that Madrid school, another training course was provided in the playing of the piano, given by the Russian pedagogue Galina Eguiazarova.

Grants and scholarships

Scholarships for musical development

In 2011, the Music Department awarded a total of 31 scholarships for musical development, relating to study plans to be completed outside Portugal. Of the total number of scholarships awarded, eight corresponded to short-term scholarships for participation in training activities (workshops and seminars) under the scope of the previously mentioned “ENOA” project, creating opportunities for the mobility and development of young Portuguese musicians in the areas of song, composition and the staging and direction of opera. These activities were organised by the Foundation’s partner institutions in this field, and were held in Verona, Warsaw, Riga, Waterloo and Ghent.

Following on from the competitive application process for the award of short-term scholarships for artistic training in music, relating to study plans to be completed during the academic year 2011-2012, a total of 23 scholarships were awarded, of which 18 corresponded to renewals of scholarships awarded in previous years, while the remaining five were new awards. In terms of the areas of specialisation, the scholarships were distributed as follows; song (three), piano (two), oboe (one), flute (three), clarinet (one), horn (one), trombone (four), violin (five), cello (one) and double bass (two).

Domestic scholarships

The Music Department maintained its link with the Young Musicians’ Prize awarded by RTP/Antena 2. For more than two decades, this event has been the most effective model for detecting new talents among music students at advanced levels of development and musicians who are at the beginning of their careers at a national level. In 2011, three training awards were made to those classified in first place in the following soloist categories: violin, cello and piano. These awards were made with the aim of contributing to the professional development of the young prize-winners by enabling them to gain further musical training.

“Music for a Cause”

The campaign (“Music for a Cause”) for the collection of musical instruments to be sent, above all, to music schools in Mozambique, but also to other countries in Africa and the Middle East was brought to a close. The Foundation had launched this campaign in December 2010 in association with the Music Fund and awarded a subsidy towards the costs of shipping the instruments that had been collected.



View of the exhibition "Permanent Collection".

❖ José de Azeredo Perdigão Modern Art Centre • CAM



Amounts in euros	
Personnel costs	1 146 655
Operating costs	67 859
Grants and scholarships	277 884
Departmental activities	2 194 381
<i>Investment</i>	<i>115 632</i>
Total	3 686 779
Receipts	230 046

In 2011, CAM began to award grants and scholarships for artistic creation, development and promotion, as well as awarding scholarships for artists' residencies abroad.

Besides affording a new set-up to the permanent exhibition, CAM held 11 temporary exhibitions, profiting from the ever greater prominence that it enjoys in both the Portuguese and the international press, especially the coverage that was given to the exhibitions by Doris Salcedo, João Penalva and Miguel Palma.

The temporary exhibitions programme began the year of 2011 with a large-scale retrospective of the Portuguese artist Ana Vieira, an exhibition that allowed visitors to engage in a reinterpretation of her work. Continuing to follow a line of programming that makes it possible to display works from the CAM collection alongside the exhibitions held in the museum's main exhibition hall or Level 0, the exhibition "Common House" was presented in Gallery 1 with works by 31 artists.

Also at the beginning of the year, the exhibition of Didier Fiúza Faustino, "Don't Trust Architects", presented three works by the artist that had never been previously exhibited, two of which now form part of the CAM collection.

The anthological exhibition of Miguel Palma presented over a hundred sculptures, installations and videos by one of the most productive artists of his generation, and, at the same time, the work of the South Korean artist Koo Jeong A. was shown for the first time in Portugal, creating a series of entirely new sculptures-cabinets for her exhibition in Gallery 1.

Also for the first time, CAM showed practically the whole of the film and video work produced by the artist Vítor Pomar between 1974 and 2010, and presented the photographic series *Crush Proof Box*, a set of 122 photographs that have been added to the Collection.

The great exhibition of one of the most internationally acclaimed contemporary Portuguese artists, João Penalva, occupied almost the whole of the Centre's exhibition space, in a retrospective display that gave visitors the chance to get to know the multiple facets of his work. This exhibition will be shown at the Kunsthallen Brandts, Denmark, in 2012.



✚ View of the exhibition “Ana Vieira – Shelter Walls”.

The last quarter of 2011 ended with the exhibition of the work of the Colombian artist Doris Salcedo, who had responded to a proposal addressed to her by CAM, with which the Moderna Museet Malmö was also associated, as well as the MUAC – Museo Universitario Arte Contemporáneo, in Mexico City, the MAXXI – Museo nazionale delle arti del XXI secolo, in Rome, and the Pinacoteca do Estado de São Paulo, all of which will host the exhibition in 2012. In parallel to this, the exhibition “Landscape in the CAM Collection” was presented, bringing together a series of works from the collection that offered visitors the chance to reflect on the work of artists for whom landscape is not (or was not) a commonplace.

The loan of works from the CAM collection for both Portuguese and international exhibitions, as well as to the Foundation's delegations in Paris and London, including those held on deposit at museums such as MUDE or the Museu Nacional do Azulejo, makes it possible to disseminate and research further into the CAM collection, emphasising one of its objectives as a museum institution.

Permanent exhibition

The permanent exhibition of the CAM collection was afforded a new display, presenting a selection of 74 works from the beginning of the 20th century to the first decade of the 21st century. Almada Negreiros' *Portrait of Fernando Pessoa* set the tone for the exhibition, combining a number of figurative elements, which were later returned to through the theme of the portrait, with abstract elements, which were to be found in the works exhibited from the second half of the century.

14 January 2011 to 20 May 2012

CAM, Level -1

Temporary exhibitions

Two exhibitions were a continuation of the 2010 programme: “Teachers”, which ran until 2 January, and “Res Publica 1910-2010 – a Face-Off”, which ran until 16 January.



✦ View of the exhibition “Didier Faustino – Don’t Trust Architects”.

“Ana Vieira – Shelter Walls”

Curator: Paulo Pires do Vale

14 January to 27 March

CAM, Hall and Level 0

The exhibition “Shelter Walls” took a fresh look at the works of Ana Vieira (Coimbra, 1940), in a retrospective dating from the late 1960s to the present, not only underlining this artist’s singular place in contemporary art, but also her ceaseless creativity, while further highlighting the basic concerns that underpin her work. The title of the exhibition was taken from the artist’s account of a childhood memory, in which she recalls how, daily, she would go to the *sheltering walls* of her parents’ country house in São Miguel, and how, one by one, she would open all its doors. But more than just reinforcing the recognisable hermeneutic *topos* of Ana Vieira’s work – the *house* – this title also encouraged new readings. On the one hand, the *sheltering wall* of the work of art itself, sacralised on its pedestal, was thrown up for grabs, while, on the other hand, her works questioned our given perceptions of the world, raising barriers, drawing veils, and creating obstacles, or *walls* in other words.

“Didier Faustino – Don’t Trust Architects”

Curator: Isabel Carlos

14 January to 3 April

CAM, Multipurpose Room and Temporary Exhibition Gallery

An architect by training, Didier Faustino (Paris, 1968) has focused on the relationship between architecture and fine arts. The same thing happened at this exhibition, which brought together works using various media, from video, sculpture and performance, to sound installation. Despite the artist’s double nationality – Portuguese and French – this was the largest exhibition of his work to date in Portugal.

At CAM, Didier Faustino displayed works that he had not previously exhibited – *Future Will Be a Remake*, *Trust me* and *Flatland* – as well as re-showing some other more recent works, such as *Exploring Dead Buildings* (a video of a recent intervention in Georgia) and the sculpture *Instrument for Blank Architecture*.

“Common House – Works from the CAM Collection”

Curator: Leonor Nazaré

14 January to 27 March

CAM, Level 1

The house, our home, is the place into which we channel our more unconscious and elementary wishes for protection, warmth, recognition, refuge and even for affective, aesthetic, sensorial and cognitive stimuli. In it we live on the scale of a small world, according to the varied dimensions in which life shelters and questions us; ideally, it affords us both sleep and intimacy, fantasy, the private space and the shaping of the “opening” to the world outside.

The house is related to family and food, just as it is related to architecture, construction and landscape, to the interior and to the threshold, to individual elements and to collective aggregation. Consequently, in it, we find gathered together the fundamental archetypes that make up the human self.

This exhibition directed our attention to these archetypes, through the works of 31 artists from the CAM collection, dating from the beginning of the 20th century to the 21st century.

The exhibition moved from CAM to the Centro de Arte Contemporânea Graça Morais, in Bragança, from 9 April to 26 June.



“Miguel Palma – Assembly Line”

Curator: Isabel Carlos

15 April to 3 July

CAM, Hall and Level 0

This was an anthological exhibition of Miguel Palma (Lisbon, 1964), one of the most productive Portuguese artists of his generation, whose work has gradually left its mark on the international scene. The title of the exhibition, “Assembly Line”, referred to one of the main characteristics of this artist’s work, the creation of sculptures and objects positioned somewhere between the mechanical and the artistic, between the sphere of engineering and architecture on the one hand, and the world of art on the other, between the natural and the artificial.

This exhibition displayed 170 art works by Miguel Palma, and approximately 70 per cent of all the works on show featured a technical mechanism (movement, sound...).

✦ View of the exhibition “Miguel Palma – Assembly Line”.



✦ View of the exhibition “Koo Jeong A. – Nine”.

“Koo Jeong A. – Nine”

Curator: Isabel Carlos

15 April to 3 July

CAM, Level 1

Koo Jeong A. (Seoul, 1967) is an artist whose work has never before been exhibited in Portugal, although she is one of the most prestigious creators working on the contemporary art scene, as was proved by the exhibition that she held at the DIA Art Center in New York towards the end of 2010.

The exhibition “Nine” was designed by Koo Jeong A. specifically for the Level 1 exhibition space at CAM, and was one of the largest individual exhibitions ever held by the artist.

“Vitor Pomar – Nothing to do nowhere to go | Nada para fazer nem sítio para onde ir”

Curator: Rita Fabiana

15 April to 12 June

CAM, Multipurpose Room and Temporary Exhibition Gallery

For the first time, the exhibition brought together almost the entire collection of Vitor Pomar’s film and video work. A series of 12 films and videos created over two distinct periods (1974-1984 and 1994-2011) were shown. The exhibition also presented the photographic series *Crush Proof Box* (1972), *Dwell in Suchness* (1996) and *Slow Sex* (2009-2011), proposing and activating a field of dialogue and cross-contamination between photography, film and video and dwelling on one of the central places in Vitor Pomar’s creative processes: the studio.

“João Penalva – Works with Texts and Images”

Curator: Isabel Carlos

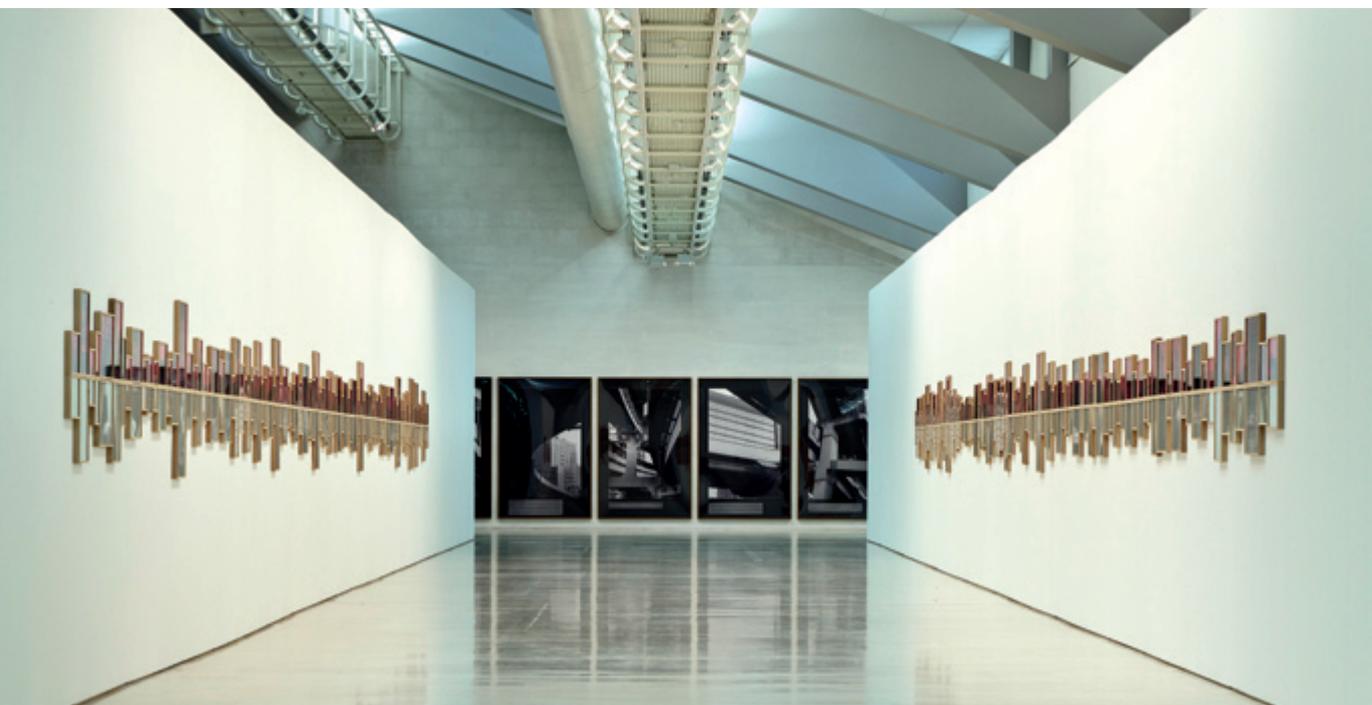
22 July to 9 October

CAM, except Level -1

One of the most internationally acclaimed contemporary Portuguese artists, resident in London for over thirty years, João Penalva (Lisbon, 1949) brought a mid-career exhibition of his work to CAM. The exhibition aimed to throw light on the multiple facets of his work, from the paintings of the 1990s to the installations and films that brought him to the public’s attention towards the end of this same decade. Theatre, cinema, narrativity and text are key points of reference in a body of work that is as complex as it is minutely researched, as amusing as it is laconic.

The denotative and descriptive title, “Works with Texts and Images”, shows one of the distinctive authorial features of the artist João Penalva. In other words, the leitmotif of his anthological exhibition is precisely what the title says: works with texts.

✦ [View of the exhibition “João Penalva – Works with Images and Texts”.](#)



“João Penalva – Videography”

Curator: Isabel Carlos

22 July to 31 December

CAM, Multipurpose Room

A set of videos by João Penalva were shown, the first dated 1999, *336 PEK (336 Rios – 336 Rivers)*, and the last, from 2007, entitled *O Rugir de Leões (The Roar of Lions)*.

“Doris Salcedo – Plegaria Muda”

Curator: Isabel Carlos

Executive curator: Rita Fabiana

12 November 2011 to 22 January 2012

CAM, Hall and Level 0

The art work *Plegaria Muda* was specially conceived for Level 0 at CAM, resulting from a joint commission by CAM – Calouste Gulbenkian Foundation and Moderna Museet Malmö. *Plegaria Muda* was also produced in partnership with MUAC – Museo Universitario Arte Contemporáneo, Mexico City, MAXXI – Museo nazionale delle arti del XXI secolo, Rome, and the Pinacoteca do Estado de São Paulo.

Sculpture as a topography of life itself could be regarded as an excellent synthesis of the work that the artist has produced over the last three decades, a body of work that has placed her in the forefront of the present-day art world – and that expression was completely embodied by *Plegaria Muda*, becoming a living body, in 162 sculptures, which were only seen in their entirety in Lisbon.

✦ View of the exhibition “Doris Salcedo – Plegaria Muda”.





✚ View of the exhibition “Landscape in the CAM Collection”.

“Landscape in the CAM Collection”

Curator: Ana Vasconcelos

12 November 2011 to 22 January 2012

CAM, Level 1 and Temporary Exhibition Gallery

We all react to the landscape in some way, to the various landscapes of which we are part and to the many landscapes that we only know through images, through representations. From all these sources, we end up choosing our favourite landscapes, either through direct opposition to or through our identification with our everyday environment.

Among the works exhibited, we could find works ranging from the traditional landscape painting – romantic, naturalistic, modernist, picturesque, psychological, pictographs, seascapes – to urban landscapes or views, to various proposals for the photographic and film treatment of the landscape, to Hamish Fulton’s land art, to the recording of the “ecological art” performance by Alberto Carneiro, to the painting of atmospheres and impressions, metalandscapes, and minimalist art works.

Activities at other venues

Exhibitions

“Film and Video in the CAM Collection”

Coordinator: Leonor Nazaré

19 October to 19 November

MIMO – Museu da Imagem em Movimento, Leiria

The Museu da Imagem em Movimento showed part of the film media art works that belong to the CAM collection.

Exhibited from the 1970s were works by Ângelo de Sousa, Fernando Calhau, Ana Hatherly, Helena Almeida and Julião Sarmento. An art work by João Paulo Feliciano, made in 1991, appeared isolated in time among a group of younger artists whose works were made after 2000 – João Onofre, Rui Calçada Bastos, Filipa César, Noé Sendas, Bruno Pacheco and Rui Valério.

Lectures

“Panoptic Video in the CAM Collection – Recent Acquisitions”

Lecturer: Leonor Nazaré

15 October, 17.00 at MIMO

Faced with time's arrow and the anguished delay in finding the meaning that can explain life, several responses are possible: we can wait, hasten the onset of forgetfulness or people our existence with masks, choreographies and representation. The video images of the artists that will be talked about bear witness to this continued effort, but also sometimes to an almost pure visual euphoria.

Cultural programming strategies

Training activity “The Challenge of Curatorship”

Trainer: Leonor Nazaré

Museu da Chapelaria, São João da Madeira, 17 May, from 10.00 to 17.30

NEAV – Núcleo Empresarial Nova Almada Velha, Almada, 27 May, from 10.00 to 17.30

Contemporary art contexts

Training activity for teachers at Escola António Arroio – “20th and 21st Centuries: Constitutive Dualities”

Trainer: Leonor Nazaré

23 and 30 November

Escola António Arroio, Lisbon

Publications

Ana Vieira – Shelter Walls

Catalogue published by CAM and by the Office of the President of the Azores Government/ Regional Directorate of Culture and Museu Carlos Machado, in 2010, at the time of the exhibition held in the Azores.

Contains texts by Paulo Pires do Vale and João Ribas, an anthology of texts by various authors, reproductions of the works exhibited and a list of works.

Work available in a bilingual edition (Portuguese and English); 254 pages

ISBN: 978-972-635-219-8 (CAM)

Didier Faustino – Don't Trust Architects

Catalogue published by CAM, in January 2011, with texts by Isabel Carlos and Beatriz Preciado. Contains biographical data about the artist and texts about the works exhibited.

Work available in a bilingual edition (Portuguese and English); 96 pages

ISBN: 978-972-635-228-0

Miguel Palma – Assembly Line

Catalogue published by CAM, in April 2011, with texts by Isabel Carlos, Michael Asbury and Dan Cameron. Contains biographical data about the artist, a bibliography and texts about the artist's works.

Work available in a bilingual edition (Portuguese and English); 256 pages

ISBN: 978-972-635-239-6

Vítor Pomar – Nothing to do nowhere to go

Catalogue published by CAM, in April 2011, with texts by Rita Fabiana, Hans Ulrich Obrist and Vítor Pomar.

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

ISBN: 978-972-635-235-8

Koo Jeong A. – Nine

Catalogue published by CAM, in April 2011, with texts by Cedric Price, Edouard Glissant, Isabel Carlos and Margarida Carvalho.

Work available in a bilingual edition (Portuguese and English); 158 pages

ISBN: 978-972-635-237-2

João Penalva – Works with Texts and Images

Catalogue published by CAM, in partnership with Kunsthallen Brandts, in July 2011, with texts by Bruno Marchand, Isabel Carlos, Lars Grambye, João Nisa and Rachel Withers.

Work available in a trilingual edition (Portuguese, English and Danish); 428 pages

ISBN: 978-972-635-244-0

Roads to Whatever – Works from the cam Collection

Catalogue published by the Calouste Gulbenkian Foundation, in September 2011, with texts by Emílio Rui Vilar, Leonor Nazaré, Alda Galsterer, Ana Filipa Candeias, Catarina Crua, José Oliveira and Patrícia Rosas.

Work available in a bilingual edition (Portuguese and English); 88 pages

ISBN: 978-989-8380-03-6

Doris Salcedo – Plegaria Muda

Catalogue published by CAM, Moderna Museet Malmö and Prestel Publishing, with texts by Mieke Bal, Isabel Carlos, Doris Salcedo and Moacir dos Anjos. Contains biographical data about the artist and reproductions of her works.

Work available in a trilingual edition (Portuguese, English and Swedish); 196 pages

ISBN: 978-972-635-242-6 (CAM)

CAM notebooks

In 2011, 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, published by the company ARTWEAR.

Other activities

Website

The CAM website was made more attractive and dynamic, through the publication of informational content about temporary exhibitions and the works in the CAM collection, recorded on various supports, namely video and audio. Texts describing the works in the Collection and biographies of the artists written by specialists were published online, together with personal statements made by public figures about the works in the Collection.

Collection

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

Priority was given to the conservation and restoration work undertaken on works that were to be exhibited, namely those displayed in the exhibitions organised by CAM with works from the collection: "Common House" and "Landscape in the CAM Collection".

Internships

In relation to the conservation and research of the CAM collection:

- › two curricular internships as part of the History of Art undergraduate degree course at the Faculty of Human and Social Sciences of the New University of Lisbon;
- › Summer internship for a student from the Comparative Literature with Film Studies course of the Royal College of Art, England.

In the area of education:

- › curricular internship as part of the Sociocultural Animation undergraduate degree course at the Setúbal College of Education, lasting for one academic year, for specialisation in the areas of special needs, beginning in October 2010;
- › curricular internship as part of the Artistic Promotion and Heritage undergraduate degree course at the Setúbal College of Education, lasting for one month (under the scope of the new Bologna agreement), from 21 March to 21 April;
- › exchange and training internship for professionals from the Museum of Natural History – Museums of Lisbon University Polytechnical School, under the scope of creative workshops for children and young people, lasting for two weeks, in July.

Cooperation with the Foundation's other departments

Exhibitions

› “Are you ready Lola? – peintures Lisa Santos Silva”, Centre Culturel Calouste Gulbenkian, Paris, 26 January to 22 April.

Exhibition curated by Isabel Carlos.

› “Roads to Whatever. Works from the CAM Collection”, Level -1 of the Foundation's central building, 30 September to 17 November.

Exhibition curated by Leonor Nazaré.

The title of this exhibition was also the name of the conference on health, development and well-being in adolescence, organised by the Calouste Gulbenkian Foundation and held on 25 and 26 October.

› “In the Presence of Things. Four Centuries of European Still-Life Painting. Part Two, 19th and 20th Centuries (1840-1945)”, organised by the Calouste Gulbenkian Museum, at its Temporary Exhibition Gallery, from 21 October 2011 to 8 January 2012.

The following works were loaned: *Nature Morte*, a painting by Fernand Léger; *Untitled*, a painting by Amadeo de Souza-Cardoso; *Nature morte bleu*, a painting by Vieira da Silva; *K4 Quadrado Azul*, a painting by Eduardo Viana; and *Komposição*, a painting by Mário Eloy.

› “L'hôtel Gulbenkian. 51, avenue d'Iéna. Memories of the Place”, at the Centre culturel Calouste Gulbenkian, Paris, from 7 June to 2 September.

The following works were loaned: a painting by Paula Rego, a painting by Vieira da Silva, a photograph by Jorge Molder, a painting by Carlos Botelho, a painting by Júlio Pomar, a painting by Jorge Martins and a drawing by Arshile Gorky.

› “L'hôtel Gulbenkian. 51, avenue d'Iéna. Memories of the Place”, at the Gulbenkian Museum, from 21 October 2011 to 7 April 2012.

The following works were loaned: a painting by Paula Rego and a photograph by Jorge Molder.

Works loaned from the CAM collection

At the United Kingdom Branch

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

At the 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

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



✚ Augusto Alves da Silva, *272B9*, 2011; 1/3.

Acquisitions and donations to the Collection

Acquisitions

- › Augusto Alves da Silva, *272B9* (triptych), 2011
- › Didier Faustino, *Future will be a Remake*, 2011
- › João Penalva, *Dokumentarfilm (Dosh, 12.April 2003, 13.34 Uhr)*, 2004
- › José Escada, *Untitled* (two drawings), 1955 and 1958
- › Miguel Palma, *5,6 Horas de Fôlego*, 2011
- › Paulo Nozolino, *Obs. 5*, 2009
- › Vítor Pomar, *Crush Proof Box* (a set of 122 photographs – 61 acquired and 61 donated), 1972

Donations

- › Didier Faustino, *Flatland*, 2011
- › Edgar Martins, *Untitled*, from the series *Reluctant Monoliths*, 2010
- › Gabriela Albergaria, *Un jardín à ma façon (a display)*, 2006
- › Joana Silva, *Untitled*, 2011
- › Joana Rosa, *Untitled*, from the series *Secrets*, undated, and *Doodles XXXX*, 1999
- › Oliveira e Sousa, *Busto de Francisco de Sá de Miranda*, 1993
- › Vítor Pomar, *Crush Proof Box* (a set of 122 photographs – 61 acquired and 61 donated), 1972

Exchanges

- › Miguel Branco, an exchange of three paintings *Untitled*, from 2009, and one painting *Untitled*, from 2008, for two oil paintings, *Untitled (Figura com Calções Vermelhos sobre Fundo)* and *Untitled (Figura Sentada com Calções Verdes sobre Fundo)* from 1999.

Works loaned from the CAM collection (total of 112 works)

Participation in temporary exhibitions in Portugal

- › “Permanent Exhibition”, at the Fundação Arpad Szenes – Vieira da Silva. Ten paintings by Maria Helena Vieira da Silva and five paintings by Arpad Szenes (27 January 2011 to 27 January 2012).
- › “Antológica de Rui Sanches”, at the Centro de Arte Contemporânea Graça Morais, Bragança. *Tiroliro*, sculpture by Rui Sanches (29 January to 10 April).
- › “Paula Rego”, at the Casa das Histórias Paula Rego, Cascais. *Proles Wall* (a set of ten panels) by Paula Rego (10 February to 30 June).

- › “Operações Especiais”, organised by Castelo Branco Municipal Council, at the former building of the Portuguese Post Office (CTT). Thirty photographs from the series *Não Tem de me Contar Seja o Que For*, by Jorge Molder (18 February to 15 May).
- › “Grupo Puzzle: Arte e Política 1976-1981”, organised by Figueira da Foz Municipal Council. *Bandeira Nacional*, painting by Grupo Puzzle (26 March to 3 July).
- › “Sobreimpressões – Maria Gabriela Llansol: Uma Visão da Europa”, at the Centro Cultural de Belém. *Mar III A* and *Mar III B*, videos by Fernando Calhau (27 March to 13 April).
- › “Zona Letal, Espaço Vital”, organised by Culturgest, at the Museu de Arte Contemporânea de Elvas. #335 and #336, two sculptures by Fernando Calhau (16 April to 3 July).
- › “Luísa Correia Pereira”, at Culturgest, Porto. *Alimentação em Castanho, Centro de Alimentação em Azul, Progressão a Cores, Montanhas, Montanhas, Bloco Monolítico, En Bleu, Progressão Azul* and *4+1*, nine engravings by Luísa Correia Pereira (13 May to 2 October).
- › “One after another, a few silent steps – Retrospectiva de Pedro Cabrita Reis”, at the Museu Coleção Berardo. *Os Cegos de Praga XII, Natureza Morta* and *D(OOR), D(AM)*, one drawing and two sculptures by Pedro Cabrita Reis (4 July to 2 October).
- › “Ecos do Fado na Arte Portuguesa, Séculos XIX-XXI”, organised by Lisbon Municipal Council, EGEAC and the Museu do Fado, at the Sala do Risco do Pátio da Galé, Terreiro do Paço. *Casa das Violas*, a painting by José Domingues Alvarez, *Untitled*, a painting by Amadeo de Souza-Cardoso, *K4 Quadrado Azul*, a painting by Eduardo Viana, *Fado, Fado, Fado da Rua* and *Fado Fino*, four drawings by Bernardo Marques (7 July to 17 September).
- › “Jogo da Glória”, organised by the Museu da Presidência da República, at the Palácio Cidadela, Cascais. A painting by Almada Negreiros, a painting by Cândido Costa Pinto, a sculpture by Cruzeiro Seixas, a drawing by Emmerico Nunes, a painting by Amadeo de Souza-Cardoso and two drawings by Cristiano Cruz (26 November 2011 to 26 February 2012).
- › “Aparições-Gérard Castello-Lopes”, at the BESart-Col. Banco Espírito Santo, Lisbon. *Escócia e Epcot U.S.A.*, two photographs by Gérard Castello-Lopes (23 September 2011 to 12 January 2012).
- › “Alberto Carneiro. Com os Elementos Escultura, Fotografia e Desenho (1972-2011)”, at the Casa da Cerca – Centro de Arte Contemporânea, Almada. *Natureza-Natural*, a drawing by Alberto Carneiro (24 September to 20 November).
- › “Ângelo de Sousa”, at the Teatro da Politécnica, Lisbon. *Untitled*, a sculpture by Ângelo de Sousa (19 October to 17 December).
- › “30 Anos de Prémio AICA/MC”, at the Museu Nacional de Arte Contemporânea – Museu do Chiado, in partnership with the Portuguese Section of the Internacional Association of Art Critics. Two paintings by Costa Pinheiro, three drawings by Joaquim Rodrigo, one painting by Álvaro Lapa, one painting by Malangatana, one sculpture by João Cutileiro, one painting by Júlio Pomar, one installation by José Barrias, two paintings by Fernando Calhau, one painting by Noronha da Costa, one painting by Pedro Calapez, one textile piece by Lourdes Castro and one sculpture by José de Guimarães (20 October 2011 to 22 January 2012).
- › “Eduardo Batarida”, at the Museu de Serralves, Porto. Three paintings and five drawings by Eduardo Batarida (26 November 2011 to 25 March 2012).

Participation in temporary exhibitions abroad

- › “Lá e Cá. Retrospectiva de Fernando Lemos”, at the Pinacoteca do Estado de São Paulo, Brasil. Three drawings by Fernando Lemos (24 September to 15 November 2011).

- › “Beyond”, at the Kumu Art Museum, Estonia. *Corte Secreto* and *Desenho Habitado*, two photographs by Helena Almeida (6 October 2011 to 8 January 2012).
- › “L’Europe des Esprits”, at the Musée d’art modern et contemporain in Strasbourg. *Oceano Vermelhão Azul Cabeça AZUL*, a drawing by Amadeo de Souza-Cardoso (7 October 2011 to 12 February 2012).
- › “The Other Side of Moon”, at the Kunstsammlung Nordrhein-Westfalen, Germany, in partnership with the Louisiana Museum of Modern Art. *Chanteur Flamenco (dit Petit Flamenco)*, a drawing by Sonia Delaunay (22 October 2011 to 15 January 2012).

Works held on deposit

- › 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.

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; three sculptures by Rui Chafes and Artur Rosa.
- › Conselho Superior de Magistratura, Lisbon: *Espaço Ilusório*, Eduardo Nery; “Wedge” Series / 3, Brian Young; *Paisagem do meu Jardim*, Manuel Cargaleiro; *Integração Racial*, José de Almada Negreiros; *Kennings*, Brian Young; *Brown, Blue and Violet No. 2*, Michael Kidner; and *Untitled*, by António Mira.
- › 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: 28 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; 16 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.
- › Office of the President of the Republic: *Untitled*, a painting by Francis Smith, and *Paisagem*, a painting by João Hogan.

Educational activities

2011 was a year of some restraint and brought a fall in the numbers of both the programmed events and the participants in CAM's educational activities. This fall in activity was due to a reappraisal of the educational proposals on offer and their pertinence/effectiveness, both under the scope of the Gulbenkian Programme of Education for Culture – *Descobrir* (PGEC) itself and in the broader context of the socio-economic reality that we are currently experiencing.

This reappraisal led 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 PGEC); 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); and the decision not to undertake any educational activities during the periods when exhibitions are being installed, to name just a few.

2011 also brought a 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), which, together with the decisions mentioned earlier, explains the considerable fall in the final number of participants. Even so, the guidelines which have always characterised the Modern Art Centre's educational service were maintained, namely the development and consolidation of a wide-ranging programme of initiatives for a variety of audiences in the context of the dissemination and interpretation of modern and contemporary art based on the CAM collection and its temporary exhibitions programme. The success of these activities is clearly revealed in the considerable loyalty demonstrated by our audiences, including a growth in some areas.

Annual total of projects: 147

Annual total of events: 1,521

Annual total of participants: 28,876

Receipts generated: € 57,947.70

Guided tours

Projects	Events	Participants	Receipts
91	1 716	25 659	€ 19 607

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.

School groups still continue to represent the vast majority of the users of the programme (amounting to roughly 24,116 visitors in a total of 1,233 visits made to CAM, with an average of 19 visitors per group, and generating receipts of € 19,449.50).

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 been introduced the previous year. All these initiatives showed a high potential for attracting audiences, which helped to bring a significant increase to the number of adult visitors.

Workshops

Projects	Events	Participants	Receipts
44	193	2 906	€ 31 992,70

In 2011, just as in the previous year, there was a reduction in the number of workshops on offer in response to the extended reach of the PGEC, 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 readjustment of the proposals that were presented by CAM. Even so, different workshop formats continued to be operated, in order to respond to the needs of the different types of audiences and users, and there was a slight increase in two concrete audiences, in which a large investment has been made at the level of the programming of the educational service – organised groups and families 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 called for a greater variety in the range of time slots on offer and which highlights the need to continue the investment that has been made in this sector. Equally worthy of mention is the fact that there continued to be a high demand in terms of artistic programming for activities aimed at families with children aged between two and four years old, an area of programming that has not only grown, but also represents the only area in which workshops have a 100% occupancy rate.

Also to be noted is the new edition that was introduced of the “Intervene” project, this time dedicated to the theme of “Maps of Myself”, based on the works contained in the CAM collection, and above all on the exhibition “Shelter Walls” of the work of Ana Vieira. This project continued the partnership that had been developed between the PGEC, CAM’s Educational Service and CESIS – the Centre of Studies for Social Intervention – although it had a shorter duration than the previous projects (four months). Once again, it amounted to an ongoing project of social and artistic intervention with a group of roughly ten unemployed adults living in the Bairro da Flamenga (Marvila

– Lisbon), who are integrated into a programme designed to develop new skills and support them in their search for employment.

Courses

Projects	Events	Participants	Receipts
10	10	153	€ 6 348

The courses organised were divided into three main categories: theoretical courses, educational courses (in the area of museum education) and practical courses (artistic practices for non-artists). In view of the high level of demand for these courses, 2011 marked the beginning of the process for the accreditation of the courses provided, so that they could be classified as certified training for teachers, to take immediate effect in the following year of 2012. This will be considered 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.

Other activities

Exhibition “The Intervene Project: Two Creative Histories of Social and Artistic Intervention”

Two exhibitions were held for the presentation of the project “Intervene (Heroes and Villains and Collective Addresses)”: Setúbal College of Education, 1 to 13 June; Espaço Oportunidade 1 e 2 – Bairro do Zambujal, 24 September to 1 November.

Organised at the invitation of both the Setúbal College of Education and Amadora Municipal Council, the first of these exhibitions was included in the seminar “Intervene to Include”, which presented and discussed with students the strategies and work methodologies developed by CAM’s Educational Service at the level of special needs and social and artistic intervention projects. The second exhibition was held at the invitation of Amadora Municipal Council and was designed to present to the local community (Bairro do Zambujal) the work that has been undertaken by the young people involved in the project.

Distributive activities

[€ 270 164]

CIEAM – Centre for the Research and Study of Multimedia Art

[€ 60 000]

In keeping with the protocol signed with the Faculty of Fine Arts of the University of Lisbon, the sixth annual grant was awarded for the continued pursuit of the activities developed in the past, at the Foundation, under the scope of the Centre for the Image and Narrative Techniques (CITEN).

Programme of Support for Internationalisation

[€ 34 940]

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.

Ten projects received support under this programme in 2011. 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 João Onofre at the Fondació Joan Miró (Barcelona), Ricardo Jacinto at the Galeria Vermelho (São Paulo), Rui Toscano at the Ex Eletrofonica (Roma) and Filipa César at The Showroom (London). Mention should also be made of the participation of the artists Ana Cardoso and Sónia Almeida in the fifth edition of the Prague Biennial and of Francisco Tropa in the tenth edition of the Istanbul Biennial. Finally, we should also like to highlight the presence of Portuguese artists at group exhibitions held at important international institutions, such as the Museum of Contemporary Art Chicago (Leonor Antunes).

Artistic Creation Projects

[€ 23 700]

This programme promotes the organisation of annual research projects in the areas of contemporary visual arts which contribute to the development of the work of Portuguese artists.

In 2011, five projects from different artistic disciplines were selected by a guest jury, produced by the following artists: Filipe Casaca, Isabel Carvalho, Pedro Neves Marques, Pedro Vaz and Susana Sousa Dias. They were all chosen because of their distinctive singularity and quality.

Artistic Development and Dissemination Projects

[€ 81 502]

This is a programme that provides support for projects designed to consolidate artistic development and dissemination structures in the area of contemporary art and to promote Portuguese artists and their works, namely through the support that is given to the holding of solo or group exhibitions in Portugal.

In 2011, 14 projects received support from this programme, among which we should like to highlight the support given to the structures for artistic production and dissemination, such as the Associação Zé-dos-Bois (Lisbon), Binaural – Associação Cultural de Nodar (in the village of Nodar), Título Apelativo – Associação Cultural (Lisbon) and the Centro Cultural Emmerico Nunes (Sines). In the field of the promotion given to artists and their works, mention should also be made of the support given to the holding of solo exhibitions by the artists António Olaio, José Carlos Teixeira, Ramiro Guerreiro, Rui Horta Pereira.

Artistic residences

[€ 70 021]

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 (19th 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 (13th edition), for the artistic residency project at the Künstlerhaus Bethanien, in Berlin.
- › Artistic residency at Location One, in New York (6th edition). This grant was awarded in partnership with the Luso-American Foundation for Development.
- › Artistic residency at the Gasworks International Residency Programme (2nd edition), in London.
- › Artistic residency at Capacete, in São Paulo (3rd edition).



📍 *Nocturno*, by João Nisa.

Gulbenkian Performing Arts Programme

Gulbenkian Performing Arts Programme

[€ 385 433]

The aim of this programme is to promote developments taking place in the Portuguese artistic panorama in the areas of film, dance and theatre, by awarding occasional grants to special projects developed by professional bodies or structures. The activities undertaken under the scope of this programme were carried out in accordance with the following guidelines: professional development of a technical and artistic nature, creation/research and internationalisation. The programme began in 2011 and is planned to last for three years.

Film

[€ 126 488]

This area of activity covers films of an experimental and documentary nature, while also seeking to ensure the promotion and dissemination of Portuguese cinema. Special privilege is also given to projects developed by young filmmakers who are at the beginning of their careers.

The projects that were selected for support are fundamentally from the area of documentary filmmaking, which is seen as a privileged field for experimentation, an important vehicle for the professional development of filmmakers just starting out in their careers, and a useful practice tool for established filmmakers. Grants were also awarded to help in the promotion of Portuguese films on the international circuit.

Support was given to 19 projects, most notably to João Nisa for the participation of his film *Nocturno* in the Festival Cinéma du Réel, at the Centre Georges Pompidou, in Paris, and to João Nisa Produções for the making of the film *A Imagem*, a French co-production resulting from the success of the first project; to André Godinho, for the making of the film *La chambre jaune*, completing a trilogy supported by the Foundation; to Joaquim Pinto, for his autobiographical documentary *Lembra-me*, about the treatment of HIV/AIDS (in partnership with the Health and Human Development Department); to the Fundação Cidade de Guimarães for the documentaries made by Rodrigo Areias and Margarida Gil about the work of Fernando Távora and Novais Teixeira, respectively; to Pedro Caldas, for the documentary *O Meu Avô Joly*, a film that looked at Joly Braga Santos through the eyes of Francisco Belard, an actor and also the composer's grandson; and to Victor Gama, for the video images that are to be included in his musical play *Vela6911* (produced in partnership with the Music Department).

Dance

[€ 134 660]

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 technical development, internationalisation and artistic creation.

The support given in this area covered the acquisition of technical equipment, with the aim of optimising the activity developed by dance structures, as well as projects that sought to introduce crossovers between artistic languages, encouraging an international exchange of creative experiences or helping to mature the careers of young creators. Grants were awarded to 28 projects, with particular attention being drawn to the support given to Espaço do Tempo for the



✚ *Submerso*, by Ana Martins.

Stephanie Theuret

second edition of the project known as the Portuguese Platform for the Performing Arts (PT11), an international meeting of creators, performers and programmers, in the areas of dance, theatre and performance; to RE.AL, for the pilot scheme of the project “AND_Lab, Anthropology and Dance Laboratory”, developed by João Fiadeiro and the Brazilian anthropologist Fernanda Eugénio; to Balletteatro for the acquisition of equipment as part of the technical refurbishment of the respective auditorium; to Jorge Gonçalves, Teresa Silva, Mariana Pimentel and Vítor Roriz, who were selected to take part in the “danceWEB Scholarship Programme 2011”, an artistic residency organised under the scope of the Festival ImpulsTanz, in Vienna, Austria; to Ana Martins for the première of her show *Submerso* at the Festival Rencontres Parallèles – Plateforme d’artistes émergents d’Europe et de la Méditerranée, organised by KOMM’N’ACT, in Marseille; to David Marques for an artistic residency and two public presentations by the duet *Bête de Scène*, a joint creation with the young Israeli dancer and choreographer, Ido Feder, at La Fundición, in Bilbao, and to Luís Miguel Félix for the project *War of Fictions*, a joint creation with the French choreographer Sidney Leoni, which had various presentations at international venues.

Theatre

[€ 124 285]

The support awarded in this area is given to first creations in the field of stage direction, to 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.

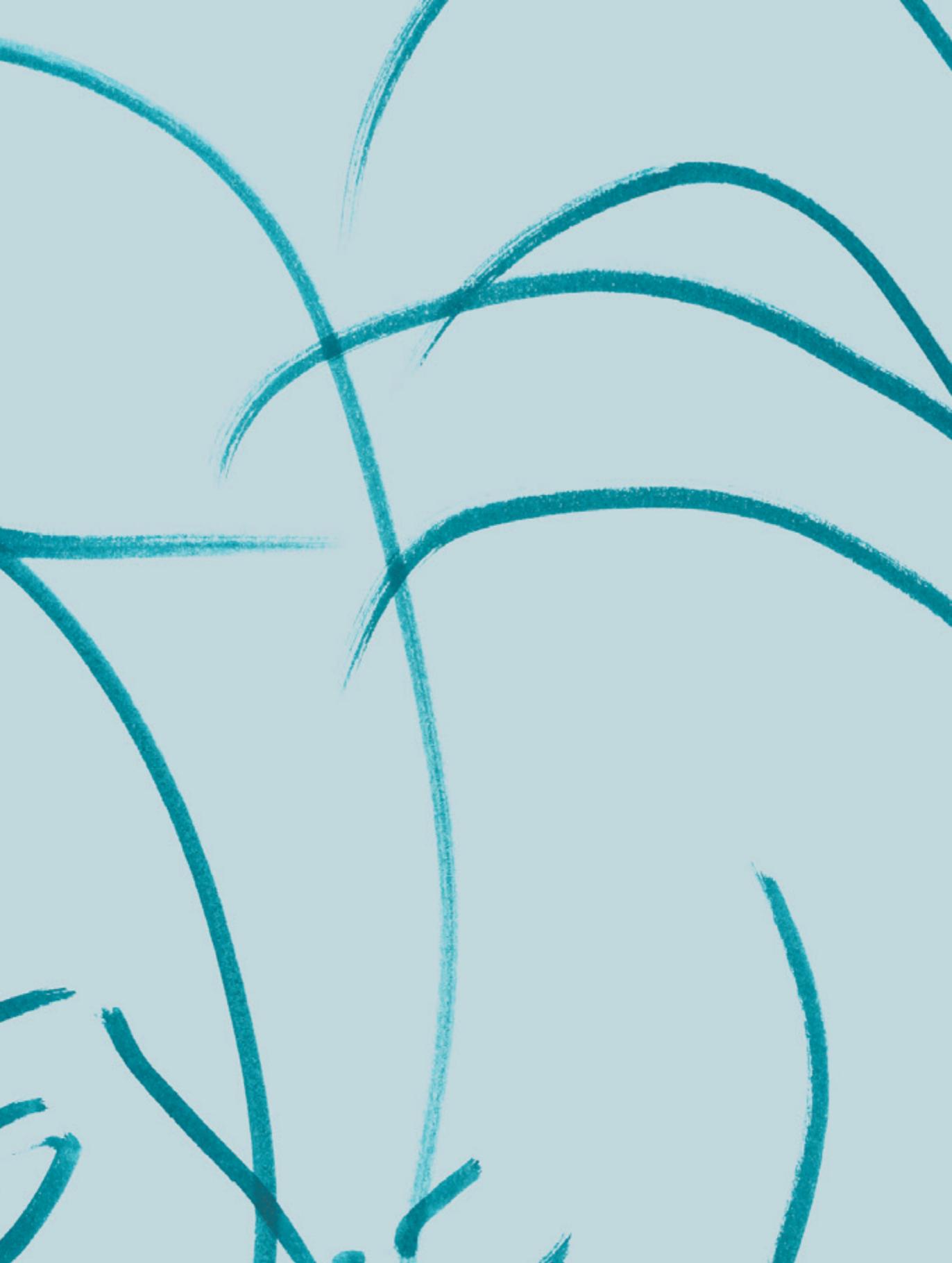
As far as technical development is concerned, preference was given to supporting established structures, whose programming is marked by the hosting of performances by companies that do not have their own home, as well as to theatre structures that had opened new working spaces. In the case of stage direction, support was given to projects developed by creators with specific training in this area, or who collaborated with established directors. Most of the projects receiving support include texts by the authors themselves, which is indicative of the active writing of new plays. Support was also given to projects in the area of dramatic composition and training.

Support was given to 18 selected projects, most notably to Artistas Unidos/Teatro da Politécnica (jointly funded by the President's Direct Administration Reserve) and Ar de Filmes/Teatro do Bairro for the acquisition of technical material, under the scope of the support awarded for the opening of new working spaces; to Negócio/ZDB for technical light and sound equipment, from the point of view of strengthening this company's development as a dynamic space for hosting other structures; to Teatro Praga for the presentation of their show *Sonho de Uma Noite de Verão* (Midsummer Night's Dream), at the prestigious Festival MC69 Bobigny, in Paris (jointly funded by the International Department); to Mala Voadora for the writing of the original text *Over-drama*, by Chris Thorpe; to Dinis Machado for his fifth work of stage direction *Dinis Machado por Dinis Machado*, thus completing a cycle of support for the initial development of his creative career. Mention should also be made of the support given to young directors starting out in their careers, such as Solange Freitas, David Pereira Bastos and Diogo Bento, among others.

Alípio Padilha



✦ *Sonho de Uma Noite de Verão*, Teatro Praga.



Education



FESTA DOS LIVROS GULBENKIAN

30 NOV / 23 DEZ 2011 . 10H00 - 20H00

LOJA DO MUSEU terça a domingo / LIVRARIA DA SEDE todos os dias

2 de Dezembro às 18H30
apresentação do livro

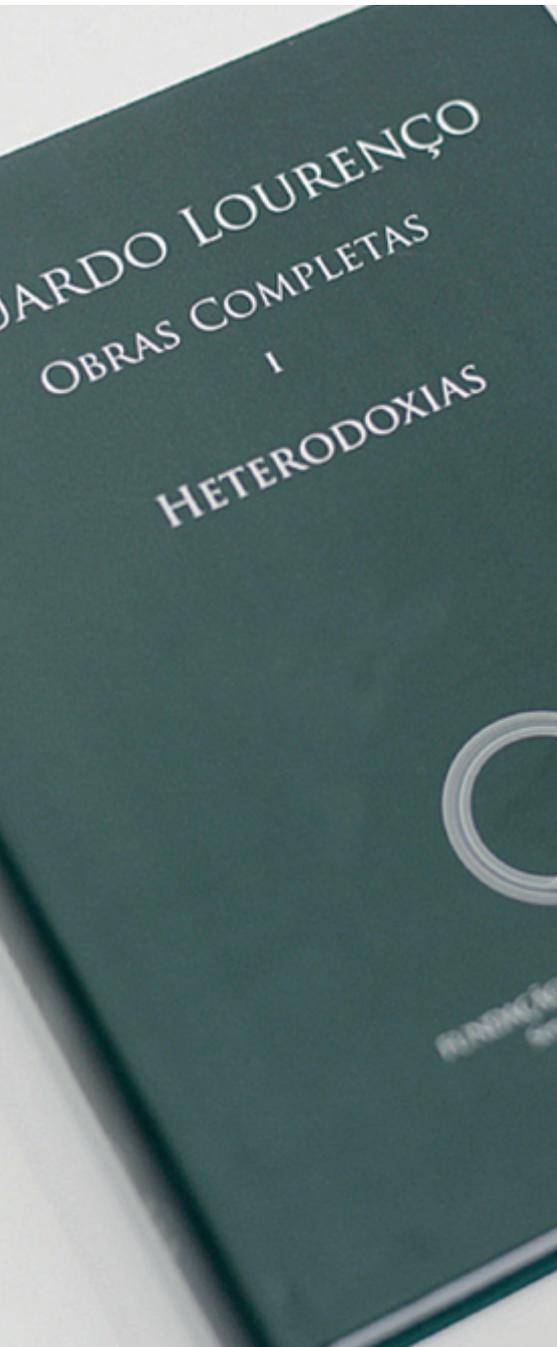
HETERODOXIAS
OBRA COMPLETA DE EDUARDO LOURENÇO,
I VOLUME

por Eduardo Lourenço e João Tiago Pedroso Lima

Cafeteria do Museu . *entrada livre*



Education and Scholarships Department



	Amounts in euros
Personnel costs	990 555
Operating costs	138 609
Grants and scholarships	2 945 187
Departmental activities	1 224 639
Total	5 298 990
Receipts	867 265

Programme objectives and criteria for activities

In 2011, 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 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. It should also be stressed that, in 2011, the Education and Scholarships Department was made responsible for the organisation and implementation of competitive application processes for scholarships in the area of the arts and for the management of these scholarships, as well as for the development of projects in the area of archaeology.

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 mention must be made of the projects and activities focusing on the acquisition of new skills and new knowledge that make the education/training process more effective;

the development of basic sciences; and all activities that can contribute towards the rounded development of the child, young person and adult in emotional, cognitive and socio-cultural terms.

Subsidies

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

- › structuring and developing pre-school, primary and secondary education;
- › funding educational activities aimed at children and young people with special educational needs;
- › improving skills and capacities in higher education;
- › promoting extracurricular cultural and scientific activities; and
- › developing projects that are important for promoting education and culture.

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

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

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

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

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

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

The Higher Education Support Programme essentially aims to help improve the quality of this 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 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 area.

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.

Scholarships

The fundamental goal of this activity is to upgrade the academic and professional qualifications of high-level specialists. The Department provided subsidies and lent significant support to postgraduate activities, organising internships at foreign centres.

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

- › Long-term scholarships for graduates wishing to pursue doctoral studies by following high-quality and demanding programmes at Portuguese universities, but which also envisage study periods abroad, undertaken by the scholarship holders under the scope of these same programmes.
- › Scholarships for specialisation and professional improvement in the arts, which are designed to promote the development of projects for specialisation or professional improvement both in an academic sense and in the areas of artistic creation or theoretical research into the visual arts/ curatorship, theatre, film and dance.
- › Scholarships for students from secondary and higher education designed to support continued study. The recipients of these scholarships are selected according to criteria of academic quality, complemented by factors related to the economic status of the respective families. This form of support is now exclusively awarded under the scope of protocols set up with other institutions.

The scholarship programme maintained the agreements that had been signed with the University of Madeira, the Portuguese Rotary Foundation, the Tomar Municipal Centre in Lisbon and the University of the Azores.

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

Departmental activities

- › The Publishing Plan is particularly relevant within the Department's activities due to its importance and scale. The Calouste Gulbenkian Foundation uses this programme to pursue its established publishing activity: publishing, selling and making gifts of high-quality books (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 allow the Portuguese-speaking public access to books that are landmarks in different sectors of civilisation; to record what we are and have been in the arts, 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 and the "BECAS LÍDER" project.

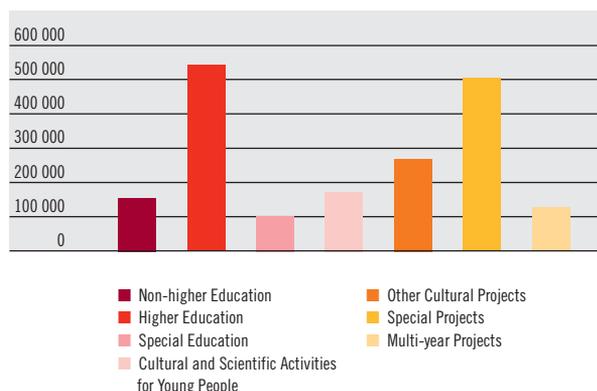
List of the main subsidies and scholarships awarded and departmental activities

The overall spending in 2011 by the Education and Scholarship Department on all its programmes was

[€3 441 170]

Subsidies

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" project (EMA), directly organised by the Foundation but implemented by schools and groups of schools; and subsidies awarded to initiatives formulated and proposed by other institutions.



The "EMA" project first came into being in 2011-2012 with the aim of encouraging the appearance, development and dissemination of innovative, high-quality projects promoted 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.

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 fifteen 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.

Six educational institutions were selected for the school year 2011-2012:

- › João de Barros Secondary School, Corroios;
- › Duarte Lopes Group of Schools, Benavente;
- › Pinheiro Rosa Secondary School, Faro;
- › Crato Group of Schools;
- › Oliveira do Bairro Group of Schools;
- › Cerco Group of Schools, Porto.

In the case of the grants awarded for initiatives formulated by other institutions, it proved possible to contemplate two activities, taking into account the criteria and objectives established for this purpose:

- › support for the restoration of museum pieces at the Marquês de Pombal Secondary School, in Lisbon;
- › making it possible for a student to participate in the 23rd European Union Contest for Young Scientists, which took place in Finland (support awarded through the Arouca Secondary School).

The cost of the grants attributed under the scope of this programme amounted to **[€ 151 446]**

As far as special education is concerned, in 2011 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.



- ✦ The “Inclusive School” project undertaken by the Joaquim Inácio da Cruz Sobral Group of Schools, Sobral de Monte Agraço – the creation of a multi-sensory room promotes the rehabilitation of children with special educational needs.

Throughout 2011, the approved projects were monitored and assessment visits were carried out *in loco* at many of them.

“Special Education 2011” application process

This application process was open from 7 February to 13 March 2011, and applications were received from 92 institutions of quite varied characteristics. Of these, 13 were immediately excluded as they did not meet the minimum formal requirements of the application process. The remaining 79 applications were assessed by a duly qualified external consultant. This assessment process led to the final approval of 21 applications.

The 21 applications that were approved under the “Special Education 2011” application process correspond to institutions from the public, private and cooperative sectors: groups of schools, higher education institutions (universities and polytechnics) and charitable associations.

The approved projects began to be implemented by the bodies responsible for their management and were monitored by the Gulbenkian Foundation throughout 2011.

The cost of the subsidies attributed under the scope of this programme amounted to **[€ 100 477]**

The Higher Education Support Programme awarded 42 subsidies.

The following 16 subsidies were awarded under the scope of the competitive application processes launched for Higher Education Development Projects:

Dicionário Terminológico em LGP

CIÊNCIAS DA LINGUAGEM

Sobre Observa_LGP Norma Terminográfica

ABCDEFGHIJ KLMNOPQRSTUVWXYZ

Adjectivo
Advérbio
Afixo
Aglutinação
Alófone
Artigo
Artigo Definido
Artigo Indefinido



Ver Definição

Adjectivo
Classe aberta de palavras. Modificador do substantivo. Flexiona em número (i.e. singular ou plural), em género (i.e. masculino ou feminino) e em grau (i.e. comparativo ou superlativo).
(Cunha & Cintra, 2006, p. 247, Dicionário Língua Portuguesa, 2006)

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FUNDAÇÃO CALOUSTE GULBENKIAN

✦ *Dicionário Terminológico da Língua Gestual Portuguesa*. The online version of this dictionary – the first dictionary of sign language in Portuguese – is available free of charge at <http://pro-igp.com/dicionário>

› Innovative Projects in the Education Field 2011:

• Project: “Fibres & Photons”.

Beneficiary: Lisbon Higher Institute of Engineering.

• Project: “PRO_LGP: A Distance Teaching Degree in Portuguese Sign Language”.

Beneficiary: Institute of Health Sciences of the Catholic University of Portugal.

• Project: “Creation of a Centre for the Simulation of Scientific Laboratory Skills (CSCCL)”.

Beneficiary: School of Health Sciences of the University of Minho.

• Project: “Creation of a Research Group in Maritime Affairs”.

Beneficiary: Institute of European Studies of the Catholic University of Portugal.

• Project: “Artistic and Pedagogical Coordination between Two Master’s Degree Subjects: ‘Theft’ – A Short Film and a Theatrical Performance”.

Beneficiary: Higher School of Art and Design of Caldas da Rainha – Polytechnic Institute of Leiria.

› Activities for Scientific Capacity Strengthening 2011:

• Project: “Numerical and Physical Relativity of High Energies”.

Beneficiary: Multidisciplinary Centre for Astrophysics of the Higher Technical Institute.

• Project: “International Conference on the State of the Art in Interactive TV”.

Beneficiary: Lusófona University of Humanities and Technologies.

• Project: “EvoS Symposium 2011: The Evolution of Free Will”.

Beneficiary: Faculty of Sciences of the University of Lisbon.

• Project: “Programme of International and Interdisciplinary Advanced Courses of the Centre of Molecular and Environmental Biology (International Postgraduate Training Programme)”.

Beneficiary: School of Sciences of the University of Minho.

- Project: “Symposium Digital Fabrication – A State of Art”.
Beneficiary: Higher Institute of Business and Labour Sciences – Lisbon University Institute (ISCTE – IUL).
- Project: “XLIII ONTA (Organization of Nematologists of Tropical America) Annual Meeting”.
Beneficiary: Institute of the Sea and the Environment (IMAR).
- Project: “Hands-on Training in Minimally Invasive Surgery 2011”.
Beneficiary: School of Health Sciences of the University of Minho.
- Project: “Spaceflight Dynamics and Control – Series of International Workshops and Advanced Schools”.
Beneficiary: Centre for Aerospace Science and Technologies of the University of Beira Interior.
- Project: “2nd Workshop on the Economics of ICTs”.
Beneficiary: Centre for Advanced Studies in Management and Economics (CEFAGE) – University of Évora.
- Project: “23rd Euromicro Conference on Real-Time Systems – ECRTS’11”.
Beneficiary: Research Centre in Real-Time Computing Systems (CISTER) of the Porto School of Engineering.
- Project: “Les Territoires Frontaliers entre Chrétienté et Islam en Méditerranée, IX-XV siècles, nouvelles approches: la territorialisation, de la guerre à la paix”.
Beneficiary: Université de Poitiers.

A further 25 subsidies were awarded, with the following activities being amongst the most important:

- › Project: “LusOpenEdition – the Portuguese Language Open Electronic Publishing Platform for the Humanities and Social and Human Sciences”. This project is being implemented by the Centre pour l’Édition Electronique Ouverte (CLÉO) with the scientific collaboration of the Centre for Research in Anthropology (CRIA) of ISCTE – IUL, with the aim of creating and consolidating a scientific electronic platform in Portuguese in the areas of the social and human sciences. This platform will include:
 - a calendar of events and academic debates in the areas mentioned that will remain as a lasting archive that is always open for consultation;
 - groups of blogs written by researchers that are currently spread around non-specialist platforms and are therefore hard to find, which will allow for the almost instant publication of the results of the research currently in progress and make it possible to promote appropriate debates;
 - a website of journals and book collections.

The support given to this platform was provided in partnership with the Calouste Gulbenkian Foundation’s Science Department.

- › “Doctoral Programme in Artistic Studies”, promoted by the Faculty of Social and Human Sciences of the New University of Lisbon;
- › publication of two studies on the history of the University of Lisbon, carried out by this same university;
- › publication of the work *A Historiografia Medieval Portuguesa no Virar do Segundo Milénio*, a project of the Institute of Medieval Studies – Faculty of Social and Human Sciences of the New University of Lisbon;
- › organisation of the international conference “Religion, Society and State: 100 Years of Separation”, by the Centre for the Study of Religious History of the Catholic University of Portugal;
- › “History of the Future”, a project carried out by the Padre António Vieira University Centre (CUPAV);
- › publication of the CD *Luso-Orientália*, promoted by the Centre for the Study of Peoples and Cultures of Portuguese Expression of the Catholic University of Portugal;

- › “A Suitcase Full of Chemical Experiments”, a project developed by Exploratório – Coimbra Living Science Centre;
- › treatment of the Private Library and Personal Papers of Professor Rogério Fernandes, by the University of Porto;
- › *A Empresa Agrícola: Dos Livros do Feitor à Gestão Ambiental*, a project/book developed by the Association for the Development of the Higher Institute of Agronomy;
- › 1st Conference of the Higher Education Management Forum in Portuguese-Speaking Countries and Regions, organised by the universities of Coimbra and Lisbon.

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

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

[€ 547 181]

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, 51 projects were funded, covering various fields:



- ✦ 15th Cycle of University Theatre in Beira Interior, organised by Teatr'ubi – the University of Beira Interior Theatre Group and asta – Associação de Teatro e Outras Artes.

- › 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 Miguel Torga Theatre Group to carry out initiatives included in their annual plans of activities.

Subsidies were also awarded to: GRETUA – the Theatre Group of the University of Aveiro to produce the theatrical show *Contos ao Palco*; GTIST – the Theatre Group of the Higher Technical Institute for the play *Vaivém*; dISPAteatro the Theatre Group of the Students' Association of the Higher Institute of Applied Psychology (ISPA) for the project “Interventive Theatre and Social Conscience”; TUT – the Theatre Group of the Technical University of Lisbon for

the project “The Person as the Centre of Development”; the Letras Theatre Group of the Faculty of Letters of the University of Lisbon for the project “GTL 2011-Itinerante”; the New Theatre Group of the Student’s Association of the Faculty of Science and Technology of the New University of Lisbon for the theatrical show *Film Noir – Narrativas Negras sobre Rupturas na Ordem das Coisas*; the Students’ Association of the Higher Institute of Social and Political Sciences of the Technical University of Lisbon for the project “A Procura de Deus – Projeto Interdisciplinar Vídeo/Teatro”; the Faculty of Engineering of the University of Porto for the project “Ricardo Alves”; the Students’ Association of the University of Minho for the production of the radio version of the play *Rossum’s Universal Robot*; the Students’ Association of the Beja College of Education for the play *Al Mu’tamid – Rei Poeta*; the New 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 *Antígona ao Palco!*; the Student’s Association of the Faculty of Sciences of the University of Lisbon – Teatro FC-ATO for the play *Isto não É Um Jogo*; and the Student’s Association of the Faculty of Psychology and Education Sciences of the University of Lisbon for the production of the play *MetropoLis*.

Subsidies were also awarded to: the Classical Theatre Festival Association to hold the 13th Classical Theatre Festival; the University of Lisbon for the FATAL 2011 project; the Daniel Sampaio Secondary School for the 32nd National Conference on School Theatre; and ASTA – the Association of Theatre and Other Arts for the 1st Exhibition of School Theatre – ensinARTE.

› Choir and Instrumental Groups – Subsidies were awarded to: GEFAC – Ethnographic and Folklore Group of the Coimbra Academy to support different activities designed to publicise the various forms of cultural expression found among rural groups (song, instrumental music, dance, theatre, etc.); Orfeon Académico de Coimbra (the Coimbra University Choir); 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 “Always on Time with the Nova Choir” project; Orfeão Universitário do Porto (the Porto University Choral Society) for the 25th International Festival of University Musical Bands – City of Porto; the Students’ Association of the School of Communication and Media Studies for the 15th Tuna M’isto – Lisbon Festival of Mixed Musical Bands; the Mixed Musical Band of the Student’s Association 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 for the 10th Expedição – Festival of Female Musical Bands; and ARCUM – the Recreational and Cultural Association of the University of Minho to hold the 21st FITU Bracara Augusta – Festival of University Musical Bands.

› Extracurricular Scientific and Cultural Activities – Subsidies were awarded to APDSI – Association for the Promotion and Development of the Information Society, to organise the 23rd National Computer Olympics (ONI’2011)/International Computer Olympics (IOI’2011); the Portuguese Mathematics Society for the “Mathematics Olympics”; QUERCUS, for the “2011 Environmental Olympics”; the various local centres of BEST – Board of European Students of Technology (Porto, Lisbon, Coimbra and Faro) to put on European summer courses; the Youth Science Association to organise a programme of events for the promotion and dissemination of science and technology amongst young people; AIESESC Portugal for the organisation of the Conference on Entrepreneurship DO IT!; the Students’ Association of the Higher Technical Institute for the TIMES FINAL 2011 (Tournament in Management and Engineering Skills); PAPS – Portuguese American Postgraduate Society for the 12th PAPS Forum; the Coimbra Academic Association for the lecture cycle “Cosa Mentale: A Ideia em Arquitetura”; the Students’ Association of the Higher School of Health of the Polytechnic Institute of Leiria for the conference “Speech Therapy in Expansion: New Contexts”; to ELSA UCP Lisboa, for the Summer School “Legal Challenges on Migration and Refugees”; the Students’

Association of the Faculty of Architecture of the University of Porto for the international conference cycle on architecture “Dédalo disPlace: Deviations in Architectural Practice”; the Students’ Association of the Faculty of Engineering of the University of Porto for the “Summer School on Radio in the Areas of Animation, Speaking, Editing, Production and DJ”; and APORVELA for the project “On the Discoveries Route: School Visits to the Caravel Vera Cruz”.

The Mathematics Department of the Faculty of Science and Technology of the University of Coimbra was also given a grant for the organisation of the 1st Portuguese-speaking Mathematics Olympics.

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

[€ 169 895]

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. Eight subsidies were awarded.

As far as the Applications presented for the Recovery, Treatment and Organisation of Documentary Collections were concerned, the Department awarded 18 subsidies to the following projects:

- › “Archives of the Museu dos Terceiros”, Portuguese Association of the History of Vineyards and Wine – APHVIN/GEHVID;
- › “Opening Brotéria to the Digital World”, Brotéria – Cultural and Scientific Association;
- › “Personal Archives of the conductor Jorge Peixinho”, Montijo Municipal Council;
- › “Biobibliographical Itineraries of Mário Saa (1893-1971): Construction of a Digital Memory Store”, Fundação Arquivo Paes Teles;
- › “Organisation and Digital Provision of the Documentary Heritage of the Estate of the Architect José Marques da Silva”, Fundação Instituto Arquiteto José Marques da Silva – FIMS;
- › Project for the Recovery, Treatment and Organisation of the Historical Archives of Casa Ferreirinha, Fundação Museu do Douro;
- › Project for the Recovery, Treatment, Organisation and Dissemination of the Personal Archives of the Engineer Alfredo Bensaúde, Higher Technical Institute;
- › “Fialho de Almeida – Organisation, Treatment and Dissemination of the Writer’s Personal Papers”, Municipality of Cuba;
- › “Historical Archives of the Municipality of Fafe: A Conservation, Scanning and Dissemination Project”, Municipality of Fafe;
- › Project for the Treatment, Scanning and Dissemination of the Personal Archives of Counsellor João Franco and the Personal Archives of Francisco Pinto da Cunha Leal, Municipality of Fundão;
- › Project for the Treatment and Scanning of the Personal Archives of the Abade de Baçal, Museu do Abade de Baçal;
- › “The Documentary Archives of Francisco de Lacerda: Treatment, Organisation and Dissemination of Cultural Heritage”, Museu de Angra do Heroísmo;
- › “Popular Architecture in Portugal – Classification, Treatment and Scanning of the Archives of Images”, Portuguese Association of Architects;
- › “The Teatro de Cordel Collection of the Teatro Nacional D. Maria II”, Teatro Nacional D. Maria II;
- › “Treatment and Organisation of the Personal Archives of Dr. Joaquim da Rocha Peixoto Magalhães (1909-1999)”, University of the Algarve – Library;

- › “Scanning of the Documentary Collection of the University of Évora in the Archives of the University of Coimbra”, University of Évora;
- › “Modernism Online – the Virtual Archives of the *Geração de Orpheu*”, Faculty of Social and Human Sciences of the New University of Lisbon/Institute of Studies on Modernism;
- › “DIGESCRAVO – Scanning of Licences for the Sale of Slaves”, University of Porto – Faculty of Letters.

Subsidies were also awarded to: the Portuguese Academy of History – support for the facsimile re-edition of the book *Santarém, História e Arte*, by Joaquim Veríssimo Serrão; Santarém Municipal Council/Joaquim Veríssimo Serrão Research Centre – support for the publication of the launch issue of *História Mãtria*; Chapitô – Coletividade Cultural e Recreativa de Santa Catarina – support for the project “Chapitô à Vela” and support for the expenses of travelling to Warsaw to participate in the Contest for the European Crime Prevention Award 2011; the Conseil Européen des Urbanistes – contribution towards the costs of publishing the book *100 Anos de Urbanismo na Europa*; and the Child Support Institute – towards the expenses of travelling to São Paulo for the 12th International Toy Library Conference.

Support was also given to the Archdiocese of Évora for the international conference held to mark the five hundredth anniversary of the foundation of the Order of the Immaculate Conception; the Associação Internacional dos Lusitanistas, to support the Association’s 10th Congress; as well as the continued support given to the Casa de Mateus International Institute for the “Adaptation” cycle of activities, whose theme in 2011 was “Communities”.

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

[€ 268 637]

Under the scope of the Academic Mobility Programme, a subsidy was awarded to the Católica Global School of Law of the Catholic University of Portugal for the recruitment of two international level academics, through the award of research scholarships under the title of “Gulbenkian Professorship at Católica Global School of Law”.

The costs of the subsidies awarded under the scope of the Academic Mobility Programme totalled

[€ 60 000]

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

- › PhD Course in Comparative Politics and International Relations at the Institute of Social Sciences of the University of Lisbon;
- › Master’s Degree in Hospitality and Tourism Management at the Higher Institute of Business and Labour Sciences – Lisbon University Institute;
- › Integrated Master’s Degree in Biomedical and Biophysical Engineering at the Faculty of Science of the University of Lisbon;
- › International Mobility Programme for Students of the Institute for Political Studies of the Catholic University of Portugal;
- › Postgraduate Programmes of the Portuguese Institute of International Relations of the New University of Lisbon.

The costs of the subsidies awarded under the scope of the Advanced Specialisation Programme totalled

[€ 100 000]

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 Department's Publishing Plan is set to take place in 2012.

› *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 V of this work was published in 2011.

› *História do Teatro e Espectáculo 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*.

› Personal papers and documents of Maria Gabriela Llansol – Support for the classification, archiving and scanning of the personal papers and documents of the author Maria Gabriela Llansol. This support completed the cycle of financing for this project provided by the Calouste Gulbenkian Foundation.

› 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.

Currently in its third year of implementation, this project has enhanced the interdisciplinary cooperation between teachers and made it possible to achieve a crossover of proposals between the artistic expressions and the other curricular areas. There has also been an improvement in the behaviour of the students involved in the project and in the results of learning in the various areas of competence, while a favourable climate has been created in the classroom and at the school, together with the development of creativity in group work and an improved capacity to communicate.

› 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* – 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 has been working since 2010 on the project for the publication of the *Obras Completas de Eduardo Lourenço* (Complete Works of Eduardo Lourenço), of which the first volume was published in 2011 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.

In 2010-2011, 28 groups of schools, 18 local authorities and 31 cultural institutions were involved in this project.

The programme covered 4,647 children from preschool education, 3,849 students from primary education, 373 kindergarten teachers and 326 primary school teachers.

In 2011-2012, the Foundation continued to provide support for the second year of the established programme.

› Opus Tutti Project – Artistic Practices in the Creation of Social and Educational Roots – The Calouste Gulbenkian Foundation decided to support the implementation of this pilot-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 of the Faculty of Social and Human Sciences of the



✦ The “Plácido Domingo” (Peaceful Sunday) event, held in September 2011 in the gardens of the Gulbenkian Foundation, under the auspices of the Opus Tutti Project, brought together a large number of parents with babies, children and researchers. The tools made available to users called for inference and the construction of knowledge...

New University of Lisbon. The aim of this project is to use an innovative methodology to promote the development of infants (0-3 years). 2011 represented the project's year zero, the phase for the "germination of ideas, work forms, resources and human relations". These attributes are considered invaluable for the following phases of this experimental pilot-project, which is being undertaken in a complex educational field considered to be a major priority.

› Programme of Support for Projects in the Area of Archaeology 2010-2016. During this project's lifetime, a competitive application process will be opened every two years – in 2010, 2012 and 2014. For the two-year period of 2010-2011, three subsidies and a scholarship were awarded by the Fine Arts Department, which were to be paid in two tranches. In 2011, the Education and Scholarships Department took over the running of this programme and assumed responsibility for the payment of the second tranche.

› Project for the Organisation, Treatment and Dissemination of the José Mattoso Library – A subsidy was awarded to the Campo Arqueológico de Mértola spread over three years (2011-2013). This is intended to support the Project for the Organisation, Treatment and Dissemination of the José Mattoso Library, which involves 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

[€ 505 790]

Multi-Year Projects

In 2011, support was given to eight projects:

› London International Youth Science Forum (LIYSF) – Financial support was awarded for the participation in this forum of a team of young Portuguese students who obtained the best results in the National and International Olympics in various scientific subjects (mathematics, physics, environment and information technology). The LIYSF is an international programme of a scientific and cultural nature, geared towards young scientists aged between 17 and 21 years old. Every year around 300 students from 50 countries from the five continents of the world take part in this event. For a period of two weeks, they live together as an international community, exchanging ideas and experiences and fulfilling the LIYSF goal of 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 2011, the prizes were awarded to Julião Soares Sousa, for his work *Amílcar Cabral (1924-1973)* (theme: "Modern and Contemporary History of Portugal"), José Augusto Bezerra, for his work *Uma História do Brasil em Manuscritos* (theme: "History of Portugal's Presence in the World") and Jean-Marie Guillouet, for his work *O Portal de Santa Maria da Vitória da Batalha e a Arte Europeia do seu Tempo (1769-1798)* (theme: "History of Europe").





✦ Aga Khan Foundation – K’Cidade Urban Programme, educational component – Tutoring between students, during autonomous work time.

› Aga Khan Foundation – Urban Community Development Programme (K’Cidade). 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 in the districts of Lisbon/Ameixoeira, Alta de Lisboa/Charneca, Sintra/Tapada das Mercês, Loures/Odivelas and Amadora. The interventions made in relation to this educational project have two central aspects: a) pedagogical development, and b) the community. The work that was developed in the course of 2011 proved to be remarkably successful, with the project also benefiting from the financial support of the Portuguese State, Lisbon and Sintra municipal councils and other funders.

› 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. In 2011, the first three year-period of this support came to an end, and, after an assessment had been made of the project and the various partners had been consulted, it was agreed that this activity should be maintained.

› Portuguese Institute of International Relations of the New University of Lisbon (IPRI – UNL) – Funding for the acquisition of documents and books by the Documentation and Information Centre of the IPRI – UNL, in order to ensure that appropriate academic resources are available for the undertaking of research.

› “The Cost of Students in Portuguese Higher Education (CESTES)” – This research project is carried out by the Institute of Education of the University of Lisbon, with the following aims: to characterise the socioeconomic condition of higher education students; to identify and collect data about the education and living costs borne by Portuguese higher education students, making a distinction between undergraduate and postgraduate students, as well as Portuguese and foreign students; to ascertain the influence and impact of the type of institution, course, area of study and region on the costs that higher education students have to bear; and to compare the results obtained for the costs of Portuguese higher education students with those found in previous studies carried out at a national level, as well as in other countries.

› Support was given to the Casa de Mateus International Institute for the “Adaptation” cycle of activities, which combines activities of an academic and cultural nature and seeks to develop a multidisciplinary and transverse perspective by working on the dimensions of infrastructure, knowledge and creativity.

In 2011, the theme of the seminar was “Universities”: universities as centres of knowledge for intelligent communities. Knowledge for the community (university education and new audiences); management geared towards the creation of value: universities as agents of development; and partnerships for competitiveness (institutional networking strategies).

› Personal papers and documents of Jorge Borges de Macedo – Project for the organisation, inventorying and treatment of the personal papers and documents of Jorge Borges de Macedo, Professor of Modern History at the Faculty of Letters of the University of Lisbon and a historian of recognised merit, a name that marked the scientific and pedagogical life of that faculty and Portuguese public life. The papers are held on deposit in the faculty's Historical Archives.

The cost of the subsidies awarded under the scope of the Multi-Year Projects totalled **[€ 122 633]**

Scholarships

Under the Scholarships Programme, the amount of € 789,694 was awarded, as follows:

› long-term scholarships – 29 scholarships were awarded, totalling **[€ 436 110]**

› short-term scholarships and travel subsidies – two subsidies and one extraordinary scholarship were awarded, totalling **[€ 9 689]**

› scholarships for specialisation and professional development in the arts – eight scholarships were awarded and a further 19 were renewed, with the Calouste Gulbenkian Foundation contributing the total amount of € 288 103, while the Luso-American Foundation for Development contributed € 73 840, relating to scholarships for study in the USA:

› scholarships for students in secondary and higher education: 51 scholarships were awarded, totalling **[€ 55 792]**

Publishing Plan

Publishing Plan [1962-2011]

Titles published	1 052
Publications	1 642
Copies	5 668 070

Publishing Plan [1962-2011]

Series	Titles	Publications
University Textbooks	505	952
Classical Texts	63	141
Portuguese Culture	100	118
The Discoveries	5	5
Extra-Series	30	44
Current Issues	9	9
Educational Texts	62	75
Guide to Portuga	8	24
Foundation for Science and Technology	269	274
Total	1 051	1 642

Five book launches were held in 2011 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 *ex aequo* to the work *História da Guerra do Peloponeso*, translated by Raul M. Rosado Fernandes.

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 89 titles were published in 2011, comprising 42 new works and 47 re-editions.

University Textbooks

Thirty-five books were published in this series, with five new works and 30 re-editions.

The new works were as follows:

- › *O Poder da Conceção em Inquéritos por Questionário*, by Guiseppe Iarossi.
- › *Cultura e Utilização das Plantas Medicinais e Aromáticas*, by A. Proença da Cunha *et al.*
- › *Microcirurgia: Técnica Cirúrgica e Patologia Experimental*, by João A. B. Patrício.
- › *O Ordenamento do Território como Política Pública*, by João Ferrão.
- › *O Paradigma Comunicacional: História e Teorias*, by Adriano Duarte Rodrigues.

The re-editions were:

- › *Mecânica dos Materiais*, 5th ed., by Carlos Moura Branco.
- › *História do Direito Português*, 5th ed., revised and enlarged, by Nuno Espinosa Gomes da Silva.
- › *Estética Teatral: Textos de Platão a Brecht*, 3rd ed., by Monique Borie *et al.*
- › *Psicologia*, 9th ed., by Henry Gleitman *et al.*
- › *Introdução à Análise Matemática*, 10th ed., by Jaime Campos Ferreira.
- › *Geometria Descritiva: Método de Monge*, 5th ed., by Guilherme Ricca.
- › *O Conceito de Direito*, 6th ed., by Herbert L. A. Hart.
- › *Caracterização e Constituição do Solo*, 8th ed., by Joaquim Botelho da Costa.
- › *Hidráulica*, 12th ed., by António de Carvalho Quintela.
- › *Introdução à Psicopatologia Compreensiva*, 6th ed., by José Luís Pio Abreu.
- › *Psiquiatria Forense*, 3rd ed., by J. C. Dias Cordeiro.
- › *Introdução aos Circuitos Eléctricos e Electrónicos*, 5th ed., by Manuel de Medeiros Silva.
- › *Educação de Bebés em Infantários*, 4th ed., by Jacalyn Post and Mary Hohmann.
- › *Introdução Histórica ao Direito*, 6th ed., by John Gilissen.
- › *Neurofisiologia sem Lágrimas*, 5th ed., by William A. Makay.
- › *Instrumentos Musicais*, 7th ed., by Luís L. Henrique.
- › *Educar a Criança*, 6th ed., by Mary Hohmann and David P. Weikart.
- › *Química Orgânica*, 16th ed., by Robert Morrisson and Robert Boyd.
- › *Tecnologia Farmacêutica*, vol. I, 8th ed., by L. Nogueira Prista and A. Correia A. Alves.
- › *Tecnologia Farmacêutica*, vol. II, 7th ed., by L. Nogueira Prista and A. Correia A. Alves.
- › *Plantas Medicinais da Farmacopeia Portuguesa*, 2nd ed., revised and updated, by A. Proença da Cunha and Odete Rodrigues Roque.

- › *O Universo da Indústria Petrolífera*, 2nd ed., by Fernando Barata Alves and Jorge Salgado Gomes.
- › *Elementos de Retórica Literária*, 6th ed., by Heinrich Lausberg.
- › *Acústica Musical*, 4th ed., by Luís L. Henrique.
- › *Direito Privado Romano*, 2nd ed., by Max Kaser.
- › *A Sociedade em Rede*, 4th ed., by Manuel Castells.
- › *Economia da Empresa*, 7th ed., revised and updated, by José Mata.
- › *História do Ensino em Portugal*, 5th ed., by Rómulo de Carvalho.
- › *Psicologia do Adolescente*, 5th ed., by Norman Sprinthall and Andrews Collins.
- › *Filosofia do Direito*, 4th ed., by Arthur Kaufmann.

Classical Texts

Two new works and 10 re-editions were published in this series.

The new works were as follows:

- › *Da Arte Edificatória*, by Leon Battista Alberti.
- › *Consolação da Filosofia*, by Boethius.

The re-editions were:

- › *O Federalista*, 2nd ed., by Alexander Hamilton *et al.*
- › *Poética*, 4th ed., by Aristotle.
- › *A Cidade de Deus*, vol. I, 4th ed., by St. Augustine.
- › *A Cidade de Deus*, vol. II, 4th ed., by St. Augustine.
- › *A Cidade de Deus*, vol. III, 4th ed., by St. Augustine.
- › *Acerca do Infinito, do Universo e dos Mundos*, 6th ed., by Giordano Bruno.
- › *A Metafísica dos Costumes*, 2nd ed., by Immanuel Kant.
- › *A Essência do Cristianismo*, 4th ed., by Ludwig Feurbach.
- › *Tratado Lógico-Filosófico*, 5th ed., by Ludwig Wittgenstein.
- › *Constituição dos Atenienses*, 3rd ed., by Aristotle.

Portuguese Culture

Seven books were published in this series, with five new works and two re-editions.

The new works were:

- › *Obras Completas de Faria de Vasconcelos*, vol. VI, coordinated by José Ferreira Marques.
- › *Obras Completas de Faria de Vasconcelos*, vol. VII, coordinated by José Ferreira Marques.
- › *Obras Completas I: Heterodoxias*, by Eduardo Lourenço.
- › *Obra Completa do Padre Manuel Antunes*, vol. VII, *Biografia Ilustrada*, by José Eduardo Franco and Luís Machado de Abreu.
- › *Obras de Pedro Nunes*, vol. v, coordinated by Henrique Leitão.

The re-editions were:

- › *Mediterrâneo: Ambiente e Tradição*, 3rd ed., revised and enlarged, by Orlando Ribeiro.
- › *Obras Completas de Delfim Santos*, vol. III, 3rd ed., revised and enlarged, literary edition by Cristina Soveral.

Educational Texts

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

The new works were:

- › *Ensino da Matemática: Questões e Soluções*, coordinated by Nuno Crato.
- › *Theka – Formar Professores, Desenvolver Bibliotecas*, by Amália Bárrios *et al.*
- › *A Inspeção do Ensino em Portugal no Período da Ditadura Nacional*, by A. Henriques Carneiro and Serafim Afonso.
- › *Arte e Delinquência*, coordinated by Jorge Barreto Xavier.

The re-editions were:

- › *Educação Estética e Artística: Abordagens Transdisciplinares*, 2nd ed., coordinated by João Pedro Fróis.
- › *Primeiro Olhar*, 2nd ed., coordinated by João Pedro Fróis.

Extra Series

Two new works and one re-edition were published in this series.

The new works were:

- › *Políticas Urbanas II*, coordinated by Nuno Portas.
- › *A República por Vir: Arte, Política e Pensamento para o Século XXI*, AA.VV.

The re-edition was:

- › *Rómulo de Carvalho [Memórias]*, 2nd ed., by Rómulo de Carvalho.

Re-editions were also published of the following works:

- › *Guia de Portugal II: Estremadura, Alentejo, Algarve*, 3rd ed., literary edition by Raúl Proença.
- › *Guia de Portugal V: Trás-os-Montes e Alto-Douro: Vila Real, Chaves e Barroso*, 4th ed., literary edition by Raúl Proença.

University Texts for the Social and Human Sciences

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

The total gross cost (including personnel costs) of producing books in 2011 (excluding the University Texts for the Social and Human Sciences series, as this has its own special regime) was

[€ 841 714]

The Publishing Plan income of € 567,053 demonstrates that this activity is largely self-financing.

Publishing Plan [2000-2011]

Titles published in the last six years

Average figure: 69

2011

Books: 89 new works and re-editions
30 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:

5th International Conference of the National Reading Plan

In association with the National Reading Plan of the Ministry of Education, the 5th International Conference of the National Reading Plan – *Ler + ler melhor* (Read More, Read Better) – was held at the Calouste Gulbenkian Foundation in September 2011, with the participation of Portuguese and foreign experts in a total of around 700 participants. The meeting discussed such topics as: “the politics and didactics of language”, “learning to read and learning one’s mother tongue”, “literature for children and young people”, “copyright – copying, piracy and the book circuit” and “reading in public libraries and school libraries”. 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 operations.

Dissemination of educational projects

- › In July 2011, a meeting was held restricted to the participation of specialists in the area of higher education, with the aim of analysing and debating the Reorganisation of the Public Higher Education Network.
- › In September 2011, the first preparatory meeting was held of the project “Digital Reading and the Transformation of the Reading Incentive and Reading Institutions”. This project is part of the “New Interventions” programme of activities.
- › In October 2011, a seminar was held, entitled “The School at Home”, with the aim of publicising the results of the project with the same name, supported by the Calouste Gulbenkian Foundation and implemented by the University of Aveiro in the period from 2005 to 2010. This meeting was attended by Fiona Carnie, the Director of Partnerships at the RSA Academy in Tipton, in the United Kingdom, a specialist in education from the point of view of parental involvement.
- › In December 2011, a meeting was held to present the projects supported by the Calouste Gulbenkian Foundation under the scope of promoting educational success. This meeting enjoyed the participation of the EPIS (Entrepreneurs for Social Inclusion) Association.

The amount spent on the activity of conferences, meetings and seminars was

[€ 13 430]

Other activities

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

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

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

Since its public presentation in May 2009, the website has already recorded more than 850 thousand visits. In 2011, at the ceremony for the award of the “House of Science” prizes, an additional component of the website – “WikiCiências” – was presented. This is the first online scientific encyclopaedia in Portuguese aimed at teachers and students from primary and secondary education.

- › 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, and a publication was prepared with the description of its objectives and results. This work, with the title *Theka – Formar Professores, Desenvolver Bibliotecas*, was published in 2011 under the auspices of the Publishing Plan.

The project’s website continued to be maintained and updated.

- › “Reintegration through Art” project.
Completion of the preparations for the publication of the work *Arte e Delinquência*, which corresponded to the completion of the “Reintegration through Art” project.
The work was published through the Publishing Plan in 2011.

The amount spent on these activities totalled

[€ 28 707]



Biblioteca de Arte

Biblioteca de Arte

Biblioteca de Arte
Art Library
Horario - Opening Hours
Lunes - Viernes: 9:00 - 18:00
Sábados: 10:00 - 14:00
Domingos: 12:00 - 18:00
Calle de Alcalá, 44 - 28014 Madrid
Tel: 91 401 1000
www.bibliotecaarte.es

Art Library – entrance.



	Amounts in euros
Personnel costs	1 758 342
Operating costs	29 766
Departmental activities	441 778
<i>Investment</i>	<i>88 002</i>
Total	2 229 886
Receipts	24 857

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 updated with works recorded on various supports and is primarily geared towards the areas of art history, visual arts, design and architecture. Attention is drawn here to a set of 200 periodicals to which the Library subscribes, an important group of catalogues of exhibitions held both in Portugal and abroad, and multimedia documents produced by the Calouste Gulbenkian Foundation and other Portuguese bodies about art and artists in Portugal. The Library's collections also include an important group of special collections that have either been incorporated through purchases or donations, have been entrusted to the Library in the form of a deposit, or are the direct result of the Calouste Gulbenkian Foundation's own activities. These special collections include:

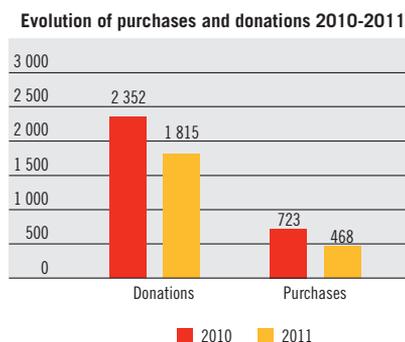
- › the private collections and personal papers of Portuguese artists and architects, such as Diogo de Macedo, Amadeo de Souza-Cardoso, Raul Lino, Cristino da Silva and Júlio Moreira (this latter set of documents was recently incorporated into the Library’s collection);
- › collections of photographs essentially documenting the history of art in Portugal, such as the collections of Mário and Horácio Novais, “Do Estádio Nacional ao Jardim Gulbenkian – Francisco Caldeira Cabral e a Primeira Geração de Arquitetos Paisagistas, 1940-1970” (From the National Stadium to the Gulbenkian Garden and the First Generation of Landscape Architects, 1940-1970 – resulting from the exhibition with the same name organised by the Calouste Gulbenkian Foundation in 2003), “Azulejaria Portuguesa” (Portuguese Tiles – a collection resulting from the work undertaken by the Brigada de Estudos de Azulejaria, a research team created by the Calouste Gulbenkian Foundation in 1960 and headed by João Miguel dos Santos Simões, with a view to preparing the reference work *Corpus da Azulejaria Portuguesa*, published between 1963 and 1979);
- › bibliographical collections, such as those of the art historians José-Augusto França and Luís Reis Santos (1898-1967) or the Teatro de Cordel Collection;
- › a small, but already significant collection of artist’s books (roughly 190), which has gradually been built up, with the representation of Portuguese artists being particularly notable, including names such as Gerardo Burmester (b. 1953), Alberto Carneiro (b. 1937), João Vieira (1934-2009), Ana Hatherly (b. 1929), Rosa Carvalho (b. 1952), Isabel Baraona (b. 1974) or Hein Semke (1899-1995), whose collection of 35 artist’s books was incorporated as a deposit in 2011.

In 2011, as is customary and desirable in a library, the main objective of the activities undertaken was to ensure the quality and diversity of the Library’s services to the public by systematically seeking to enhance the provision of information, its quality and relevance, thus addressing its core mission. Activities of particular significance in this context are the continuing development and updating of the collections of documents, essentially in the Library’s specific areas, the ongoing conservation and preservation plan and, naturally, the renewal of procedures and services with the aim of widening the means of dissemination and use of the information resources available.

New contents made available to the public

Acquisitions

During 2011, the Art Library enriched its collections through the acquisition of new documents in the form of current publications, of which 1,815 were donations and 468 were purchases. In both cases, the numbers were much lower than originally envisaged, with 285 fewer donations and 32 fewer purchases being made. In comparison with the previous year, the differences were even more notable: 255 fewer titles were purchased, and 537 fewer donations were made.



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 had consequently been inaccessible to readers. Besides the number of new documents that had entered the library during the year, there were also a further 5,291 that were newly described.

For 2011, nine thousand new bibliographical records had been forecast, but in fact only 7,574 were produced, this shortfall being due to the fact that the analysis and treatment of some collections generated fewer bibliographical records than had initially been envisaged. Stock records also recorded an increase in comparison with the previous year of 19,698 new records. By the end of the year, the Art Library's bibliographical database had 217,903 bibliographical records and 341,562 stock records.

Special collections and digital contents

In 2011, the work undertaken in processing this type of collections and making the documents available was 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. 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: 7,246 new images;
- › Mário Novais Studio: 7,221 new images;
- › Exhibition Catalogues: 8,580 new images.

Besides these collections, digital reproductions of rare documents were also made available, namely some of the Foundation's publications (brochures, catalogues, etc.). 2011 thus came to an end with 41,680 new images being made available to the public.

The total number of digital images increased from 182,444 in 2010 to 224,680 in 2011, representing an increase of 23.15%. These results exceeded the forecast made at the start of the year (197,000) by a total of 27,680 new images.

As far as the FLICKR service is concerned: 1,136 new photographs 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 available to the public, namely:

- › the collection of 35 artist's books by the sculptor Hein Semke (1899-1995), incorporated into the Library's documents as a deposit, which includes all of the work produced in this area by this important artist;
- › the private collection and personal papers of the architect Júlio Moreira, which includes a vast collection of documents about projects and studies undertaken in the field of landscape architecture, land-use planning and the protection and integration of heritage (donation);
- › a set of 99 photographs by Casimiro dos Santos Vinagre, documenting human and ethnographical themes and the interiors of the pavilions of the 1940 Portuguese World Exposition (purchase);
- › 150 literary works with covers created by the photographer Victor Palla (1922-2005) (donation);



✦ Signing of the protocols for the deposit of the Hein Semke Collection and the donation of the Private Collection and Personal Papers of the Architect Júlio Moreira.

› a set of documents donated by the association Artistas Unidos, composed of roughly 100 exhibition catalogues and videos produced under the scope of the exhibition “Ana Vieira: Shelter Walls”, presented at the Modern Art Centre in 2011.

Services to the public

In keeping with the strategy defined for the Art Library’s participation in the web platform, the following new services were created during 2011:

› Web resources in visual arts

The aim of this service is to share a set of information resources about visual arts on a social web platform. These resources have been chosen by the Reference Service and were previously available on the Art Library’s website.

Service available at: <http://www.connotea.org/user/bibliotecadearte>

› Dissemination and sharing of textual digital collections

The aim of this service is to share the Art Library’s already scanned textual collections on a social web platform, just as has been done with the photographic collections on FLICKR.

Service available at: <http://issuu.com/biblioteca-arte-fcg>

› *Production, dissemination and sharing of contents about the Art Library, its collections and services*

The aim of this service is to disseminate and share presentations and documents about the Art Library's collections and services on a social web platform, contributing to a better training/information of users.

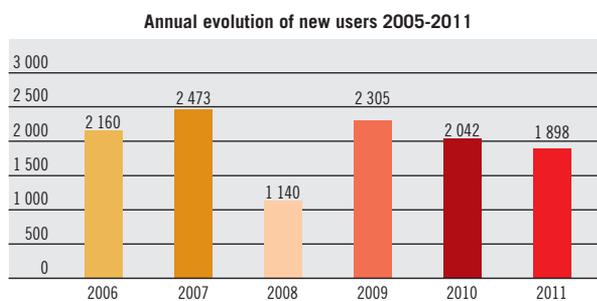
Service available at: <http://www.slideshare.net/biblarte08>

A recommendations service was also introduced in the online catalogue. Based on the searches made by readers, this service makes suggestions to other users about the various resources available in the Library's collections relating to the same theme, author, etc. This service will begin to produce results by the end of the first quarter of 2012.

Use of services and collections

Users

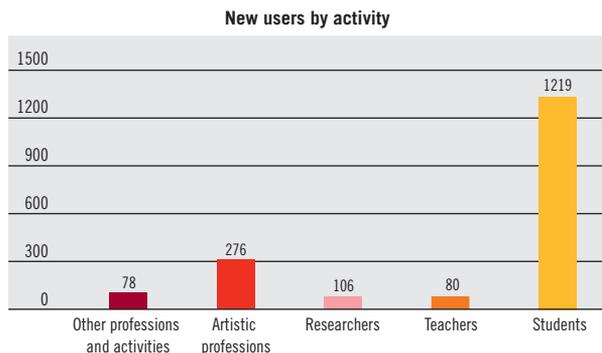
One thousand eight hundred and ninety-eight new users were registered during 2011, amounting to a fall of 144 readers in comparison with the previous year. The analysis of the graph highlights the fact that, except for the atypical case of 2008, the number of new readers registering at the Art Library each year has tended to stabilise at around two thousand new readers per year, despite minor increases or decreases each year.



By the end of 2011, the total number of registered users had increased to 39,248. 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 2011 amounted to 4,144, as opposed to the forecast figure of 4,000. Compared with 2010, there was an increase of 205 in the number of active users. If we consider the last three years (2009-2011), 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:

› The number of permanent followers of the Art Library's photo gallery on FLICKR has increased significantly, ending the year with 2,781 regular users, which represents an increase of 22.7% in comparison with 2010.

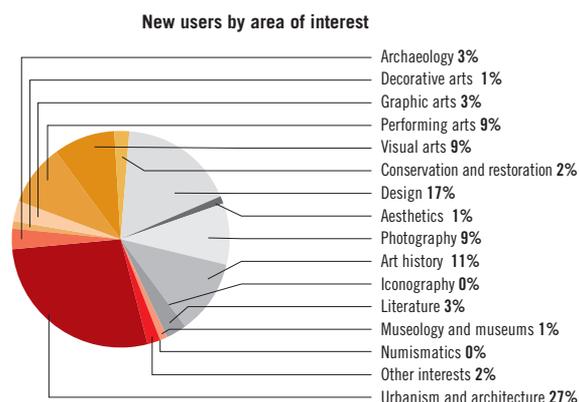


› The number of visitors and the number of searches made in the catalogue.

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

TABLE I – Number of new readers by activity (2011)

Activity	No.
Secondary school students	44
Secondary school art students	65
Higher education students (art)	1 010
Higher education students (social and human sciences)	54
Higher education students (other courses)	46
Secondary school teachers	40
Higher education teachers (art)	24
Higher education teachers (social and human sciences)	7
Higher education students (other courses)	9
Researchers	106
Artistic professions	276
Other professions and activities	78



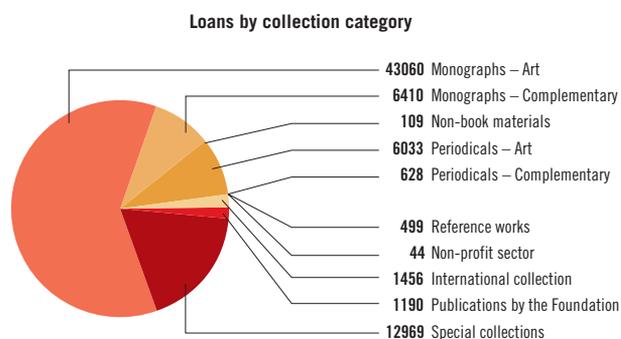
These new readers mainly use the Library to find information corresponding to the following interests: architecture, urbanism and design. Besides these, other interests such as art history, visual arts and photography also play an important role amongst the Library's users.

Uses made of the Library's services and collections

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

Loans

The number of loans forecast to be made by the end of 2011 was 71,000, but in reality these amounted to 72,364, resulting in a simple average of six thousand loans per month. Of all the Art Library's collections, the most frequently used is, as expected, that of art monographs. However, it is significant that, in the hierarchy of uses, the collection that comes immediately afterwards is that of special collections,



its supply with collections such as the personal libraries, documents and papers of leading figures, as well as collections and donations of great documentary and informative value, and undertaking their corresponding digitisation. In this way, it can be said that this strategy has responded to the needs and interests of the Library's users. Another indicator of this reality is the increase in the number of requests made for the reproduction and use of the contents of these collections: the overall number of requests made for the digital reproduction and use of images and contents was 58, which corresponded to permission being given for the reproduction or use of 306 scanned documents.

Uses made of the catalogue, website and FLICKR

The catalogue available on the Internet was visited by 63,804 individuals (single visitors), who made 255,985 visits and conducted 2,217,704 searches. In relation to the previous year, this represented a clear increase in terms of both the number of visits and the number of searches.

The Art Library website received 57,684 visitors, who made a total of 96,799 visits.

The photo gallery on FLICKR was viewed 1,510,213 times, which represented an increase of 57% in comparison with 2010. By the end of 2011, over 3,500,000 visits had been made to the gallery as a whole since its introduction in July 2008.

Reference Service

Answers were provided to the 594 queries presented by users through a wide variety of different channels. 1,898 reference interviews were carried out with new users and 4,144 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 works most frequently consulted in 2011 provide an interesting indicator for understanding the interests of readers. The reality shows, on the one hand, that 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 2 – The ten works most frequently consulted during the year (2011)

Título	Ref. No.	Loans
<i>Dits et écrits, 1954-1988</i>	FS 937c	498
<i>L'hermeneutique du sujet</i>	FS 1056	375
<i>Os Anos 40 na Arte Portuguesa</i>	AHP 1356	345
<i>História da Estética</i>	AE 736	320
<i>Sobre Arte, Técnica, Linguagem e Política</i>	FS 859	309
<i>Estudos de Arte e História</i>	AHP 1260	298
<i>Surrealismo em Portugal</i>	AHP 4446	295
<i>Os Verdes Anos na Arquitectura Portuguesa</i>	AAT 2393	293
<i>O Livro de Lisboa</i>	OL 230	291
<i>Arte e Ilusão</i>	AE 70	284

Conservation and management of collections

Conservation and restoration work was performed on 12 collections, involving a total of 14,157 items.

For reasons connected with the management of storage space, the current relevance of information and its relationship (or not) with the central subjects covered by the Art Library, permission was given for the sale of 673 items.

Cooperation activities and participation in events

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

› *Opening of the Library at the Foundation's new Centre in Paris*

The Art Library team cooperated with the Paris Centre's team in various aspects linked to the installation of the new library, ranging from questions connected with the distribution of space for collections and services, to the information system, the organisation of free access to the library and the creation of new services and products. In this area, the Art Library team was, above all, responsible for the creation of the website for the Centre's new library, which can be visited at <http://bibliotheque.gulbenkian-paris.org/>

› *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.

› *Project entitled "The Portuguese Visual Art Archive at the Tate Library"*

Following on from the donation made in 2009 by the Gulbenkian's UK Branch to the Tate Britain library of monographs and catalogues of exhibitions held by Portuguese artists in Portugal and the United Kingdom, it was suggested that the Art Library should guarantee the bibliographical processing of these documents, in order to promote the creation and development of the project entitled "The Portuguese Visual Art Archive at the Tate Library". To this end, two specialist librarians travelled to the Tate Britain library for a period of two months, where, besides processing this collection of documents, they initiated a process for the donation of documents by Portuguese art galleries and promoted a "show and tell" presentation of the most representative works to the Tate Britain staff and to curators from other specially invited bodies.

The Library answered all requests addressed to it in good time. In the first instance, requests were presented from the Foundation's other departments, namely the Modern Art Centre, the Cultural Centre in Paris, the Next Future Programme, the Calouste Gulbenkian Museum, the Education and Scholarships Department and the Office of the President.

Lastly, the Art Library has been cooperating with the archive services at the Calouste Gulbenkian Foundation, namely by working on the process for the scanning of photographic collections originating from the Communication and Music Departments and from the Calouste Gulbenkian Private Archive.

Externally, attention is drawn, first of all, to the DIGITILE project (DigiTile Library: Tiles and Ceramics online), whose aim is to create a digital online library dedicated to the provision of 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. In its collection, the Art Library includes a part of the author's personal papers and private archives, which it considers important to bring to the attention of the academic community, in view of the development and growth of art history in the last few years.

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. 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.

Under the scope of its cooperation agreement with EUROPEANA (European Digital Library) the Foundation signed the new "Data Exchange Agreement" with the Europeana Foundation, which, in 2012, will lead to some technical changes being made in the cooperation process.

The 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 the Fundação de Serralves, Museu do Chiado, Museu Nacional do Azulejo, Museu de Artes Decorativas/FRESS, the International Association of Art Critics (AICA), Institute of Ethnomusicology (New University of Lisbon), Museu Nacional Ferroviário, Évora University, Editora Clube do Autor and Imprensa Nacional-Casa da Moeda.

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", 77th IFLA General Conference and Assembly, San Juan, Porto Rico, 13-18 August 2011.
- › EBLIDA – European Bureau of Library, Information and Documentation Associations, as a member of its Expert Group on Information Law.

Internships, study visits and training for users

There were eight 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 2011, the Library welcomed three 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 "Proposal for the Documentary Treatment of the Archive of the Art Library's Brigada de Estudos de Azulejaria".

A further four 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:

- › "Libraries in Islands. Setting-up Collections, Promoting Cultural Heritage and Networking", IFLA-PAC and Rare Books and Manuscripts Section Satellite Meeting, Porto Rico, 11 and 12 August.
- › "rda: Resource Description and Access – Foundations, Changes and Implementation", IFLA Classification and Indexing Satellite Meeting, Porto Rico, 12 August.
- › "Art as a Mirror – Module II: Action Art", promoted by the Modern Art Centre, 19 and 20 February.
- › "Egyptian Art. An Art for Eternity", promoted by the Universidade Aberta, from 2 May to 1 June.
- › "Silverware Treasures in Portugal", promoted by the Casa-Museu Dr. Anastácio Gonçalves, from 4 May to 1 June.
- › "Introduction to rda: Resource Description and Access", promoted by the Portuguese National Library, from 7 to 10 November.
- › Seminar on "Photography: Legal Protection of the Author, Image, Communication and Accessibility", Porto, Portuguese Centre of Photography, 23, 24 and 25 May.
- › Lecture on glass negatives by Mogens Kosh, Lisbon, Luís Pavão Lda., 28 April.
- › Conference on "1911/2011 – Celebrating the 100th Anniversary of Portugal's Signing of the Berne Convention and Looking to the Future", Oeiras, círculo dautor – Centre for the Study of Copyright and Related Rights, 2 September.



✚ Session held for the launch of the "Cata-Livros" project at Oeiras Municipal Library.

Gulbenkian Portuguese Language Programme

The Gulbenkian Portuguese Language Programme (PGLP) was set up in 2003, with the aim of encouraging the promotion and development of the Portuguese language by supporting activities carried out by third parties or by the Foundation.

	Amounts in euros
Personnel costs	52 414
Subsidies, scholarships and prizes	639 665
Own initiatives	168 535
Total	860 614
Receipts	35 237

Subsidies

[€ 639 665]

The PGLP granted subsidies to a vast range of projects and activities, adopting guidelines of quality, rigour and effectiveness, both in terms of selecting the projects from amongst those submitted to the programme and in terms of projects and activities implemented by third parties but stimulated by the PGLP.

The following subsidies were of particular note: competitive application processes to support the promotion of reading in municipal public libraries; incentives for reading in small libraries; and the support given to secondary school libraries/resource centres. Subsidies were also granted to initiatives for the promotion of language and literature.

The support for Projects to Promote Reading in Public Libraries is designed to provide funding for projects that consolidate the taste for reading among users of municipal public libraries. A competitive application process was launched, inviting proposals for funding, and 68 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. Eleven projects were selected from amongst those presented, and the proposals of the following municipal libraries should be highlighted.

Project: Shop of Dreams

Proposed by: Évora Municipal Council

Aim: This is a “mobile library service” which seeks to encourage children’s reading in partnership with schools and the Parish Council for a period of one year.

Project: Giant’s Eyes, Bird’s Heart

Proposed by: Oeiras Municipal Council

Aim: To undertake a systematic and coordinated series of activities that promote poetry as a literary genre and a privileged expression of the word and its creative potential.

Project: Born to Read

Proposed by: Santa Maria da Feira Municipal Council

Aim: To promote reading from early childhood, encouraging its sharing between parents and babies, seeking to highlight the role of the public library in the creation of reading skills.

This project will be undertaken in collaboration with eight family health centres in the municipality, benefiting from the participation of doctors who will help to promote the project among parents.

Project: Multipaths!

Proposed by: Aveiro Municipal Council

Aim: To promote the integration of gipsy children living in camps, and to work with their young mothers.

Twelve subsidies were also awarded to projects designed to encourage reading in small libraries, chosen from among the 23 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 scheme. Amongst the organisations awarded subsidies, attention is drawn in particular to Cena Lusófona (Coimbra), Cooperativa de Solidariedade Social "Semente de Futuro" (Future Seeds) (Arouca), Associação Recriar para Aprender "Harpa" (Alhandra), São Francisco Xavier Parish Council (Lisbon), the Social Welfare Centre for Senior Citizens and Young Children "Castiis" (Sanguêdo – Santa Maria da Feira), Associação "Guardião das Fábulas" (Ribeira Grande – Azores), Faro Film Club.

The Support for School Libraries/Resource Centres of School Groups 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.), and that introduce new reading tools with the aim of promoting, developing and consolidating reading among the school audience.

Seventy-five schools presented projects applying for this support, 29 of which were given approval, most notably:

Project: The Digital Pedagogical Briefcase: A Strategy for the 21st Century

Proposed by: Caldas das Taipas Secondary School

Aim: To programme the annual plan of activities based on the new technologies and the new supports and formats for reading, in keeping with the characteristics of young students. One of the great advantages of this project is its assumed use of the iPad as a store of resources that have been prepared and selected in accordance with curriculum requirements.

Project: Multiple Reading Networks

Proposed by: Martins Sarmiento Secondary School (Guimarães)

Aim: To create a digital store of online reading material, available to the community as a whole. The school's relationship with the educational community increases the possibilities of the family's involvement in the training of their children and/or pupils. The project gives priority to pupils from the 10th year of compulsory education and vocational training students, using collaborative writing schemes (*wikis*, forums, chats), as well as illustration and graphic art activities.

Project: @Ler – M@is (Read More)

Proposed by: Inês de Castro Secondary School (Alcobaça)

Aim: To integrate the *e-book* into its activities, making it possible for traditional reading and digital reading to coexist in the same space.

Project: I Want to Read... Without Paper

Proposed by: Palmeiras Secondary School (Covilhã)

Aim: To foster digital reading and activities for the promotion of reading and interaction between readers. The project is designed to create a reading support platform, which is to be developed under the auspices of the Technological Education Centre (Covilhã).

The aim of the Support for Projects Promoting Language and Literature is to contribute towards implementing third-party activities designed to promote language and literature. The factors prioritised by the Calouste Gulbenkian Foundation were reinforced by the creation of the PGLP. Four projects were awarded subsidies: “Poems from the Portuguese” – a website developed by the Centro Nacional de Cultura, where the works of contemporary Portuguese poets can be found translated into English; the Grand Prize for the Novel and Novella, awarded by the Portuguese Authors’ Society; the participation of Portuguese storytellers in the International Storytellers Symposium (Brazil) through the Portuguese Storytellers’ Association; and the Bologna Book Fair 2012 – the preparation of the participation of Portugal, which will be the theme country for 2012, through the Association for the Illustration of Children’s Books – “Ver para Ler” (See to Read).

The aim of the Support for the Portuguese Language in China is to promote initiatives that can improve the quality of Portuguese language teaching at the University of Macau and Chinese university institutions.

The Bilingualism, Portuguese L2 Learning and Educational Success in the Portuguese School Project, run by the Institute for Theoretical and Computational Linguistics (ILTEC) of the University of Lisbon, was subsidised for five years by the Calouste Gulbenkian Foundation. In 2011, this project completed the fifth and final year of its implementation, having successfully achieved its stated aims within the stipulated time frame: *a)* Creation of a bilingual class (Portuguese/Cape Verde Creole) and the development of a specific teaching methodology for this class. The aims of bilingual education and the development of an early bilingualism with the accompanying educational success were achieved. *b)* Creation and application of strategies and materials leading to the educational success of students of Portuguese as a non-native language: the work that was undertaken with 14 teachers specialising in this area and 119 students from three groups of schools showed itself to be highly positive.

The project known as the Gulbenkian “Home of Reading” Project, which is now directly aimed at an audience of children and young people (initial readers and average readers) and has taken the name of “Cata-Livros” (Book Hunt), continued its activity in 2011. Developed around the metaphor of a house, it is an interactive and dynamic project, which is great fun for its users, although both websites are centred absolutely on books, which represent their ultimate object. Throughout the year, books on 12 different topics were presented. At the start of each month, a new topic was presented, with the books presented in the previous months still remaining available. Each topic involves a selection of 21 books that are presented with varying levels of complexity. For example: “Book of the Month” – involving a book that is dealt with in greater depth, i.e. with six games linked to it, *Folhear* and *Em Voz Alta* (pages with narration) and *Irrequieto*, an animation

based on the illustrations of the work. Creative writing exercises have also been set on the website, as well as illustration and other activities, the results of which will all be displayed on the site. These activities will lead to partnerships with schools with a view to producing content for the site.

Prizes

In 2011, the 6th edition was held of the Branquinho da Fonseca – Expresso/Gulbenkian Prize, the aim of which is to stimulate the emergence of young authors in the field of literature for young people and children. Twenty-five applications were received for the young people’s writing category and 30 for the children’s category.

The prize for children’s writing was awarded to the work *O Gatuno e o Extraterrestre Trombudo*, by Maria João da Silva Lopes, while the young people’s writing award was given to the work *O Caderno Vermelho da Rapariga Karateca* by Ana Ferreira Pessoa.

The leitura@gulbenkian website continues to be updated regularly, with critical reviews being posted of the works published in Portugal.



✦ The trustee of the Calouste Gulbenkian Foundation, Eduardo Marçal Grilo, awards the Branquinho da Fonseca – Expresso/Gulbenkian Prize to Ana Ferreira Pessoa, the winner of the *young people’s writing category*, with her work *O Caderno Vermelho da Rapariga Karateca*.

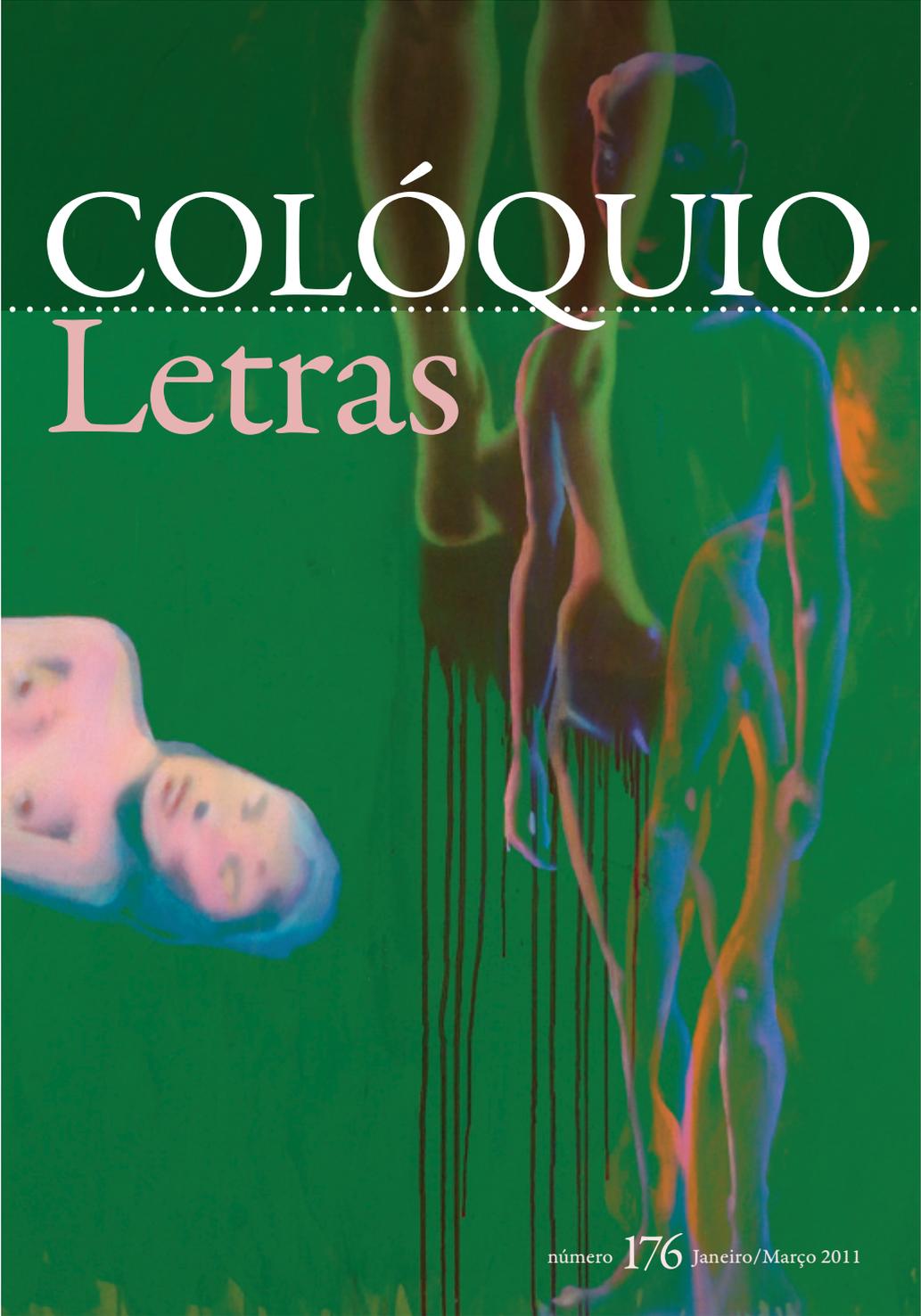


✦ The representative of the *Expresso* newspaper, Fernando Madrinha, awards the Branquinho da Fonseca – Expresso/Gulbenkian Prize to Maria João da Silva Lopes, the winner of the *children’s’ writing category*, with her work *O Gatuno e o Extraterrestre Trombudo*.

Colóquio/Letras magazine

In 2011, the *Colóquio/Letras* magazine published Issues Nos. 176, 177 and 178, edited by Nuno Júdice.

Issue No. 176, which was mostly devoted to the work of Sophia de Mello Breyner Andresen, was presented during the international conference held about the writer at the Calouste Gulbenkian Foundation on 27 and 28 January. Giulia Lanciani, Piero Ceccucci, Pedro Eiras, Richard Zenith, Luis Maffei, Rosa Maria Martelo, Paula Morão, Teresa Amado and Maria Andresen de Sousa Tavares all contributed to this issue with analyses of the work of the author of *Livro Sexto*. Also published were personal testimonies written by Gastão Cruz, Michel Chandeigne, Ponç Pons, Eucanaã Ferraz and Miguel Sousa Tavares.

An abstract artwork featuring a dark green background. In the center, a translucent, blue-tinted human figure stands with arms slightly away from the body. To the left, a translucent, pink-tinted human figure is shown from the chest up, appearing to be floating or falling. From the bottom of the central figure, several thin, dark vertical lines drip downwards, resembling paint or ink. The overall composition is layered and ethereal.

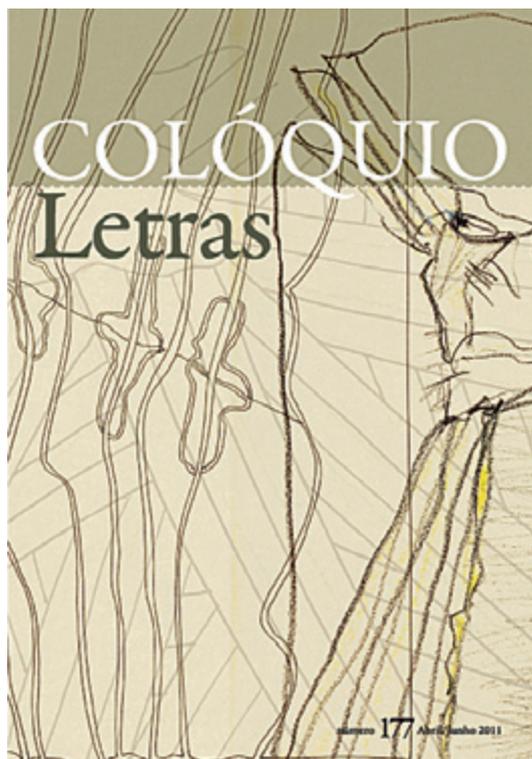
COLÓQUIO

Letras

número 176 Janeiro/Março 2011

Yves Bonnefoy and Ana Marques Gastão wrote about literature and other arts [“O desenho e a voz” (Drawing and the voice) and “A dança como metáfora do pensar” (Dance as a metaphor for thinking)]. The genesis of *Levantado do Chão* (Raised from the Ground), by José Saramago, is analysed by Maria Graciete Besse based on the reading of *Uma Família Alentejana*. Previously unpublished texts by Yves Bonnefoy and António Osório were also included, together with poems by Pedro Tamen, Manuel Alegre and Ana Luísa Amaral.

Issue No. 177 devotes a whole dossier to the 50th anniversary of Poesia 61, paying tribute to the five poets whose work was included in this publication: Casimiro de Brito, Fiamma Hasse Pais Brandão, Gastão Cruz, Luíza Neto Jorge and Maria Teresa Horta. The dossier includes essays by Fernando J. B. Martinho (“Texto e contexto de Poesia 61 num quadro tardo-modernista”), António Carlos Cortez (“Poesia 61 hoje: uma necessária heterodoxia”), Ana Klobucka (“Elas, eles e elos”) and Jorge Fernandes da Silveira (“Grafiamas”). Also published were articles by Maria João Reynaud (about Alexandre Herculano), Pierre Rivas and Rogério Miguel Puga (about Adolfo Casais Monteiro), José Eduardo Reis (Luísa Dacosta), Maria Lúcia Wiltshire (Manuel Gusmão), Maria Esther Maciel (Machado de Assis and Guimarães Rosa). Ana Marques Gastão interviews the writer António Vieira, the author of *Fausto* and *Ensaio sobre o Termo da História*, together with António Bracinha Vieira, a psychiatrist, university lecturer, anthropologist and ethnologist. Margaret Mascarenhas, the author of *A Cor da Pele*, revisits the Goa of her childhood in the chronicle “História, memória e imaginação”. The issue also includes poems by Margarida Vale de Gato and Fernando Eduardo Carita and an extract from the as yet unpublished novel *A Rapariga sem Carne* by Jaime Rocha.



The commemoration of the 50th anniversary of *Aquele Grande Rio Eufrates* (1961), by Ruy Belo, served as the theme for the central core of articles in Issue No. 178, which anticipated the international conference dedicated to the poet, held in Auditorium 2 of the Calouste Gulbenkian Foundation on 3 and 4 November 2011. Organised by Nuno Júdice, Paula Morão and Teresa Belo, the conference enjoyed the participation of Portuguese and Brazilian scholars. The speakers on the first day were Pedro Serra, Gastão Cruz, Ida Ferreira Alves, Luis Maffei, Clara Rowland, Marcos Aparecido Lopes, Gustavo Rubim and Diana Pimentel. On the second day, the speakers were Jorge Fernandes da Silveira, Luís Mourão, Manuel Gusmão, Nuno Júdice, Rosa Maria Martelo, Cristina Santos, Manoel Ricardo de Lima, Fernando Pinto do Amaral, Golgona Anghel, Manáira Athaide and Vasco Graça Moura. The conference ended with a session of poetry reading by the actors Luís Miguel Cintra and Rita Blanco and a lecture by Eduardo Lourenço.

Issue No. 178 includes articles by Silvina Rodrigues Lopes, Pedro Eiras, Carlos Felipe Moisés, Fernando J. B. Martinho, Diana Pimentel, Isabel Morujão and Manuel António Ribeiro, which deal with various aspects of Ruy Belo's work. Two previously unpublished letters written by the author of *Toda a Terra* were included, together with original texts by João Rui de Sousa, Luísa Freire and Mário Cláudio, and articles by Teresa Cristina Cerdeira (about Helder Macedo), Ana Marques Gastão (about Ana Hatherly) and Augusto Nascimento (about Francisco Tenreiro).

Issue No. 178 is accompanied by a bilingual supplement, *Siglo de Oro: Relações Hispano-Portuguesas no Século XVII*, which resulted from a collaboration with the Grupo de Investigación Siglo de Oro from the University of Navarra. The group of articles brought together in this magazine offer an enriching view of cultural relations in the 17th-century Iberian context of the period of the dual monarchy – a period that is still relatively unstudied in Portugal because of the political sensitivity of this subject in the past, a situation that has obscured a vast cultural activity that ranged from literature to the visual arts, and from religious and social life to everyday affairs.

The three issues published in 2011 included reviews of 105 publications, ranging from poetry to fiction, theatre, translation, biographies and essays, under the scope of the different literatures written in the Portuguese language, and benefited from the collaboration of the visual artists Jorge Martins, Manuel Baptista and Pedro Calapez, respectively.



Play *Villa + Discurso*, staged by the Chilean director Guillermo Calderón.

▣ Gulbenkian Next Future Programme



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	Amounts in euros
Personnel costs	29 172
Own initiatives	
Coordination and technical support	200 182
Concerts	60 452
Film shows	173 918
Exhibitions	185 598
Conferences, lectures and workshops	42 732
Performing arts	89 791
Total	781 845
Receipts	48 835

2011 was the third year in the existence of the Gulbenkian Next Future Programme, offering the opportunity not only to organise a fully developed programme that had gradually matured over time (beginning in 2009) and remained alert to the main problematics of contemporary society, but also to reach a wider public from an intercultural and cross-disciplinary viewpoint, while simultaneously ensuring the loyalty of existing audiences.

In this way, it proved possible to hold a significant number of conferences and workshops, exhibitions, film sessions, and concerts, as well as theatre and dance performances, allowing audiences to see the best and most up-to-date productions from the geographical area covered by the Next Future Programme: Europe, Africa, Latin America and the Caribbean countries.

In July 2011, the “Next Future” series of performances was brought to an end with the play *Villa + Discurso*, staged by the Chilean director Guillermo Calderón. This represented the exciting culmination of two intense months of activity, during which the most stimulating productions were presented from the areas of artistic creativity and intellectual thought in Africa, South America and the Caribbean countries (and the proof of this can be found in the fact that, in the *Público* newspaper in December 2011, this play was chosen by the critics as the year’s best theatrical performance). This phase of the programme began in May, with the holding of a

research workshop entitled “State of the Arts in Africa and South America”, followed on 13 May by the first phase of the cycle of “Master Classes”, which enjoyed the participation of Kole Omotoso, Yudhishtir R. Isar and Patrick Chabal. The same day saw the opening of the exhibition “Borders – the Bamako Photography Biennial”, which proved to be one of the most important exhibitions of African photography ever held in Portugal. Also in May, a Dance Party was held in the Foundation’s Garage, which proved to be a great success, with roughly 600 people taking part in the event. This Dance Party formed a central part of the Next Future programme’s festive component, which is considered to be a fundamental aspect of the idea of culture underlying this Gulbenkian Programme.

In June, fresh activities were begun with the inauguration of three installations commissioned from the South African artist Nandipha Mntambo (*Casulo*), the Brazilian artist Kboco (*Abrigo Sublocado*) and the Indian Raqs Media collective (*However Incongruous*). The awnings/sunshades – which had been commissioned in 2010 from the architect Inês Lobo – were once again assembled in the Gardens, this time with designs created by four artists: Bárbara Assis Pacheco (Portugal), Délio Jasse (Angola), Isaías Correa (Chile) and Rachel Korman (Brazil). On 17 June, the second phase of the “Master Classes” cycle took place with the participation of the Brazilian poet Eucanaã Ferraz, the North American historian Ralph Austen, Professor Achille Mbembe from Cameroon and Margarida Chagas Lopes from Portugal. All of these lessons were well received by both public and press alike.

As far as the various shows are concerned, this season began with three days of full houses for the performances of the famous South African Handspring Puppet Company, who presented *Woyzeck on the Highveld*. In the same week as they were performing in Lisbon, this company were awarded the Prize for the Best Play of the Year in New York. Their performance in Portugal was also recognised by the critics as the second best theatrical performance of 2011 (as mentioned earlier, the first place was awarded to the play *Villa + Discurso*).

As in previous years, the series of musical concerts was opened by the Gulbenkian Orchestra, who this year performed with the Drumming percussion group. That same weekend also included the concert with Victor Gama and the famous percussionist and conductor Pedro Carneiro. This concert was remarkable for the originality that it offered (both in artistic and formal terms), involving the playing of a giant harp, built over the lake in the Garden, with the audience watching from the grassy areas. The concert was divided into two parts and had a very large audience.

Also in June, the Grupo Lakka, a small Brazilian dance company, caused some surprise with their show, which consisted of placing street dances on stage and contrasting them with the formal and informal languages of contemporary dance, in one of their first presentations in Europe. It was considered by the critic from the *Público* newspaper to be one of the nine best dance shows of the year. On Sunday 26 June, Baloji – a musician and performer from the Congo – brought his Orchestra to the Open-Air Amphitheatre.

The Next Future Cinemathèque started up once again. This has become a tremendously successful vehicle for showing some of the most interesting fictional and documentary films produced in the cultural regions that the programme is concerned with. This Cinemathèque has been used for showing all kinds of different proposals, ranging from children’s cartoons from Burkina Faso to musicals filmed in the streets of Dakar.

On 25 June, the world première was held of the three short films commissioned from João Salaviza (the winner of the prize for the best short film at Cannes two years ago), the South African Vincent

Moloi and the Paraguayan director Paz Encina, who has been responsible for creating some of the most impressive visual poems of the last decade. The films were very well received and are now due to enter upon the international festival circuit.

In July, two of the shows that had caused such a sensation at the last International Theatre Festival in Santiago, Chile, were presented by the Companhia La Playa. These shows were written and directed by Guillermo Calderón, the stage-director and playwright, who had already been revealed to the public by the Next Future programme on a previous occasion and is one of the most interesting authors currently working in South America.

On 3 July, another notable event was the great festival held in the Open-Air Amphitheatre, with the concert performed by the musicians Shangaan Electro, whose recent CD was one of the great sensations of 2010. The concert was attended by roughly 400 spectators, which represents a very significant audience for a practically unknown band.

The trilingual *Next Future* journal (Portuguese/English/Spanish) has provided an excellent tool for publicising not only the Programme itself, but also the Gulbenkian brand, particularly in countries that lie outside the Calouste Gulbenkian Foundation's more customary network of relations. These include the countries of North Africa, Sub-Saharan Africa and the countries of the Mercosur trading bloc, where the journal is received by various organisations and institutions. Several organisations based in Europe also receive the journal and many others have requested to do so. Certainly contributing to this situation is the fact that it is a support that combines visual culture with essay-writing and articles discussing different themes and problems faced by many of these countries, as well as newly emerging situations that the journal also talks about.

This year, the blog was updated on an almost daily basis, and we know that, besides serving as a vehicle for disseminating information about the programme's activities, it also represents a valuable source of information for both students and scholars engaged in academic research work.

The "Borders" exhibition – a display of photographs by African and diaspora artists, brought from Bamako – closed on 28 August. This exhibition was the largest display of African photography ever presented in Portugal and caused a great stir in the media, having a major impact both on the community of photographers and on the general public. 17,539 people visited the exhibition during the roughly 110 days on which it was open to the public. Various guided visits were also made available, since these are seen as an important vehicle for helping visitors to gain a better understanding of the works and artists on exhibition.

On 15 and 16 November a series of complementary activities were developed in collaboration with the Gulbenkian Development Aid Programme (under the scope of the "New Interventions" programme). These activities were linked to the "contemporary perception and representation of Africa and South America", and consisted of the first presentation of the "Observatory of Africa and Latin America" (a kind of seminar that has grown out of previous research workshops held by the Next Future programme) and four lectures that represented a continuation of the "Master Classes" cycle, as well as the inauguration of the exhibition by the Peruvian photographer Roberto Huaracaya at the Palácio Galveias (which was a co-production with the Casa da América Latina in Lisbon, in collaboration with the Lisbon Municipal Council). A partnership was also formed with the prestigious institute from the world of performing arts Théâtre de la Ville de Paris, with the four lectures mentioned earlier being replicated in the French capital, and an exhibition was held of the work of the South African photographer Pieter Hugo (who was recently awarded the most important Bamako Encounters Prize).



IT, an interactive table, was created as part of the “LabMovel” project and is used in the activities of the *Descobrir* programme’s various education sectors.

❖ Gulbenkian Programme of Education for Culture – *Descobrir*



	Amounts in euros
Personnel costs	360 954
Operating costs	42 159
Own initiatives	147 090
Total	550 203
Receipts	45 272

2011 was the third year of activity of the Gulbenkian Programme of Education for Culture – *Descobrir* (PGEC). Based on the experience gained in the two previous seasons, the PGEC reinforced its communication plan, most notably for the website www.descobrir.gulbenkian.pt, where it expanded its regular publication of highlights, picture galleries, scripts of activities, and opinion polls, which led to an increase of roughly 25% in the number of views. A blog was also started on the PGEC website, dedicated in particular to providing useful information for teachers, including educational material for classroom support and for the prior preparation of the Foundation's activities. At the same time, several of the didactic initiatives that were carried out were filmed, and this audiovisual documentation was then used as the basis for the production of a series of five short films about the programme's main guidelines, respectively its mission, objectives, strategies, audiences and legacy.

Together with its operational coordination of the educational projects developed autonomously by each of the Foundation's other departments and programmes – the Gulbenkian Museum, the Modern Art Centre, the Music Department and the Central Services Department – the central core of the PGEC promoted a series of integrated activities of an interdisciplinary nature. The most important of these were: the “D Day” meetings, in March and October, which were used to launch the Spring and Autumn programmes of the *Descobrir* season; the “Animated Memories” workshops, which applied animated film techniques to the filming of the works belonging to the Museum and the Modern Art Centre; or the various



✚ *Walden: A Hut in the Gulbenkian Garden* is a workshop that resulted from the collaboration between the Gulbenkian *Descobrir* Programme and the Gulbenkian Environment Programme.

sessions devoted to the application of the software programme of the “LabMovel” project to the crossover between visual arts and music (*Partitura Pura e Dura* and *Agita a Matéria*), some of which were intended to make the monitors of all the educational sectors familiar with the potentialities of this project as a support tool in the various areas of intervention.

For the second successive year, the PGE established a partnership with MONSTRA – the Lisbon Animation Festival for the presentation of three sessions from the cycle dedicated by this festival to the works of the directors Jacques Drouin and Paul Driessen.

Together with the Education Department, the PGE joined forces with AGE COP – the Association for the Management of Private Copies for the promotion of the “Small Big C” project, an initiative designed to raise awareness among young people of the need to enhance creative originality by protecting intellectual property rights, under the form of a competition open to teachers and students from the 1st and 2nd cycles of basic education. In the project’s first phase, scripts and video tutoring activities were made available on the PGE website, relating to the areas of how to construct a book, illustrations and the construction of narratives, and in each of these fields three courses were held at the Foundation where attendance was required. In 2012, the process will begin for the submission of works, followed by the selection of the prize-winners from this national competition and their subsequent exhibition.

Through its director, the PGEC guaranteed the Foundation's representation at the Cultural Education Section of the Conference of the European Foundation Centre (Cascais, 27 May), the 10th Annual Session of the European Cultural Parliament (Pécs, 13-15 October), the 1st International Forum on Spaces for Culture (Santiago de Compostela, 8-10 November) and the 2nd Global Foundation Summit (Chongqing, 6-8 December), as well as on the advisory board of the Portuguese Unesco National Committee. The PGEC also collaborated with the Gulbenkian Environment Programme under the scope of the "Science Classics" cycle, which took the form of two educational workshops for young people.



✦ "Stories – Memories in Squares" workshop for families with toddlers aged between 2 and 4.



✦ The "Parents and Children's Orchestra" workshop was part of D Day, a special day for launching the 2011-2012 season.



Science





❖ Judy Illes, Professor of Neurology at the University of British Columbia, Canada, with João Caraça, the Director of the Science Department, during the debate on the talk given as part of the cycle "The Image in Science and Art", 2 February 2011.



	Amounts in euros
Personnel costs	456 905
Operating costs	101 832
Subsidies and grants	656 239
Departmental activities	72 406
Total	1 287 382
Receipts	6 445

Science has been used above all as a privileged instrument for advanced training and education, but also as a source for the creation of new technologies and high tech industries. However, today science is called upon to perform other types of central tasks. The quality of training and education needs to be afforded continuation at the highest level, but there is also a need to provide a reading grid that enables us to understand the role played by the communication and intensified circulation of knowledge in redefining the participative and network processes that bring with them solidarity and social cohesion.

In the support that it gives to research, to the circulation and use of argumentative knowledge, ranging from science to the social sciences and philosophy, the Calouste Gulbenkian Foundation has an irreplaceable role to play. The choice of a carefully thought out and rational assessment of our expectations will make a powerful contribution towards building a society in which we would all wish to live.

These were the premises that led to the Science Department's activities being guided by three main programmatic guidelines, in an attempt to facilitate the passage from the past to the future. The plan of activities is therefore centred around the following structural goals:

- ▶ to foster creativity and rigour in scientific research;
- ▶ to encourage links between science and culture;
- ▶ to strengthen the interaction between science and society.

In order to achieve these goals, the Science Department continued its distributive activity of awarding subsidies and grants to support innovative research programmes and projects.

Stimulating creativity and rigour in scientific research

[€ 474 618]

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 2011. Applicants for support under this programme must have at least a first degree and must not yet have obtained a PhD.

In 2011, a competitive application process was launched for funding in the following scientific areas:

- › chemistry (potable water/healthy food/pure air) 2011 International Year of Chemistry;
- › physics (theoretical/experimental/applied);
- › mathematics (algebra/mathematical logic);
- › earth and space sciences (geophysics/astrophysics).

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-four 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:

- › Chemistry (potable water/healthy food/pure air)
 - “Chlorite dismutase from perchlorate-reducing bacteria: a potential biocatalyst to eliminate chlorinated species from polluted water resources and industrial wastes”, by Diana Mendes Freire, to be undertaken at the Associated Laboratory REQUIMTE, New University of Lisbon.
 - “Lab-on-a-chip: Rapid detection of E.coli”, by Cláudia Alexandra Guindeira Ferreirinha, to be undertaken at INESC Porto – Institute for Systems and Computer Engineering of Porto, University of Porto.
- › Physics (theoretical/experimental/applied)
 - Phylodynamics of Influenza A: A Simple Model for a Complex System”, by Tomás de Campos Aquino, to be undertaken at the Condensed Matter Physics Centre, University of Lisbon.
 - “In Search of the Analytical Solution for the N=4 Super Yang-Mills Standard Theory”, by João Dias Caetano Silva, to be undertaken at the Centre for Physics, University of Porto.
- › Mathematics (algebra/mathematical logic)

- “Logics for Information Security”, by Andreia Filipa Torcato Mordido, to be undertaken at the Institute of Telecommunications, Higher Technical Institute.
 - “Supercharacters and Random Paths in Linear p-Groups”, by Jocelyn Lochon, to be undertaken at the Centre for Linear Structures and Combinatorics, University of Lisbon.
- › Earth and space sciences (geophysics/astrophysics)
- “Influence of Climatic Variability on Vegetation Dynamics and the Carbon Cycle in the Eurasian Region”, by Ana Filipa Ferreira Bastos, to be undertaken at the Dom Luiz Institute, University of Lisbon;
 - “The Shearing Zone of Tomar-Badajoz-Cordoba in the Context of the Iberian Variscan Sutures”, by Noel Alexandre Fontes Moreira, to be undertaken at the Geophysics Centre of Évora (CGE), University of Évora.

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 2011, applications were accepted in relation to articles that had already been published, or accepted for publication, in leading international journals during 2009 and 2010. Eighty applications were submitted for consideration, and the Jury decided to give an award to the following applicant:

› Sofia Aboim, for the article “Gender cultures and the division of labour in contemporary Europe: a cross-national perspective”, published in the *Sociological Review*.



✦ Poster publicising the Programme for the Internationalisation of Social Sciences in Portugal.



✚ National Conference of the “New Talents in Mathematics” Programme. Calouste Gulbenkian Foundation, 16 July 2011.

“New Talents in Mathematics” Programme

Every year, the “New Talents in Mathematics” Programme selects university students from courses with a strong Mathematics component who demonstrate high academic merit. Its aim is to encourage the development of their mathematical knowledge and skills, supporting their work with recognised specialists who will act as tutors.

Following a public competitive process, during which 73 applications were received, the Calouste Gulbenkian Foundation awarded 20 merit grants in the academic year 2011-2012 to the following students:

- › João Miguel Magalhães dos Santos – 1st year of the Mathematics Degree at the Faculty of Sciences of the University of Porto;
- › Raúl Penaguião – 1st year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon;
- › Miguel Santana de Freitas Amaral – 1st year of the Integrated Master’s Degree in Physical Engineering at the Faculty of Sciences of the University of Porto;
- › Frederico Oliveira Toulson – 1st year of the Mathematics Applied to Economics and Management Degree at the Higher Institute of Economics and Management (ISEG) of the Technical University of Lisbon;
- › João Pedro Martins dos Santos – 2nd year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon;
- › Filipe Rui Rocha Oliveira – 2nd year of the Integrated Master’s Degree in Informatics and Computational Engineering at the Faculty of Engineering of the University of Porto;
- › Maria Inês Pastor Pereira da Silva – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto;

- › Nuno Miguel Januário Alves – 2nd year of the Applied Mathematics and Computation Degree at the Higher Technical Institute of the Technical University of Lisbon;
- › Francisco Xavier Moreira Huhn – 2nd year of the Integrated Master’s Degree in Aerospace Engineering at the Higher Technical Institute of the Technical University of Lisbon;
- › Ricardo Correia Moreira – 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;
- › Sílvia Moreira Cavadas – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto;
- › Francisco João Belo Caldeira Lopes – 2nd year of the Integrated Master’s Degree in Technological Physics at the Higher Technical Institute of the Technical University of Lisbon;
- › Eva das Neves Gomes – 2nd year of the Mathematics Degree at the Faculty of Sciences of the University of Lisbon;
- › Rogério Manuel Cabete de Jesus Jorge – 2nd year of the Integrated Master’s Degree in Technological Physics at the Higher Technical Institute of the Technical University of Lisbon;
- › Pedro João Macedo Duarte Lemos – 3rd year of the Mathematics Degree at the Faculty of Sciences of the University of Porto;
- › Filipe Jorge Matos Dias Gomes – 3rd year of the Mathematics Degree at the Faculty of Sciences of the University of Lisbon;
- › José Pedro Pinto Vieira – 3rd year of the Physics Degree at the Faculty of Sciences of the University of Porto;
- › Henrique Manuel Pereira Cabral – 3rd year of the Integrated Master’s Degree in Electrotechnical and Computer Engineering at the Faculty of Engineering of the University of Porto;
- › Vasco Tavares Salavessa Gama Mota – 3rd year of the Integrated Master’s Degree in Electrotechnical and Computer Engineering at the Faculty of Sciences and Technology of the University of Coimbra;
- › Ricardo Jorge Pratas Guilherme – 3rd year of the Mathematics Degree at the Faculty of Sciences and Technology of the New University of Lisbon.

Summer School and 11th Annual Conference of the “New Talents in Mathematics” Programme

The Summer School is intended for students from the first years of university courses with a strong mathematics component. In 2011, for the first time, enrolments were opened to foreign students wishing to attend the school. The theme of the Summer School, which took place at the Foundation’s headquarters from 11 to 15 July, was the theory of numbers. Fifty participants attended the three courses run by teachers; each course consisted of five lessons, as well as work sessions supervised by monitors. The foreign teachers invited to take part in the school were: Brian Conrad, from the University of Stanford, Christopher Skinner, from the University of Princeton, and Keith Conrad, from the University of Connecticut.

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), 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 16 July.

Programmes to Strengthen Research Potential

Basic research was supported through the award of subsidies to various institutions, most notably:

- › Faculty of Sciences and Technology of the New University of Lisbon – visits by foreign speakers, who took part in a series of international conferences, held under the scope of the International Year of Chemistry, which was celebrated in 2011; presentation of four performances of the play *O Homem Que Queria Ser Água* in the auditorium of the Faculty's library;
- › The Dean's Office of the University of Lisbon – “Chemical Notes” project, which included a lecture cycle (“Chemical Legacies of the 19th Century”), under the scope of the International Year of Chemistry;
- › International Mathematics Centre – visits by foreign speakers, who took part in an international conference on “Groups and Semigroups: Interactions and Computations”;
- › Foundation of the Faculty of Sciences of the University of Lisbon – organisation of the 11th Arrábida “Paths of Complexity” Conference entitled “Anthropology and Complexity”;
- › Research Unit on Complexity and Economics (UECE) – organisation of the UECE Lisbon Meetings 2011, on the theme of “Game Theory and Applications”;
- › Centre for Social Studies of the University of Coimbra – travelling and accommodation expenses of the speakers who took part in the conference “Portugal between Disturbances and Challenges”; an exhibition associated with the tribute paid to João Martins Pereira at the 25 April Documentation Centre and the conference on “João Martins Pereira and His/Our Time”;
- › University of Lisbon Foundation – international conference on the “History of European Universities. Challenges and Transformations”, included in the commemorations of the 100th Anniversary of the University of Lisbon;
- › Portuguese Association of Geologists – re-edition in CD-ROM form of the book *Ciências Geológicas – Ensino, Investigação e sua História*;
- › Centre for Research and Studies in Sociology – Lisbon University Institute – research project: on “The Network Society in Portugal: A Decade of Transition”;
- › Bento da Rocha Cabral Scientific Research Institute – travel and accommodation expenses of Jurgen Renn, from the Max Planck Institut, who gave a lecture entitled “History of Science: a Review” under the scope of the 3rd International Conference on Science Matters;
- › Higher Technical Institute of the Technical University of Lisbon – publication of the book commemorating the 10th anniversary of the Diagonal Seminar at the Higher Technical Institute;
- › Institute of Social Sciences of the University of Lisbon – organisation of the Sedas Nunes Lecture, supporting the costs of the visit by Quentin Skinner, from the University of London (the organisation of this lecture marks the opening of the academic year and represents a tribute to Sedas Nunes, the figure responsible for the definitive implantation of the social sciences in Portuguese university studies);
- › Faculty of Sport of the University of Porto – organisation of the exhibition “Mechanics of the Body and Sport”, which was held in parallel to the 29th Annual International Symposium of the ISBS 2011 – International Society of Biomechanics in Sports, as part of the celebrations of the 100th anniversary of the University of Porto.

Interuniversity Programme for the Strengthening of Scientific Capacity

A subsidy was awarded to the Faculty of Medical Sciences of the New University of Lisbon, corresponding to the fifth year of funding of the scientific project in the area of cellular and molecular biology, “Intracellular Organelles”, and for the creation of CEDOC – Centre for the Study of Chronic Diseases.

Conferences and seminars

The last two lectures were held in the cycle “The Image in Science and Art”, promoted in partnership with the Centre for the Philosophy of Sciences of the University of Lisbon. On 19 January, Boris Groys, of New York University, gave the lecture entitled “Visiting Time: The Renegotiation of Time through Time-Based Art”; on 2 February, Judy Illies, from the University of British Columbia, Canada, brought the cycle to a close with the lecture entitled “Functional Images of the Brain: Beauty, Bounty, and Beyond”. These two lectures were attended by 808 people. Workshops were held in parallel to this lecture cycle, from 17 to 19 February, together with an exhibition at the Foundation’s headquarters (in the hall of the secretariat).

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 Jury of the “Research Incentive” programme and the scientific articles selected in the contest organised by the “Internationalisation of Social Sciences in Portugal” programme.

On 23 May, the meeting “WHAT-IF Initiative Lisbon” was held at the Foundation’s headquarters to discuss the importance of introducing a perspective of intergenerational justice (or equity) in the construction of the new European society.

Under the scope of the celebrations of the International Year of Chemistry, the Science Department organised the lecture cycle “...A Question of Chemistry” in the fourth quarter of the year:

- › Jorge Calado, from the Higher Technical Institute, delighted the audience with a lecture entitled “Chemistry Rules”, on 19 October;
- › Raquel Gonçalves-Maia, from the Faculty of Sciences of the University of Lisbon, spoke on the theme “The Nobel Chemistries”, on 8 November;
- › António Nunes dos Santos, from the Faculty of Sciences and Technology of the New University of Lisbon, brought the cycle to an end with the lecture entitled “Dangerous Liaisons”, on 14 December.



✦ Award-winning researchers under the scope of the “Research Incentive” and “Internationalisation of Social Sciences in Portugal” programmes, 21 February 2011.



✦ On 19 October, Jorge Calado opened the “...A Question of Chemistry” lecture cycle, speaking to a diversified audience on the theme of “Chemistry Rules”.

One thousand nine hundred people took part in this three-lecture cycle, which was also attended by 650 secondary school students from the following schools: Maria Amália Vaz de Carvalho Secondary School (Lisbon), Fonseca Benevides Secondary School (Lisbon), Gil Vicente Secondary School (Lisbon), José Gomes Ferreira Secondary School (Lisbon), Colégio Planalto (Lisbon), Colégio do Sagrado Coração de Maria (Lisbon), Colégio Campo de Flores (Lazarim, Almada), Dona Inês de Castro Secondary School (Alcobaça), Monte de Caparica Secondary School, Alfredo da Silva Secondary School (Barreiro), Alves Redol Secondary School (Vila Franca de Xira), Dom Manuel Martins Secondary School (Setúbal), Almodôvar Secondary School, Carcavelos Secondary School, Casquilhos Secondary School (Barreiro), Emídio Navarro Secondary School (Almada), José Afonso Secondary School (Seixal), Prof. Ruy Luís Gomes Secondary School (Laranjeiro), São João da Talha Secondary School.

The “...A Question of Chemistry” prize was created, a joint initiative of the Calouste Gulbenkian Foundation and the Gradiva publishing house, which is designed to reward the best works produced on the lectures that were given under the scope of the lecture cycle. The works entered in the competition are prepared together by the students of each class attending one of the lectures in the cycle and must reflect the importance that chemistry has for society, in particular the countless contributions that chemistry has made towards improving the quality of life in the recent history of humankind.

On 6 December, in Room 1 at the Foundation, a session was held for the launch of the book *Daniel Serrão – Aqui diante de mim*, by Henrique Manuel S. Pereira. The book was presented by João Caraça, the Director of the Science Department.

Science Promotion Programmes

“Darwin’s Evolution” itinerant exhibition

- › The “Darwin’s Evolution” exhibition was on display at the Casa Andresen, in Porto, from 2 February to 17 July 2011 and was visited by 42,297 people.
- › The material that comprised the “Darwin’s Evolution” exhibition – which was displayed in Brussels, in 2010, as part of the Foundations Week that took place under the scope of the annual general meeting of the European Foundation Centre – was loaned to the Science Museum of the University of Coimbra.

Preparation of the exhibition in 2013

Work was undertaken for the preparation of the scientific exhibition “360°” which will be on display at the Foundation’s headquarters, from February to May 2013. This exhibition will be curated by Henrique Leitão and has as its starting point the Iberian scientific contributions associated with the maritime discoveries of the 15th and 16th centuries and their impact on the development of European science.

Science and Society Programme

Under the scope of this programme, grants were awarded to the following institutions:

- › Centre for Research and Studies in Sociology – Lisbon University Institute, for the organisation of the third “Aftermath, the Economic Cultures of the Crisis” seminar and the promotion of the project through the television documentary made by a team from the Dutch public TV channel VPRO and the book *Aftermath, the Economic Cultures of the Crisis* published by Oxford University Press;
- › Academia Europaea, for the holding of the international meeting on the theme “Reason and Unreason in 21st-Century Science”, at Cambridge, United Kingdom, from 11 to 13 April; this grant was awarded in partnership with the Education and Scholarships Department;
- › European University Association, for the research project leading to the publication of the annual revision of the university rankings (this grant was awarded in partnership with the Education and Scholarships Department);
- › Foundation of the Faculty of Sciences of the University of Lisbon, for 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”;
- › “Knowwhy Global Research”, for the research project entitled “The Social Sciences and Humanities in the Era of Globalisation” which promotes discussion on the epistemological, organisational, educational and political challenges faced by the social sciences and humanities in the era of globalisation (a report will be published at the end of the project);
- › Yale University Grants, for the fourth and last year of the project “Linear vs Polarizing Trends in World Social Processes”;
- › Interactive Astronomy Nuclei (NUCLIO), for the purchase of the Small Radio Telescope (SRT) that will make it possible to undertake the project for the creation of the first European network of telescopes for schools: “Connecting Classrooms to the Milky Way”.



Publications

[€ 8 399]

- › Publication of the book *Nas Fronteiras do Universo*, co-published with Gradiva, which brings together the texts from the lecture cycle promoted by the Science Department. Authors: João Caraça, Vitor Cardoso, Paulo Crawford, Alfredo Barbosa Henriques, Robert Kennicutt and Yasser Omar.
- › Publication of the science book *A Aventura na Terra – Um Planeta em Evolução*, in partnership with the Gulbenkian Environment Programme and co-published with Esfera do Caos. This book resulted from the exhibition displayed at the Museu Nacional de História Natural of the University of Lisbon until December 2011.
- ✦ The book *Nas Fronteiras do Universo* – a co-publication with Gradiva – includes the texts of the lecture cycle promoted by the Science Department.



➤ Award of the title of honorary member of the Order of SanTiago da Espada to the IGC, made by the President of the Portuguese Republic Anibal Cavaco Silva on the day of its 50th anniversary.



	Amount in euros
Personnel costs	1 701 989
Operating costs	1 837 960
Subsidies and grants	2 525 334
Departmental activities	7 044 330
<i>Investment</i>	<i>2 041 246</i>
Total	13 109 613
Receipts	7 936 575

2011 marked the 50th anniversary of the Gulbenkian Institute of Science (IGC). Set up in 1961 as the research arm of the Calouste Gulbenkian Foundation, the Institute has undergone a series of changes, with regular restructuring of its activities. In 1998, IGC “was placed at the service of the scientific community in Portugal”, acting as a host institution for national and foreign scientists. Since then, IGC’s main mission has been to identify, educate, import, incubate and export new scientific leaders with a view to strengthening the national scientific community and developing research programmes of excellence. These goals are achieved by maintaining an environment of intellectual and financial autonomy, pooling resources for common use and renewing the different parts involved (people, research groups and technology), while nonetheless keeping the whole unchanged.

In the pursuit of its goals, IGC has hosted and ‘incubated’ 75 research groups since 1998, most of which originated from abroad. Of these, 42 have relocated to other research centres, mainly in Portugal. The research that is produced at IGC has an undeniable international impact: 20-50% of the articles produced by Portuguese research centres and published in the most prestigious journals are written by authors who belong to, or are associate members of, IGC. Of the 23 major international research grants awarded to biomedical scientists working in Portugal in the last five years, 20 were awarded to scientists who are now, or have, at some point in time, been at IGC.

* More detailed report available at www.igc.gulbenkian.pt

In recognition of the prestige that IGC enjoys both nationally and internationally, the Institute was awarded honorary membership of the *Ordem de Sant'Iago da Espada* by the President of the Portuguese Republic, Aníbal Cavaco Silva, on the day of its 50th anniversary (19 July 2011).

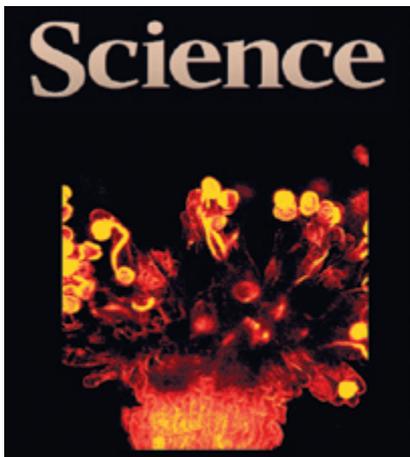
Research

The Institute's research is focused upon the organism, being hypothesis-led and based on a transversal and multidisciplinary approach. Studies centre on the genetic bases for the development and evolution of complex living systems, covering evolutionary biology, the genetic makeup of complex diseases, cell cycle control and DNA repair, inflammation, immunity and auto-immune diseases, embryonic development in animals and plants, behavioural neurosciences, and theoretical and computational biology.

IGC's research community is, in itself, a varied and multidisciplinary one, bringing together biologists, biochemists, geneticists, physicists, mathematicians, clinicians, computer scientists and even economists. And it is not just the scientific backgrounds of the researchers that vary, but also their nationalities: the team of 318 researchers (technicians, students, PhD holders and group leaders) originate from 30 different countries in each of the five continents, making IGC a genuinely international centre of scientific work.

In 2011, three senior researchers (who had set up independent research programmes under the direct responsibility of IGC's director) began their research work at IGC, while another two left the Institute. Two research groups moved from IGC to other research institutes. At the end of 2011, IGC had 35 research groups and nine teams of independent researchers.

Underlying the Institute's wide-ranging portfolio of research programmes are cutting-edge equipment, premises and services, headed by highly-qualified and experienced personnel, many of whom already hold PhDs. From the animal research room to the facilities for imaging and DNA sequencing, all the shared equipment and services allow for the free access of all researchers,



✚ Cover of the journal *Science*, showing a picture taken by IGC researchers (Leonor Boavida and José Feijó), relating to an article published in the journal.

being kept under permanent review in order to ensure that everything is thoroughly up-to-date. IGC also offers support in other less technologically based aspects of research life. Its work is also directed towards guaranteeing the success of applications for support for project funding and management, publicising the research undertaken at IGC, and involving the general public more in science. A team of computer experts manages all of the information technology requirements, including the administration of a data-centre. IGC's library offers online access to its subscriptions to more than 16 thousand journals.

In 2011, 145 articles were published in international peer-reviewed scientific journals, including some with a major impact worldwide – *Cell*, *Nature*, *Science*, *Nature Communications* and *Developmental Cell*. One of the IGC articles that was published was used as the cover for the prestigious *Science* journal.



✚ Scientists discussing their results at the “Biophysical Mechanisms of Development” workshop. This was one of the many international scientific meetings held at igc in 2011.

IGC researchers gave over 100 talks at international meetings.

As in previous years, IGC researchers succeeded in securing research funding. All together, 35 new research grants were awarded in 2011, from international funding agencies (Howard Hughes Medical Institute – USA, European Commission, European Research Council, Association for International Cancer Research – UK, Wellcome Trust – UK) and national research institutions (Foundation for Science and Technology, Luso-American Foundation for Development, Fundação Bial, Oeiras Municipal Council, Associação Viver a Ciência, PorLisboa/QREN). Besides its honorary membership of the *Ordem de Sant’Iago da Espada*, the Institute as a whole received The Scientist-Faculty award of 1000 Best Places for Post-docs 2011 and the Oeiras Rotary Club award for merit.

IGC researchers were rewarded with the following prizes and honours: the Seeds of Science-Health Sciences 2011 award, the Roche Organ Transplantation Research Foundation (ROTRF) recognition award, Oeiras Municipal Council gold medal of merit (two scientists), Ciencia en Acción – Teaching Resources Prize, Portuguese Society for Human Genetics award for the best scientific article, Portuguese Society for Neuroscience – Bayer award for the best scientific article.

Post-graduate education

Postgraduate teaching has always been a major component of IGC activities, with four doctoral programmes in operation at the Institute, either completely or in part: the PhD Programme in Integrated Biomedical Sciences (PIBS); the Gulbenkian/Champalimaud International Neuroscience Doctoral Programme (INDP); the Advanced Medical Training Programme (of IGC and other Portuguese research institutes); and the Gulbenkian Doctoral Programme in Computational Biology (PDBC).

The PhD programmes ensure a steady flow of visiting scientists, thus contributing to what is an integral component of a continuing graduate training programme of excellence. The international seminar programme brought 130 external scientists to IGC, including leaders in many fields.

On completion of these programmes, the students, who consist of both Portuguese and foreign researchers, join a network of close on 400 *alumni*, spread throughout the world's best research centres.

Involvement of society in science

IGC runs a programme dedicated to the communication of science. This programme actively involves IGC researchers and staff in two main objectives: to promote IGC's image and the research carried out at the Institute, both nationally and internationally, as well as to encourage the involvement of society in science. The projects are aimed at a varied audience: the media, students, teachers, the general public, artists and policymakers.

The science communication team established very strong channels of communication with both the Portuguese and foreign media. In 2011, a total of 16 press releases were issued, generating a total of 326 news items (an average of 12 news items per press release). A further 100 news items mentioning IGC or IGC researchers were detected. IGC has established itself as a major point of reference for journalists, with a total of 24 spontaneous requests for information being made (i.e. enquiries and requests not directly related to press releases sent out by IGC).

Promoting informal science learning continued to be an essential goal of IGC's promotional team. In 2011, besides the support programme for science projects developed by secondary school students, the regular visits made to schools and the internship programme for final-year secondary school students in the Bragança district, the team focused on developing resources for students and teachers that will be made available to schools across the country, both in physical form and on a dedicated website. One of the resources developed, the short animated video entitled *Me and my Body* won first prize in the "Ciencia en Acción" competition (for science communication and educational resources produced in the Iberian Peninsula and Latin America).

The "Biology in Modern Times" seminar series for teachers was resumed, aimed at updating high-school teachers on the latest developments in biomedical research. Five sessions were held in 2011; between 10 and 40 teachers from the Greater Lisbon area took part in each session.

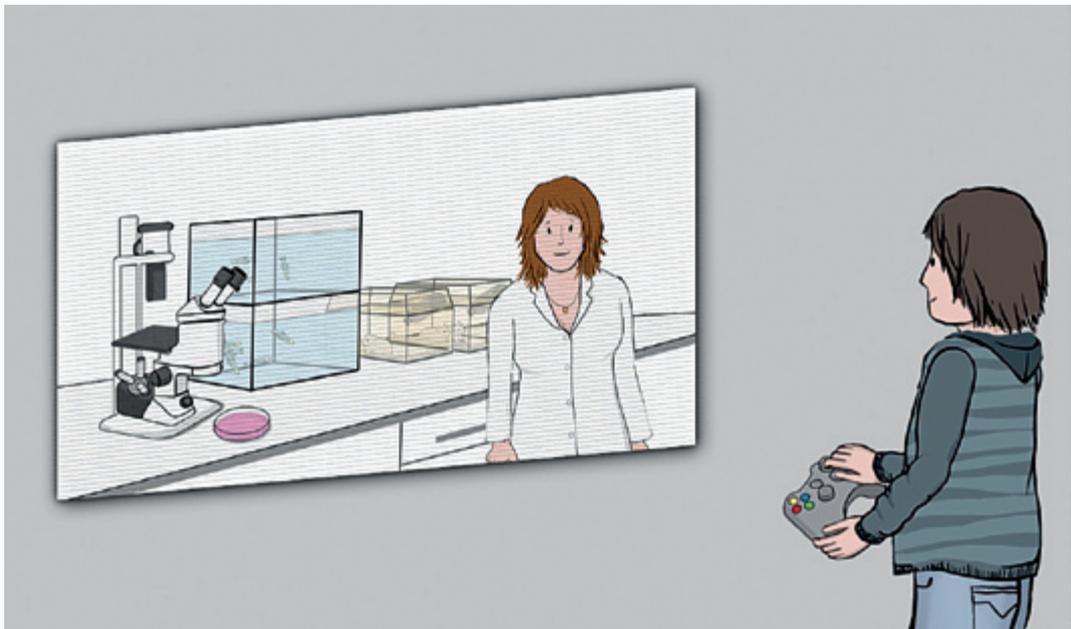
We are currently conducting a study on the attitudes of the scientific community in Portugal towards the use of animals in research activities. We have collected data from 598 answers to a questionnaire, received from 45 research institutes. The information obtained from the questionnaire will be added to further information provided by focus groups, thus establishing a database from which communication programmes can be developed on this socially sensitive topic.

For the fourth year running, IGC took part in the “European Researchers’ Night”, an annual initiative promoted by the European Commission and designed to bring researchers and the general public closer together. The event is held simultaneously in various European countries.

Gripenet is a syndrome surveillance system that monitors influenza-like illnesses, in almost real time, via the internet and with the help of volunteers. The system continued its broad spectrum of scientific communication and educational activities under the scope of the European Commission’s FP-7 EPIWORK project.

The partnership was maintained with the company Everything is New, who are the promoters of the art and music festival Optimus-Alive!Oeiras. This resulted in the award to IGC of two more research scholarships for recent graduates. IGC was present at the Optimus-Alive!Oeiras festival for the third year running, offering festival participants the chance to enjoy brief encounters with scientists and take part in various practical scientific activities.

During 2011, the “Science Collection” of coffee cups and mugs displaying scientific images produced at IGC were available at Vista Alegre shops around the country. The aim of this project is to gather funds for science and to raise awareness of the research that is carried out at IGC.



❖ Still of the animated video *Me and my Body*, for 3rd and 4th-year primary school students, produced by IGC.

Gulbenkian Advanced Medical Training Programme

The specific area of intervention of the Gulbenkian Advanced Medical Training Programme (PFMA) is clinical research and the highly specialised training of clinicians. The main aim is to help doctors interested in combining their activity of attending patients with research into clinically relevant problems to acquire solid scientific bases and to be able to develop high-quality research projects in their specific areas of interest.

	Amounts in euros
Subsidies and grants	684 525
Own initiatives	71 027
Total	755 552
Receipts	190 710

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 Board of Trustees approved the launch of the 4th edition of the programme, which will take place over the five-year period from 2011 to 2016.

3rd edition

The second term of the training period took place from January to March 2011. The ten students from the 3rd edition attended nine postgraduate courses that were taught at the institutions shown below.

Course	Institution	Organiser
Pathogens & Hosts	IGC	Adriano Henriques
Cancer	IPATIMUP	Raquel Seruca
Neurocognitive/Aging	IMM	Tiago Outeiro/Rui Costa
Inflammation – I	FCM – UNL	Miguel Seabra
Inflammation – II	IMM	Luís Graça
Regenerative Medicine	IMM	Domingos Henrique
Scientific Integrity	IMM	João Lobo Antunes
Evolution and Medicine	IGC	Thiago Carvalho
Preparing for Research	IMM /IGC	Margarida Trindade/Sheila Dias

Assessment of students

Upon completion of their educational programme, the ten students were interviewed and assessed by the Evaluation Committee, on 29 March, at the headquarters of the Calouste Gulbenkian Foundation.

Research activities PFMA-III (2010-2011)

The five part-time students returned to their respective health institutions on 1 April 2011 and the five full-time students began their research projects at various institutions, as shown in the table below.

Name			Regime	Institutions (research project)
Ana Sadio	Specialist	Gastroenterology	Full-time	IPATIMUP, UP
Assunção Tuna	Specialist	Neurology	Full-time	John Radcliff Hospital, Oxford University, United Kingdom
Luís Rocha Lopes	Specialist	Cardiology	Full-time	Heart Hospital, UCL, United Kingdom
Eva Pereira Mendes*	Intern	Radiology	Full-time*	Cambridge University, United Kingdom
Jorge Ruivo	Intern	Internal Medicine	Full-time	Biocant/CNC, Universidade de Coimbra/ University College London, United Kingdom
Dulce Alfaiate	Intern	Infectiology	Part-time	Centre de Recherches en Cancérologie de Lyon, France
Ricardo R. Pinto	Intern	Orthopaedics	Full-time	Manchester University, United Kingdom
Patrícia Reis	Intern	Paediatrics	Part-time	The Children's Hospital of Philadelphia, Pennsylvania University Medical School
Ana Rita Matos	Intern	Thoracic Surgery	Part-time	King's College, London, United Kingdom
Joaquim P. Silva	Intern	Psychiatry	Part-time	Costa Lab, Champalimaud Foundation

* Renounced the scholarship in April 2011 because she was awarded a Marie Curie scholarship.

Annual meeting

The programme's second annual meeting was held in Sesimbra during the weekend of 25 to 27 March. The 30 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.



Annual meeting of the students of the PFMA.

4th edition

The 4th edition of the programme was the subject of a protocol signed between the Foundation for Science and Technology (FCT), the Central Administration of the Health System (ACSS), and the Gulbenkian Foundation. In this way, the scholarships awarded to the doctors taking part in this edition of the programme are provided by the FCT (with the award of a PhD scholarship) and complemented by the ACSS. The process of selecting students was completed in April 2011, with the admission of nine applicants, all on a full-time basis. Five of them were specialists and four were interns, working in the specialities of gastroenterology, neurology, genetic medicine, infectious diseases, psychiatry, radiotherapy, oral surgery and ophthalmology.

Name	Category	Speciality	Hospital
Mariana Verdelho Machado	Especialista	Gastroenterology	Santa Maria, Lisbon
Ana Sofia Duarte António	Especialista	Neurology	Dona Estefânia, Lisbon
Maria Ester Pereira Coutinho	Especialista	Neurology	Santo António, Porto
Mafalda Santos Barbosa	Especialista	Medical genetics	Dr. Jacinto Magalhães Medical Genetics Centre, INSA
Branca Isabel Pereira	Especialista	Infectious diseases	Coimbra University
Ana Catarina P. Castro	Interna (4.º ano)	Psychiatry	Júlio de Matos, Lisbon
José Miguel Reis Ferreira	Interno (3.º ano)	Radiotherapy	Santa Maria, Lisbon
João Nuno Silva Duarte	Interno (1.º ano)	Oral surgery	Coimbra University
Liliana Monteiro Pereira	Interna (2.º ano)	Ophthalmology	Instituto Gama Pinto, Lisbon



✚ Students from the 4th edition of the PFMA.

The nine students admitted to the programme's 4th edition began their postgraduate courses on 26 September 2011 with an opening lecture given by Jacques Van Dongen, from the Erasmus University, Amsterdam, at the Institute of Molecular Medicine.

During the last quarter of the year, they attended ten postgraduate courses, which took place at the institutions shown below.

Course	Institution	Organiser
Opening lecture	IMM	João Ferreira
Gene Expression	IMM	João Ferreira
Molecular & Structural Biology	IGC	Alekos Athanasiadis
Cell Cycle & Disease	IGC	Mónica B. Dias
Medical Statistics	FM – UP	A. Teixeira-Pinto
Medical Epidemiology	IGC	Isabel Santos Silva
Computational Biology	IGC	José Pereira Leal
Developmental Biology	IGC	Moises Mallo
Genetics	IGC	C. Penha-Gonçalves
Pathogens & Hosts	IGC	Adriano Henriques
Evolution & Medicine	IGC	Stephen Stearns

In 2011, the Gulbenkian Advanced Medical Training Programme benefited from the financial support of outside bodies as a result of the partnerships that have been established. The Champalimaud Foundation bore all of the costs incurred with the oncologists (two from the 1st edition, one from the 2nd edition and one from the 3rd edition). APIFARMA contributed € 50,000 to support the 3rd edition of the programme.

The costs incurred with coordinating and managing the activities involved the spending of resources amounting to roughly € 31,000, corresponding to 5.5% of the programme's total cost.



Ib. Overseas





✦ Itinerant exhibition "Portuguese Heritage Around the World and the Calouste Gulbenkian Foundation" – Galeria de Exposições Temporárias do Instituto para os Assuntos Cívicos e Municipais de Macau, Macau, China.



	Amounts in euros
Personnel costs	391 707
Operating costs	79 682
Subsidies and grants	941 740
Departmental activities	313 039
Total	1 726 168
Receipts	76 909

In 2011, through its International Department, the Calouste Gulbenkian Foundation supported and participated in initiatives organised by international and multilateral institutions, while continuing to undertake activities abroad designed to promote Portuguese culture.

Below is a description of some of the most relevant projects undertaken in the course of the year.

Subsidies and grants **[€ 941 740]**

Participation in initiatives organised by international and multilateral organisations

The Calouste Gulbenkian Foundation renewed its membership of NEF – Network of European Foundations for Innovative Cooperation (Brussels), whose aim is to develop strategies for common activities across various European foundations and other philanthropic organisations, with a view to establishing cross-border cooperation and implementing programmes related with the role of Europe on a global scale, in the area of immigration and systemic social development.

A subsidy was awarded to EFC – European Foundation Centre (Brussels) to support the Global Philanthropy Leadership Initiative (GPLI). This initiative aims at placing global philanthropy on the international agenda in priority areas such as development, and the identification of collaborative and operative models within the dynamics between policy-makers and multilateral organisations, as well as their respective legal and fiscal frameworks.

The Foundation also supported the participation of four delegates at the EFC's 22nd Annual General Assembly and Conference – Anna Kotseva (The Peace and Justice Initiative, Holland), Armen Hakobyen (Jinashian Memorial Foundation, Armenia), Bülent Açma (Anadolu University, Turkey) and Pelin Akin (TIKAV, Turkey).

The Foundation continued its collaboration with the European Policy Centre (Brussels), under the scope of the protocol which aims at organising initiatives designed to contribute to the process of an integrated development of civil society and European policy.

The Foundation awarded a subsidy to the European Strategy Forum for the organisation of the “European Union & Africa” conference, which will seek to identify the current situation of the relations between the European Union and Africa in key areas of bilateral cooperation.

The Foundation awarded a subsidy to the Goëthe Institut Forum for the organisation of the Advocacy Campaign for the Development of Culture in the EU's External Relations, the “MORE EUROPE” initiative, which includes promotional activities and information relays about good practices, as well as public debates with influential personalities from the areas of politics and culture.

The Foundation awarded a subsidy to the MPI – Migration Policy Institute to support their activities to foster cohesion and social justice and promote economic growth and competitiveness, through citizenship and integration policies.

A fund was set up to support the development of the “Maslaha” project in France. This is a pilot scheme for the mapping of critical areas at the level of religion, health, educational achievement and housing, and is designed to find solutions for the social problems affecting Muslim communities at the international level.

An extraordinary subsidy was awarded to UNHCR (United Nations High Commissioner for Refugees (Geneva) under the auspices of the protocol signed in 2008, with the aim of supporting and promoting the UNHCR's mission, in particular the cause of refugees.

A subsidy was awarded towards the cost of the activities organised by the association On-The-Move with the aim of implementing coordinated information strategies to facilitate the cross-border mobility of cultural agents from different artistic areas, namely theatre, dance, music and interdisciplinary performing arts.

A subsidy was awarded to Fonds Roberto Cimetta (Paris) to support the holding of its next annual meeting in Guimarães to discuss cooperation strategies and the funding of the international mobility of artists, cultural agents and other professionals in the Mediterranean area and the Arab world.

A subsidy was awarded to IFA – Institut für Auslandsbeziehungen (Stuttgart) – for the publication in Portuguese of the journal *Culture Report – Relatório Cultural*. The journal is a co-publication of IFA, the Robert Bosch Foundation, the British Council and Culture Ireland, and examines the problematics involved in Europe's cultural relations with the outside world, and cultural diplomacy in general.

The Foundation awarded a subsidy to the association Passa Porta – Maison Internationale des Littératures to contribute to the expenses of implementing the “PETRA” project, which is designed to promote encounters between literatures from different countries, create opportunities for change and innovation, and stimulate multilingual programmes at an international level.

Portuguese historical heritage around the world

The Foundation awarded a subsidy to the Espírito Santo Cultura Association (Rio de Janeiro) in order to share the expenses incurred with the organisation of the seminar on Portuguese-Brazilian glazed decorative tiles, to be held in Rio de Janeiro.

This seminar is designed to establish the guidelines for the field work to be developed under the scope of updating the inventory of Portuguese tiles in Brazil, 1500-1822, compiled by J. M. dos Santos Simões almost half a century ago and published in 1965 by the Calouste Gulbenkian Foundation.



Promotion of Portuguese culture abroad

A subsidy was awarded to the Vasco da Gama Chair of Brown University (Rhode Island, USA) for the holding of the conference “Inconvenient Truths: The Hidden Histories of African Lisbon during the Era of the Slave Trade”. The initiative formed part of the cycle of the “Gulbenkian – Vasco da Gama Annual Lectures on Portugal and the Early Modern World”.

The Foundation awarded a subsidy to the Diocese of Cochin in order to contribute to the expenses incurred with the organisation of the International Seminar on Missionary Foundations of Indian Renaissance. This seminar was held under the scope of the activities programmed by the Vasco da Gama Research Institute in relation to studies undertaken into the history of the Portuguese presence in that territory.

The Foundation established a protocol with MIT – Massachusetts Institute of Technology (Massachusetts, USA), for the creation of a Portuguese Studies programme and a digital library specialising in documentary sources about Portugal in the Portuguese language.

Support for publications

The Foundation awarded a subsidy to the Antônio Houaiss Institute (Rio de Janeiro) in order to update and prepare the contents of the Portuguese edition of the *Grande Dicionário Houaiss*, which will be published when the new Portuguese Language Orthographic Agreement comes into force.



The Foundation funded the publication of the Serbian version of the work by Eduardo Lourenço *Europa Descantada*, published by Mediterran Publishing Doo (Belgrade). The work was presented at a special session during the Belgrade Book Fair.

Support was also given to Éditions Chandeigne (Paris) for the publication of volumes on Portuguese history and culture: *Le Portugal au XX^e Siècle* and *La Découverte du Japon*.

Support was granted to Éditions de la Différence (Paris) for the publication of two books: *Les Idolâtres*, by Maria Judite de Carvalho, and *Contes, fables et autres fictions*, by Fernando Pessoa, both of which were included in the “Série Portugaise” collection.

The Foundation lent its support to Université Paris III Sorbonne Nouvelle – Presses Sorbonne Nouvelle (Paris) for the publication of Issue No. 17 of the journal *Cahiers du Crepal* and a volume published in homage to Professor Anne-Marie Quint.

A subsidy was also awarded to the National Trust (Sri Lanka) for the publication of the work *15th to 17th-Century Fortifications Along the Kelani River in Sri Lanka*, by D. P. Chandrasekara. The work consists of a series of studies about the fortifications built by the Portuguese along the Kelani river from the 15th to the 17th century.

A subsidy was granted to the University of Massachusetts Dartmouth (Massachusetts) for the publication in English of Garcia de Orta’s work *Colóquios dos Simples e Drogas he Cousas Medicinaias da Índia*. This was a joint initiative of the Center for Portuguese Studies and Culture of the University of Massachusetts Dartmouth and the Centre for Overseas History of the Faculty of Human and Social Sciences of the New University of Lisbon.

Scholarships

Following an agreement signed between the Foundation and the government of Iraq, through the Iranian Embassy in Lisbon, scholarships were awarded to two Iraqi researchers to undertake doctorates in Portugal, in areas that are likely to contribute to the development of that country. The scholars chosen for this scheme were Mohammed Ali Yaseen Taha (Comparative Politics) and Karwan Saadon Ahmad Al-Mala Khudur (Oil). The two researchers began their studies at the Institute of Social Sciences and the Higher Technical Institute, respectively.

The Johns Hopkins University (Washington DC) continued with the post-doctorate scholarship programme known as the Calouste Gulbenkian Fellowship, under the auspices of the protocol signed with the Foundation for the development of studies on the transatlantic relations between Europe and the USA.

The Foundation awarded a subsidy to the Jorge de Sena Chair in Luso-Afro-Brazilian Literary Studies at the Federal University of Rio de Janeiro, to finance the last year of the doctorate of Otávio Rios. For four years, this scholar has been undertaking research into the work of Raúl Brandão, under the auspices of the “Gulbenkian Scholarships for Doctorates in Portuguese Literature” programme.

The Foundation continued to support the “Research Scholarships” programme at the Real Gabinete Português de Leitura (Rio de Janeiro). The theme of the programme has been extended to new areas in the technical and scientific field, so that it now includes applications for study in the following areas: Literature, History, Sociology, Economics, Medicine and Architecture. Six scholarships were awarded under the scope of this programme.

An annual call was launched inviting applications from foreign scholars to conduct research in Portugal. The researchers who were selected presented study plans for doctorates or for the publication of works on themes related with Portuguese culture in the areas of History, History of Art, Literature, International Law, Political Science and European Studies. Scholarships were awarded to 14 applicants from the following countries: Brazil, Colombia, Slovakia, Spain, France, Italy and Uruguay.

Music, theatre and film

A contribution was made towards the expenses of presenting the world première of the play *Alma* by Teatro Carbono – Associação Cultural in a co-production with the Provincetown Tennessee Williams Theatre Festival. The play was presented at the 6th edition of this American festival.

A subsidy was awarded to the Théâtre du Rempart for the presentation of the show *Mystère Pessoa, mort d'un hétéronyme* at the Festival d'Avignon.

A subsidy was awarded (in conjunction with the Gulbenkian Performing Arts Programme) for the presentation of the show *Sonho de Uma Noite de Verão*, produced by Teatro Praga, at the Festival Standard Idéal – MC93 Bobigny – Maison de la Culture de la Seine, in Saint-Denis (France).



Other projects

The Foundation sent a Portuguese specialist in Jewish Studies to Amsterdam to work with the management of the Joods Historisch Museum on studying the possibility of a Portuguese collaboration in preparing the data for the online publication of the *Tesouro* catalogue relating to a previously unseen collection, which is to be made available shortly. The collaboration will also extend to the cataloguing of the online edition of the Ets Haim Library.

Systematisation of the Portuguese historical heritage around the world

The Foundation continued to work on the project for the systematic organisation of the Portuguese historical heritage around the world – Architecture and Urbanism, which began in 2007 and is 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, Red Sea and 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.



In 2011, under the scope of this project, the volume *Índices* was published in Portuguese, together with the English versions of the volumes relating to South America, and Asia and Oceania, with the titles *Portuguese Heritage Around the World – Architecture and Urbanism, South America* and *Portuguese Heritage Around the World – Architecture and Urbanism. Asia. Oceania*.

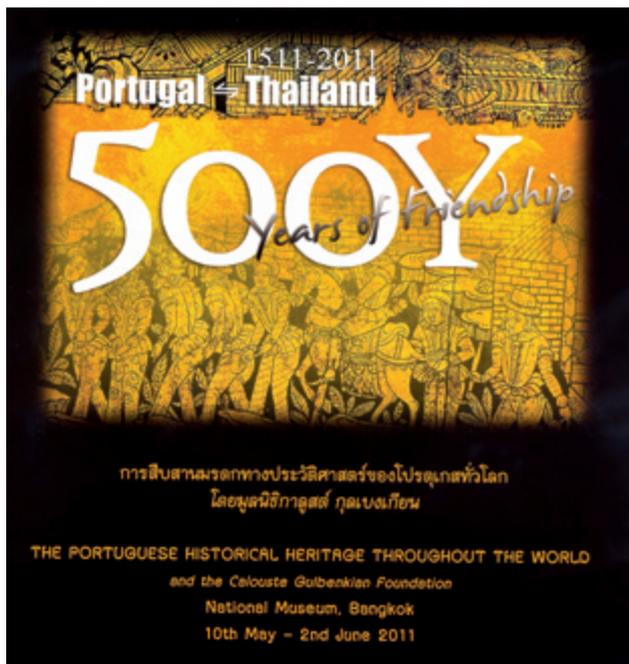
The project was presented in Macau, at the Instituto para os Assuntos Cívicos e Municipais, in the auditorium of the Museu das Artes, at a special session attended by the Foundation’s president and the coordinator of the volume *Asia. Oceania*, Walter Rossa.

The volumes were also presented in India, once again at sessions attended by the Foundation’s president and the coordinator of the volume *Asia. Oceania*, Walter Rossa. In



❖ Goa International Centre – launch of the volume *Ásia. Oceania* of the work *Património de Origem Portuguesa no Mundo. Arquitectura e Urbanismo (Asia. Oceania)* of the work *Portuguese Heritage Around the World. Architecture and Urbanism*.

❖ Delhi, JNU – Jawaharlal Nehru University, Centre for Historical Studies – launch of the volume *Ásia. Oceania* of the work *Património de Origem Portuguesa no Mundo. Arquitectura e Urbanismo*.



- 1511-2011 – Portugal-Thailand – 500 Years of Friendship
The Portuguese Historical Heritage Throughout the World and the Calouste Gulbenkian Foundation, National Museum, Bangkok 10th May – 2nd June 2011.

Goa, the session was held at the Goa International Centre, where a lecture was given by the Speaker of the Goa Legislative Assembly, Pratapsingh Raoji Rane. In Delhi, the session took place at the Centre for Historical Studies, School of Social Sciences, JNU – Jawaharlal Nehru University, where lectures were given by Bhagwan Josh and Pius Malekandathil.

Under the scope of this initiative, the Foundation promoted and signed a protocol for collaboration with the Universities of Coimbra and Évora, Lisbon New University and Lisbon Technical University, with a view to the creation, transfer of ownership and future management of an interactive website that will afford continuity to the project for the Systematic Organisation of the Portuguese Historical Heritage Around the World – Architecture and Urbanism.

On its completion, the website will be managed on a rotational basis by the universities mentioned earlier. The website will be accessed at the following address: www.hpip.org

Projects for the restoration of the Portuguese historical heritage around the world

The Foundation sent a technical delegation to Arzila, Morocco, to assess the current state of conservation of the keep of the 15th-century Portuguese fortification restored in the 1990s by the Calouste Gulbenkian Foundation. Two decades after this work was carried out, the roof of the keep shows signs of wear that warrant an urgent intervention. In view of the mission's report, the Foundation is studying the possibility of collaborating with the Moroccan authorities in order to undertake the necessary maintenance work.

The Foundation associated itself with the Asia – 2011 Programme, developed by the Instituto Camões and also enjoying the collaboration of the Jorge Álvares Foundation, which was designed to mark the 500th anniversary of the arrival of the Portuguese in the Far East, through the temporary loan exhibition “The Portuguese Historical Heritage throughout the World and the Calouste Gulbenkian Foundation”. Under the scope of this initiative, the exhibition was held in Bangkok (National Museum), Jakarta (National Museum) and Macau (Galeria de Exposições Temporárias do Instituto para os Assuntos Cívicos e Municipais de Macau, the former Leal Senado).



✦ The Foundation's president with the president of the Macau Foundation, Wu Zhiliang.

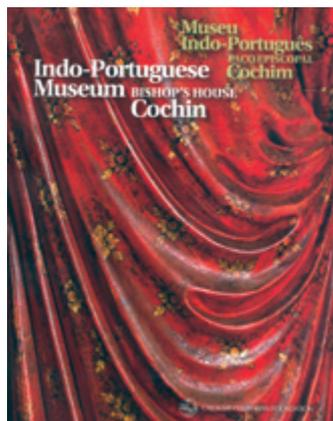
The Foundation published a special edition of the catalogue *The Portuguese Historical Heritage throughout the World and the Gulbenkian Foundation* to accompany this itinerant exhibition.

Publications

The Foundation published the bilingual volume *Museum of Christian Art/Convent of Santa Monica, Goa – India/Museu de Arte Cristã. Convento de Santa Mónica, Goa – Índia*. This is an updated



✦ *Museum of Christian Art – Convent of Santa Monica – Goa, India*. Bilingual edition published by the Calouste Gulbenkian Foundation.



✦ *Indo-Portuguese Museum – Bishop's House – Cochin*. Bilingual edition published by the Calouste Gulbenkian Foundation.



✦ Goa – Presentation of the catalogue *Museum of Christian Art, Convent of Santa Monica, Goa*, to the archbishop of Goa and Damão, Dom Filipe Neri Ferrão at the Bishop's House.



edition of the catalogue of that museum, which now provides a complete inventory of the whole collection. The Foundation also published the bilingual volume *Indo-Portuguese Museum/Museu Indo-Português*, which presents a systematic description of the Museum's collection, housed in 2000 at the Bishop's House in Cochin (India), thanks to the support of the Calouste Gulbenkian Foundation.

Acquisition of books

Copies of works were purchased to be donated to institutions abroad involved in the study of themes related with Portuguese culture in the following languages: in French, *Sigila* no. 28 (Association Gris-France, Paris), *Quadrant* no. 27 (Université Paul Valéry, Montpellier); in Dutch, *Wachten op Odysseus*, by Ana Luísa Amaral (Uitgeverij Izer, Utrecht, Netherlands), *De Ontdekking van het Oosten* (MN Production BVBA, Kapellen, Belgium); in English, *Cozinha de Goa History and Tradition of Goan Food*, by Fátima da Silva Gracias (Broadway Publishing House, Goa, India).

Donations of Libraries

The Foundation donated a series of books by Portuguese authors to the Universidad de Los Andes (Bogota), which are to be incorporated into the collection of the respective library.

A set of manuals (books, cds and dvds) was donated to the Diocese of Cochin (India) to support the teaching of Portuguese at the recently created Vasco da Gama Research Institute of Cochin.

Sets of books selected from among the Calouste Gulbenkian Foundation's own publications were donated to the following universities: Universidade Federal do Paraná (Curitiba, Brazil), Universidade Federal de Ouro Preto (Ouro Preto, Brazil); University of Massachusetts Boston & Boston College (Massachusetts); University of Szeged – Latvian Academy of Culture (Szeged, Hungary).



European conference at the Delegation's new premises.

Delegation in France



Alexandre Nicoli

Amounts in euros	
Personnel costs	838 435
Operating costs	4 295 773
Departmental activities	905 165
Subsidies and grants	25 567
<i>Investment</i>	<i>1 879 860</i>
Total	6 064 940
Receipts	118 031

The Calouste Gulbenkian Foundation's Delegation in France is responsible for organising the Foundation's activities in that country, sponsoring initiatives relating to major contemporary issues and promoting culture.

After its 45 years of activity at No. 51, Avenue d'Iéna, the Delegation opened its new premises in Boulevard de La Tour Maubourg on 17 October. These were designed entirely with the activities to be undertaken there in mind and also benefit from a more central location. The building houses a free access library and also has a documentation centre equipped with the most modern technologies, an exhibition gallery capable of displaying art under the best possible conditions and a multimedia auditorium with a capacity for 150 people. This means that the Delegation in France is now ideally placed for presenting a diversified international programme of activities in the areas of intervention covered by its statutes.

During 2011, the Delegation continued to invest in the improvement of its library, whose more than 90,000 volumes make it the world's largest Portuguese library outside Portugal and Brazil.

The cycle of European lectures was continued with the participation of eminent personalities, and a number of conferences, debates, seminars and book launches were also held.

Three exhibitions were presented, one of which was organised in association with the Modern Art Centre.

In association with the Music Department, a sacred music concert was held at the Église Saint-Roch in Paris.

The Delegation has continued to invest in its library services, as well as in international exhibitions and conferences, accompanied by the publication of catalogues and proceedings, in order to provide a documentary record of such events. Its mission is pursued in close cooperation with the different departments at the Foundation's headquarters and with the Foundation's UK Branch, as well as in the form of partnerships with other Portuguese, French and European institutions.

Main activities in 2011

European Lectures

[€ 40 152]

The cycle of talks given by leading figures in the areas of politics, economics and culture, which began in 2009, was continued throughout 2011 with the participation of Hans Martens, Francisco Pinto Balsemão, Michel Barnier, Philippe Kourilsky and José Manuel Durão Barroso, who were presented by António Vitorino, Nicolas de Tavernost, Teresa Moura, Diogo de Lucena and Emílio Rui Vilar, respectively.

Exhibitions

[€ 351 410]

An exhibition was held of Lisa Santos Silva's work during the months of January, February, March and April, curated by Isabel Carlos. From June to September, there was a narrative exhibition about the memory of 51, Avenue d'Iéna, curated by Teresa Nunes da Ponte.

Forming part of the close-up section of Paris Photo, the exhibition that marked the opening of the new premises at the Boulevard de La Tour Maubourg, "Terre Transformée" – consisting of photographs by nine European artists – was curated by Sérgio Mah, and ran from October to December.

These exhibitions were all accompanied by catalogues specially published for the occasion.

Concerts

[€ 51 636]

A sacred music concert was performed at the Église Saint-Roch by the Ensemble Turicum, conducted by Luiz Alves da Silva and Mathias Weibel, who played Marcos Portugal's *Christmas Matins*. This concert was presented by Rui Vieira Nery. With the Foundation's support, two concerts were held at the Musée Carnavalet, performed by the Ensemble Les Caractères and the Companhia de Teatro Cá e Lá: the first concert was dedicated to Scarlatti and the treasures of the Portuguese baroque, while the second was related to the discovery of *Fado* through dance, poetry and musical improvisations. At the Delegation itself, a lecture-performance presented texts by Fernando Pessoa combined with music, with the participation of Bévinda, Robert Bréchon, Gilles Clément, Anne Petit and Benoît Destriau. Finally, with the Foundation's support and in partnership with Sacem and IRCAM, a concert was held of works by Emmanuel Nunes, Webern and Maderna at the Centre Pompidou.



L'HOTEL GULBENKIAN
51, AVENUE D'IENA

mémoires d'un lieu

Nine conferences were held in 2011. Catherine Dumas, Ilda Mendes dos Santos and Agnès Levécot from the University of Paris III Sorbonne Nouvelle, and Fátima Marinho from the University of Porto, were the coordinators of a meeting held to reflect upon the work of Agustina Bessa-Luís. Graciete Besse from the University of Paris Sorbonne – Paris IV and Nadia Setti from the University of Paris VIII were the coordinators of a talk held on the work of Clarice Lispector. The animal in the Portuguese-speaking world was the theme of a multidisciplinary conference organised by Carlos Pereira and Jacqueline Penjon from the University of Paris III Sorbonne Nouvelle, François Poplin from the Muséum national d'Histoire naturelle, and Maria do Mar Oom from the University of Lisbon. In partnership with the University of Paris IV, Sorbonne, Graciete Besse was the coordinator of a conference dedicated to Eduardo Lourenço. Dejanirah Couto from the École pratique des hautes études and François Lachaud from the École française d'Extrême-Orient coordinated an international conference devoted to the subject of the relations between China and the West from the 16th to the 19th century. In partnership with the Collège international de philosophie, a conference was held to discuss the question of Europe. Maria Helena Carreira was the scientific coordinator of a conference about the relationship between speaking and writing in the Romance languages.

The cycle of debates dedicated to the theme of the present-day world and its main transformations – “Metamorphoses”, proposed by Manuel Maria Carrilho – was continued, with the holding of debates with Gilles Lipovetsky and Marcel Gauchet.

The following guest speakers gave lectures and took part in round-table discussions, seminars and text readings: Florence Pabiou, Michel Chandeigne, Maria Graciete Besse, Isabel Pina, Liying Kuo, Michel Cahen, José Meirinhos, Maria Benedita Basto, Clara Rocha, Jorge Tomé, Vasco Graça Moura, Christine Zurbach, Graça dos Santos, António Lobo Antunes, Companhia de Teatro Vida Vida, Isabel Mourão, Michèle Pirazzoli T'Stevens, Dejanirah Couto, Vlasta Dufkova, Dominique Bourgois, Françoise Laye, Vanessa Brito, Elisa Ochôa, Patrick Straumman, Edgar Morin, Guilherme d'Oliveira Martins, José Mariano Gago, Maria Adelaide Cristóvão, Luiz Filipe Thomaz, Georges da Costa, Alexandra Curvelo, Angelo Cattaneo and Ana Paula Laborinho.

A tribute was paid to the recently deceased publisher Joaquim Vital in the course of a special session held in collaboration with the Maison de l'Amérique Latine.

André de Gouveia Residence

The Foundation gave its support to several events organised in collaboration with the André de Gouveia Residence. Two exhibitions were held at the Residence itself, one of comic strips by José Carlos Fernandes, and another of works by Nim Castanheira. Ana Amado, Sonia Grané, José Manuel Brandão and Manuela de Sá offered a guide to the path of musical development from Carlos Gomes to Eurico Carrapatoso, while António Wagner Diniz, Carla Simões, Helder Rodrigues and João Costa Lourenço provided a musical illustration of a literary voyage between Portugal and Brazil in the 19th and 20th centuries, ending with the presentation of the book *Agostinho da Silva: penseur, écrivain, éducateur* by Idelette Muzart Fonseca dos Santos and José Manuel Esteves. Luísa Gonçalves presented eight of her own compositions, *Book of Songs*, preceded by a performance of Portuguese and Brazilian arias by Augusto Vellozo-Pampolha. Poetry and music

were the theme of a meeting with the poet valter hugo mãe and the musicians António Rafael and Miguel Pedro. Ana Paula Russo, Ariana Moutinho Russo and Pedro Vieira de Almeida played 19th-century chamber music and court music from the reign of Dom João VI. Yves Charpentier and Bruno Belthoise gave a recital of works by Claude Debussy, Francisco de Lacerda, Luís Costa and Mel Bonis. The jazz pianist Júlio Resende presented some of his own personal creations, consisting of excerpts from albums that he has made.

Participating in conferences and lectures were Mai Nguyen, Francisco Ferreira, José Carlos Seabra Pereira, Fernando Curopos, Anabela Costa, Luís Graça, António Pedro Vicente, Inês Pedrosa, Brigitte Paulino-Neto, Pierre Léglise-Costa, José Eduardo Agualusa, Mia Couto and Jeanne Sigée. A meeting-debate was also organised by the Clube Português de Cinematografia/Cineclube do Porto.

Other projects

The French Delegation also hosted: a debate with the participation of George Soros and Henri de Castries (President of AXA), in association with the European Council of Foreign Relations; a symposium on the fight against tuberculosis, in association with the Tuberculosis Vaccine Initiative, Fondation Mérieux, Friends of the Global Fund Europe and the Stop TB Partnership; and a meeting held under the auspices of the United Nations Alliance of Civilisations.

The “Festival internacional de films de femmes de Créteil” and the Festival “Cinéma du réel”, as well as the dance show Icosahedron, performed by Tânia de Carvalho’s company, and the première of Manoel de Oliveira’s film *L’Etrange affaire Angélica*, also enjoyed the support of the Foundation’s Delegation in France.



Three of the speakers who took part in the Jerusalem conference.

➤ Armenian Communities Department



	Amounts in euros
Personnel costs	761 043
Operating costs	107 951
Grants and scholarships	2 722 768
Departmental activities	4 636
Total	3 596 398
Receipts	17 081

The Department's activities aim to support the development and spread of the Armenian culture and language. To this end, the Department lends its support mainly to Armenian Communities across the world, working particularly in areas linked to education.

The main areas of intervention within this framework are as follows:

Education and training

This is far and away the Department's most important area of intervention, with its activities being concentrated mainly on providing support in the following areas:

- › Support at the level of Armenian school education for all of its components: scholarships, textbooks, multimedia educational applications, computers, school furniture and the reconstruction and sanitation of schools.
- › Support at higher education level by awarding grants to university students and teachers and short-term grants for training courses for periods shorter than one year, as well as grants for internships and for participation in international conferences. Attention is drawn to the fact that the University Grants Programme

will be restructured over the course of 2012. Consequently, during 2012, only applications for grant renewals will be accepted. However, the new programme will be in operation as from Autumn 2012.

Research

The Department funds projects for essential work in terms of preserving and disseminating the Armenian language, as well as for preserving the history and identity of the Armenian people. Included in this area is support for a nuclear research project conducted by Armenian scientists at CERN (Geneva, Switzerland).

Dissemination

Support was given for the publication of works on Armenian culture, as well as to high-quality technical and scientific reviews published in the field of Armenian culture.

Grants

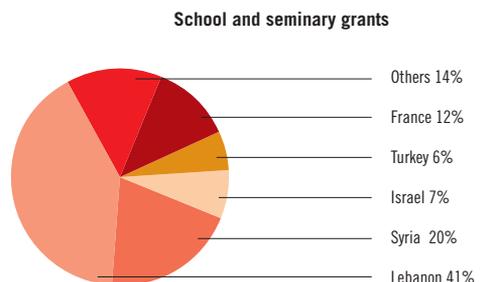
The Department's various grant programmes cover practically all levels of education from primary school to university. The main objective is to provide the means that will enable young people from disadvantaged backgrounds to have access to educational institutions. However, selection criteria vary according to the level of education in question and the specific conditions in the country where the institutions operate.

The awarding of school grants focuses primarily on supporting pupils who do not have sufficient financial means to attend Armenian schools, and on supporting the schools themselves, so as to make it easier for pupils to attend. The criteria adopted for the award of university grants combine assessing the applicant's financial status with considering the student's educational record, as the objective is to encourage those students that have the best academic performance.

School and seminary grants

[€ 639 751]

Study grants represent the largest single item within the Department's budget. They are awarded to children attending educational establishments of the Armenian Diaspora, ranging from nursery schools through to secondary schools, as well as to students attending the two main Armenian seminaries. In 2011, this support was given to a total of 65 institutions located across 14 countries in Europe, the Middle East, America, Africa and Australia.





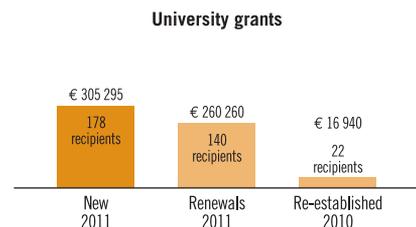
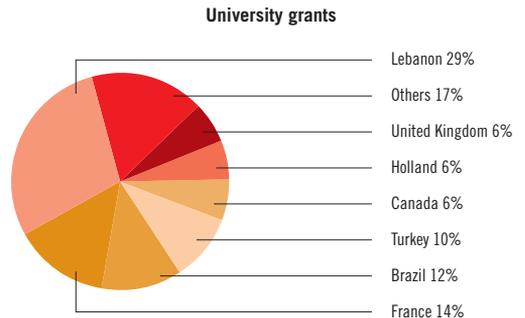
✚ Students from an Armenian school in the Middle East.

In 2011 under this programme, 2,893 grants totalling € 639,751 were awarded. There was a decrease of roughly 10% in the total amount of grants in comparison with the previous year, due mainly to the drop in the number of schools receiving grant holders in Turkey, Syria and Lebanon.

University grants

[€ 582 495]

The university grants programme is one of the activities that most benefited from the computerisation project that was introduced at the level of the Foundation's various departments and the introduction of new media in the processing of applications. Now completely computerised, this programme guarantees applicants rapid and permanent access to a wide range of functions made available online through the website specially created for this purpose. Here, students can obtain relevant information about the different grants on offer, fill out their application forms online and send them via the Internet together with the other documents necessary for the evaluation of their applications. In this way, they can consult all the correspondence received and sent throughout the application period and obtain information or help directly from their process manager. At the same time, the new computer system has greatly benefited the department itself, by reducing administrative tasks and paperwork and making the assessment system more efficient, speedier and more transparent.

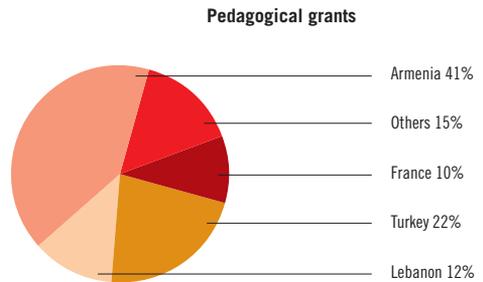


As far as the indicators of the budget's implementation over 2011 are concerned, a total of 340 university students of Armenian origin benefited from financial support amounting to € 582,495 in total. In comparison with 2010, the total value of university grants awarded showed a slight increase of roughly 2%, which is due essentially to the accounting of 22 scholarships totalling € 16,940. In fact these grants referred to 2010 but had been transferred to 2011 for administrative reasons.

Pedagogical grants

[€ 197 880]

The objective of these pedagogical grants is to encourage Armenian researchers in the field of education, particularly those working on the publication of new textbooks, as well as the development of new pedagogical media (software applications for teaching purposes and lexicographical and lexicographical databases, etc.). Given the shortage of Armenian teachers in the Diaspora schools and some gaps in their academic and pedagogical training, these grants also aim to encourage the organisation of and participation in training courses that are vital in order to guarantee high standards in transmitting knowledge to pupils.



Another goal is to stimulate academic research by providing support for participation in seminars, conferences, internships, etc. In general terms, the objective is to improve the living conditions of these teachers and scientists and guarantee their active participation in the international scientific community.

In terms of their geographical distribution, most students are from Armenia and the Middle East. In 2011, 66 grants totalling € 197,880 were awarded.

Short-term Grants for Higher Education

[€ 35 733]

This programme, based on the agreement with the Yerevan State University (Armenia), has completed its fourth year of operation. It is designed to provide support for graduates and teachers at this institution wishing to participate in international academic conferences and congresses or in training courses at universities abroad. The main purpose is to encourage contacts between Armenian scientists trained at their country's main university and their colleagues abroad, in this way guaranteeing the exchange of ideas and experiences, as well as allowing Armenian students to complete their university education.

In view of the growing number of applicants and the successful results achieved by this programme in previous years, the total amount of grants awarded under this item was raised by 8% in comparison with 2010. In 2011, 26 grants totalling € 35,733 were awarded.

Subsidies

This section covers various activities from all of the Department's established areas. Naturally, education is the main priority, followed by charity, science and art.

Educational subsidies are concentrated in the following activities: building and repairing schools; supplying IT equipment and furniture for schools; publishing school textbooks and providing support for the creation of multimedia applications; and providing direct assistance to the authors of these textbooks and other books on education.

Besides giving individual support on particular occasions, the charity subsidies cover work for the maintenance or purchase of equipment for social or cultural institutions.

The science subsidies generally give priority to academic research, as well as supporting Armenian scientists involved in international projects.

Finally, the arts subsidies, whose values are normally relatively low, complete the Department's activities.

Reconstruction work and educational equipment

[€ 338 119]

One of the aims of this section is to provide financial support to Armenian schools and cultural institutions, in order to promote the implementation of projects guaranteeing essential improvements in the teaching conditions and recreational facilities of these institutions.



❖ Concert performed by a youth choir during the inauguration of the new cultural centre in Tbilisi (Georgia).



✦ Children during a reading session at the cultural centre in Tbilisi (Georgia).



✦ Children from an orphanage in Armenia during a lesson at the painting studio.

In 2011, the Yerevan State University, the largest higher education institution in Armenia, was awarded a grant of € 15,400 for restoration work at the Reception Centre for foreign students. The total amount of our participation in this project, initiated in 2010, was € 36,025.

Another beneficiary under this section was the Diocese of the Armenian Apostolic Church in Georgia, which received a grant of € 19,250 to fund the “HAYARTUN” Cultural Centre in Tbilisi, the capital of the Republic of Georgia.

One of the main cultural and religious centres in the Armenian Diaspora in the Middle East, the Armenian Catholicosate of Cilicia, was awarded a grant of € 17,825 for the modernisation of software and printing equipment for its publishing house, which is responsible for the production of most of the books published in the Armenian language in this region.

Finally the fourth project involved the support given for the reconstruction of the Armenian church of St. Giragos in Diyarbakir, one of the largest and oldest Armenian churches in Turkey. The Department awarded € 38,500 to this initiative.

This section also supports educational institutions that, despite providing essential services at the heart of the communities, have low incomes and need financial support from other sources in order to continue their activities. In 2011, 16 subsidies totalling € 247,144 were awarded to support the operating costs of these institutions. The institutions that benefited from these subsidies included orphanages, schools for the disabled, associations devoted to teaching the Armenian language, and other similar institutions.

In recent years, the Foundation has become the leading editor worldwide of books devoted to the Armenian language and culture. In 2011, the total amount of awards made towards publications in the Armenian language was € 514,509, representing an increase of 67% in comparison with the previous year. The Foundation gave its support to the publication of books in the Armenian language in 13 countries, with 73% of these awards being made in Armenia, Lebanon and France.

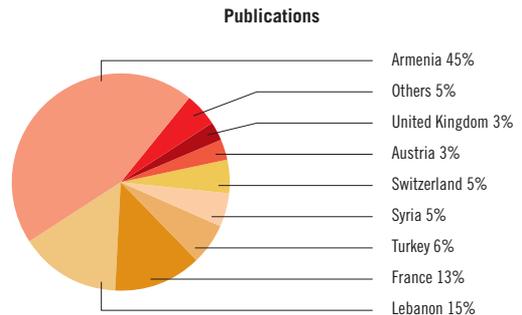
Publications

Armenia

In the Republic of Armenia, one of the main beneficiaries of this publication programme was the publishing house of the Yerevan State University, which in 2011 received subsidies totalling € 91,799 for the publication of books dedicated to the Armenian language, lexicography, history and literature. These publications are listed below:

- › Nicolas Adontz, *Works*, vol. V, dedicated to the history of Armenian-Byzantine relations;
- › Hakob Manandian, *Works*, vol. VIII, bibliographical study;
- › Movsès Khorénatsi (Moïse de Khorène), bibliographical study;
- › Toros Toramanian, *History of Armenian Architecture*, vols. I and II;
- › Arman Yéghiazarian, *Feudal State of Bagratidas*, Historical and Geographical Studies;
- › P. Bédirian, *Grand Dictionary of Phraseology of the Modern Armenian Language*;
- › Hratchia Simonian, *On the Path of the Fight for Freedom*, vols. IV and V;
- › V. Gabrielyan, *Philologists of Our Generation (the 1950s and 1960s)*;
- › Vanik Santrian, *Bibliography of the Armenian Writers of the 1950s and 1960s*;
- › *Collection of the History of the Armenian Nation in 5 Volumes*, vol. III;
- › R. Ghazarian, *Phraseological Dictionary of Classical Armenian*;
- › B. Harouthounian, *Life and Work of Vahram Papazian*;
- › V. Santrian, *Encyclopaedia of the Armenian Cultural and Literary Life of the Second Half of the Twentieth Century*, vol. II (final volume);
- › H. Harouthounian, *Province of New Bayazet 1914-1920*, vol. II (final volume);
- › Nicolas Adontz, *Complete Works*, vol. VI (final volume).

The Yerevan State University publishing house also participated in two other projects: the publication of the collection of *Monuments of Armenian Literature*, which was awarded a grant of € 54,659; and the co-publication with the Matenadaran Ancient Manuscripts Library, which was awarded a grant of € 16,478 to publish the book by Levon Khatchikian *In Memoriam* and volumes VI and VII of the *Grand Catalogue of the Matenadaran Manuscripts*.



In addition to the publishing house of the Yerevan State University, there were three other publishers based in the Republic of Armenia that benefited from the Department's support:

- › The Sargis Khachents publishing house received € 19,250 for the publication of two books:
 - Krikor Beledian, *Complete Works in 3 Volumes*, volumes I, II and III;
 - Kostan Zarian, *Complete Works in 15 Volumes*, volumes III and IV.
- › The Moughni publishing house received € 8,216 for two publications:
 - Achkène Toumanian, *The Testimony of Achkhene Tumanyan about her Father Hovhannes Tumanyan*, on the occasion of the commemorations of the 120th anniversary of the author's birth;
 - Anahit Tsitsikian, *The Art of String Instruments*, which includes and audio CD.
- › *AZG Daily* received € 21,560 for the publication of the *Literary and Artistic Supplement*.

The other publications produced in Armenia were:

- › monograph by Grigor Grigoryan (Armenian Museum of History) dedicated to Armenian Palaeo-Christian Art, € 7,700;
- › trilingual review (Armenian, Russian and English) of the Noravank Foundation, € 3,850;
- › *The Widespread Massacres of Armenians in Cilicia*, by Hrachik Simonyan, € 5,225;
- › *Palliative Care*, by Anthony Smith, € 1,694.

Lebanon

In Lebanon, the main beneficiary of the Foundation's support was the publishing house of the Catholicosate of the Great House of Cilicia in Anthelia, which received € 51,763 for the publication of the following works:

- › *Literature in the Middle Ages – the Deification*, by Tamar Dasnabedian;
- › *Believing with Conviction*, by Nersès the Great, a 12th-century work;
- › *The Armenians in the Ottoman Empire*, by Joseph E. Malikian (PhD);
- › *Hask* journal;
- › *Pastoral Concerns*, by His Holiness Catholicus Aram I;
- › *La tragédie d'Adana*, vol. III;
- › *Histoire de la ville Cilicienne de Hadjan*.

Another Lebanese publisher, the Hamazkayin Vahe Setian publishing house received € 5,005 for the publication of volume VIII of *Materials of the Armenian Revolutionary Federation*.

The other publications produced in Lebanon were:

- › *Etudes et recherches de la bibliographie arménienne*, by Jirayr Tanielian, € 3,511;
- › *Haigazian Armenological Review*, € 3,850;
- › *Gamar Review*, € 7,700;
- › *Murmure arménien*, by Garabed Arakelian, € 3,850.

France

In France the main beneficiaries of the Foundation's support were:

- › Association "Sources d'Arménie" (€ 34,700);
- › Haroutioun Khatchadourian, vol. I of the book *Khatchkars* (€ 14,000);
- › Jean Varoujan Sirapian, publication of the works of H. Toumanian (€ 2,500);
- › Pascal Carmont, publication of the book *The Amiras* (€ 2,903);
- › Robert Der Merguerian, publication of the book *Armenien Moderne: manuel pratique* (€ 3,000);
- › Éditions Parenthèses, publication of *L'autobiographie*, by Krikor Beledian (€ 3,850);
- › Marc Nichanian, publication of the book *Agonie* (€ 3,850);
- › Association de la Revue des Études Arméniennes, vol. XXXIII of the review of the association (€ 3,850).

The subsidies that were awarded to beneficiaries in other countries represented 27% of the total amount of funds given to publications. These subsidies totalled € 139,746.

Research support

[€ 99 174]

Two particularly important projects are included in this section:

- › support for a team of 11 researchers from Armenia, working under the auspices of the CERN research programmes in Geneva (€ 30,800);
- › joint participation with the Gulbenkian Environment Programme and the Science Department in the "Preservation of Biodiversity in Armenia" project, promoted by the Research Centre for Biodiversity and Genetic Resources (CIBIO), € 32,879.

Two other research projects under this section that were supported by the Department were:

- › socio-cultural survey on the Armenian community in Turkey, by Ara Sarafian, € 6,966;
- › survey on the socio-economic situation in the Republic of Armenia, by Armine Ishkanian, € 28,529.

Individual assistance, charity

[€ 13 767]

In 2011, three charity subsidies totalling € 13,767 were awarded:

- › Vahan Tovmasian, support for emigration, € 677;
- › Rose Marie Basmadji, medical treatment, € 1,540;
- › Gourguen Melikian Foundation, support for the Foundation's activities in the Artsakh region, € 11,550.

Reconstruction and improvement work

[€99 882]

In 2011, only one subsidy of € 99,882 was awarded: to the Surp Pirgiç Hospital (Turkey) under the scope of the project designed to support the modernisation of this establishment's hospital equipment.

Support for artistic projects

[€23 800]

Two subsidies were awarded under this section:

- › publication of a catalogue of the works of the sculptor Arto Chakmakjian, € 15,400;
- › support for the holding of a photography exhibition by Antoine Agoudjian in Istanbul, € 7,700.

Organisation of meetings and conferences

[€78 950]

Nine initiatives were undertaken with the Department's support:

- › Armenian Patriarchate of Jerusalem, international conference on "Armenian Art and Culture in the East", € 19,250;
- › Association Internationale des Études Arméniennes (AIEA), International Conference on Armenian Studies, € 3,500;
- › Institut National des Langues et Civilisations Orientales (INALCO), seminar on the "Grammar of the Armenian Language", € 11,550;
- › Association "Sources d'Arménie", three seminars on Armenian culture, € 8,000;
- › Croix Bleue des Arméniens de France, support for the organisation of the Armenian Studies Week, € 3,850;
- › The International Hrant Dink Foundation, international conference on "The Economic and Social History of Adana between 1838 and 1938", € 15,400;
- › Herbert Maurer, conference dedicated to literary translations into Armenian, € 3,850;
- › Ani Armenian Foundation (Armeense Stichting Ani), organisation of the conference dedicated to St. Servatius, € 2,000;
- › Bibliothèque Universitaire des Langues et Civilisations (BULAC), exhibition on the iconography of Armenian books, € 11,550.



✦ Some of the conference participants in front of the Calouste Gulbenkian Library in Jerusalem.

Development projects in Armenia

[€ 99 408]

This section was introduced as part of the process for the creation of new areas of activity for the Department. Its aim is to contribute towards a viable future for Armenia. Five pilot schemes were launched, which received subsidies totalling € 99,408:

- › Institute for Democracy and Human Rights (IDHR), “Promoting Civic Activism in Armenia” project, € 11,550;
- › Children’s Spiritual Development and Support “TIKNIK” NGO, “For Children, by Children” project, € 11,550;
- › Journalists’ Club “Asparez”, “Young People’s Debate Club” project, € 11,232;
- › Mitost International Association, “Joint Civic Education” project, € 45,715.
- › Eurasia Partnership Foundation, “Youthbank” project, € 19,361.

Photographers' Gallery, London



✦ "The World in London" – a major public art project commissioned by the Photographers' Gallery as part of the London 2012 Festival. *Veronique Rolland, Snezana-Biesek, Russia, 2010.* Veronique Rolland.

United Kingdom Branch



	Amounts in euros
Personnel costs	613 083
Operating costs	179 219
Subsidies and grants	
Cultural understanding	541 479
Fulfilling potential	625 804
Environment	634 437
Maximising social and cultural value	503 590
Technical support	142 099
Departmental activities	
Publications	19 402
Total	3 259 113
Receipts	13 166

As part of a large international charitable foundation, with broad social, cultural, educational and scientific interests, research undertaken in the UK, and elsewhere, on the issues that worry people and what they believe are the essential elements of “well-being” is informative. The ills of society concern us but we must recognise that we are at our best when we act in areas that others don’t, making connections others find difficult, and look up and downstream – avoiding the current – and focus on future problems and their causes; few of the interventions we support can be expected to deliver instant results.

We require patience if we are to enrich and connect the lives of individuals (especially the most disadvantaged), as our mission at the UK Branch of the Foundation exhorts us to do. With limited resources, we need to deploy them thoughtfully and sensitively if we are to maximise their impact. Not having to raise income affords us a uniquely privileged position and we need to act with humility, respecting the expertise of others, whilst not constraining our ambitions for a society with opportunities for everyone to take part.

As in architecture, context is important for all those with an interest in well-being. In the UK as elsewhere in Europe, we are facing some of the most challenging conditions for decades. While resources decrease, need is on the rise and problems are increasingly inter-related. In the UK, current funding restrictions have all increased the pressure on voluntary and community organisations (for us all) to be more creative about how we utilise assets, tangible and intangible.

As we enter 2012, the greatest threat for an operation such as ours lies in surrendering to the temptation to come to the immediate assistance of organisations that are struggling to survive. We are not a rescue service; an organisation with an income that represents a tiny fraction of the money put into public services is in no position to replace the money withdrawn, rightly or wrongly, by government. Filling immediate gaps, however seductive when we see obvious distress, is not the business we are in. By contrast, we must be rigorous in identifying the areas in which we can appropriately intervene and develop the strategies to realise the greatest beneficial impact.

The UK Branch has participated in the development of a (soon-to-be-launched) Foundation-wide programme intended to address the depletion of resources in our threatened oceans – a problem with long-term implications for us all. This exemplifies the strategic approach, making connections between different disciplines and levels of potential intervention.

Supporting collaboration is becoming a common way of working for us and the Making Every Adult Matter (MEAM) coalition we helped found is an example. By supporting organisations, each focused on addressing different but related needs, to come together and deliver holistic services on the ground, and to advocate at every level, we hope that the needs of adults experiencing multiple exclusions will be better met than now. The Campaign to End Loneliness is another example of a partnership which will lay the basis for a movement that addresses this complex problem felt most acutely by those in older age. Under our Cultural Understanding theme, we have built “communities of interest” for organisations who understand how language can divide us – and want to address this – and art can unite us; the exchanges of curators from British galleries who want to explore what other countries, and Portugal in particular, offer is an example of an approach that could be adopted more widely.

We continue to develop a new programme in the field of performing arts; similarly, this is focused on breaking down barriers between professional artists and non-professionals in a way that gives voice to some of the most marginalised in society, draws on example and has resonance internationally, and rewrites the false paradigms of production and consumption, of process and product. In 2012, we hope to scale and replicate these endeavours by identifying new projects, and what works, and building a community of practitioners, nationally and internationally, who believe that participation in making art can deliver both cultural value and a lasting effect on audiences and all those involved.

This way of working serves as an example for others active in the arts and social spheres. Being clear about objectives, exploring new ways of working – such as the co-design we are experimenting with in our work on ageing with our colleagues in the Foundation’s Human Development Department – capturing the lessons and disseminating them so we can all play our

part in making a difference; these are important to us. In difficult times, charities of all sorts must focus on the work they do well, innovate, demonstrate, collaborate and replicate.

We have but a small part to play in this. At the UK Branch, we want to be less concerned with function – the transactions that are the usual stuff of grant-making – and, with our colleagues in Lisbon and Paris, focus more on our ambition: the transformation, and the connections that contribute to it, which will meet our collective aspiration for “well-being”, however we define it. We stand ready to work with organisations, in the areas we have identified as priorities, to help them rise to the challenges and adapt. This report summarises what we are doing and, importantly, how we are doing it.

Cultural understanding

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

With the UK’s long history of immigration we have a culturally diverse society, comprising a mixture of different ethnic groups often with their own distinct cultures, languages or faiths. We have an interest in facilitating cross-cultural connections by celebrating diversity, promoting international arts practice, supporting and encouraging the multilingual potential of our society, and promoting greater understanding of different faiths.

Through culture

In the Summer of 2012, athletes from more than 200 nations will meet in London to compete in the Olympic and Paralympic Games. London is a uniquely global city which thrives on its creative mix of people and cultures. To celebrate this cultural diversity, we are supporting “The World in London”, a major public art project commissioned by the Photographers’ Gallery as part of the London 2012 Festival. Portraits by leading professional and amateur photographers of Londoners whose home nations are competing in the Games will be exhibited in a high profile outdoor display in the capital. The portraits and the sitters’ stories, which will be narrated on the accompanying website, challenge popular stereotypes and allow audiences to engage with individual personalities.

2011 has been the third year of a programme to promote international arts practice in the UK, with a focus on work from Portugal, which has been relatively underrepresented here. Our ambition has been to help ensure that the richness and variety of contemporary Portuguese visual art becomes better known and that Portuguese artists are represented alongside their international peers. In doing so, we hope to establish a successful model that can be replicated in other areas or with other cultures. Activities have been wide-ranging: a series of carefully planned visits to Portugal for UK curators; exhibitions of Portuguese art in regional galleries from Glasgow to Penzance and Cardiff, including this year by Helena Almeida, Ana Jotta and Edgar Martins; artists’ residencies in UK art organisations; and the establishment of a permanent specialised resource at the Tate Library.

The programme's short-term impact has been immediately visible: exhibitions were well attended and received strong regional and national press coverage. Longer-term benefits are also beginning to emerge through the growing cohort of influential and articulate curators with a good working knowledge of Portugal, its contemporary art scene and artists; developing networks of artists, professionals and arts organisations within and between both countries; and an increasing demand in the UK for the work of Portuguese artists. We will continue to consolidate this strategy for a further year.

Language is the cultural expression which most directly connects or divides us, yet, despite the ethnic diversity of our society, in the UK we have been slow to support the literary traditions and languages of other countries. To help address this need, we have developed a new strand of work focused on the promotion of international literature in translation, for adults and children, and the encouragement of other languages, particularly among young people of migrant families. Our activities are directed towards the book industry, literary translators, and the wider public.

Recent research by the Global Translation Initiative (GTI) has confirmed that the paucity of literature translated into English is a shared problem across the English-speaking world. We have supported complimentary research by Literature Across Frontiers to analyse the current position of translated literature in the UK and to establish a mechanism for collecting data and generating statistics that will make it possible to assess future trends in the industry against this base line.

The establishment of a Literary Translation Centre at the London Book Fair has already given literary translation greater visibility in the UK book industry.

We are supporting the professional development of literary translators through a residency programme at the Free Word Centre and a mentoring scheme in partnership with the British Centre for Literary Translation (BCLT) and the Translators' Association. The collaboration of a number of other cultural institutes and foundations in the scheme has doubled the number of mentorships – thirteen in twelve languages – and will be vital to the project's sustainability.



✦ Edgar Martins, *This is not a House*, 2010 exhibition at The New Art Gallery, Walsall. Part of the four-year programme for promoting international art in the United Kingdom, with a focus on the work of Portuguese artists.



- ❖ Mother Tongues – a programme of creative writing workshops to support bilingualism and bi-literacy in young people from emerging communities in the United Kingdom.



Daniel Hahn

Creative writing workshops piloted by the Arvon Foundation have established an innovative and replicable model for supporting bilingualism and bi-literacy in young people from emerging communities. An early evaluation highlights the academic and social benefits for the children, and future work will be geared towards strengthening the model and providing a range of resources to aid in scaling it up.

Between cultures

Our Founder, Calouste Gulbenkian, had a great interest in bringing together people of different cultures and nationalities. In exploring the potential for future Foundation programmes we have begun to develop our thinking around other concerns that are a consequence of multiculturalism. Globally, faith has often been a divisive issue and remains a bar to cross-cultural understanding.

The Institute for Public Policy Research (IPPR) has recently concluded a research project to map UK *madrassas*, analysing the impact they have on the children's personal and educational development in order to initiate a productive debate about their role in and beyond the Islamic community and making recommendations about how they can be supported to deliver positive outcomes for the children and communities they serve. IPPR is currently looking at ways to extend this research thematically across Europe.

Myriam Cherti



✦ The Institute for Public Policy Research (IPPR) mapped the mosques to analyse their role and impact – a Moroccan *madrassa* in West London, 2008.

Fulfilling potential

“To assist the most disadvantaged in society to fulfil their potential by building connections and developing opportunities...”

For some years, the Foundation has been concerned with the potential negative impacts that an older population can have for individuals and interpersonal relationships. In 2008 we launched a joint initiative, in Lisbon and London, on “Ageing and Social Cohesion in Europe”, supporting strategies to help build meaningful connections for older people and across generations, in partnership with a diverse range of organisations.

Intergenerational practice

In the European Year of Active Ageing and Solidarity between Generations in 2012, we believe that an all-ages approach is essential in creating a fair and sustainable response to the challenges posed by demographic change.

Liane Harris



The Foundation's IntergenerationAll Programme is entering its final phase. Across the two countries, 17 pilot projects have planned, tested and implemented ideas for intergenerational activities and partnerships that addressed the areas of isolation and loneliness, dislocation through migration or protection of the environment, and involved beneficiaries in the co-design of user-centred schemes. To achieve the greatest impact they have been closely mentored in this approach by Thinkpublic, the UK's leading service design agency.

An evaluation of the programme will be published in 2012 alongside a range of tools to help intergenerational practitioners implement co-design in their work. Our aim now is to provide sustainability support which will be delivered by Thinkpublic, in collaboration with the Beth Johnson Foundation in the UK and the Institute for Social Enterprise in Portugal.

✦ “We are we do” a working session for the “IntergenerationAll” programme.

The innovative UnLtd Engage programme for social entrepreneurs also seeks practical solutions for some of the issues arising from a society that is living longer. Through this programme, 30 award winners of all ages have been selected to start and run ventures which make a positive difference to our older population. Structured training has helped to bring projects to scale through income generation, and four of the most successful received further development awards.

In an area where there is no single issue or outcome but rather a spectrum of approaches and potential impacts and a range of beneficiaries, clear documentation and shared learning is particularly helpful for others operating in the field. The dissemination of collaborative learning is the purpose of the European Map of Intergenerational Learning (EMIL), which the Foundation seed-funded. EMIL aims to connect intergenerational practitioners, policy makers and researchers through a sustainable European network, and to deliver an evidence-based funding stream and resources that will help the future development of intergenerational practice.

The value of shared sites has emerged as a practical area of interest in the field of intergenerational practice and we are evolving our own thinking about how intergenerational relationships can be fostered through “place and space”.



Campaign to end loneliness

Isolation is a potential consequence of an older and more fragmented society, and it was to address this need that we facilitated the set-up of the Campaign to End Loneliness.

Launched early in 2011 by founder members Age UK Oxfordshire, Counsel and Care, Independent Age and WRVS, the Campaign aims to help people maintain and create personal connections in their later life through raising awareness, building an evidence base of practical measures, future-proofing, and providing expert information on loneliness to individuals, service providers and government.

Research over the last few decades has consistently shown that around

10% of older people feel always or very lonely. A report released by the Campaign, based on a survey conducted by the Charities Evaluation Services, found that 80% of respondents rated loneliness as an important social issue. During its first year, the Campaign has been successful

turning the tide

a vision paper for multiple needs and exclusions



CLiNks

DrugScope

Homeless Link

Mind

Making Every Adult Matter

- ✦ "Turning the Tide: A vision paper for multiple needs and exclusions", launched by Making Every Adult Matter (meam) and Revolving Doors, which seeks five paths the government can follow to create conditions making it standard practice for local authorities to provide coordinated local services.

in framing loneliness as a health issue and in attracting significant press and older-age sector attention to the problem. It has established a research hub and grown the partner organisations delivering projects to 20, while the broader supporter base has reached over 75 organisations across the country.

Over the next year, the Campaign will publish a briefing sheet for local authorities and a guide for the voluntary sector on best practice in identifying and reducing loneliness in later life. It will also initiate local campaigning groups in six pilot areas across England to encourage Health and Wellbeing Boards to address loneliness as a public health issue. A third project will help the public to 'future proof' their own lives against loneliness as they grow older.

Making Every Adult Matter

"The formation of multi-sector collaborations has also been our strategy in seeking to influence policy and services for another sector of society, that of adults facing multiple needs and exclusions."

Making Every Adult Matter (MEAM) is a coalition of four national charities – Clinks, DrugScope, Homeless Link and Mind – focused on people facing a combination of problems such as homelessness, substance misuse, mental ill health, and offending. These individuals are often poorly served by agencies used to dealing with one problem at a time and as a result fall through the gaps in provision at considerable cost to themselves and to wider society.

During 2011, MEAM has been supporting three local areas across the country to better coordinate existing services for this group, improve outcomes and deliver value for money. In each area, a coordinator has worked closely with a small number of clients, and a board of voluntary and statutory partners has helped create strategic commitment and flexible responses from local services. The results of a social and economic evaluation will be published in early 2012. MEAM has also continued to influence at the national level. In September, MEAM and Revolving Doors launched “Turning the Tide: A vision paper for multiple needs and exclusions” at a Parliamentary Reception attended by leading Parliamentarians and Ministers.

Next year, MEAM will develop a framework to help local areas cut through the complexity of designing and delivering multiple needs interventions and significantly increase the number of local areas offering coordinated responses for this group.

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...”

When more than half the world’s population lives in cities, where they may have little contact with or interest in the natural world, we believe it is critical to develop strategies which help different sectors of society – local communities, policy makers and business – to understand better how we benefit from nature’s resources, whether the benefits are economic, health, cultural or spiritual. Our approach has been to establish clear policy aims and to encourage public participation at the local level.

The parameters of our work under this theme were established in 2010. In 2011, we focused on building coherent networks of activity around our key objectives: encouraging a creative engagement with the natural world and identifying effective strategies to help green the economy. We also continued to explore the theme of migration and the environment.

Underlying all our work is the knowledge that environmental challenges disproportionately affect the most disadvantaged, so a greener world must also be fairer.

Engagement with the natural world

Botanic gardens are found in most countries of the world, predominantly in urban areas. We have continued to work closely with Botanic Gardens Conservation International (BGCI) to encourage botanic gardens to engage with different communities and become more confident advocates for sustainable living practices. Building on research carried out in 2010, BGCI has developed two schemes. In “Growing the Social Role of Botanic Gardens”, BGCI supported gardens in Birmingham, Liverpool and Wales to engage with a specific local community through a programme of workshops and small-scale research projects. The scheme will be rolled out to five more gardens in 2012, with the intention of informing future work in the UK and internationally.

In “Seeds of Unity”, BGCi developed groundbreaking online resources for Key Stage 2 children, exploring the links between plants and faith – Christianity, Hinduism, Islam and Humanism – to be used in the classroom and in botanic gardens. BGCi will monitor usage of the resources over 2012. The initial response from RE teachers and botanic garden educators has been enthusiastic.

To identify strategies that have impact on policy, we supported the New Economics Foundation (NEF) to review existing evidence of the health, education and other benefits that contact with nature provides and any environmental initiatives that build on this evidence. The findings, available in early 2012, should highlight key opportunities for influence, for example on government proposals in the 2011 White Paper *The Natural Choice: Securing the value of nature*. NEF will also explore the potential for increased collaboration amongst environmental organisations in order to effect greater impact.

Winterbourne House and Garden



- ❖ “Growing the Social Role of Botanic Gardens”, Botanic Gardens Conservation International supported gardens in Birmingham, Liverpool and Wales to engage with local communities. Urban vegetable gardens at Winterbourne House and Garden, University of Birmingham.



- ✦ The Gulbenkian Galapagos Artists' Residency Programme gave 12 artists the chance to work at this archipelago. Paulo Catrica, *Estacion Terrena, Puerto Baquerizo Moreno, San Cristóbal, Galapagos, 2010.*

Artists are original communicators who can bring the reality of social and environmental challenges into relief, offering fresh points of view and encouraging us to have greater respect for each other and for the places in which we live, a greater awareness of the vulnerability of individuals, and ultimately of our planet. The Gulbenkian Galapagos Artists' Residency Programme gave 12 artists the opportunity to spend time in the Galapagos archipelago in order to reflect on and respond to its unique nature and to reflect on the human and conservation challenges it faces. An exhibition of their work will be shown in Liverpool and Edinburgh in 2012, and in Lisbon in 2013.

Greening the economy

“In the current financial context, it is particularly important to understand the economic benefits of greater environmental sustainability.”

In 2011, the Institute for Public Policy Research (IPPR) completed a two-year research project on ‘green and decent’ jobs by taking a group of UK stakeholders to San Francisco to learn from US practices, and by publishing *Green Expectations: Lessons from the US green jobs market*.

The report has important implications for the UK as it implements measures to promote transition to a low-carbon economy. It emphasises the need for accessible training programmes, robust accreditation systems and strong coalitions across sectors if new “green jobs” are to benefit disadvantaged groups.



- ✦ The Solar Schools 10:10s project is helping schools to obtain money for clean energies (www.solarschools.org.uk).

IPPR's recommendations have been taken up by a number of pilots supported by the UK Branch. Capacity Global is establishing "The Academy", a pan-London greener jobs hub, and "Skin", a project to "green" the hair and beauty sector; The Otesha Project UK is working in partnership with the East London Green Jobs Alliance to provide pathways into "greener" jobs for disadvantaged young people; and, through its "ReEconomy" project, the Transition Network is helping 10 Transition Initiatives to engage with local businesses and to develop their own "transition" enterprises. The impact of all the pilots will be clearly tracked.

At a policy level, we are supporting the Finance Innovation Lab, hosted jointly by WWF-UK and the Institute of Chartered Accountants in England and Wales, in its "Disruptive Finance Policies" initiative, designed to incubate the policies, frameworks and collaboration across sectors necessary for creating systemic change in the UK financial system.

The think tank Green Alliance's scoping research "New Times, New Connections: Civil society action on climate change" (2010) continues to influence policy debate. In 2011, Green Alliance has turned its attention to local authority action. "Is Localism Delivering for Climate Change?" reveals a 60% scaling back of local government activities, but also highlights the opportunities that new local enterprise partnerships and neighbourhood plans may offer. Green Alliance is now working to develop practical proposals to make the most of these opportunities.

Migration and the environment

In 2010, we began to explore the theme of migration in the context of the environment. In particular, we supported the Climate Outreach and Information Network (COIN) “Defending Rights – Environmental Migration Programme”, which launched the UK Climate Change and Migration Coalition (UKCCMC) in 2011. With a cross-sector membership of environmental, human rights and migration organisations, the UKCCMC has already begun to influence debate and develop a platform for political and civil society engagement on the issues, including a submission to the EU’s Global Approach to Migration, input at the Nansen Conference on Climate Change and Displacement, and a series of public and policy events.

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...”

Innovation to achieve impact

Our fourth strand is necessarily less strategic and more tactical: a strand that enables us to be open to exceptional ideas that relate to our core interests, where we can fill distinctive gaps, identify cross-cutting themes or relate the broader picture of what is happening outside to our more focused objectives. Innovation, collaboration, leadership, effective philanthropy, the place for measurement, are all important and valuable to those we work with within our priorities. We support and participate in networks and support selected and distinctive initiatives intended to champion capacity-building, improve impact assessment, build cross-sectoral partnerships and strengthen social leadership. We are looking, too, at how we can break down the barriers that exist between the arts and broader social sectors and deliver something that is different and of value.

The Foundation and NESTA have jointly commissioned “It’s Our Community”, a comparative study across Europe, to be undertaken by the Big Society Network, NCVO and a range of international partners, which will seek to identify the most innovative approaches to the delivery of local services by community organisations with a view to sharing models, learning and practical skills. The Foundation has also brought together a coalition of umbrella organisations working in the UK, Portugal, Ireland and Belgium to scope the needs of individuals and organisations as they attempt to move towards evidence-based measurement and evaluation to assess impact, and to identify areas for support and potential catalysts for change.

In the UK, we are supporting Civil Exchange, in partnership with Democratic Audit, in the first independent audit of the Government’s Big Society. This work builds on our interest in identifying the practical implications of this approach for civil society and will establish a firm evidence base against which future achievements can be measured.



✚ The “Clare Social Fellows 2012”.

An investment in learning within organisations, particularly in their leadership and adaptive capacities, can be a crucial step towards meeting the capacity challenge and achieving mission. We supported ACEVO in commissioning consultants Margaret Bolton and Terry de March to explore how learning strategies and practices can be developed and embedded within organisations. Their report, *Learning to Succeed*, a toolkit, study guide and funder’s guide will be launched at ACEVO’s spring 2012 conference and can be found at <http://www.acevo.org.uk/learning-to-succeed>.

We continue to support the Clare Social Leadership Programme, including the funding of specialist Gulbenkian Fellows to explore issues within our main areas of interest. Last year, the Gulbenkian Fellow, Mark Richardson, investigated policy and practice issues concerning people with multiple needs and exclusions, which is an important strand of our Fulfilling Potential theme. The 2012 Fellow, Omar Kahn, will focus on the matter of migration and transnational families and communities, a relevant subject across the UK Branch’s core themes.

New models for arts performance

Innovative and strategic arts initiatives have been a hallmark of the Foundation’s work in the UK since Lord Bridges, in his seminal report, *Help for the Arts* (1959), urged us above all to use our



Haydn Rydings

✚ Audition of the children's choir "That Day We Sang". Manchester International Festival, 2011.

independence in backing individuals and ideas. We have adhered to this tenet in introducing this year a major award to encourage new models for arts performance which will deliver demonstrable social impact through community participation, while maintaining high artistic standards.

We piloted this approach by supporting two projects for the 2011 Manchester International Festival. *That Day We Sang*, a production written and directed by Victoria Wood, involved the formation of a children's choir of pupils from north Manchester schools. Though ambitious, this project has demonstrated benefits to the children of "increased confidence, maturity and heightened aspirations", and to the participating schools in building community links.

Sacred Sites, a collaborative venture with Manchester's faith networks and a genuinely adventurous idea, gave audiences the opportunity of experiencing the beauty of sacred music and recitation by international performers in sacred sites belonging to five faiths – Christian, Muslim, Jewish, Sikh and Hindu. The audiences appreciated being welcomed into unfamiliar places as well as the artistic quality of performances. It is hoped that this successful beginning will lead to a longer term relationship between the festival, the city and its faith communities.



Dan Green

✚ National Theatre Wales, “The Soul Exchanges, 2011” presented in the Butetown area, Cardiff.

For participatory arts projects to be successful and sustainable, the communities involved must take ownership of them wholeheartedly, with the support of arts professionals. In awarding a major performance grant this year we looked for schemes that genuinely involved local people, particularly those from disadvantaged communities, encouraging them to take the lead in introducing new ideas for eventual production. National Theatre Wales received the grant for an idea brought to the company by four young Somalis who were eager to change negative perceptions of their nation. *De Gabay* – the song of their lives as young British-born Somali men living in the Butetown area of Cardiff – draws on Somali poetry and music and will feature site-specific performances developed with a leading theatre-maker.

In a separate initiative, in partnership with Homeless Link, we are supporting Streetwise Opera in the creation of an event that will ensure that homeless people are at the heart of the London 2012 Festival. “With One Voice” will be an Open Mic showcase starring 200 performers who have experienced homelessness, hosted by the Royal Opera House with contributions on film from international groups.



❖ The Gulbenkian Development Aid Programme



	Amounts in euros
Personnel costs	184 117
Subsidies and grants	1 996 473
Own initiatives	398 495
Total	2 579 085
Receipts	229 113

The Gulbenkian Development Aid Programme (PGAD) was set up in 2003, and its strategic objective is to strengthen the internal capacity of the countries in which it operates (the Portuguese-speaking African countries and East Timor), stimulating their institutional development and enhancing the value of their human resources, in order to improve standards of performance and the quality of the services provided and make these better suited to satisfying the needs of the local populations, within the framework of a sustainable economic and social development.

The programme seeks to establish a structure for the Foundation's intervention, based on a strict and clear definition of priorities, highlighting the areas in which the actions undertaken may have important demonstration and scale effects and where failure to act may have adverse effects on the economic and social development of the countries affected by this programme: Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe, and East Timor.

The PGAD is a transverse programme and is implemented by several of the Foundation's components (Education, Health, and Art) in keeping with an integrated approach to the problems of development.

The “education” component

In overall terms, the “education” component of the PGAD amounted to **[€ 1 411 930]**.

	Amounts in euros
Subsidies and grants	1 370 299
Own initiatives	41 631
Total	1 411 930
Receipts	201 577

Subsidies/structural projects

[€ 610 406]

In 2011, 33 subsidies with a total value of €610,406 were awarded in the educational field. The underlying objective of these subsidies was to support the consolidation of the education systems in the Portuguese-speaking African countries and East Timor.

The strategy of intervention in the awarding of subsidies was generally based on the development and pursuit of medium-term projects designed to provide the necessary structures, and undertaken in partnership with institutions and bodies from the countries in question, thereby ensuring the sustainability of these same projects. Because of their relevance and importance in improving the quality of the education systems, the following projects deserve special mention: the support for the primary school reform project in São Tomé and Príncipe; the project to support training for primary school teacher trainers in Angola; and the 2nd Framework Programme with the Eduardo Mondlane University, in Mozambique, designed to support the development of higher education in that country. Together with these structural projects, the programme also supported a series of other complementary projects, mainly sponsored by other agencies, whose intervention in the educational field was seen to be a relevant and useful opportunity for the countries covered by the programme and their populations.

The framework by areas of intervention included the following subsidies:

► *Projects to support primary and secondary education.* As a whole, the fundamental objective is to contribute towards a qualitative improvement in these levels of education, while the project also has as its frame of reference the target of the second Millennium Development Goal of achieving universal primary education by 2015.

Considered to be of particular importance was the support given to the consolidation of the primary education reform in São Tomé and Príncipe, with preparations having been made for the development of a new protocol to be signed between the Foundation and the country’s Ministry of Education, Culture and Training. The plan is to ensure consistent and integrated action in the areas of the institutional capacity building of the Directorate of Planning and Educational Innovation (DPIE) and the Teacher Training School (EFOPE), to strengthen the technical and pedagogical skills of the EFOPE’s trainers, and to give documentary support to central or district resource centres that are capable of intervening in basic schools.

The project to support training for primary school teacher trainers in Angola was also of central relevance. Within the framework of the reform to extend primary school education to six years, the main goal was to contribute towards improving the quality and effectiveness of this level of education, focusing essentially on helping the trainers of primary school teachers to acquire and consolidate the necessary technical and pedagogical skills. The action undertaken in 2011, in keeping with ministerial guidelines and with the technical support of Setúbal Higher School of Education, centred on the Benguela Primary

School, and was fundamentally characterised by the strengthening of the teaching of basic subjects, and by the finalisation of methodological guides and training modules. As a complement to this, in creating the Resource Centre at this same school in Benguela, work continued on the training of teachers in Information and Communication Technologies (ICT), documentation and the organisation of archives, as well as the development of a network structure for the school's computer equipment.



✚ PREPA – Training for Primary School Teacher Trainers in Angola.

With the aim of promoting teacher training, a subsidy was awarded to the Portuguese University Cooperation and Solidarity Institute (ISU), which, in partnership with the Community Education Development Structure (EDEC – a Guinean non-governmental organisation), launched the Project for Strengthening the Pedagogical Skills of Community Teachers in the Promotion of Environmental Education in the Cacine Sector, in Guinea-Bissau, through the improvement of pedagogical skills and competences in the teaching of the Portuguese language.

Support was also given, through the Portuguese School of Mozambique, to the development of a project for the creation and promotion of a planetarium with the name of “O Céu nas Nossas Mãos” (The Sky in Our Hands), whose main aims are to promote scientific culture through astronomy, to support and develop formal and non-formal education in the sciences, to support and develop projects for scientific cooperation and partnerships, to design and implement teacher training courses, and to support the development of astronomical communities in Mozambique.

As far as East Timor is concerned, in keeping with the request made by the Ministry of Education of that country, work continued in 2011 on the development of the support project for the restructuring of secondary education, through the drawing up of a curriculum plan and the continued development of the tasks relating to the programmes of the 10th, 11th and 12th years of compulsory schooling, including the preparation of textbooks and teachers’ guides for the teachers of 10th year classes, which will be duly tested with a view to their general use nationwide. This project enjoys the technical support of the University of Aveiro and is managed under the responsibility of the Gulbenkian Foundation, within the framework of a partnership with the Portuguese Institute for Development Support (IPAD) and the East Timor Ministry of Education, with the Portuguese Language Fund acting as the main funding agency. As a further complement to this project, a short training project was developed for Timorese technical managers, which was held at the University of Aveiro for a period of one and a half months. The main aim of this project was to improve the qualifications of the Timorese technicians belonging to curricular development teams in East Timor, through (i) an increase in scientific and technical knowledge in the areas of curricular development and educational management, (ii) capacity-building in different forms of support and intervention at Timorese secondary schools, and (iii) improved mastery of the Portuguese language in its various aspects and specificities.

› *Projects to support the development of higher education.* The main objective is to help consolidate higher education institutions in countries covered by the PGAD. Among the range of subsidies awarded, attention is drawn to the following cases in particular:

- Support to the Guinea-Bissau Faculty of Law for a training/research internship for teaching staff of this institution at the Faculty of Law of the University of Lisbon.
- In Angola, support for the development of the Master’s degree course in Education Sciences, Specialisation in Pedagogy for Higher Education and Educational Management, in a partnership between the Higher Institute of Education Sciences of Luanda (ISCED de Luanda) and the Institute of Education of the University of Lisbon (IE – UL). Also in Angola, support continued to be given to the Angolan Law Faculties, through the granting of scholarships for research training courses in Portugal, for teaching staff from these faculties; and, in keeping with the request presented by the University of Cabinda, a project was initiated to support the consolidation of this higher education institution, which includes the areas of Portuguese language teaching, training in librarianship and the equipment of libraries.
- Development of the 2nd Framework Programme of Support for the Eduardo Mondlane University, in Mozambique, designed to support this university in improving the quality of teaching that it provides in some areas of knowledge and to strengthen its respective research capacity. Based on a proposal submitted by that university, which served to identify the priority training areas and the forms of intervention to be adopted by the programme, a plan of action has been designed and agreed upon, giving special priority to training in the following areas: Portuguese language; hotel, catering and tourism services; and distance learning. In Mozambique, support was also given to a project for training in solar energy, with the fundamental aim of transmitting knowledge and training higher-level professionals in the field of solar energy, covering various areas such as the basic principles of light,



✚ Project for the Restructuring of Secondary Education in East Timor, Liquiça School.

the functioning of solar collectors, and the functioning of various simulation software programmes. It is hoped that, in this way, the Eduardo Mondlane University will be equipped with a solar installation that can be used to test different types of collectors.

- In Cape Verde, taking into account the fundamental role played by the launch of the University of Cape Verde in the development of the country's human resources, a cooperation protocol was signed, establishing a group of support areas for this higher education institution: the improvement of this institution's teaching staff through the award of postgraduate scholarships and support for the mobility of teaching staff; support for the structuring of specific training areas, particularly in the field of higher education music courses; and the equipment of the Gulbenkian Music Room, which is to be housed in this same university and will provide support for the respective training activities, as well as support for the curricular development of training in the health area.
- Amongst the support of a regional nature that was also granted, attention is drawn to the backing given to the following initiatives: *a*) the "SUGIK" project, of the Higher Institute of Statistics and Information Management, in a partnership with the University of Cape Verde and the Catholic University of Mozambique, which includes the holding of three editions of the Postgraduate and Master's Degree Programme in Geographical Information Sciences and Systems (C&SIG) in Cape Verde and Mozambique, and the creation of the requisites necessary for ensuring the continuity and sustainability of this teaching project; *b*) the holding of the first PhD courses in Law, in the specialist areas of Public Law and Private Law, in Luanda and Maputo, in the form of a partnership between the Faculty of Law of the New University of Lisbon, the Faculty of Law of the Agostinho Neto University (UAN) and the Higher Law School of the Mozambique Higher Institute of Sciences and Technology (ISCTEM).

- › *Projects for the promotion of reading.* The main objective has been to stimulate and promote the use of the Portuguese language, making quantitative and qualitative improvements in the library collections in the countries that are eligible to receive support under the scope of this programme. Three subsidies were awarded for institutions of basic and higher education in Angola. Also of note is the fact that several requests for the granting of books were met by the Gulbenkian Foundation's Publishing Plan, particularly those provided for higher educational establishments.
- › *Projects to support academic and professional cooperation.* The main objective is to strengthen relationships between organisations and professionals working in the same sectors/fields of activity by encouraging the pooling of knowledge and information, and enabling the creation of knowledge networks across the Portuguese-speaking world. Attention is drawn, in particular, to the support given to the conference organised by the Centre of African Studies of the University of Porto – “Endogenous Knowledge and the Construction of the Future in Africa” – and the 4th Meeting of Young Cape Verdean Researchers, which took place in Mindelo, under the auspices of the Association of Young Cape Verdean Researchers.
- › *Other innovative projects.* The main objective is to support research projects in new areas, with innovative contents and methods that allow for a more suitable development of educational systems. Attention is drawn to the support given to the Micaia Foundation project for community development in two Mozambican provinces. Based on an integrated and socially cohesive approach to the question, this project seeks to attain new levels of economic and social development, namely through basic training, specialised technical training, cultural training and the promotion of reading, as well as through new methodologies for rural and agro-industrial development.

Scholarships

[€ 759 893]

A total of 90 scholarships (new scholarships and renewals) were awarded in 2011, reaching a total value of € 759,893. One of the core PGAD objectives is to upgrade human resources in countries eligible under this programme, since this is considered to be a crucial means of ensuring their social and economic development. This priority is reflected in the relative weighting of over 55% of the total financing awarded under the scope of the “education” component.

During 2011, the strategy adopted continued to be that of emphasising the relative importance of postgraduate scholarships vis-à-vis undergraduate study, given that some of the countries covered by this programme offer a significant range of degrees and advanced training programmes. This is particularly true in the case of Angola and Mozambique, while Cape Verde and Guinea-Bissau are only able to provide a more restricted range. It should be stressed that, due to the recent creation of the University of Cape Verde, profound changes are expected to be introduced in the next few years in this country's supply of higher education courses.

The strategy that was followed led to the granting of a small number of undergraduate scholarships, which were only awarded to residents of Cape Verde, Guinea-Bissau, São Tomé and Príncipe and East Timor. In the other countries, grants were only awarded for postgraduate study.

Number of scholarship holders – evolution by educational levels

	2004	2005	2006	2007	2008	2009	2010	2011
Undergraduate scholarships	107	92	79	67	53	51	44	39
Postgraduate and specialisation scholarships	32	43	58	48	49	42	43	48
Research scholarships for foreign students	–	2	2	1	3	–	6	3
TOTAL	139	137	139	116	105	93	93	90

In 2011, the breakdown of scholarship holders by country of origin and scholarship type was as follows:

Number of scholarship holders – by country and educational level

Country of origin	Undergraduate study	Postgraduate study	Research	Total
Angola	1	10		11
Cape Verde	11	20		31
Guinea-Bissau	8	1		9
Mozambique	1	8		9
São Tomé and Príncipe	22	1		23
East Timor	1	3		4
Other countries	–	–	3	3
TOTAL	44	43	3	90

Own initiatives

[€41 631]

In 2011, the programme's direct activities in education included the technical assistance given to projects being developed by the Foundation in the Portuguese-speaking African countries, namely the projects for the training of teacher trainers in Angola, and the support project for the restructuring of the general secondary education system in East Timor.

Under the scope of the missions undertaken in the field of education, attention is drawn to the work missions sent to East Timor, which made it possible to analyse and establish the Gulbenkian Foundation's future lines of action for intervention in secondary education in that country.

Other work involved participation in the activities of the Steering Committee of the Association for the Development of Education in Africa (ADEA), an institution of which the Gulbenkian Foundation has been a member since 2007. This organisation seeks to promote dialogue about educational policies in Africa and has as one of its main aims to encourage exchanges and reinforce links between African Ministries of Education, responsible for the education policies in their respective countries, and the main cooperation and development agencies supporting the development of education in Africa.

It should also be stressed that, amongst the activities that the Gulbenkian Foundation has been undertaking under the scope of the PGAD, a conference was held in Cape Verde, with the support of the Portuguese Embassy in that country, to present the recently published work *África Dentro* by Maria João Avillez, which includes a vast range of information about the Foundation's activity in the field of cooperation for development.

Work continued on the development of the database of both current and former scholarship holders under the scope of the PGAD, the main aim of which is to collate all the information existing about their respective academic careers, as well as inserting additional information about the professional careers followed by this group of people and creating a database of the Master's degree dissertations and PhD theses written by former scholarship holders of the PGAD.

The “health” component

In its health component, the PGAD continued its strategy of intervening in accordance with the aims of eradicating poverty in the countries where it acts – the Portuguese-speaking African Countries (PALOP) and East Timor. In this context, the

key priorities of this programme, deemed essential for the economic and social development of these countries, were the provision of basic health services with the quality considered necessary for their populations, especially the women and children, combating infectious diseases by investing in prevention and the improvement of diagnoses, and improving the quality of the human capital through the training of human resources working in the health area.

In the pursuit of its aims, the activities of the PGAD's health component were guided by international principles of health effectiveness, such as acting in accordance with the strategies and development priorities laid down by the partner countries, establishing partnerships between health actors, strengthening the ties of South-South cooperation, in order to broaden the exchange of knowledge and experiences, and involving citizens and civil society in the development processes.

The priority areas of intervention in 2011 were as follows:

- › maternal-infant health;
- › infectious diseases;
- › “STOP TB” initiative;
- › ForDILAB TB: Training in Laboratory Diagnosis;
- › human resource training;
- › Support for the Strengthening of Health Systems;
- › NGDO capacity-building; and
- › Support Mechanism for the Preparation of Cooperation Projects.

	Amounts in euros
Personnel costs	184 117
Subsidies and grants	602 174
Own initiatives	356 864
Total	1 143 155
Receipts	27 536

Subsidies

Maternal-infant health

[€123 877]

› *Special Healthcare in Paediatrics at the Dr. Baptista de Sousa Hospital, in Cape Verde*
Funding of equipment for the provision of semi-intensive and intensive healthcare at the Paediatrics Department of the Dr. Baptista de Sousa Hospital.

› *Children's hearing screening in São Tomé and Príncipe*

Following on from the support given to the “Health for All: Specialities” project in São Tomé and Príncipe, which consisted of Portuguese specialists undertaking short-term medical missions, and the consequent detection of a high rate of deafness in that population of children, funding was provided for the purchase of hearing screening equipment under the scope of research which is to be carried out by the Faculty of Medical Sciences of the University of Lisbon.

Infectious diseases

[€129 357]

› *“Health for All: Expansion and Consolidation” project in São Tomé and Príncipe*

Under the framework of a partnership between the Instituto Marquês de Valle Flor, the organisation promoting the project, the Portuguese Institute for Development Support (IPAD), the Ministry of Health of São Tomé and Príncipe, and the Foundation, the “Health for All” project guarantees the provision of basic healthcare for the whole population of São Tomé and Príncipe. In a second phase, the same organisation, with the support of the same partners, initiated the “Health for All: Specialities” project in 2009, which was to complement the provision of preventive and primary healthcare with specialised assistance in the form of secondary and tertiary healthcare services. In 2011, the project benefited from the introduction of the telemedicine system, an essential tool for providing distance support to patients and healthcare professionals, and, at the same time, became a member of the Learning Network on Capacity Development. Furthermore, the report *Capacity Results: Case Stories on Capacity Development and Sustainable Results* was published, which presents 15 successful cases of capacity development.

› *Research on the prevalence and epidemiology of two viruses (rotavirus and adenovirus) causing gastroenteritis in children in São Tomé and Príncipe*

This project, which is managed by the Institute of Hygiene and Tropical Medicine, with the partnership of the Instituto Marquês de Valle Flor, came into being as the result of a study undertaken by the Ministry of Health of São Tomé and Príncipe, in collaboration with UNICEF, which showed a high incidence of acute diarrhoea of unknown aetiology in children under five years of age in this country. In a second phase, the confirmation of the prevalence of rotavirus infection may justify the introduction of a vaccine and later serve as the basis for vaccine efficacy studies and studies of the dynamics of circulating viral strains.



✦ Testing Laboratory of the Água Izé Health Centre, in São Tomé and Príncipe.

› *Food Security and Nutrition*

Taking into account the vulnerability of Mozambique in terms of food security, support was given to the project “Guaranteeing Food Security in the Coastal Area of the Districts of Ilha de Moçambique, Mossuril and Mongicual”, which is being implemented by the NGO Oikos – Cooperação e Desenvolvimento and is co-funded by the European Union. The project is designed to prevent natural disasters and seeks to strengthen the resilience of local communities when confronted with the recurrence of these phenomena.

Gulbenkian STOP TB initiative

[€ 9 154]

› *Training in the Laboratory Diagnosis of Tuberculosis*

In partnership with the Institute of Hygiene and Tropical Medicine and the Dr. Ricardo Jorge National Health Institute, support continued to be given to the training of Mozambican health technicians in the area of the laboratory diagnosis of tuberculosis, thus responding to one of the priorities identified in the Strategic Plan for the Control of Tuberculosis in Mozambique for the period 2008-2012.



✚ Training in the laboratory diagnosis of tuberculosis at the Maputo Central Hospital, Mozambique.

ForDILAB TB: Training in Laboratory Diagnosis

[€ 21 076]

With the technical collaboration of the Institute of Hygiene and Tropical Medicine and the Dr. Ricardo Jorge National Health Institute, and the co-funding of the Health Sector Fund of the Community of Portuguese-speaking Countries, this project aims to improve the training of health technicians from the PALOP countries in the laboratory diagnosis of tuberculosis and mycobacteriology, as well as to create the conditions for setting up the Health Research and Development Network in the area of tuberculosis (RIDES TB).

Human resource training

[€ 221 719]

› *Competitive application process for the award of scholarships for short internships for healthcare professionals from the PALOP countries and East Timor*

As a result of this competitive application process, 19 health workers (eight doctors, two biologists, one psychologist, seven nurses, one laboratory technician) undertook three-month internships in Portugal for training and technical updating, promoted under the scope of partnerships between the public health services of their countries and similar units in Portugal.

› *Training in Imaging at the Maputo Central Hospital*

Benefiting from the technical cooperation of the Pedro Hispano Hospital, in Matosinhos, the aim of this project is to increase the quality of the technical execution of imaging tests, their assessment/reading and the compilation of the respective reports, particularly magnetic resonance tests,

through the training of the medical and technical staff of the Imaging Department of Maputo Central Hospital.

› *Strengthening of the Institutional Capacity-building of the Higher Institute of Health Sciences of Maputo (ISCISA)*

Support continued to be provided for the strengthening of the scientific and pedagogical capacity-building of this public higher education polytechnic institute geared towards the training of its permanent teaching staff in 13 health areas, through the improvement of their qualifications. Support was also given to the undergraduate courses in Physiotherapy, Radiology and Nutrition, together with investment in scientific research and the Documentation Centre.



✚ Training in the Imaging Department of the Maputo Central Hospital, Mozambique.

Support for the Strengthening of Health Systems

[€ 12 600]

› *Relationship between “double work” practices and access to medical services*

Support was given to the Institute of Hygiene and Tropical Medicine for the undertaking of a study that relates the practice of doctors working in both the public sector and the private sector with the extent of the access that patients enjoy to medical services in low-income countries, such as Guinea-Bissau, Mozambique and Cape Verde, where there are different regulatory schemes regarding the practice of “double work”. This project also benefits from the collaboration of Queen Margaret University in Edinburgh.

NGDO capacity-building

[€ 46 950]

› *House of Rights: Guinea-Bissau*

The “House of Rights: Networks and Resources for Peace and Development”, led by the Association for Cooperation between Peoples (ACEP), with the participation of a group of Portuguese and Guinean institutions, in particular the Guinean League for Human Rights, has as its objective to create an environment that is favourable to the realisation of the civic, social, economic, cultural and environmental rights of the citizens of Guinea-Bissau.

› *Capacity-building of the “Tios de Moçambique” Association (ATM)*

The support given to the capacity-building of the Mozambican NGDO “Tios de Moçambique”, located in the district of Chimoio, the successor to the American NGO TIOS (Training Internationally for the Orphans and their Survival), which had intervened in Chimoio since 2004, relates essentially to the strengthening of the capacity of the local human resources for the development of projects in areas such as the prevention of HIV/AIDS, as well as the capacity of local workers and orphan children.

Support Mechanism for the Preparation of Cooperation Projects

[€ 4 019]

This is a pilot scheme, launched in 2010, which is promoted in the form of a partnership with the EDP Foundation, the Portugal-Africa Foundation and the Luso-American Development Foundation, in association with the Portuguese Institute for Development Support (IPAD). Its aim is to provide financial support to Portuguese Non-Governmental Development Organisations (NGDOs) towards the costs of drawing up applications for various international sources of funding. In this way, the aim is to achieve a better diagnosis and preparation of applications, to contribute to the diversification of the traditional sources of funding for NGDOs and thereby strengthen the capacity-building of these important actors in civil society.

Three applications were approved under the scope of this mechanism and a training activity – “Fundraising among US Foundations” – was carried out in association with the Portuguese Platform of NGDOs, which consisted of roughly 30 Portuguese NGDOs.

Direct activities and own initiatives

The following projects were promoted, funded and implemented by the Foundation in partnership with IPAD:



✚ Training at the Health Research Centre in Angola, in Caxito.

Creation of the Health Research Centre in Angola (CISA)

The aim of this project, which was begun in 2007 and is implemented under the scope of a partnership between the Gulbenkian Foundation, IPAD, the Angolan Ministry of Health and the Bengo Provincial Government, is to improve the health conditions of the population and operational research in the province of Bengo in Angola. Throughout 2011, progress continued to be made in the implementation of the project's activities, with attention being drawn to the following in particular: the Improvement of the Functioning of the Demographic Surveillance System (DSS) covering 69 neighbourhoods in three counties of the Dande municipality and a population of roughly 60,000 people, namely the undertaking of three Actualisation Rounds of the Initial Census; the Implementation of the Verbal Autopsy System in the area covered by the DSS – with the aim of better understanding the morbidity

profile of the population living in the area under study – and of the Morbidity Surveillance System at the Bengo Provincial Hospital; the development and completion of epidemiological studies, namely the prevalence survey of malaria, schistosomiasis and intestinal parasitoses, anaemia and malnutrition, and the Arterial Hypertension Study and the analysis of the respective data for the preparation of scientific articles; the development of a molecular biology study and the beginning of an ethnobotanical screening process; the drafting of a first version of the CISA's scientific agenda for the next few years and its submission to the Scientific Council, and the preparation of new studies. Attention is also drawn to the formation and training of the local team, as well as the identification and training of Angolan professionals for the research area, who will be capable of meeting the challenges facing the CISA in the medium term.

Institutional Strengthening of the East Timor Institute of Health Sciences (ICS)

[€ 23 269]

This project, which was begun in 2007 with the collaboration of the Portuguese Red Cross Higher School of Health (ESSCVP) and the Lisbon Higher School of Health Technology (ESTeSL), came to an end in March 2011, after the completion of the training module in “Obstetric and Neonatal Emergencies” of the midwifery course at the ICS and the printing of the manuals.

ForSA – Health Training in East Timor

[€ 58 500]

This project is designed to continue the support provided to the training of human resources in the health area, at the level of the structuring of courses, now to be held in the newly-created Faculty of Medicine and Health Sciences, maintaining the collaboration of the ESSCVP and the ESTeSL. Technical consultancy continues to be maintained in Dili to support the organisation of the teaching programmes, while the syllabuses of the nurses’ and midwives’ courses have been revised and standardised and a bibliography and interactive CDs have been sent to the library.

Technical assistance, studies and consultancy

In the 4th edition of “Development Days 2011”, promoted by IPAD – with the aim of raising public awareness about the theme of cooperation for development and contributing to the provision of a more coherent and effective form of aid – the participation of the PGAD was centred on the entrepreneurship of women and the impact that activities of this nature can have on development, as exemplified by two projects supported by this programme in Guinea-Bissau and Mozambique.

The aim of this programme is to contribute to the exchange of experiences and the broadening of knowledge under the scope of aid for development, which led to two initiatives taking place at the Foundation, the first in partnership with IPAD, and the second in partnership with ACEP: (i) the presentation of the 2011 Report of the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) relating to the fiftieth anniversary of this forum and (ii) the debate on the 4th High Level Forum on Aid Effectiveness held in Busan.

From the point of view of identifying future activities and improving the knowledge and assessment of the projects that were supported, special missions were sent to Angola, Mozambique, East Timor, USA and the United Kingdom.



✦ Presentation of the 2011 Report of the OECD's Development Aid Committee at the Calouste Gulbenkian Foundation.

The “art” component

Under the PGAD's art component, subsidies were awarded for the development of an artistic exchange

project between Portugal and São Tomé and Príncipe, for the Mindelact Theatre Festival, through the support given to the expenses incurred by theatrical performers in travelling to Mindelo, in Cape Verde, and for the holding of the 6th Meeting of Museums from Portuguese-speaking Countries and Communities.

	Amounts in euros
Subsidies and grants	24 000
Total	24 000



lc. Transverse Programmes and New Interventions

Gulbenkian Environment Programme

The Gulbenkian Environment Programme (PGA), set up under the scientific coordination of Viriato Soromenho-Marques, reached its planned close in 2011. During its almost five years of existence, its field of intervention was based on a triangle formed from the following areas: environment and citizenship; environment and healthcare; and environment and innovation. In 2011, as in the previous year, particular attention was paid to the first of these three areas.

In 2011, the PGA continued to implement a range of different activities promoting information, reflection and debate in relation to its chosen themes, supporting research projects and the dissemination of knowledge.

Areas of intervention

Environment and citizenship

The programme's first public event took place on 28 January, with the holding of the conference on "Reconciliation in the Climate Change Debate", an initiative promoted by the Joint Research Centre (JRC), of the European Union (EU), which enjoyed the collaboration of the PGA.

This event was preceded by plenary sessions at the Calouste Gulbenkian Foundation (FCG), on 26 and 27 January, designed to contribute towards reducing the tension in the current debate on climate change, through the use of conflict resolution techniques.

The speakers at these sessions were: Judith Curry (Georgia Institute of Technology); Hans von Storch (Helmholtz Zentrum); Jerome Ravetz (Oxford University); Viriato Soromenho-Marques; Fred Pearce, a journalist; Gerald Traufetter, a journalist; Jean-Paul Malingreau, a representative of the EU; and Jeroen ver der Sluijs, University of Utrecht (Holland).

	Amounts in euros
Personnel costs	43 309
Subsidies and grants	182 235
Own initiatives	239 607
Total	465 151
Receipts	69 604



 "Reconciliation in the Climate Change Debate" conference.

The opening of the conference and the introduction to the session were the responsibility of Teresa Gouveia, a trustee of the Calouste Gulbenkian Foundation, and Ângela Guimarães Pereira, of the JRC, respectively.

As a result of this event, the article “Cooling off the heated climate change rhetoric” by Andrew Freedman was published in the *Washington Post* on 2 February.

On 9 February, a preview was shown at the Foundation of the documentary about *Orlando Ribeiro*, by António José Saraiva and Manuel Carvalho Gomes, produced by the PGA, which was premièred by the television channel RTP 2, on 13 February, at 21.00.

The PGA, the Institute of Social Sciences of Lisbon University (ICS – UL) and the Lisbon Oceanarium (OL) were involved in the joint organisation of the conference “A Greener European Awareness? Results of the Study on European Values”, held on 17 March, which had the specialist Riley Dunlap, from the University of Oklahoma, as its main speaker.

Also taking part in this event were Luísa Schmidt and João Guerra (both from ICS – UL), while the debate that followed these speeches was chaired by Viriato Soromenho-Marques (PGA).



✚ “A Greener European Awareness? Results of the Study on European Values” conference.

Present at the opening of the event were Emílio Rui Vilar (FCG), João Falcato (OL) and Manuel Villaverde-Cabral (ICS – UL).

Under the scope of the “MARGov – Collaborative Governance of Protected Marine Areas” project, a public session was held on 14 April to present a general overview of the project and its results (2009-2011) under the heading “MARGov – Cooperating for Protection”, which led to a debate on the direction taken by the project in the two years of experience gained through the series of direct actions undertaken at the Luiz Saldanha Marine Park.

The DVD of the documentary series *Portugal – Um Retrato Ambiental* by Luísa Schmidt, which was shown by the RTP television channel, was launched at a public session held on 28 April. This event also took the form of a tribute to José Correia da Cunha, the pioneer of the Portuguese environmental policy, and evoked the theme of the environment in Portugal over the last forty years.

Also taking part in this event as speakers were Emílio Rui Vilar, Mário Soares, Miguel Sousa Tavares, Luísa Schmidt and Viriato Soromenho-Marques.



✚ “Environment. Why Read the Classics?” conference cycle.

The conference cycle entitled “Environment. Why Read the Classics?” was set up through a partnership between the FCG/PGA and the United States Embassy and consisted of a series of six conferences to discuss fundamental and foundational texts in the area of the environment and the philosophy of the environment. In some cases, a range of different parallel activities were organised to coincide with the conference.

A brochure was published containing summaries of the books themselves, as well as short biographies about both the speakers and the commentators.

At each of the conferences, the texts of the following selected reference works were reflected upon and debated:

› *Walden or Life in the Woods*, by Henry David Thoreau, 1854 – held on 6 May.

Speaker: Viriato Soromenho-Marques (PGA); Commentator: Isabel Capeloa Gil (Faculty of Human Sciences of the Catholic University of Portugal). At the end of the conference, a symbolic presentation was made of the prizes awarded to the winner from the Readers’ Club.

Parallel activities

- “Walden or Life in the Woods” Readers’ Club, run by Viriato Soromenho-Marques, which took place from 11 March to 5 May. The proposal that was made was that those taking part should read the various chapters of the book in sequence, which they would then comment on together online, on a webpage opened specially for that purpose. The process would then end in a final discussion.
- “Walden or Life in the Woods” Workshop, held at the same time as the conference in the Foundation’s gardens, promoted by the Gulbenkian Programme of Education for Culture – *Descobrir* (PGECC). This workshop was aimed at the children of the conference participants, aged between 6 and 12, who were each given a copy of the book *Diário de Campo Walden* (the *Walden Field Diary*), conceived and printed as educational material associated with the initiative, which was to be filled in with diary records and drawings.

The main aim of this initiative was to build a hut using materials that were available in nature. This activity was repeated by the *Descobrir* programme on some weekends during the summer.

› “A Sand County Almanac” (Thinking Like a Mountain), by Aldo Leopold, 1949 – held on 7 July.
Speaker: John Baird Callicott (University of North Texas). Commentator: Maria José Varandas (Centre of Philosophy of the University of Lisbon).

Parallel activity

• Photography competition – The Jury unanimously decided to award only two honourable mentions.

› “Small is Beautiful: Economics as if People Mattered”, by E. F. Schumacher, 1973 – held on 2 September.

Speaker: Satish Kumar (*Resurgence* magazine). Commentator: Olívia Bina (Institute of Social Sciences of the University of Lisbon).

› “Silent Spring” by Rachel Carson, 1962 – held on 7 October.

Speaker: José Lima Santos (Higher Institute of Agronomy of the Technical University of Lisbon).
Commentator: Maria Teresa Pinto Correia (Institute for Mediterranean Agrarian and Environmental Sciences of the University of Évora).

› “Our Common Future”, Brundtland Report, UNO, 1987 – held on 21 October.

Speaker: Marina Silva (politician, historian and pedagogue); Commentator: Francisco Ferreira (Faculty of Sciences and Technology of the New University of Lisbon).

› “The Limits to Growth”, Donella Meadows, Jorgen Randers and William W. Behrens III, 1972 – held on 7 December.

Speaker: Timothy O’Riordan (University of East Anglia). Commentator: Maria Paula Antunes (Faculty of Sciences and Technology of the New University of Lisbon).

Parallel activity

• Video competition – A young person was offered the opportunity to come to Lisbon to attend the conference whose theme was the subject of the competition.

• Workshop entitled “How Much Can I Grow?”, held at the same time as the conference, promoted by the PGEC and intended for the children of the participants, aged between 8 and 12.

This cycle is planned to culminate in the publication of the book *Environment: Why Read the Classics?*, containing the essays written in English about each of the texts presented by the respective speakers in their talks. For this purpose, a publishing contract was signed on 19 December between the Foundation and Greenleaf Publishing Limited, with the achievement of this objective being planned to take place by June 2012.

The workshop “Science in a Digital Society”, an initiative promoted by the JRC (EU) and hosted by the PGA, was held from 18 to 20 May with the collaboration of its scientific coordinator, Viriato Soromenho-Marques, who took part in some plenary sessions.

The main aim of this event was to discuss questions such as “What will happen to science and scientific research in the future?”, promoting a debate on the use of the new digital communication technologies, which have been changing all areas of social activity, from entertainment to business, including politics.

The opening session was led by Jean-Paul Malingreau (the JRC Director of Programmes) and Emílio Rui Vilar (President of the FCG).

Several prestigious Portuguese and foreign experts took part in the discussions on the subject. Under the framework of the Doctoral Programme in Climate Change and Sustainable Development Policies (PDACPDS), sponsored by the PGA, a session was held on 24 May to discuss the “Doctoral Thesis Plans in Climate Change and Sustainable Development Policies” of the second year students of this programme, with the participation of Viriato Soromenho-Marques, Filipe Duarte Santos, Júlia Seixas and Luísa Schmidt.

This same session also benefited from the contributions, as commentators, of Gil Penha-Lopes (FC – UL), João Ferrão (ICS – UL), João Joanaz de Melo (FCT – UNL), João Lavinha (INS), Maria João Cruz (FC – UL), Mónica Truninger (ICS – UL), Nuno Lacasta (CAC) and Sofia Vaz (FCT – UNL).



“Falas da Terra no Século XXI – What do we see green?” was a conference held on 7 June, resulting from a partnership between the PGA and the Institute of Traditional Literature Studies (IELT) of the New University of Lisbon, which showed us how the crisis in the environment is inseparable from the representations and narratives that constitute the central core of contemporary Portuguese literature.

✦ “Falas da Terra no Século XXI – What do we see green?” conference. Launch of the book with the same title.

Participating in the conference as speakers were Ana Paula Guimarães, Viriato Soromenho-Marques, Carmen

Flys-Junquera, Tonya Paye, João Eduardo Ferreira, Ana Isabel Queiroz, José Manuel Pedrosa, Carlos Nogueira, Natália Constâncio, Adolfo Luxúria Canibal and Carlos Augusto Ribeiro.

Also contributing as monitors were Ana Paula Guimarães, Nuno Júdice, Ana Paiva Morais and Inês de Ornellas e Castro.

The event closed with the launch of the book with the same title.

› As was determined in the deed setting up the body, the Gulbenkian Think Tank on Water and the Future of Humankind met in Lisbon on two separate occasions, namely:

- on 14 and 15 June, when the Think Tank’s work ended with the talk on “Water Scenarios for a Sustainable Development” given by William Cosgrove, on 15 June.

At this session, the speaker described how the uncertainties associated with the evolution of certain factors can influence the equitable and sustainable development of the planet’s water resources. He

placed particular stress on the problems related with the elaboration of scenarios that might justify and support the decisions to be taken in accordance with the Millennium Development Goals.

The opening speaker was Teresa Gouveia, who was followed by Luís Veiga da Cunha, the group's coordinator.

- on 20, 21 and 22 November, when plenary sessions were held, culminating in the public session entitled "Creating a Water Secure World", with a panel composed of some of the Think Tank's members, Mohamed Ait Kadi and Peter Gleick, and chaired by Francisco Nunes Correia (Higher Technical Institute).

In principle, the results of the Think Tank's reflections will be brought together to create a final product – possibly taking the form of a book to be published after two years of the group's activity – which is planned to take place in 2012.

- › A conference on "Ethics and Territory" was held on 19 September, jointly organised by the PGA and the Portuguese Association of Geographers (APGEO).

Taking part in this conference as speakers were: Viriato Soromenho-Marques (UL/PGA, FCG), João Ferrão (UL, ICS), Jorge Carvalho (UA/GOVCOP), José António Tenedório (UNL, e-Geo), and Alexandre Cancela d'Abreu (EU).

The debate was chaired by Margarida Pereira (APGEO).

- › Under the scope of yet another partnership involving the PGA and, in this case, research centres from the University of Lisbon (UL) and the Technical University of Lisbon (UTL), the international conference entitled "Transition Landscapes" was held on 7 October, bringing together Portuguese and foreign specialists from the areas of philosophy and landscape architecture to discuss the essence and the *future* of the landscape.

The conference was opened by Teresa Gouveia. Work then continued with two separate panels, chaired by Viriato Soromenho-Marques and Aurora Carapinha, with contributions being made by the following speakers: Adriana Veríssimo Serrão (Faculty of Letters of the University of Lisbon), Arnold Berleant (Long Island University), Paolo D'Angelo (Università Roma Tre), Pierre Donadieu (École Nationale Supérieure du Paysage de Versailles), Jusuck Koh (Wageningen University) and Manuela Raposo Magalhães (Higher Institute of Agronomy of the Technical University of Lisbon – ISAL).



✦ "Transition Landscapes" conference.

As far as publications were concerned, attention is drawn to the Gulbenkian Environment Collection, under the scope of which the following books were published: *Partilhar o Futuro*, *O Homem da Mala de Estocolmo – José Correia da Cunha e a Gênese da Política de Ambiente em Portugal: 1969-1974* and *Verdes Anos – História do Ecologismo em Portugal (1947-2011)*.



Also published with the support of the PGA (although these works were published outside the scope of this collection) were the books *Falas da Terra no Século XXI – What do we see green?* and *A Aventura da Terra. Um Planeta em Evolução*.

On 13 December, a session was held to launch the book *Riscos e Incertezas na Gestão da Água*, published by the Portuguese Association of Water Resources (APRH), an event that benefited from the institutional support of the PGA, which in this way was associated with the initiative. The event enjoyed the participation of Betâmio Almeida, as a speaker, and Alexandra Serra, who chaired the session.

The PGA also sponsored the production of the documentary *Entre Marte e Svalbard*, which is to be shown by RTP 2 in 2012.

Environment and healthcare

The implementation of the three projects selected under the “Environment and Healthcare” competitive application process in 2007 was closely monitored. These projects are now reaching completion.

Environment and innovation

Support continued to be given to the three projects selected in 2009, under the scope of the “Promoting Sustainable Mobility” scheme. These projects are now reaching completion.

The project “Gaining Knowledge for the Preservation of the Marine Biodiversity of Pemba (Cabo Delgado, Mozambique) – Socio-Environmental Management for Sustainability”, presented by the Department of Biology of the University of Aveiro in partnership with the University of Lúrio (Beira, Mozambique) and other Mozambican bodies, was distinguished with the Gulbenkian/Lisbon Oceanarium Award. This project is still in its implementation phase.

The project “Directions, Innovation and Strategies for Sustainable Development in Goa”, resulting from a partnership established through the protocol signed between the FCG/PGA and TERI – The Energy and Resources Institute (India), is also nearing completion.

Under the scope of this partnership, the FCG/PGA awarded a one-month research grant to work on this project to a student from the Doctoral Programme in Climate Change and Sustainable Development Policies, promoted by Lisbon’s three state universities.

Following on from the support given to the “PERMADRILL” 2007 project, the Institute of Geography and Spatial Planning of the University of Lisbon (IGOT) was awarded fresh funding to support the 1st Portuguese Antarctic Campaign – PROPOLAR 2011. This is intended to strengthen the Global Terrestrial Network for Permafrost, which involves other international universities, and has the aim of making it viable to drill two new boreholes in the west of that peninsula.

In 2011, the second academic year of the Doctoral Programme in Climate Change and Sustainable Development Policies was completed, resulting from an initiative developed by Lisbon’s three state universities. This initiative has enjoyed the support of the PGA from the outset, involving the payment of the travel expenses of visiting foreign lecturers and the award of some scholarships for first-year students.

The 12th Summer Institute on Global Environmental Issues was held at the premises of the Luso-American Development Foundation (FLAD) from 11 to 13 July 2011, with the participation of the PGA.

Other activities

The PGA was also involved in a series of conferences, seminars and/or other events through the participation of its scientific coordinator as a speaker. Some of these initiatives are highlighted here because of their importance:

- › “Portuguese Overseas Cultural Activities”, promoted by the Instituto Camões, under the scope of the Training of Cultural Attachés and Advisers, on 5 January.
- › The television programme *Sociedade Civil*, shown on RTP 2, on 12 January, in which the PGA collaborated in the event “Roadmap 2050 – A Practical Guide to a Prosperous, Low-Carbon Europe”, promoted by the European Climate Foundation, held on 9 November 2010.
- › National Nanotoxicology Conference – E2N 2011, co-organised by LNEG, INSA, IST and DGS, which took place at the Fórum do Pólo Tecnológico de Lisboa, on 7 and 8 February.
- › “Presentation of the Results of the First PPEC” on the promotion of the efficient use of electrical energy, held at the Pavilhão de Congressos de Lisboa, by ERSE, on 11 February.
- › “Education for Sustainable Development”, promoted by the National Education Council (CNE), on 4 March.

- › “The Sea and Environmental Concerns”, a lecture given by Viriato Soromenho-Marques on 14 May, included in the 1st Edition of the Advanced Programme in Marine Studies, which took place from April to June, promoted by the Institute of Political Studies of the Catholic University of Portugal, under the scientific coordination of Adriano Moreira and Nuno Vieira Matias.
- › “Comunicar e Saber”, an article written by Viriato Soromenho-Marques, published in the opinion column of the *Newsletter Trimestral* (January-March 2011), of the DGOTDU (Directorate-General for Territorial Planning and Urban Development).
- › “Vencer as crises: cinco desafios centrais para o desenvolvimento sustentável das empresas”, an article written by Viriato Soromenho-Marques, included in the book *Futuro Sustentável: Uma Nova Economia para Combater a Pobreza e Valorizar a Biodiversidade*, published by Sustentare.
- › The International Workshop for World Expert Scientists, centred around the theme of “The impact of deep-sea fisheries and implementation of the UNGA Resolutions 61/105 and 64/72”, was held at the Foundation from 3 to 6 May, jointly organised by the Department of Oceanography and Fisheries (DOP) of the University of the Azores/IMAR – Instituto do Mar, and the Lisbon Oceanarium (OL), with the institutional support of the PGA.
- › The PGA supported the lecture “Biodiversity”, given by Jorge Paiva, a lecturer from the University of Coimbra, which was presented at the Schools Ecology Week 2011, on the theme of “Biodiversity, Forest and Sea”, promoted by the Gonçalves Zarco Primary and Secondary School, in Madeira.
- › The FCG/PGA provided institutional support to the Iberian Birdlife Study Centre (CEAI) and the Garducho Biological Station (EBG), thus making it possible to hold the launch of the book *CEAI@EBG*, which took place on 21 June at the Calouste Gulbenkian Foundation. The event also enjoyed the support of the Darco publishing company and the Livraria Almedina.
- › Under the framework of the 17th Serra da Estrela International Environmental Film Festival (Festival CineEco), held in Seia from 8 to 15 October, the “Sustainable Communities Short Film” prize, which this year was sponsored by the PGA, was awarded under the category of Environmental Education Prizes. The prize was won by the film *Un monde pour soi* (A World for You), by Yann Sinic (France).
- › The international conference on “Sustainability in the 21st Century: The Power of Dialogue”, organised under the scope of the “MARGov” project, was held at FLAD, from 13 to 14 October. Viriato Soromenho-Marques participated in this conference as a speaker.
- › On 24 October, the Calouste Gulbenkian Foundation hosted the sessions on “Climate Uncertainties”, under the scope of the project entitled “Uncertainties and Science Communication”, promoted by Filipe Duarte Santos. This initiative also benefited from the support of the PGA.
- › On 29 November, the conference entitled “Multidisciplinary Approaches to Public Participation. New Landscape Paradigms and Planning” was hosted at the Foundation’s premises, organised by the Higher Institute of Agronomy of the Technical University of Lisbon, culminating in the launch of the new journal *Arquitectura Paisagista e Ecologia Urbana*.

- › In a joint initiative organised by the National Centre for Culture and the Calouste Gulbenkian Foundation, the conference entitled “Wisdom, Coherence, Vision: Gonçalo Ribeiro Telles – A Man of Service” was held on 6 December. The conference paid tribute to the architect whose life and work are considered to be a major reference in Portugal.
- › A public session was held for the launch of the book *A Aventura da Terra – Um Planeta em Evolução*, published with the support of the Gulbenkian Environment Programme and the Science Department.

❖ New Interventions

The “New Interventions” programme covers innovative projects that meet at least two of the following requirements: they must be transverse to the Foundation’s different statutory aims, take place in more than one country, be developed in the form of a partnership and involve distributive activities or be funded by other institutions from the non-profit sector.

“Ageing and Social Cohesion”

The main aim of the “Ageing and Social Cohesion” programme, which was begun in 2008, is to test and evaluate different types of

intergenerational initiatives and highlight those that lead to the creation of sustainable relationships between generations, in order to strengthen the sense of community and foster social cohesion. It is a four-year transnational programme, jointly developed by the Gulbenkian Human Development Programme and the Gulbenkian Foundation’s UK Branch, which includes the following activities:

	Amounts in euros
Subsidies	395 320
Own initiatives	48 884
Total	444 204



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❖ Activity of the “Vale do Côa Memory Archive” project, one of the Portuguese projects of the “IntergenerationALL/EntreGerações” programme.

- › 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 for promoting the programme;
- › capacity-building activities and support for the sustainability of the projects.

In 2011, support was maintained for the EMIL network, which continued to be closely monitored, as was also the case with the various projects to which support was given, which entered into the final phase of their pilot period. In order to be able to better analyse the questions relating to the sustainability of the practices that were tested and the models that were developed, the project teams benefited from support specifically designed for this purpose, provided by the English ThinkPublic agency, the Beth Johnson Foundation and the Portuguese Institute of Social Entrepreneurship. The evaluation of the programme is currently being undertaken by the Oxford Institute of Ageing and results are due to be announced in 2012.

It's Our Community – Big Society Network

Created in 2010, in the United Kingdom, the Big Society Network is a non-governmental organisation which seeks to support the empowerment of citizens and communities through the decentralisation of power and a greater transparency, encouraging action at the local level.

	Amounts in euros
Subsidies	29 120
Total	29 120

The “It's Our Community” initiative is an integral part of the Big Society Network and is designed to identify, from among a wide variety of community-led social projects, innovative forms of management and leadership that can be shared and disseminated through an intuitive and user-friendly website, to be launched in 2012.

This is a partnership that has been developed between the Gulbenkian Human Development Programme, the Gulbenkian Foundation's UK Branch and the Gulbenkian Foundation's Delegation in Paris. It will compare projects from four countries: Portugal, the United Kingdom, France and Germany. The initiative is, however, always alert to the identification of good practices that may be found in other contexts.

European Foundations Initiative for Neglected Tropical Diseases (IFEDTN)

Under the scope of the “Innovative Projects” budget line, which was opened in 2009, approval was given to the Calouste Gulbenkian Foundation's participation in the European Foundations Initiative for

Neglected Tropical Diseases (IFEDTN). Another four European foundations are also involved in this partnership: the Volkswagen Foundation, the Mérieux Foundation, the Nuffield Foundation and the Cariplo Foundation. The IFEDTN is designed to support the development of African scientific capacity building in the field of neglected tropical diseases (NTDs), in the areas of biomedicine and public health. According to the WHO, NTDs are a series of 17 infectious and parasitic diseases that mainly affect poor populations that live in tropical and subtropical climates and under conditions of extreme poverty, with it being estimated that a billion people worldwide are affected by these diseases.

In 2011, the IFEDTN maintained its support to 20 postdoctoral scholarship holders covered by the Postdoctoral Scholarships Programme for young African researchers with research and development projects in the field of NTDs.

The 3rd edition of the Postdoctoral Scholarships Programme for young African researchers was also launched in 2011.

	Amounts in euros
Personnel costs	4 693
Subsidies and grants	256 400
Own initiatives	1 731
Total	262 824
Receipts	4 738

Also under the scope of the IFEDTN, but this time with financing provided only by the Calouste Gulbenkian Foundation, support continued to be given to the seven PhD scholarship holders covered by the PhD Scholarships Programme in the area of NTDs for graduates from the Portuguese-speaking African Countries (PALOP). The main aim of this programme is to encourage research into NTDs in the countries of origin of the applicants for these scholarships and to support their qualification with PhD degrees.

Competitive application process for support for development cooperation projects

	Amounts in euros
Subsidies	83 500
Total	83 500

Under the scope of the “Cooperation for Development” competitive application process, which was launched at the end of 2009, support was given to six projects that seek to increase the autonomy of women, namely through their education and training and the improvement of the health conditions of the populations covered by these same projects. Initially planned to be implemented within a period of 18 months, some of these projects were extended for a maximum period of three years and consequently saw the support that was given to them strengthened. These six projects, contributing in a combined and coherent fashion to the pursuit of more than one Millennium Development Goal, are:

Women and development: “Self-employment and Self-confidence”

This project is promoted by the Association for Cooperation between Peoples (ACEP), in close conjunction with the Guinean NGO Rede Ajuda (Aid Network). It is being implemented in the Quínara region in the south of Guinea-Bissau and supports women engaged in income generating activities (using local resources and simple technologies to facilitate their appropriation and accessibility) which represent social and technological innovation. In parallel to this, by providing health information with the collaboration of a local community radio and television station, and through the involvement of actors whose privileged status can help to bring about changes in mentalities and behaviours, the project also seeks to contribute towards an improvement in the conditions of access to basic women’s rights.



✦ Bubacalhou production unit.

In 2011, among the results achieved, attention is drawn to the training of 20 women who were able to obtain their first job, and the creation of self-employment on the part of 40 women, at *bubacalhau* and soap production units. Twenty-two radio programmes were made about health issues, which contributed to an improvement in the information provided about healthcare and sanitation in that region.

Women's leadership in health: a process of community responsibility

Based on its 11 years of experience of working in the São Domingos region in Guinea-Bissau, the project proposed by VIDA (International Volunteers for African Development), implemented in partnership with the Cacheu Regional Health Directorate and the São Domingos Women's Association, is designed to build and strengthen the capacity of pilot schemes for co-management in the area of healthcare, led by women, so that they can form technical and material bases for the implementation of a fair and equitable system in terms of maternal-infant health. In 2011, among the project's main activities, attention is drawn to the training of 132 basic health agents and 107 midwives, the strengthening of the skills of eight nurses and eight nurse-midwives, and the formal legalisation of the women's associations of São Domingos and Suzana.

"Stitch by Stitch with Health"

This project is being developed by the Associação Mãos Unidas Padre Damião in collaboration with the missionaries from the Guiúá Centre of Human Promotion, in Mozambique. Its aim is to train women in the area of sewing and domestic economy, education for health, awareness of the need for the prevention of HIV/AIDS, malaria and other diseases.



❖ Guiúá, Mozambique, "Stitch by Stitch with Health" project.

After an initial learning phase, the 75 trainees were encouraged to produce their first works, such as items of clothing or household linen, and were trained in the manufacture of hand-crafted articles. The Mission made contacts with the city's traders and other organisations in order to provide the trainees with an outlet for their products, thereby helping to make this project self-sustaining and contributing to the self-employment of its former students.

The training component provided in the health area enabled women and teenagers to strengthen their skills in this area, with the knowledge that they acquired in the fields of domestic economy, hygiene habits and health prevention.

“Training for Women”

This project was conceived by the Gulbenkian Foundation and is designed to help increase the employability of women and their integration into the labour market on the island of Santo Antão (Cape Verde), simultaneously guaranteeing them better conditions of maternal and child health.

According to the assessment that was made of the situation, there was a great need for the implementation of training/empowerment projects for younger women in various areas, particularly in the field of health, providing them with the skills and knowledge that they need for a healthy and productive life and making them more confident about their ability to intervene in professional activity.

Mention should be made of the excellent relationship that this project enjoyed with its local partner, the NGO Atelier Mar, which performed all of its activities in the field in exemplary fashion and thus contributed to the great success of this project.

“Nô Djunta, Nô Mindjora Nô Saúde”

This project is being implemented by the Portuguese NGDO known as the University Cooperation and Solidarity Institute (ISU) and benefits from the partnership of the Guinean NGOs DIVUTEC and ADI. It is designed to promote an improvement in the living conditions of communities in the Quínara region, more precisely in the sectors of Empada and Buba, by promoting the role of women as economic agents and as actors who can help to bring about better access to healthcare.

To this end, a number of activities were implemented that were designed to increase the economic potential of women, through the granting of microloans to groups for the development of income-generating activities (IGAs), encouraging self-employment and the creation of additional sources of income. At the same time, awareness raising and training activities were undertaken in the area of reproductive and child health, while mutual health organisations were set up to help improve the access of communities from the Quínara region to public healthcare services.

The results that have been achieved so far show that this project has helped to increase the number of communities enjoying access to extra income through the access that they have been given to credit and the development of IGAs.



✚ “Nô Djunta, Nô Mindjora Nô Saúde” project, Guinea-Bissau.

It has similarly proved possible to raise the awareness of communities about the need to create mutual health organisations, while also increasing the level of training among the basic health agents (basic health agents and midwives).

“Sinha Lowo Ni Kulangutelaca: Tree of Hope”

This project is being implemented by the Instituto Marquês de Valle Flôr and is designed to help improve the sanitary and economic conditions of the population of the district of Namaacha, Mozambique, and, more specifically, to improve the nutritional state of the populations covered by the project, to promote an increase in the income of women heads of family, to improve access to potable water and to improve the conditions of the soil.

The basis of this project is the high nutritional value of the moringa plant, as well as some of its other properties, such as the use of its seeds to purify water, as well as the regeneration of the soil through the incorporation of the nitrogen and biomass originating from its leaves.

With the aim of promoting the planting of the moringa plant, seedbeds were prepared at the Centre for Research and Development in Ethnobotany, of the Ministry of Science and Technology of Mozambique – CIDE (another of the partners in the implementation of this project) and, so far, roughly ten thousand seed stocks have been planted.

Finally, mention should be made of the close collaboration that was developed with the PGAD and CESA – the Centre for Studies on Africa and Development, of the Technical University of Lisbon. This resulted in the intermediate assessment of the projects in Guinea-Bissau and Mozambique.

Having been undertaken as part of the research work being developed by two Master's degree students, these assessments made it possible to consider some recommendations for the projects' new complementary phases.

Community Development Processes in Fragile States – Pilot-Project in Guinea-Bissau

	Amounts in euros
Subsidies	80 000
Total	80 000

This project proposes an integrated “pilot” strategy of a community nature to combat neglected tropical diseases (NTDs), at the level of education and health. It is developed by the non-government development organisations (NGDOs) VIDA – International Volunteers for African Development – and the Faith and Cooperation Foundation (FEC), which have a significant presence in key areas in Guinea-Bissau. The aim is to fight against NTDs through the education and participation of the communities, relying on the support of teachers and healthcare service providers to help the country to develop more effective mechanisms for prevention and treatment, particularly in the case of NTDs. This project's target population is characterised by the fact of its being rural, with low levels of education, low professional and technical qualifications, low levels of knowledge in the area of education for health, low income, and difficulties in gaining access to the formal health infrastructures.

Digital reading

	Amounts in euros
Subsidies	72 500
Total	72 500

“Digital Reading and the Transformation of Reading Stimulus and of Book Institutions” is a study that is being developed by a team of three teachers from ISCTE and the Catholic University of Portugal, who, within the space of two years, have set out to study the future impact of the reading of books and documents in a digital format, both from the point of view of the formation of reading habits and in relation to the activity of libraries, as well as from the point of view of publishing activity.

The study will take an in-depth look at the way in which the market and digital reading practices tend to operate in Portugal, so that the analysis can subsequently be extended to a broader group of countries (in Europe and North and South America), with special emphasis being given to the cases of the United Kingdom and Spain, in order to place the contribution that the Calouste Gulbenkian Foundation has made to the analysis and discussion of this theme on an international footing.

The Contemporary Perception and Representation of Africa and Latin America

	Amounts in euros
Own initiatives	65 474
Total	65 474

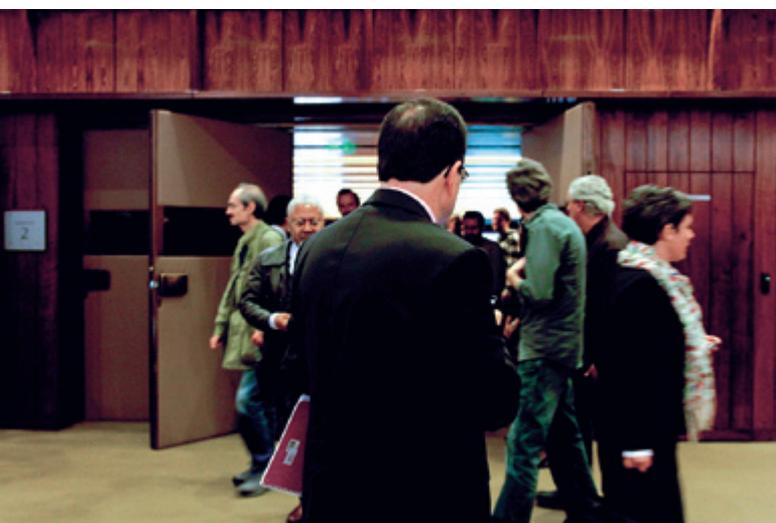
Originally planned as a conference on the theme of the “Contemporary Perception and Representation of Africa and Latin America”, to be organised jointly by the Next Future Programme and the Gulbenkian Development Aid Programme, this project rapidly exceeded



✦ “Observatory on Africa and Latin America”.

initial expectations and developed into a series of separate initiatives, of an equally transdisciplinary nature, which also linked the cities of Lisbon and Paris through various partnerships set up between public and private institutions, namely:

› “Observatory on Africa and Latin America” (15 November 2011, from 09.30 to 17.30, Auditorium 3 of the Gulbenkian Foundation, in Lisbon): a seminar that brought together seven speakers linked to different university centres and research units, based on the model of “research workshops” previously held by the Next Future Programme.



✦ Lectures: Elikia M'Bokolo – “What will Africa be Like in a Next Future?”.

Papers presented:

- Luísa Veloso (Centre for Research and Studies in Sociology/Lisbon University Institute): “Das categorias do pensamento às categorias do conhecimento” (From Categories of Thought to Categories of Knowledge);
- Magdalena López (Centre for Comparative Studies/University of Lisbon): “A melancolia geradora do fracasso utópico em Cuba” (Melancholy Generating Utopian Failure in Cuba);
- Ana Sécio (Culture Studies/Catholic University of Portugal): “África no imaginário português: corpo e identidade na arte contemporânea portuguesa” (Africa in the Portuguese Imaginary: Body and Identity in Portuguese Contemporary Art);
- António Pinto Ribeiro (General

Programmer of the Next Future Programme): “Itinerário exaltante” (Exciting Itinerary);

- Fátima Proença (Director of ACEP – Association for Cooperation Between Peoples): “Entre o entretenimento e a assistência: ‘comunicação’ e ‘ajuda’ como contributos para a fragilização e dependência” (Between Understanding and Assistance: ‘Communication’ and ‘Aid’ as Contributions to Fragilisation and Dependence);
- Frederico Duarte (Faculty of Fine Arts/University of Lisbon): “Fator Favela” (The ‘Favela’ Factor);
- Alexandre Abreu (CesA – Centre for Studies on Africa and Development/ISEG – School of Economics and Management): “Migrações e Desenvolvimento” (Migrations and Development).

› “Lectures” (16 November 2011, from 10.00 to 18.00, Auditorium 2 at the Gulbenkian Foundation, in Lisbon): cycle of four lectures by leading international figures, organised with the support of ACEP and based on the model of the “Master Classes” of the Next Future Programme, designed to offer different perspectives about the general theme of the “Contemporary Perception and Representation of Africa and Latin America”, namely:

- Gustavo Franco (Brazil): “Índices de felicidade corrente e futura no Brasil: aspetos conceituais e determinantes económicos” (Current and Future Indices of Happiness in Brazil: Conceptual Aspects and Economic Determinants);
- Benjamin Arditi (Mexico/Paraguay): “O ‘becoming-other’ da política: o pós-liberalismo e a política viral são o nosso próximo futuro” (The Becoming-Other of Politics: Post-Liberalism and Viral Politics are Our Next Future);
- Serge Michailof (France): “Um planeta descontrolado: de que vale a ajuda ao desenvolvimento?” (A Planet out of Control: What is the Value of Development Aid?);
- Elikia M'Bokolo (Democratic Republic of the Congo): “Como será África num futuro próximo? (What will Africa be Like in a Next Future?)”.

› Exhibition “Subtle Violence”, by the Peruvian photographer Roberto Huarcaya (Palácio Galveias of Lisbon Municipal Council, from 16 November 2011 to 15 January 2012): dedicated to the icons that traditionally identify Peru, this exhibition was organised in cooperation with the Casa da América Latina in Lisbon, and supported by Lisbon Municipal Council and the Peruvian Embassy.

These were the activities carried out in Lisbon under the auspices of the various partnerships and cooperation schemes mentioned, involving a production team composed of members of both Gulbenkian Programmes (PGPF/PGAD).

On 18 November, 2011, it also proved possible to replicate the four “Lectures” by Gustavo Franco, Benjamin Arditi, Serge Michailof and Elikia M'Bokolo in the form of a co-production with the Théâtre de la Ville de Paris, in conjunction with the Gulbenkian Foundation’s Delegation in France, as well as to present the “Nollywood” exhibition by the South African photographer Pieter Hugo (lasting until 30 December, 2011), which was also held at the Théâtre de la Ville.

Mention should also be made of all the support, background and promotional material made available about these events: ranging from the publication of a bilingual (Portuguese/French) edition of the *Next Future Journal* (ten thousand copies) to the printing of leaflets with the programming of events (three thousand copies), as well as the printing and distribution of a free postcard (ten thousand copies) with these same contents, and the information sheets for each of the activities resulting from the division into separate sections of the conference dedicated to the theme of the “Contemporary Perception and Representation of Africa and Latin America”.

Finally, this “New Interventions” programme, resulting from the unprecedented joint organisation of multidisciplinary activities by these two Gulbenkian Programmes (PGPF and PGAD), made it possible to afford partial support to the translation into Portuguese of the highly acclaimed book by Serge Michailof: *Notre Maison Brûle au Sud – Que peut faire l’aide au développement?*, which is to be published in 2012 by Tinta-da-China.

MASLAHA

Islam represents the largest minority group in the United Kingdom.

A significant proportion of this population lives in rundown areas, with high levels of unemployment, poor health conditions, low levels of education and inadequate housing conditions. MASLAHA (which means “for the common good”) is a dynamic organisation that has created innovative and effective instruments – based on the Internet, DVDs and exhibitions – to deal with a series of issues. Backed by a network of counsellors and supporters, MASLAHA has turned its attention to matters ranging from chronic illness to the role of women in Islam, winning awards from the London Health Commission and Diabetes UK. The organisation is currently developing a tool that will be relevant for international audiences.

	Amounts in euros
Subsidies	72 800
Total	72 800

Grandparents Plus

A broad-based basic research project was launched in 2011 by Grandparents Plus, in collaboration with the Beth Johnson Foundation (BJF) and with the support of the Gulbenkian’s UK Branch. A preparatory study has been drawn up, entitled *Grandparenting in Europe*, in which the role of grandparents in family life will be compared in a certain number of European Union member states. The research will be carried out by the Institute of Gerontology at King’s College, London.

	Amounts in euros
Subsidies	166 096
Total	166 096

Gulbenkian Global Mental Health Platform

The “Gulbenkian Global Mental Health Platform” project is designed to develop a new concept under the scope of global health – the incorporation of mental disturbances into the group of NCDs (non-communicable diseases). This group of pathologies will be afforded the attention of world public health policies in the next five years (in keeping with a decision taken by the General Assembly of the United Nations, in September 2011). Three technical documents will be prepared (1 – Links between Mental Neurological and Substance Use Disorders and NCDs, 2 – Innovation in Mental Health Care Delivery and Service Organisation, 3 – Human Rights of People with Mental Disabilities: Challenges), which will represent a major contribution by the Gulbenkian Foundation towards the development and organisation of new public health policies. The World Health Organisation will coordinate the drafting of the three documents from a technical point of view. These documents will then be presented at the Foundation’s premises, and the Foundation itself will also be responsible for their publication in text form.

	Amounts in euros
Subsidies	40 600
Own initiatives	15 392
Total	55 992



Andrew ...

Id. Support Departments



✦ Installation *Calouste Gulbenkian and his Garden..*

❖ Central Services Department



	Amounts in euros
Personnel costs	6 190 736
Operating costs	5 235 781
Subsidies and grants	6 000
Departmental activities	128 138
<i>Investment</i>	<i>912 210</i>
Total	11 560 655
Receipts	315 786

The Central Services Department is responsible for:

- › the planning, organisation and operational and logistical management of all the activities undertaken at the Foundation, relating to the occupation of its premises and the allocation of the support resources;
- › 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.

In 2011, the Central Services Department monitored the actions undertaken by all of the Foundation's sectors and departments in the rationalisation of resources, taking into account the increasing demands for the control of costs, and concentrated its efforts on promoting a rigorous form of management, increasingly based on European quality standards.

Quality and efficiency

Investment in technology

In 2011, essential works were undertaken to guarantee the quality of the Foundation's activities, while at the same time promoting additional savings in current consumption expenses.

Attention is drawn to the continuation that was afforded to the project for the modernisation of the electromechanical installations, which, in 2011, consisted of introducing more efficient new technologies, with a view not only to reducing energy consumption, but also to improving air quality.

Work also began on the renovation of the air conditioning plant, which serves the administrative areas at the Foundation's headquarters, as well as the Grand Auditorium and the temporary exhibition galleries. This work will be completed in 2012.

As a complementary measure, with the aim of keeping pace with technological developments and providing a quality service that makes a difference, the Foundation installed its own wireless network for Internet access in all of the public areas. This ensures free access to the Internet, both for internal and external bodies involved in the organisation of events and for the general public.

Environment

Environmental management has assumed an increasingly interventive role in the activities of the Foundation, through the implementation of routine practices for the monitoring and control of the environmental policy adopted as a result of our involvement in the European Greenbuilding Programme.

Procedures were therefore implemented that were compatible with the good environmental practices required at the European level, while the measures designed to raise internal awareness about the importance of the already implemented environmental measures were continued (selective waste collection, increasing use of biodegradable materials, amongst others).

Receiving the public

The need to make the Foundation more inclusive in its accessibilities and in the reception afforded to visitors, especially in facilitating the circulation of people with reduced mobility in the Foundation's public areas and in its gardens, proved to be decisive in initiating the systematic survey of the needs for personalised assistance, signposting, and the adaptation of specific areas and equipment to allow for greater autonomy in the movement of people with reduced mobility.

Accessibilities

Work began on the project to improve accessibilities in the Garden, designed by Gonalo Ribeiro Telles, which is intended to ensure inclusive and unrestricted circulation for people with reduced mobility.

The Foundation also presented its application for "SELO ACESSO" certification for the public areas of the headquarters building, which resulted in a series of recommendations being made for the improvement of accessibilities. This work is planned to be undertaken at the beginning of 2012.

Quality Management System

A project was set in motion that is designed to guarantee the improved future performance of the Foundation's various activities at the level of their effectiveness and efficiency, and the recognition of their quality by the various audiences participating in events, as well as the optimised use of resources from the viewpoint of environmental preservation, optimisation of health and safety conditions, and the consolidation of principles of social responsibility.

Planning, organisation and support for events

In 2011, the Central Services Department gave technical and logistical support to 221 concerts, shows and performances attended by 158,141 people, and supported 304 events (congresses, conferences, lectures, meetings, workshops and other events), which brought around 64,000 participants to the Foundation.

This support was also extended to 25 exhibitions visited by roughly 272,000 people.

Promotion, dissemination and sales

In 2011, as part of the celebrations of the Foundation's anniversary, the Central Services Department promoted the exhibition "Calouste Gulbenkian and his Garden". Held in the garden in front of the headquarters building, this exhibition had a similar form to the one held in the Gulbenkian park "Les Enclos", in Deauville (France) at the time of the exhibition "Memory of the Place".

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 "In the Presence of Things. Four Centuries of European Still-Life Painting. Part Two, 19th and 20th Centuries (1840-1945)" 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.

The Central Services Department also strengthened its support role in the promotion and dissemination of the activities of other departments, taking a more interventive role in the publicity campaigns, in the formation of partnerships with the media and in identifying the best policies for marketing these events through the creation of merchandising products.

Educational project

The "Living the Gulbenkian Gardens" project, which was included in the Gulbenkian Programme of Education for Culture – *Descobrir*, considered it crucial, in 2011, to strengthen the supply of activities available both to schools during the week, for students from the 2nd and 3rd cycles of education (including themes that are part of some school subjects), and to families at weekends, continuing its thematic approach to questions related to botany, nature in general, the environment and sustainability.

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 the 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.

	Amounts in euros
Personnel costs	851 400
Operating costs	1 245 947
<i>Investment</i>	<i>274 662</i>
Total	2 097 347

Information systems

The main investment project was the adaptation of the installed information systems in order to enable the accounting of inventories. At the end of 2010, the Foundation began to recognise as Inventories in its Balance Sheet the publications with the greatest impact and the articles that are sold in its shops. This practice called for changes in the processes related with accounting records, budgetary control, and the management of the stores and sales.

Other IT projects should also be mentioned, namely:

SAP

The necessary changes were made to the Foundation's compliance with the legal requirements in force, namely the implementation of the Certification of Invoicing, which is legally required for all software applications issuing invoices as from 2011, as well as the configuration of the surtax on the Christmas subsidy for 2011. The software was also updated with the latest support packages made available by the SAP application.

Box office

The box office application was subjected to constant updates throughout the year. First of all, a project was developed that led to the certification of the application according to the DGCI rules for applications of this nature. In a second phase, the system of payments at the online box office was replaced, so that it is now certified according to the parameters required by RedUnicre.

A mechanism was also implemented for the sending of tickets by e-mail after they have been bought online, which has gradually led to shorter queues of people picking up tickets before shows and performances. Mention should also be made of the improvements introduced into the use of

the website and new backoffice and frontoffice functions, such as the option for the compulsory registration of the customer's details, the option for blocking the online box office or the ordering of various screens as requested by users.

Grants and subsidies

The application relating to grants and subsidies has undergone a series of developments to deal with special circumstances, namely at the level of listings and the use of some screens. A mechanism was introduced for sending taxpayer numbers to the SAP application, which required the introduction of changes in the interface structures with this application.

A prototype was also developed of the grants and subsidies application on the "CRM Microsoft Dynamics 5.0" platform. The prototype established the model for the vast majority of processes currently existing in the grants and subsidies application. It can be reused should it be decided to opt for the development of the new version using this framework.

Myfile / Assessors' Website / GO

In the case of these systems, a mechanism was developed for the direct creation of payment receipts generated by the SAP application on the document management platform (GO), with the documents subsequently being made available on Myfile, making it possible to put an end to the sending of hundreds of receipts each week by post. This project required several fundamental changes to be made in the interface with the SAP application.

Management information

Throughout the year, the plan for the construction of management information was continued, based on a database created for this purpose, with new reports having been made available covering various aspects: box offices, OPAS (music), Artifax, Inarte, POS, Contacts, PGEC and grants and subsidies. Currently, all applications, except for the SAP application, are feeding information to the datawarehouse. With this framework, new possibilities are opened up for accessing and exploring the management information originating from a variety of systems.

A technical migration was also made of all the Foundation's reports to a new server (Reporting Services 2008).

CRM (Customer Relationship Management)

In conjunction with all the users of the CRM application, a study was undertaken to discover where the major losses of productivity occurred. New consultations and options were gradually made available, which came increasingly closer to the needs of users, and new warning systems were created based on workflows, completely configured by the SOPC team. Various maintenance operations were also performed, namely the installation of updates and roll-ups made available by Microsoft.

Management of contacts

A manual was made available to all users of the application for the management of contacts (mailings), with a detailed description of all the operations necessary for an effective use of the contacts database.

Artifax

All the reports of this application were redesigned with the active collaboration of its main users. At the same time, tools were provided to make it possible to extract all types of information from the system. This reality enabled users to make a more balanced search of all the data provided by the application.

POS

The application in use was discontinued by the supplier and is not compatible with the new legal requirements, regarding the certification of invoicing software. A market survey was therefore conducted in 2011, with the aim of discovering the best applications available for this area: a list of possible consultations was drawn up, and after four companies had been consulted, the “CPI Retail” application was chosen. This application is due to be implemented in the first quarter of 2012.

Systems and infrastructure

The desktop virtualisation plan was continued, with the completion of the respective production infrastructure. There are currently roughly 20 virtualised desktops, including the remote access desktops for suppliers and employees with specific requirements, and the training room desktops, which are fitted with thin client equipment.

The system for the video transmission of events to the internet was improved with the creation of the new system for the webstreaming of the Foundation’s events, with improved quality and a support for mobile equipment and social networks, as well as offering statistical analysis and archives for deferred viewing.

Work started on the revision of the “Disaster Recovery Plan”, with the aim of guaranteeing the safety and recovery of the data from the computer systems.

The project for the review of the users of the applications network and the installed equipment was also started, with the aim of supplying up-to-date and reliable information.

In order to meet the requirements of the new Orthographic Agreement, new systems were introduced for spell checks and for converting documents.

As is customary, the renewal of the Foundation’s computer hardware network involved the replacement of obsolete equipment.

Organisation

The activities undertaken in the area of organisation were centred on ensuring the efficiency of work procedures, developing activities at the level of the improvement of processes, technology and the use of human resources.

Several activities were therefore undertaken both in response to requests and at the Department's own initiative, including the following: *i)* organisation of the process for posting season tickets for the Music Season; *ii)* support for the databases developed for the management of the Gulbenkian Card and the mailings of the Foundation's different departments; *iii)* support for the project to review the inventory of fixed assets; *iv)* organisation of the project for collecting together the work undertaken by the Museum's Photographic Laboratory; *v)* support for the creation and renewal of e-forms to be used in applications for the subsidies and scholarships awarded by the Foundation's different departments and programmes; *vi)* support for the full and systematic gathering of historical data about the Education Department's scholarship holders; *vii)* support for the Quality Certification project, namely through the creation of work procedures and supports for various areas; *viii)* development of the project for the management of information relating to situations of double taxation in the Music Department; *ix)* support for the development of the process for controlling entry cards; *x)* organisation and planning of the audits of the inventory of the Foundation's Delegation in France and of the museums' collections.

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 2011, but was recorded in the accounts at 31 December 2010).
- › Audit of the management and accounting system of the Foundation's Delegation in France, which included the analysis of the documents relating to expenditure made in 2010, and which consequently led to the establishment of new management procedures. Training activities were also provided for the employees involved, both in Paris and Lisbon.
- › 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 Section and Inarte.
- › Inventories of the property existing at the Delegation in Paris, at the end of 2011 – including the assets recorded in the SAP application and the physical checking of the property, already inventoried or yet to be inventoried, that is to be found at the new premises.

In addition to the aforementioned audits, the following standard monitoring procedures were continued:

- › Verifying that all decisions made by the Board of Trustees relating to the award of subsidies and scholarships were complied with.
- › Analysing the current accounts receivable: clients, employees and suppliers.

It should also be mentioned that, as a consequence of its auditing role, the SOPC has participated closely in the complex process of settling the amounts owed as a result of the Gulbenkian Institute of Science's externally funded projects, which has been undertaken by the Accounts Department. This work will ensure that the situation is returned to normality, in keeping with the recommendations of the External Auditors.

The financing costs borne by the SOPC essentially relate to interventions made in the areas of the IT Systems (€ 1,067,000) and External Audits and Actuarial Studies (€ 131,000).

As far as IT Systems were concerned, roughly € 882,000 (83% of the costs in this area) correspond to the expenses 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 development projects, amounting to € 138,000 (13%) and to the renewal of the computer hardware system, amounting to € 47,000 (4%).

Aplicação gratuita da Fundação Gulbenkian para *smartphones*

A aplicação para Iphone e sistema Android permite o acesso simplificado ao cartaz:



exposições
concertos
eventos
atividades
educativas

e ainda às notícias
(com conteúdos
multimédia),
contactos,
informações
e compra de bilhetes
online.



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.

	Amounts in euros
Personnel costs	343 438
Operating costs	76 572
Departmental activities	288 866
Total	708 876
Receipts	1 915
Total publications	163 898
<i>Newsletter</i>	125 817
<i>Monthly Agenda</i>	38 081

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 following were amongst the most important core activities carried out in 2011:

The president and Board of Trustees

In addition to responding to media requests in its role as the spokesperson for both the Foundation and the president, the Communication Department ensured the daily distribution of online clippings and press cuttings to the offices of the president and the other trustees. It also organised press conferences and other forms of contact with journalists at the request of the president or the other trustees, and advised the Office of the President on media relations. In preparing the "Major Conferences 2011" cycle, an initiative of the Foundation's president, the Department was responsible for promoting the image and the graphic materials of all the conferences, as well as being responsible for publicising the events among the general public and in the media.

Media relations

The Communication Department's activities focused mainly on drawing up communication and event plans for activities programmed by the Foundation's various departments. Specifically, this involved organising pre-inauguration media visits to the main temporary exhibitions held during the year, sending out over one hundred press releases and organising interviews with conference speakers,

award-winners and other expert participants in the Foundation's activities and programmes, in addition to other interviews with the Foundation's own staff. Throughout the year, the Department sought to promote and organise events related to the creation of the new Gulbenkian programmes, as well as the Foundation's public activities.

The protocol, signed in 2008, was again renewed for the partnership with the "Parlamento Global" (Global Parliament) website, an initiative of SIC television, Rádio Renascença and the *Expresso* newspaper, with the aim of producing contents in the area of citizenship.

External communication

Ten issues of the *Newsletter* were published in 2011, 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, which for the first time was published 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*, also 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.

In 2011, the Department also created applications for smartphones, in both Android and Apple versions, with information about the Foundation's agenda and the events taking place at its different spaces.

Being responsible for maintaining all of the Foundation's webpages, the Department continued its task of renovating the Foundation's existing website. New applications were created and the site is operated entirely by the Department. In this digital communication environment, the digital newsletter in Portuguese was maintained and sent to 22,475 registered subscribers*, and the Foundation took part in various social networks, 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 roughly 200,000 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 "Notícias" intranet 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 2011.



II. Economic and Financial Situation

Financial Statements

This part of the report refers to the Foundation's economic and financial situation and comprises the publication of its respective Balance Sheets and Accounts and the Auditors' Report.

Economic and Financial Situation

Financial Situation

In 2011, the world economy gradually recovered with a 3.5% growth in GDP in real terms, compared with 3.8% in 2010. This growth in real terms was fairly robust in the emerging markets (5.8%), but more moderate in the developed markets (1.3%); in the Euro Zone, growth amounted to only 1.5%, with the strong growth in Germany being offset by a much weaker growth in the other major economies, such as France and Italy. In the developing economies, China grew by 9.2% and India by 7.0%, whereas Brazil grew by only 2.9%.

Consumer prices rose by 3.3% in the USA and by 2.9% in the Euro Zone.

Governments continued with their programmes designed to soften the effects of the credit crisis, maintaining interest rates at low levels. In Europe, Greece, Ireland and Portugal received financial support from the International Monetary Fund (IMF), the European Union and the European Central Bank. Greece defaulted and all three countries had to take urgent measures to reduce their deficits and financial instability. The uncertainty at government level led to the banks in these three countries being unable to refinance their loans on the interbank market and consequently having to turn to the European Central Bank as the creditor of last resort. Spain and Italy were also forced to revise their budgets in order to reduce their deficits, and in this way they managed to withstand the market pressures and avoided having to make a formal request for help from the European Union.

The equity markets converted into euros generally displayed significant losses. Thus, the MSCI World Index fell by 4.6%, and the emerging markets also suffered significant losses during the year (the MSCI in Asia fell by 16.4%, in Latin America by 19.3% and in Central Europe and the Middle East by 22.9%). The S&P500 Index rose by 3.3% in euros. In Europe, however, the behaviour of the markets was generally negative, with losses in Germany (14.7% of the DAX Index) and the United Kingdom (2.8% of the FTSE 100) and a decrease (of 17.0% in the CAC 40) in France. In the peripheral countries, which were subject to significant pressure from investors, the markets also fell, by 27.6% in the case of Portugal (PSI 20) and 13.1% in Spain (IBEX).

Global government bonds, still quoted in local currency, increased by 10.4% and government bonds denominated in euros by 1.8%. Government bonds issued by Portugal fell by 22.1%.

The central banks continued to pursue their policies of maintaining very low short-term interest rates. The US central bank maintained the federal funds rate at 0.25%, while the repo rate at the European Central Bank began the year at 1%, growing to 1.5% during the course of 2011 before falling to 1% at year end.

The dollar rose by 3.5% against the euro, while the yen rose by 8.3% and the pound sterling by 2.8%. The exchange rate of the dollar against the euro showed a considerable fluctuation in 2011, beginning the year at USD 1.34: euro 1, falling to 1.48 in April and rising to USD 1.30 at year end.

Investment portfolio

The Foundation's investment portfolio obtained a nominal negative return of -2.8% as against the negative return of its benchmark index of -1.3%. The investment guidelines point to an annualised real return, before inflation, of 4.5% measured over a three to five-year period.

The Foundation has eight entities with active management mandates and one entity with a passive management mandate. The return obtained by the entities with active management mandates was -3.3% (ranging between 1% and -6.5%), while the entity with a passive management mandate obtained a negative return of -7.7% in shares and a positive return of 5.4% in bonds, in line with the respective benchmark indexes. Despite investing in the main world markets, the Foundation's investment portfolio tends to give greater emphasis to European equities, whose return was, generally speaking, weaker than that provided by other markets. Furthermore, during 2011, the managers had to maintain a minimum foreign currency exposure of 80% in relation to the euro (in practice, the exposure was higher than this). This meant that the Foundation benefited for most of 2011, but suffered at the end of the year from the devaluation of the euro. The required minimum exposure in relation to the euro was reduced to 50% in December 2011.

The distribution of the portfolio by principal asset classes, at 31 December 2011, was as follows:

Equities	50.4%
Bonds	34.9%
Liquidity	7.9%
Property and other investments	7.7%
Currency hedges	(0.9)%
	<hr/>
	100.0%

The investment portfolio had a market value of € 1,666 million in 2011, compared with € 1,772 million at 31 December 2010.

Oil interests

Brent spot oil prices rose by 14% in 2011, from USD 94 per barrel at 31 December 2009 to USD 108 per barrel at year end. The average price per barrel of oil in 2011 was USD 111, as compared with USD 80 in 2010. The highest price in 2011 was USD 127 per barrel and the lowest price was USD 93 per barrel.

The turnover of the Partex Group increased by 39%, due above all to the higher price of oil in 2011, in comparison with the previous year.

In 2011, the Partex Group obtained a consolidated profit of USD 140,830,000, as compared with USD 82,489,000 in 2010; the increase in profit is explained by the rise in the price of oil and by the lower impairment costs, offset by lower exchange rate gains.

The consolidated net worth of the Partex Oil and Gas (Holdings) Corporation increased by 16.2%, essentially due to retained earnings and the revaluation of assets at fair value.

Investments in oil companies were revalued at fair value by an independent investment bank at 31 December 2011, 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 2011, the Partex Group's concessions in Angola, Algeria, Portugal and Brazil continued to be at an exploration stage, while in Kazakhstan the Dunga full field development plan was at the implementation stage. The Oman and Abu Dhabi concessions are at the production stage.

The reserves estimated for the Ahnet oilfield in Algeria were reclassified, in 2011, as possible, contingent and future reserves: following this reclassification, and taking into account their use in 2011, the unaudited estimate at 31 December 2011 of proven and provable reserves amounted to 109.2 million barrels of oil.

The Group has unaudited possible, contingent and future reserves of 460 million barrels of oil.

A dividend of USD 50 million was declared in 2011, for payment in 2012.

Total investment portfolio

The total investment portfolio, including the Partex Group, rose from € 2,706 million in 2010 to € 2,787 million in 2011. The positive consolidated return from the portfolio in 2011, including the Partex Group, was 6.8% compared with 8.0% in 2010.

Executive Summary of the Report of the Implementation of the Foundation's Budget and Activities Plan for 2011

The data relating to the implementation of the Foundation's Budget and Activities Plan, during 2011, demonstrate the following:

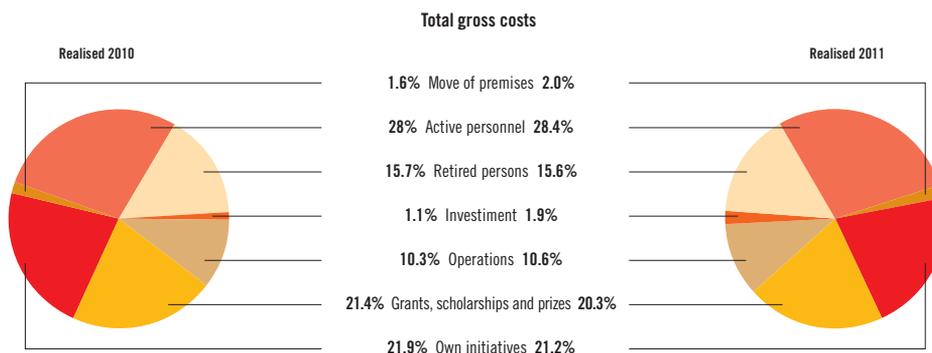
- › The achievement of the targets for activities and budget implementation was fairly balanced in nature, if we remove the costs incurred with the move of premises in Paris, as these were costs of an extraordinary nature and were only partly budgeted for. It proved possible to guarantee the performance of fundamental activities and commitments, as well as to effect a series of payments decided upon in the course of the year without making any specific allocations and without the need to increase budgetary resources.
- › As forecast in the budget, the level of the Foundation's activity was marked by a slight reduction both in its distributive activity (grants, scholarships and prizes) and in its own activities. In comparison with 2010, these changes represented falls of 4.6% and 2.7%, 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 costs incurred with staff in active employment was slightly higher than was budgeted for, generating a negative balance of -€ 122,000. In comparison with the previous year, the costs incurred with staff in active employment rose by 1.8%, resulting from promotions and career progressions, although there was no updating of wage scales. At the end of 2011, the Foundation had 463 active employees and 26 employees on fixed-term contracts, in addition to the nine trustees. In comparison with the previous year, the number of permanent employees decreased by 19, while the number of employees on fixed-term contracts rose by seven.
- › The costs incurred with retired persons were higher than forecast (resulting in a deficit of € 372,000), although they fell slightly (-0.3%) in comparison with the previous year. At the end of 2011, the Foundation had 1,042 retired persons, eight more than in 2010.
- › Investment costs rose by 85.8% when compared with 2010 and exceeded the budget allocation made for this area – as a consequence of the purchase of equipment for the Delegation in France, the building works undertaken by the Central Services Department and the increased cost of the SAP licences.
- › Operating costs rose by 3.1% in comparison with the previous year, exceeding the amount estimated by roughly € 1 million, largely due to the expenses incurred with the new premises of the Delegation in France.
- › Income fell in relation to the previous year (-6.5%), but remained above budget forecasts (+8%). External contributions related to scientific research projects continue 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 there was a slight increase in the relative shares of the costs incurred with staff in active employment, investment and operating costs. The costs incurred with retired persons remained practically unchanged.

Costs and realised income

Costs and Income	Euros			
	Realised	Realised	Change	
	2010	2011	Absolute Value	%
	1	2	3=2-1	4=3/1
Active personnel costs	30 851 218	31 412 790	561 572	1.8
Operating costs	14 290 458	16 068 796	1 778 338	12.4
› Investment	1 155 113	2 146 106	990 993	85.8
› Operations	11 374 300	11 732 390	358 090	3.1
› Move of premises	1 761 045	2 190 300	429 255	24.4
Grants, scholarships and prizes	23 577 197	22 502 853	-1 074 344	-4.6
Own initiatives	24 044 492	23 401 055	-643 437	-2.7
Retired persons	17 318 016	17 260 045	-57 971	-0.3
Total gross costs	110 081 381	110 645 539	564 158	0.5
Income (-)	14 377 018	13 444 656	-932 362	-6.5
Total net costs	95 704 363	97 200 883	1 496 520	1.6



Gulbenkian departments and programmes

On 15 July 2010, it was decided to reorganise the Foundation's activity in the field of the support given to the arts. These changes led to the closure of the Fine Arts Department at the end of the year.

During 2011, activities were continued in relation to the following Gulbenkian programmes: "Portuguese Language", "Development Aid", "Environment", "Advanced Medical Training", "Education for Culture", "Human Development" and "Next Future". The "Performing Arts Programme" was newly created.

"New Interventions"

The "New Interventions" budget line was continued, with the aim of supporting innovative projects or programmes that met the greatest number of the following requirements: they had to be preferably initiatives that were strategic, transverse and international, were developed in the form of a partnership or involved distributive activities.

Thirteen initiatives were selected for support under the scope of the "New Interventions" budget line: "Older People", "Neglected Tropical Diseases Initiative", "Competitive Application Process for Support for Development Cooperation Projects", "The Wheel", "Big Society Network – 'It's Our Community'", "Grandparents Plus", "Digital Reading and the Transformation of Reading Stimulus and of Book Institutions", International Conference on the "Contemporary Perception and Representation of Africa and Latin America", "Ocean Biodiversity Using an Ecosystem Services Approach", "Community Development Processes in Fragile States – Pilot-Project in Guinea-Bissau", "MASLAHA Toolkit", "Global Mental Health" and the exhibition "Fernando Pessoa: Plural like the Universe".

Statutory purposes

Statutory purposes showed some slight changes in their distribution structure when compared to the previous year: Art – 36.5% (minus 0.8 percentage points), Science – 22.5% (minus 0.4 percentage points), Education – 27% (plus 0.8 percentage points) and Charity – 14% (plus 0.4 percentage points).

Division of costs between Portugal and overseas

Considering the activity of the Foundation's departments in Portugal and its branches abroad, the division of costs was 76% in Portugal and 24% overseas.

Distribution of common costs

After closure of the accounts, common costs – shared by the Central Services Department, Accounts Department, Finance and Investment Department, Communication Department and the Budget, Planning and Control Department, as well as the costs incurred with the Board of Trustees – were divided up amongst the other departments and programmes, in order to make it possible to assess the real cost of activities.

As a result of this new distribution, the costs of those departments that had their own direct activities represented 60% of total costs, while the costs of departments with distributive activities represented 24%. 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 auspices of the Budget and Activities Plan, there are other interventions that are undertaken with the active participation of the Foundation, but which are wholly or partly funded by outside bodies. The projects that are to be found in this situation are: “Support for the East Timor Institute of Health Sciences”, “Professional Integration of Immigrant Doctors” – both of which were completed in 2011 – and the “Installation of the Health Research Centre in Angola”. The amounts raised for these projects from outside the Foundation totalled roughly € 1 million, to which were added the financial contributions made by the Foundation itself, amounting to a total investment of € 1.3 million.

Personnel in active employment

Staff movements during the year resulted in a decrease of 19 permanent employees and an increase of seven employees working on fixed-term contracts.

<i>Active personnel</i>	<i>31.12.2010</i>	<i>31.12.2011</i>	<i>Change</i>
Trustees	9	9	0
Permanent staff	482	463	-19
› General employees	417	400	-17
› Artistic employees	65	63	-2
Fixed-term contracts	19	26	7
› General employees	15	20	5
› Artistic employees	4	6	2

Retired persons

As far as retired persons are concerned, there was an increase of eight people. The category recording the largest increase was that of people taking early retirement, with 16 new pensions.

<i>Retired persons</i>	<i>31.12.2010</i>	<i>31.12.2011</i>	<i>Change</i>
Pre-retirements	64	58	-6
Early retirements	267	283	16
Old age or disability pensions	494	493	-1
Pensions to widows/widowers	209	208	-1
TOTAL	1 034	1 042	8

Foundation's activities during 2011

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:

<i>Distributive activities</i>	<i>No.</i>	<i>Direct cost</i>
		Euros
Grants	773	13 417 653
Scholarships	4 863	7 808 947
Prizes	7	372 500
Associated expenses	-	1 921 502

<i>Initiatives</i>	<i>Events</i>	<i>Direct cost</i>
	No.	Euros
Exhibitions (inaugurated during the year)	35	2 452 338
Concerts (No. of sessions)	160	11 816 143
Film shows and other performances (No. of sessions)	50	262 309
Publications	143	2 448 744
Conferences and lectures	299	856 038
Educational activities	3 367	1 278 273
Training courses	31	316 506
Projects	267	5 514 108
Acquisition of works of art	8	104 675
Other initiatives	-	1 713 748

<i>Permanent activities</i>	<i>Visitors/Users</i>	<i>Direct cost</i>
	No.	Euros
Calouste Gulbenkian Museum	238 133	2 817 094
Modern Art Centre	87 555	2 024 209
Gulbenkian Institute of Science	-	5 115 642
Art Library	4 144	2 229 886
Library of the Delegation in France	1 479	484 840

Beneficiaries and activities

The impact of the activities developed by the Foundation over the last two years can be measured through the physical indicators shown below:

<i>Audiences benefiting from activities</i>	2010	2011	Change
	No.	No.	%
Recipients of grants	861	773	-10
Scholarship holders	5 563	4 863	-13
Visitors to museums	311 631	325 688	5
Visitors to temporary exhibitions	373 449	360 086	-4
Attendance at concerts	137 949	131 698	-5
Attendance at film shows and other performances	9 229	18 074	96
Participants in educational activities	74 044	71 047	-4
Libraries and archives readers/users	5 142	5 623	9

<i>Activities</i>	2010	2011	Change
	No.	No.	No.
Temporary exhibitions (inaugurated during the year)	25	35	10
Concerts (No. of sessions)	175	160	-15
Film shows and other performances (No. of sessions)	52	50	-2
Publications			
> Editions	130	143	13
> Copies	127 689	137 736	10 047
Conferences, lectures and seminars	356	299	-57
Educational activities	3 249	3 367	118
Training courses	52	31	-21
Prizes	6	7	1
Projects	234	267	33
Acquisition of works of art	38	8	-30

The following conclusions can be drawn from an analysis of the evolution of these indicators:

- ▶ In the case of distributive activities, there were decreases both in the number of people receiving grants and the number of people awarded scholarships.

As far as grants are concerned, there was a slight reduction in the total amount awarded, which was lower than the fall in the number of beneficiaries. Consequently, there was a slight increase in the average value of grants. The average value of scholarships also rose, since there was a reduction in the number of beneficiaries that was more expressive in percentage terms than the fall that occurred in the total amount awarded.

- ▶ The number of people visiting the Calouste Gulbenkian Museum was greater than in the previous year, but there was a fall in the number of visitors to the Modern Art Centre. It should be noted that the number of admissions to the museums, as considered under the terms of this report, refer to the number of people coming to these places to visit either the permanent collections or the temporary exhibitions.

- ▶ The number of visitors to the temporary exhibitions showed a slight reduction in comparison with the previous year, even though more events were held. Essentially, this fall in numbers can be attributed to the Modern Art Centre and the Science Department, which in 2010 had presented the “Darwin’s Evolution” exhibition, an event that had attracted a large audience.

- ▶ The total number of people attending concerts fell slightly, in keeping with the fact that there were fewer sessions held.

- › The number of people attending film sessions and other shows and performances almost doubled, despite the fact that there was almost no change in the number of sessions held.
- › The total number of readers using the libraries increased, although the number of books and other documents consulted fell. This situation was the same at both the Art Library and the library of the Foundation's Delegation in France.
- › Publishing activity grew both in terms of the number of publications produced and in the total number of copies produced of each publication.
- › There were fewer events held in the area of conferences, lectures and seminars – although the number of sessions and participants increased.
- › Educational activities displayed relative stability: there was a small increase in the number of events held and a slight reduction in the number of participants.
- › As far as other training activities were concerned, there was a fall in the number of training courses held. This situation was due to a change in the criteria followed by the Gulbenkian Institute of Science, which has a major influence on activities of this nature.
- › The number of projects increased, mainly as a result of the growth achieved in scientific research activities.
- › There was a fairly sharp fall to be noted in the acquisition of works of art, both in terms of the number of works being acquired and in the overall investment made in this area.

Cost of activities

The evolution of the financial support allocated to the development of the Foundation's various activities over the last two years is shown in the following tables:

<i>Distributive activities</i>	<i>2010</i>	<i>2011</i>	<i>Change</i>
	Euros	Euros	%
Grants	13 839 516	13 417 653	-3
Scholarships	8 331 475	7 808 947	-6
Prizes	350 000	372 500	6
Associated expenses	2 271 191	1 921 502	-15

<i>Initiatives</i>	<i>2010</i>	<i>2011</i>	<i>Change</i>
	Euros	Euros	%
Exhibitions	2 579 061	2 452 338	-5
Concerts	11 813 769	11 816 143	0
Film shows and other performances	165 507	262 309	58
Publications	2 507 181	2 448 744	-2
Conferences and lectures	841 661	856 038	2
Educational activities	1 368 118	1 278 273	-7
Training courses	267 761	316 506	18
Projects	5 990 195	5 514 108	-8
Acquisition of works of art	478 539	104 675	-78
Other initiatives	1 345 442	1 713 748	27

<i>Permanent activities</i>	<i>2010</i>	<i>2011</i>	<i>Change</i>
	Euros	Euros	%
Calouste Gulbenkian Museum	2 532 750	2 817 094	11
Modern Art Centre	1 716 080	2 024 209	18
Gulbenkian Institute of Science	4 902 353	5 115 642	4
Art Library	2 199 617	2 229 886	1
Library of the Delegation in France	440 718	484 840	10

Analysis of the Consolidated Financial Statements

2011 Financial Year

In 2011, the net equity represented by the capital fund amounted to € 2,645.5 million, which represents an increase of € 89.8 million (3.5%) compared to the previous year.

At 31 December, 2011, the Balance Sheet showed total assets of € 3,018.6 million, which represented an increase of € 87.8 million (3.0%) compared to the previous year.

The following factors fundamentally contributed to this result:

- › The financial investment portfolio – Current financial assets and part of the non-current financial assets after the deduction of current financial liabilities, as well as other treasury applications – amounting to € 1,662 million, which represented a decrease of roughly € 117.1 million compared to 2010 and was a consequence of the instability in the capital market;
- › 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 € 1,090.2 million, representing an increase of € 151 million over 2010. Also contributing to this result was the effect of the appreciation against the euro of the US dollar, which is the basic reference currency of these assets in the consolidation;
- › Cash and liquid assets – Cash and cash equivalents – which showed an increase of € 23.6 million, rising from € 62.7 million in 2010 to € 86.3 million in 2011, due to the liquidity requirements of oil companies in order to meet short-term payments;
- › Other assets – which increased from € 151.8 million in 2010 to € 180.1 million in 2011, representing an increase of roughly 28.3%, largely due to the value of debtors in oil interests.

The value of liabilities, which mainly consisted of the provisions for pension plans, recorded a relatively insignificant decrease of € 2 million (-0.6%), falling from € 375 million in 2010 to € 373 million in 2011.

In the case of the Statement of Comprehensive Income, the total return – return from oil activities and financial return – fell from € 176.1 million in 2010 to € 87.4 million in 2011. The return from oil activities rose by € 21.1 million, from € 92 million in 2010 to € 113.1 million in 2011. The financial return recorded a sharp decline, falling from € 84.1 million in 2010 to -€ 25.6 million in 2011.

Other income amounted to € 13.8 million, which represented a fall of € 0.9 million in comparison with the previous year.

The resources allocated to distribution and direct activities amounted to € 74.2 million, which was € 0.9 million more than in 2010, and administrative and operating costs rose slightly from € 31.8 million in 2010 to € 32.7 million in 2011.

18 April 2012

Financial Statements

Consolidated statement of comprehensive income for the years ended 31 December, 2011 and 2010

		(10 ³ Euros)	
	Notes	2011	2010
Oil and gas sales		1 154 076	879 883
Cost of sales		(1 069 519)	(812 169)
Other oil and gas income	3	28 493	24 241
Return from oil activities		113 050	91 955
Results of current financial assets and liabilities		(41 074)	75 612
Results of non-current financial assets		23 302	4 632
Results of advances		3 343	3 474
Other financial results		(11 186)	402
Financial return	4	(25 615)	84 120
Other income	5	13 842	14 736
Distribution and direct activities	6	(74 230)	(73 361)
Other administrative and operating costs	7	(32 697)	(31 784)
Employee benefits	9	(17 510)	(18 999)
Provisions	10	(2)	(1 861)
Impairment	11	(4 341)	(4 084)
Amortisations and depreciations	12	(14 332)	(13 303)
Income taxes	16	3 907	(4 015)
Transfer to the Capital Fund		(37 928)	43 404
Other comprehensive income for the year			
Exchange differences resulting from consolidation		24 723	26 957
Gifts and legacies		97	935
Non-current financial assets			
Profits and losses for the year		125 018	56 159
Reclassification of profits and losses included in the statement of comprehensive income		(22 149)	(1 044)
		102 869	55 115
Total comprehensive income for the year		89 761	126 411

CHIEF ACCOUNTANT

See accompanying notes to the Financial Statements.

Consolidated balance sheet at 31 December, 2011 and 2010

(10³ Euros)

	Notes	2011	2010
ASSETS			
Non-current assets			
Intangible assets	13	162 815	159 242
Tangible fixed assets	14	120 079	118 292
Non-current financial assets	15	820 566	679 944
Advances	15	95 317	92 093
Deferred tax assets	16	175	–
		1 198 952	1 049 571
Current assets			
Current financial assets	18	1 457 934	1 590 037
Other treasury applications	19	135 017	113 546
Inventories	20	7 773	6 706
Debtors	21	132 569	108 201
Cash and cash equivalents	22	86 320	62 722
		1 819 613	1 881 212
Total assets		3 018 565	2 930 783
CAPITAL FUND			
Capital received from the Founder	23	11 747	11 747
Reserves	24	2 671 721	2 500 628
Transfer to the capital fund		(37 928)	43 404
Total capital fund		2 645 540	2 555 779
LIABILITIES			
Non-current liabilities			
Provisions	25	194 745	194 040
Deferred tax liabilities	16	–	4 077
Creditors and other liabilities	26	970	15 411
		195 715	213 528
Current liabilities			
Current financial liabilities	18	18 286	8 816
Grants and scholarships	27	7 212	7 674
Creditors and other liabilities	28	151 812	144 986
		177 310	161 476
Total liabilities		373 025	375 004
Total capital fund and liabilities		3 018 565	2 930 783

CHIEF ACCOUNTANT

✦ See accompanying notes to the Financial Statements.

Statement of consolidated cash flows for the years
ended 31 December, 2011 and 2010

		(10 ⁹ Euros)	
	Notes	2011	2010
Operating activities			
Oil and gas income received		112 121	85 551
Proceeds/investments in current financial assets		83 366	(317 981)
Distribution and direct activities		(71 677)	(71 346)
Pensions paid		(17 504)	(17 546)
Income taxes		(146)	268
Other receipts/(payments) relating to operating activities		(32 107)	(18 497)
Cash flows generated by operating activities		74 053	(339 551)
Investment activities			
Non-current financial assets		(17 713)	(16 129)
Dividends		22 399	17 830
Acquisitions of fixed assets		(24 813)	(36 027)
Other receipts/(payments)		(32 343)	(7 958)
Cash flows generated by investment activities		(52 470)	(42 284)
Net changes in cash and cash equivalents		21 583	(381 835)
Effects of exchange differences		23 486	8 698
Cash and cash equivalents at the beginning of the year		176 268	549 405
Cash and cash equivalents at the end of the year		221 337	176 268
Cash and cash equivalents includes:			
Cash	22	74	93
Deposits	22	86 246	62 629
Other treasury applications	19	135 017	113 546
		221 337	176 268

CHIEF ACCOUNTANT

✦ See accompanying notes to the Financial Statements.

Statement of changes in the consolidated Capital Fund
for the years ended 31 December, 2011 and 2010

(10³ Euros)

	Total capital fund	Capital received from the Founder	Exchange differences	Fair value reserve	Other reserves
Balance at 31 December, 2009	2 429 368	11 747	(49 415)	462 925	2 004 111
Transfer to the capital fund	43 404	–	–	–	43 404
Exchange differences	26 957	–	26 957	–	–
Change in fair value	55 115	–	–	55 115	–
Gifts and legacies	935	–	–	–	935
Total comprehensive income for the year	126 411	–	26 957	55 115	44 339
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

CHIEF ACCOUNTANT

➤ See accompanying notes to the Financial Statements.

Separate statement of comprehensive income
for the years ended 31 December, 2011 and 2010

		(10 ³ Euros)	
	Notes	2011	2010
Results of current financial assets and liabilities		(41 074)	75 612
Results of non-current financial assets		42 013	35 606
Other financial results		(1 118)	(1 228)
Financial return	4	(179)	109 990
Other income	5	13 842	14 736
Distribution and direct activities	6	(74 230)	(73 361)
Other administrative and operating costs	7	(18 454)	(15 990)
Employee benefits	9	(17 235)	(18 795)
Provisions	10	52	(1 875)
Amortisations and depreciations	12	(1 598)	(1 742)
Transfer to the capital fund		(97 802)	12 963
Other comprehensive income for the year			
Gifts and legacies		97	935
Non-current financial assets			
Profits and losses for the year		187 466	112 513
Total comprehensive income for the year		89 761	126 411

CHIEF ACCOUNTANT

❖ See accompanying notes to the Financial Statements.

Separate balance sheet at 31 December, 2011 and 2010

		(10 ³ Euros)	
	Notes	2011	2010
ASSETS			
Non-current assets			
Tangible fixed assets	14	21 498	22 009
Non-current financial assets	15	87 292	84 286
Investments in subsidiary companies	17	1 120 422	933 829
		1 229 212	1 040 124
Current assets			
Current financial assets	18	1 457 934	1 590 037
Other treasury applications	19	135 017	113 546
Inventories	20	2 487	2 344
Debtors	21	48 789	31 800
Cash and cash equivalents	22	1 710	1 353
		1 645 937	1 739 080
Total assets		2 875 149	2 779 204
CAPITAL FUND			
Capital received from the Founder	23	11 747	11 747
Reserves	24	2 731 595	2 531 069
Transfer to the capital fund		(97 802)	12 963
Total capital fund		2 645 540	2 555 779
LIABILITIES			
Non-current liabilities			
Provisions	25	187 617	187 814
Creditors and other liabilities		722	786
		188 339	188 600
Current liabilities			
Current financial liabilities	18	18 286	8 816
Grants and scholarships	27	7 212	7 674
Creditors and other liabilities	28	15 772	18 335
		41 270	34 825
Total liabilities		229 609	223 425
Total capital fund and liabilities		2 875 149	2 779 204

CHIEF ACCOUNTANT

✦ See accompanying notes to the Financial Statements.

Statement of cash flows
for the years ended 31 December, 2011 and 2010

(10³ Euros)

	Notes	2011	2010
Operating activities			
Proceeds/investments in current financial assets		83 122	(318 159)
Distribution and direct activities		(71 675)	(71 346)
Pensions paid		(16 797)	(16 841)
Other receipts/(payments) relating to operating activities		(11 308)	(8 106)
Cash flows generated by operating activities		(16 658)	(414 452)
Investment activities			
Non-current financial assets		(840)	44
Dividends		52 914	35 292
Acquisitions of fixed assets		(4 135)	(4 254)
Other receipts/(payments)		(9 453)	3 467
Cash flows generated by investment activities		38 486	34 549
Net change in cash and cash equivalents		21 828	(379 903)
Cash and cash equivalents at the beginning of the year		114 899	494 802
Cash and cash equivalents at the end of the year		136 727	114 899
Cash and cash equivalents includes:			
Cash	22	74	93
Deposits	22	1 636	1 260
Other treasury applications	19	135 017	113 546
		136 727	114 899

CHIEF ACCOUNTANT

❖ See accompanying notes to the Financial Statements..

Statement of changes in the Capital Fund
for the years ended 31 December, 2011 and 2010

(10³ Euros)

	Total capital fund	Capital received from the Founder	Exchange differences	Other reserves
Balance at 31 December, 2009	2 429 368	11 747	831 278	1 586 343
Transfer to the capital fund	12 963	–	–	12 963
Change in fair value	112 513	–	112 513	–
Gifts and legacies	935	–	–	935
Total comprehensive income for the year	126 411	–	112 513	13 898
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

CHIEF ACCOUNTANT

➤ See accompanying notes to the Financial Statements.

Notes to the Separate and Consolidated Financial Statements

31 December, 2011 and 2010

Note 1

Activities

The Calouste Gulbenkian Foundation (the “Foundation”) is a non-profit organisation with its head office in Lisbon, Portugal. The Foundation was created by the will of its founder Calouste Sarkis Gulbenkian, and was granted public utility status under Decree Law No. 40690, of 18 July, 1956. The Foundation’s mission comprises the award of grants and scholarships and other distributive activities with the following statutory purposes: Art, Charity, Science and Education.

The activities of its subsidiary companies (the “Group”) are related to its oil and gas investments in the Middle East, North Africa, Brazil, Kazakhstan, Angola and Portugal.

Note 2

Accounting policies

2.1 Basis of presentation

The financial statements now presented were approved by the Foundation’s Board of Trustees on 2 May, 2012. They reflect the separate and consolidated results of the operations of the Foundation and its subsidiary companies for the years ended on 31 December, 2011 and 2010.

The Foundation’s separate and consolidated financial statements now presented refer to the financial year ended on 31 December, 2011, and were prepared in keeping with the International Financial Reporting Standards (IFRS) standards in force, as adopted in the European Union until 31 December, 2011. The accounting policies used by the Foundation in

the preparation of its separate and consolidated financial statements relating to 31 December, 2011, are consistent with the ones used in the preparation of the annual separate and consolidated financial statements relating to 31 December, 2010.

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, 2011, 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 2011. 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 2011 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 judgements and estimates, and use assumptions that affect the application of the accounting policies and the reported amounts of income, expenses, assets and liabilities. Any alterations to these assumptions or any differences noted in them in relation to the actual reality may have an impact on the present estimates and judgements. Matters involving greater judgement or complexity, or where the assumptions and estimates used are considered to be significant in the preparation of the financial statements, are shown in 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 17, for the years ended on 31 December, 2011 and 2010.

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.

When the accumulated losses of a subsidiary company exceed the investment of minority shareholders in the equity of that subsidiary, the excess is attributed to the Foundation as it is incurred. Profits subsequently obtained by this same subsidiary are recognised as income of the Foundation until the prior losses previously recognised have been recovered.

Jointly controlled bodies

Jointly controlled bodies, consolidated using the proportional method, are bodies in which the Foundation has control established by contractual agreement. The consolidated financial statements include, under the respective items of assets, liabilities, expenditure and income, the jointly controlled parts, from the date when joint control began to the date when this ended.

Translation of financial statements into foreign currency

The financial statements of the Foundation's foreign subsidiaries are prepared in their functional currency. The consolidated financial statements are prepared in euros, which is the Foundation's functional currency.

The financial statements of the Group's companies that have a different functional currency from the euro are translated into euros according to the following criteria:

- › Assets and liabilities are converted at the exchange rate in force at the balance sheet date.
- › Income and expenses are converted by applying the exchange rates that are closest to the real rates on the date of the transactions.
- › The exchange differences calculated between the value of the conversion into euros of shareholders' equity at the beginning of the year and its value when converted at the exchange rate in force at the date of the balance sheet to which the consolidated accounts refer are recorded as reserves. In the same way, in the case of the subsidiary and associated companies, the exchange differences (arising from the conversion into euros of their results for the year) between the exchange rates used in 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 separate 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	4 to 5
Oil equipment	5 to 10
Other equipment	1 to 5

Works undertaken on buildings are amortised over the remaining periods of their useful life.

When there are signs that an asset may be impaired, IAS 36 requires that its recoverable amount is estimated, and an impairment loss must be recognised whenever the net value of an asset exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. This latter value is the present value of the future cash flows expected to be derived from the continued use of the asset and its disposal at the end of its useful life.

2.6 Art collections

The Foundation's art collection was donated by Mr. Calouste Sarkis Gulbenkian and is shown in the financial statements at a symbolic value.

Works of art acquired subsequently and up to the financial year of 2005 were totally amortised in the year of their acquisition. After 2006, they are recorded at their acquisition value and periodically submitted to impairment tests, in accordance with IAS 36.

2.7 Leases

The classification of lease operations as finance leases or operating leases, established by IAS 17 – Leases, and applied by the Foundation, depends on the substance of the transaction rather than the legal form of the contract. A lease is classified as a finance lease if it substantially transfers all the risks and rewards incidental to ownership of an asset to the lessee. All other leases are classified as operating leases.

Operating leases

Payments made by the Foundation under the terms of operating lease contracts are recorded as costs in the periods to which they relate.

Finance leases – as lessee

Finance lease contracts are recorded at inception as assets and liabilities, at the acquisition cost of the asset leased, which is equal to the present value of outstanding lease instalments. Such instalments comprise

i) the financial charge, which is recognised in the statement of comprehensive income and ii) the amortisation of principal, which is deducted from liabilities.

Financial charges are recognised as costs over the lease period, in order to give a constant rate of interest on the remaining balance of the liability in each period.

2.8 Other current and non-current financial assets

The Foundation classifies its other financial assets on acquisition, taking account of their underlying purpose, into the following categories:

Current financial assets

This category includes: i) financial assets held for trading, which are those acquired principally to be sold in the short term 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 at the time of their 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 was to make 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.

The Foundation did not reclassify any assets.

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 and

measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the statement of comprehensive income, is transferred to the statement of comprehensive income. If, in a subsequent period, the amount of the impairment loss falls in value, the previously recognised impairment loss is recognised in the reserves.

2.9 Current financial liabilities

An instrument is classified as a current financial liability when there is a contractual obligation for its settlement to be effected through the delivery of cash or another financial asset, regardless of its legal form.

These financial liabilities are registered i) initially at fair value, net of the transaction costs incurred and ii) subsequently at amortised cost, using the effective rate method.

On initial recognition, the Foundation designates certain current financial liabilities as being at fair value through profit or loss when:

- › derivative operations are contractually agreed with the aim of covering these liabilities economically, thus guaranteeing consistency in the valuation of liabilities and derivatives (accounting mismatch); or
- › such financial liabilities contain embedded derivatives.

The fair value of listed liabilities is that of their listed value. In the case of unlisted liabilities, the Foundation estimates their fair value by using valuation methodologies that take into account assumptions based on market information, including the actual risk of the issuer.

2.10 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when

there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.11 Derivative financial instruments

Derivatives are recorded at fair value on their trade date. Subsequently, derivative financial instruments are re-measured on a regular basis and the resulting profits or losses on revaluation are recognised directly in the statement of comprehensive income for the period.

Fair values of derivative financial instruments are obtained from market prices, if available, or are determined by third parties using valuation techniques including discounted cash flow models and options pricing models, as appropriate.

2.12 Assets transferred under repurchase agreements and security loans

Securities bought with a resale agreement (reverse repos) at a fixed price or for a price that is equal to the purchase price plus the interest that is inherent in the operating period are not recognised in the balance sheet, with the purchase value being recorded as other treasury applications. The difference between the purchase value and the resale value is treated as interest and is deferred during the validity period of the agreement, using the effective rate method.

Securities transferred through loan agreements are not derecognised in the balance sheet, but are classified and accounted for in accordance with the accounting policy outlined in Note 2.8. Securities received through loan agreements are not recognised in the balance sheet.

2.13 Debtors

The carrying amounts of debtors are examined annually with the aim of determining if there are any signs of impairment. Should this be the case, the asset's recoverable value is calculated. Impairment losses are recognised in the statement of comprehensive income whenever the asset's carrying value exceeds its recoverable amount.

An asset's impairment loss recognised in previous years should be readjusted if, and only if, an alteration has been made to the estimates used to determine the recoverable amount of the asset since impairment loss was last recognised.

2.14 Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise balances with less than three months' maturity from the date of acquisition, including cash and deposits with banks.

2.15 Recognition of costs and income

Costs and income are recognised in the year to which they relate, irrespectively of when they are paid or collected, in accordance with the principles of accrual accounting.

Interest, dividends and other income generated from the Foundation's resources are recognised as income, when it is probable that the economic benefits associated with the transaction will accrue to the Foundation and when such income can be reliably determined. Interest is recognised on an accrual basis unless there are any doubts about its collection. Other income is recognised on an accrual basis in accordance with the substance of the respective agreement.

2.16 Recognition of income from oil and gas activities

Income generated from oil and gas sales is only recognised when the risks and benefits of ownership have been transferred to the purchaser and the respective costs associated with the transaction have been determined 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 charged to 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 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.

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.

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 is subject to the payment of taxes on profits in several jurisdictions. Determining the overall amount of taxes on profits calls for certain interpretations and estimations to be made. There are various transactions and calculations for which it is not possible to accurately determine the final value of the tax to be paid during the normal business cycle.

Other interpretations and estimations could result in a different level of taxes being levied on both the current and deferred profits recognised in the period.

Crude oil reserves

Estimations of crude oil reserves are an integral part of the decision-making process relating to the assets of the activity of crude oil research and development. The volume of proven reserves of crude oil is used to calculate the depreciation of the assets involved in the activity of oil exploration and

production in accordance with the unit of production method, as well as to assess impairment on investments in the assets associated with this activity.

The estimation of proven reserves is subject to future reviews, based on such new information as may be made available, for example information relating to the activities of development, drilling or production, exchange rates, prices, contract termination dates or development plans. The impact of changes in the estimated proven reserves on amortisations and provisions for abandonment costs is treated in a prospective manner, with the remaining net value of assets being amortised and the provision for abandonment costs being reinforced, respectively, depending on the forecasts for future production.

Environmental liabilities

The Foundation makes estimates and judgments to calculate the provisions made for environmental concerns, which are based on current information relating to costs and expected intervention plans. These costs may vary due to alterations in the legislation and regulations, or changes in the conditions of a certain site.

Changes in these assumptions could have a significant impact on certain values.

Note 3

Other oil and gas income

The item "Other oil and gas income" is made up as follows:

	(10 ³ Euros)	
	<i>Consolidated</i>	
	2011	2010
Dividends	24 939	20 323
Services rendered	3 554	3 918
	28 493	24 241

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 2011 and 2010 in the Consolidated Account has the following breakdown:

	(10 ³ Euros)					
	Income	Costs	Total	Income	Costs	Total
	2011			2010		
Current financial assets and liabilities						
Bonds and other fixed-yield securities						
From public issuers	70 844	(48 775)	22 069	59 272	(48 531)	10 741
From other issuers	21 934	(20 827)	1 107	40 245	(29 321)	10 924
Shares						
Other variable-yield securities	291 968	(315 971)	(24 003)	252 223	(183 293)	68 930
Investment funds						
Liquidity	1 776	(1 128)	648	324	(2)	322
Shares	27 754	(42 373)	(14 619)	65 019	(51 589)	13 430
Bonds	2 340	(1 398)	942	2 387	(2 007)	380
Others	7 868	(9 414)	(1 546)	12 946	(9 364)	3 582
Derivatives						
Forwards	159 967	(180 416)	(20 449)	369 892	(403 611)	(33 719)
Futures	28 842	(33 206)	(4 364)	27 216	(26 265)	951
Options	17 359	(18 218)	(859)	1 018	(948)	70
Warrants	–	–	–	2	(1)	1
	630 652	(671 726)	(41 074)	830 544	(754 932)	75 612
Non-current financial assets						
Investment Funds	23 302	–	23 302	4 636	(4)	4 632
	23 302	–	23 302	4 636	(4)	4 632
Advances						
Investments in oil and gas companies	2 940	–	2 940	3 167	–	3 167
Other companies	403	–	403	307	–	307
	3 343	–	3 343	3 474	–	3 474
Other treasury applications						
	11 729	(6 463)	5 266	13 744	(10 763)	2 981
Commissions						
	–	(5 314)	(5 314)	–	(5 166)	(5 166)
Exchange differences						
	3 394	(14 532)	(11 138)	5 030	(2 443)	2 587
	15 123	(26 309)	(11 186)	18 774	(18 372)	402
	672 420	(698 035)	(25 615)	857 428	(773 308)	84 120

The financial return obtained in 2011 and 2010 in the Foundation's Account has the following breakdown:

(10³ Euros)

	Income	Costs	Total	Income	Costs	Total
	2011			2010		
Current financial assets and liabilities						
Bonds and other fixed-yield securities						
From public issuers	70 844	(48 775)	22 069	59 272	(48 531)	10 741
From other issuers	21 934	(20 827)	1 107	40 245	(29 321)	10 924
Shares						
Other variable-yield securities	291 968	(315 971)	(24 003)	252 223	(183 293)	68 930
Investment funds						
Liquidity	1 776	(1 128)	648	324	(2)	322
Shares	27 754	(42 373)	(14 619)	65 019	(51 589)	13 430
Bonds	2 340	(1 398)	942	2 387	(2 007)	380
Others	7 868	(9 414)	(1 546)	12 946	(9 364)	3 582
Derivatives						
Forwards	159 967	(180 416)	(20 449)	369 892	(403 611)	(33 719)
Futures	28 842	(33 206)	(4 364)	27 216	(26 265)	951
Options	17 359	(18 218)	(859)	1 018	(948)	70
Warrants	-	-	-	2	(1)	1
	630 652	(671 726)	(41 074)	830 544	(754 932)	75 612
Non-current financial assets						
Subsidiary companies	40 860	-	40 860	32 018	-	32 018
Investment Funds	1 153	-	1 153	3 592	(4)	3 588
	42 013	-	42 013	35 610	(4)	35 606
Other treasury applications	11 487	(6 463)	5 024	13 566	(10 763)	2 803
Commissions	-	(5 314)	(5 314)	-	(5 166)	(5 166)
Exchange differences	3 394	(4 222)	(828)	3 578	(2 443)	1 135
	14 881	(15 999)	(1 118)	17 144	(18 372)	(1 228)
	687 546	(687 725)	(179)	883 298	(773 308)	109 990

The income from non-current assets, in the consolidated account, includes 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 24.

Note 5

Other income

“Other income” is made up as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Sale of publications	1 054	1 057	1 054	1 057
Sale of tickets	2 274	2 108	2 274	2 108
Contributions from third parties	8 367	9 560	8 367	9 560
Other items	2 147	2 011	2 147	2 011
	13 842	14 736	13 842	14 736

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 6

Distribution and direct activities

Expenditure on the Foundation’s statutory purposes is divided as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Charity	9 726	10 455	9 726	10 455
Art	27 837	27 846	27 837	27 846
Education	20 938	19 814	20 938	19 814
Science	15 729	15 246	15 729	15 246
	74 230	73 361	74 230	73 361

The item “Distribution and direct activities” includes the amounts of € 3,015,000 (2010: € 2,828,000) and € 20,836,000 (2010: € 20,327,000) relating to amortisation and depreciation costs and personnel costs, respectively.

Note 7

Other administrative and operating costs

The item “Other administrative and operating costs” is made up as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Personnel costs	20 060	21 055	10 517	10 404
Specialised works	4 917	4 856	3 601	3 905
Conservation and repair	290	232	290	232
Other supplies and services	4 041	2 890	2 945	1 326
Other operating costs	3 389	2 751	1 101	123
	32 697	31 784	18 454	15 990

At 31 December 2011, the item “Specialised works” includes the sum of € 576,000 (2010: € 471,000) relating to auditing and consultancy work.

At 31 December 2011, the item “Specialised works” also includes the sum of € 626,000 (2010: € 1,324,000) relating to the maintenance and conservation of equipment.

At 31 December 2011, the item “Specialised works” also includes the sum of € 569,000 (2010: € 493,000) relating to investment custody.

At 31 December 2011, the item “Specialised works” also includes the sum of € 761,000 (2010: € 739,000) relating to specialised services in the field of information technology.

Note 8

Personnel costs

The item “Personnel costs” is made up as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Remuneration of the Board of Trustees	1 332	1 336	1 153	1 147
Wages and salaries of employees	30 186	30 440	23 032	22 658
Social charges	6 343	6 240	5 157	4 967
Other personnel costs	3 035	3 366	2 011	1 959
	40 896	41 382	31 353	30 731

The number of full-time employees is analysed as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Board of Trustees	9	9	9	9
Staff				
Permanent staff	514	532	463	482
Contract staff	59	51	26	19
	582	592	498	510

Personnel costs include an amount of € 20,836,000 (2010: € 20,327,000), which is allocated to “Distribution and direct activities” (see Note 6).

The item “Other personnel costs” includes an amount of € 118,000 (2010: € 107,000) relating to contributions to the defined contribution pension plan of the Foundation’s employees.

Note 9

Employee benefits

The item “Employee benefits” is made up as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Pensions	15 834	16 110	15 701	16 011
Other benefits	1 676	2 889	1 534	2 784
	17 510	18 999	17 235	18 795

Note 10

Provisions

“Provisions” are made up as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Reinforcement of provisions	54	1 875	–	1 875
Reduction of provisions	(52)	(14)	(52)	–
	2	1 861	(52)	1 875

Note 11

Impairment

“Impairment” for the year is made up as follows:

	(10 ³ Euros)	
	Consolidated	
	2011	2010
Impairment on intangible assets	(1 984)	(1 643)
Impairment on tangible fixed assets	(2 357)	–
Impairment on non-current financial assets	–	(2 441)
	(4 341)	(4 084)

The item “Impairment on intangible assets and tangible fixed assets”, amounting to € 4,341,000 (2010: € 1,643,000), arises from the oil concessions in Portugal, Brazil and Angola.

At 31 December 2010, the item “Impairment on non-current financial assets”, amounting to € 2,441,000, arises from investments made in the Middle East (see Note 15).

Note 12

Amortisations and Depreciations

The item “Amortisations and Depreciations” is made up as follows:

(10 ³ Euros)				
	Consolidated		Foundation	
	2011	2010	2011	2010
Intangible assets				
Exploration rights	2 121	2 231	–	–
Concession rights	2 790	2 958	–	–
Software	298	447	160	384
	5 209	5 636	160	384
Tangible fixed assets				
Real estate	1 108	1 108	1 108	1 108
Equipment	3 426	3 131	3 273	2 996
Oil and gas production	7 017	5 888	–	–
Other assets	587	368	72	82
	12 138	10 495	4 453	4 186
Amortisations and depreciations allocated to the item				
Distribution and direct activities	(3 015)	(2 828)	(3 015)	(2 828)
	14 332	13 303	1 598	1 742

Amortisations and depreciations for the year include the amount of € 3,015,000 (2010: € 2,828,000), which is allocated to “Distribution and direct activities” (see Note 6).

Note 13

Intangible assets

The item “Intangible assets” is made up as follows:

(10 ³ Euros)				
	Consolidated		Foundation	
	2011	2010	2011	2010
Cost				
Exploration rights	59 291	58 617	–	–
Oil and gas exploration	85 887	77 217	–	–
Concession rights	60 379	58 468	–	–
Software	4 043	3 200	2 627	2 467
Other intangible assets	338	338	338	338
	209 938	197 840	2 965	2 805
Accumulated amortisation and impairment losses				
Accumulated amortisations	(25 933)	(20 157)	(2 965)	(2 805)
Impairment losses	(21 190)	(18 441)	–	–
	(47 123)	(38 598)	(2 965)	(2 805)
	162 815	159 242	–	–

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 € 1,984,000 (2010: € 1,643,000), as mentioned in Note 11, and were determined in 2011 based on the success of exploratory wells and the market conditions in the oil and gas concessions of Brazil (2010: Portugal, Brazil and Angola), as mentioned in Note 2.17.

During 2010, the Group deducted the amount of € 1,219,000 from oil and gas investments that were affected by impairment loss.

The accruals of software at the Foundation, amounting to € 160,000 (2010: € 384,000) in

value, were totally amortised during the year, as mentioned in Note 2.4.

The movements on the consolidated “Intangible assets” account during 2011 and 2010 have the following breakdown:

(10³ Euros)

	Exploration rights	Oil and gas exploration	Concession rights	Software	Other assets	Total
<i>Acquisition cost:</i>						
Balance at 31 December 2009	53 938	53 949	54 231	2 208	338	164 664
Accruals	-	19 562	-	442	-	20 004
Deductions	-	(1 219)	-	-	-	(1 219)
Transfers	-	-	-	542	-	542
Exchange differences	4 679	4 925	4 237	8	-	13 849
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)
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
<i>Amortisations and impairment losses:</i>						
Balance at 31 December 2009	7 237	16 715	3 389	2 148	338	29 827
Amortisations for the year	2 231	-	2 958	447	-	5 636
Deductions	-	(1 219)	-	-	-	(1 219)
Transfers	-	-	-	504	-	504
Exchange differences	672	1 302	230	3	-	2 207
Impairment for the year	-	1 643	-	-	-	1 643
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
Net balance at 31 December 2010	48 477	58 776	51 891	98	-	159 242
Net balance at 31 December 2011	46 902	64 697	50 567	649	-	162 815

Note 14

Tangible fixed assets

The item “Tangible fixed assets” is made up as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Cost				
Real estate	35 928	35 928	35 928	35 928
Equipment	45 925	44 668	45 182	43 990
Works of art	5 380	5 179	5 380	5 179
Oil and gas production	132 073	118 917	–	–
Other assets	4 651	3 941	1 217	1 145
	223 957	208 633	87 707	86 242
Accumulated depreciations and impairment losses				
Accumulated depreciations	(101 328)	(90 341)	(66 209)	(64 233)
Impairment losses	(2 550)	–	–	–
	(103 878)	(90 341)	(66 209)	(64 233)
	120 079	118 292	21 498	22 009

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 € 79,693,000 (2010: € 75,790,000).

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 € 38,017,000 (2010: € 29,325,000).

This item also includes the amount of € 11,754,000 (2010: € 13,330,000), 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 during 2011 and 2010 are made up as follows:

(10³ Euros)

	Real estate	Equipment	Works of art	Oil and gas production	Other assets	Total
<i>Acquisition cost:</i>						
Balance at 31 December 2009	34 861	42 594	4 520	99 333	3 598	184 906
Accruals	1 104	3 488	659	11 405	773	17 429
Deductions/Sales	(37)	(1 430)	–	–	(6)	(1 473)
Transfers	–	–	–	–	(542)	(542)
Exchange differences	–	16	–	8 179	118	8 313
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
<i>Depreciations:</i>						
Balance at 31 December 2009	17 295	41 823	1 514	16 801	3 022	80 455
Depreciation for the year	1 108	3 131	–	5 888	368	10 495
Deductions/Sales	–	(1 422)	–	–	(6)	(1 428)
Transfers	–	–	–	–	(504)	(504)
Exchange differences	–	21	–	1 246	56	1 323
Balance at 31 December 2010	18 403	43 553	1 514	23 935	2 936	90 341
Depreciations for the year	1 108	3 426	–	7 017	587	12 138
Deductions/Sales	–	(2 533)	–	–	(40)	(2 573)
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
Net balance at 31 December 2010	17 525	1 115	3 665	94 982	1 005	118 292
Net balance at 31 December 2011	16 417	1 476	3 866	97 237	1 083	120 079

At 31 December 2011, the Group recognised a future obligation with the abandonment of wells and environmental problems at the end of concessions, amounting to € 2,760,000 (2010: € 2,017,000). This obligation is valued at fair value, as a cost of the related assets (oil and gas production) and recorded as a provision, as mentioned in Note 25.

The movements occurring in the Foundation's "Tangible fixed assets" account during 2011 and 2010 are made up as follows:

(10³ Euros)

	Real estate	Equipment	Works of art	Other assets	Total
<i>Acquisition cost:</i>					
Balance at 31 December 2009	34 861	42 015	4 520	1 063	82 459
Accruals	1 104	3 227	659	82	5 072
Deductions/Sales	(37)	(1 252)	–	–	(1 289)
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
<i>Depreciations:</i>					
Balance at 31 December 2009	17 295	41 427	1 514	1 063	61 299
Depreciations for the year	1 108	2 996	–	82	4 186
Deductions/Sales	–	(1 252)	–	–	(1 252)
Balance at 31 December 2010	18 403	43 171	1 514	1 145	64 233
Depreciations 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
Net balance at 31 December 2010	17 525	819	3 665	–	22 009
Net balance at 31 December 2011	16 417	1 215	3 866	–	21 498

The Foundation finances the acquisition of transport equipment through finance lease contracts.

At 31 December 2011, the gross value of tangible fixed assets financed through financial lease contracts amounted to € 2,105,000 (2010: € 2,111,000), accumulated amortisation to € 1,388,000 (2010: € 1,291,000), and the respective instalments due to € 1,188,000 (2010: € 1,275,000), as follows:

	Total	Less than one year	From one to five years	Total	Less than one year	From one to five years
	2011			2010		
Principal	1 065	343	722	1 196	410	786
Interest owing	123	92	31	79	37	42
Instalments due	1 188	435	753	1 275	447	828

Note 15

Non-current financial assets and advances

The item “Non-current financial assets and advances” is made up as follows:

(10³ Euros)

	Consolidated		Foundation	
	2011	2010	2011	2010
Shares				
Investments in oil and gas companies	613 495	493 788	–	–
Other companies	3 116	48 269	–	–
Investment Funds	203 955	137 887	87 292	84 286
	820 566	679 944	87 292	84 286
Advances				
Investments in oil and gas companies	82 686	79 447	–	–
Other companies	12 631	12 646	–	–
	95 317	92 093	–	–
	915 883	772 037	87 292	84 286

The difference between the acquisition value and the fair value is recorded in the Fair value reserve of the Capital Fund, as mentioned in Note 24.

Shares in investments in oil and gas companies are recorded at fair value, as described in Note 2.8. Valuations are carried out by independent bodies and 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, 2011 and 2010, the Consolidated “Non-current financial assets” account is made up as follows:

(10³ Euros)

	Cost	Fair value reserve	Impairment losses	Book value
				2011
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				
Fundo NovEnergia II	102 564	12 816	–	115 380
Office Park Expo	45 000	9 883	–	54 883
Logística & Distribuição	8 213	1 293	–	9 506
Other funds	23 163	1 023	–	24 186
	178 940	25 015	–	203 955
Balance at 31 December 2011	200 849	620 909	(1 192)	820 566

(10³ Euros)

	Cost	Fair value reserve	Impairment losses	Book value
				2010
Shares				
ADPC/ADCO	10 785	55 148	–	65 933
PDO/POHOL	1 733	239 698	–	241 431
OLNG	2 355	171 496	–	173 851
Other investments	3 324	10 403	(1 154)	12 573
	18 197	476 745	(1 154)	493 788
Other companies	29 171	19 098	–	48 269
Investment Funds				
Fundo NovEnergia II	41 447	10 743	–	52 190
Office Park Expo	45 000	8 341	–	53 341
Logística & Distribuição	8 213	1 803	–	10 016
Other funds	21 030	1 310	–	22 340
	115 690	22 197	–	137 887
Balance at 31 December 2011	163 058	518 040	(1 154)	679 944

The main assumptions used for calculating the fair value of oil and gas investments are presented below:

(Years)		
Number of years until the end of the concession		
	2011	2010
ADPC/ADCO	2 years	3 years
GASCO	17 years	18 years
PDO	33 years	34 years
OLNG	13 years	14 years

(%)		
Discount rate used		
	2011	2010
ADPC/ADCO	8.90%	9.55%
PDO	9.40%	10.00%
OLNG	9.50%	10.11%

(Crude oil)		
Crude oil benchmark		
	2011	2010
ADPC/ADCO	Brent	Brent
GASCO	Brent	Brent
PDO	Brent	Brent
OLNG	JCC*	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:

(10 ³ Euros)			
	Maximum	Current	Minimum
2011			
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

(10 ³ Euros)			
	Maximum	Current	Minimum
2010			
ADPC/ADCO	69 226	65 933	62 865
GASCO	19 308	12 573	5 089
PDO	298 084	241 431	184 778
OLNG	211 271	173 851	136 432

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).

As at 31 December 2011 and 2010, the Consolidated "Advances" account is made up as follows:

(10 ³ Euros)		
Consolidated		
	2011	2010
Advances		
Investments in oil and gas companies	82 686	79 447
Other companies	12 631	12 646
	95 317	92 093

An impairment loss of € 2,105,000 (2010: € 2,038,000) 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:

2011	2010	Maturity
1.7% – 2.0%	1.7% – 2.2%	2-5 years

The movements occurring in the "Impairment losses" account in Non-current financial assets are presented as follows:

(10 ³ Euros)		
Consolidated		
	2011	2010
Balance at 1 January	3 192	723
Appropriations	–	2 441
Funds used	–	–
Exchange differences	105	28
Balance at 31 December	3 297	3 192

At 31 December 2011 and 2010, the Foundation's "Non-current financial assets" account was made up as follows:

(10 ³ Euros)			
	Cost	Fair value reserve	Book value
2011			
Investment Funds			
Office Park Expo	45 000	9 883	54 883
Logística & Distribuição	8 213	1 293	9 506
Other funds	23 163	(260)	22 903
Balance at 31 December 2011	76 376	10 916	87 292

(10 ³ Euros)			
	Cost	Fair value reserve	Book value
2010			
Investment Funds			
Office Park Expo	45 000	8 341	53 341
Logística & Distribuição	8 213	1 803	10 016
Other funds	21 030	(101)	20 929
Balance at 31 December 2010	74 243	10 043	84 286

The Group has an investment in the closed fund NovEnergia II, amounting to € 102,564,000 (2010: € 41,447,000), with the fair value of the fund being valued at € 115,381,000 (2010: € 52,190,000). 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 2011, the Group sold the investment that it held in Lusenerg – Energias Renováveis SGPS, SA, in exchange for investment units in the NovEnergia II fund.

The Foundation has an investment amounting to € 45,000,000 in the closed property investment fund Office Park Expo – Fundo de Investimento Imobiliário Fechado, with the fair value of the fund being valued at € 54,883,000 (2010: € 53,341,000). The aim of this fund is to purchase land and buildings, and to build, rent or sell buildings in Parque das Nações in Lisbon.

In the case of listed and unlisted securities, the Consolidated account for this item is made up as follows:

(10 ³ Euros)			
	Listed	Unlisted	Total
2011			
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
Advances			
Investments in oil and gas companies	–	82 686	82 686
Other companies	–	12 631	12 631
	75 719	840 164	915 883

(10 ³ Euros)			
	Listed	Unlisted	Total
2010			
Shares			
Investments in oil and gas companies	–	493 788	493 788
Other companies	–	48 269	48 269
Investment Funds	74 373	63 514	137 887
Advances			
Investments in oil and gas companies	–	79 447	79 447
Other companies	–	12 646	12 646
	74 373	697 664	772 037

At the Foundation, the unlisted investment funds amount to € 11,573,000 (2010: € 9,913,000) and the listed investment funds amount to € 75,719,000 (2010: € 74,373,000).

At 31 December 2011 and 2010, "Non-current financial assets" had the following periods to maturity:

(10 ³ Euros)				
	Consolidated		Foundation	
	2011	2010	2011	2010
From 3 months to 1 year	8 569	473	6 464	–
From 1 year to 5 years	100 614	160 430	9 507	69 596
Over 5 years	193 205	71 234	71 321	14 690
Indeterminate duration	613 495	539 900	–	–
	915 883	772 037	87 292	84 286

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.

(10³ Euros)

	Consolidated		Foundation	
	2011	2010	2011	2010
Level 1	75 719	74 373	75 719	74 373
Level 2	4 400	49 680	–	–
Level 3	740 447	555 891	11 573	9 913
	820 566	679 944	87 292	84 286

During 2011 and 2010, the movements of the financial assets valued through the use of methods with parameters that are not observable in the market can be analysed as follows:

(10³ Euros)

	Consolidated		Foundation	
	2011	2010	2011	2010
Balance at 1 January	555 891	497 601	9 913	7 031
Sales	–	–	–	–
Purchases	61 896	3 544	2 133	3 544
Changes in fair value	122 660	54 746	(473)	(662)
Balance at 31 December	740 447	555 891	11 573	9 913

During 2011 and 2010, no transfers were made between the different valuation levels of financial assets and liabilities.

Note 16

Deferred tax assets and liabilities

As stated in Note 2.19, the Calouste Gulbenkian Foundation is exempt from corporation taxes. Consequently, the taxes that are presented relate to the subsidiary companies.

The Foundation's subsidiary companies with head offices in Portugal are subject to the payment of corporation taxes (IRC) and the corresponding municipal surcharge.

The calculation of current and deferred taxes for 2011 and 2010 was based on a nominal rate of corporation tax and municipal surcharge of 26.5%, under the terms of Law No. 107–B/2003, of 31 December, and Law No. 2/2007, of 15 January (which approved the Local Finance Law), 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 2011 in the Consolidated Account are made up as follows:

(10³ Euros)

	Consolidated	
	2011	2010
Current tax	(146)	(84)
Deferred tax	4 053	(3 931)
	3 907	(4 015)

The deferred tax assets and liabilities recognised in the balance sheet at 31 December 2011 and 2010 are made up as follows:

(10 ³ Euros)			
	Assets	Liabilities	Net
	2011	2011	2011
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

(10 ³ Euros)			
	Assets	Liabilities	Net
	2010	2010	2010
Tax losses brought forward	8 737	–	8 737
Exchange differences originating from loans	–	(8 737)	(8 737)
Provisions not accepted for tax purposes	77	–	77
Tangible and intangible fixed assets	–	(4 154)	(4 154)
	8 814	(12 891)	(4 077)
Offsetting of deferred tax assets/liabilities	(8 814)	8 814	–
	–	(4 077)	(4 077)

The movements on the deferred tax items in the balance sheet were offset as follows:

(10 ³ Euros)		
	<i>Consolidated</i>	
	2011	2010
Opening balance	(4 077)	(221)
Recognised in the statement of comprehensive income	4 053	(3 931)
Exchange differences	199	75
Closing balance	175	(4 077)

The Foundation does not recognise deferred tax assets in relation to tax losses brought forward that are incurred by certain

subsidiaries, as it cannot be expected that these losses will be recovered in the near future. A detail of the tax losses brought forward for which deferred tax assets were not recognised is shown below:

(10 ³ Euros)		
Limit year for deduction	Tax losses relating to	
	2011	2010
2012	3	3
2013	159	154
2014	1 143	1 106
2015	387	375
2016	240	–
No limit	38 615	26 115
	40 547	27 753

Note 17 *Investments in subsidiaries*

The item “Investments in subsidiaries” is made up as follows:

(10 ³ Euros)		
	<i>Foundation</i>	
	2011	2010
Partex Oil and Gas (Holdings) Corporation	1 120 394	933 802
Economic and General Secretariat Limited	28	27
	1 120 422	933 829

The value of these investments was reassessed at 31 December 2011 and 2010, increasing the fair value reserve to € 1,120,341,000 (2010: € 933,748,000).

The difference between the acquisition value and the fair value is recorded in the fair value reserve of the Capital Fund, as mentioned in Note 24.

At 31 December 2011, the subsidiary companies consolidated by the integral consolidation method were as follows:

(10³ Euros)

Subsidiary	Head office	Capital	Currency	Assets	Liabilities	Equity	Income	Net income	%	Economic activity
Directly held:										
Partex Oil and Gas (Holdings) Corporation	Cayman Islands	50 000	USD	192 407	139 014	53 393	60 696	59 248	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	456 799	307 387	149 412	763 890	6 333	100	a)
Partex (Oman) Corporation	Panama	2 500	USD	957 664	61 007	896 657	339 906	71 506	100	a)
Partex Gas Corporation	Panama	2 000 000	USD	90 548	43 230	47 318	47 163	1 963	100	a)
Partex (Kazakhstan) Corporation	Cayman Islands	5 000	USD	89 886	75 388	14 498	26 829	15 089	100	a)
Partex Services Corporation	Panama	2 300 000	USD	4 503	1 988	2 515	9 212	3	100	b)
PMO Services, S.A.	Liechtenstein	500 000	CHF	1 975	67	1 908	1 812	53	100	b)
Partex Brasil Ltda.	Brazil	1 000 000	BRL	69 657	107 979	(38 322)	5 103	(13 817)	100	a)
Partex (Brazil) Corporation	Cayman Islands	50 000	USD	99 101	97 483	1 618	47	(751)	100	c)
Partex (Algeria) Corporation	Cayman Islands	50 000	USD	2 984	3 900	(916)	–	(261)	100	a)
Partex (Angola) Corporation	Cayman Islands	50 000	USD	39 810	46 601	(6 791)	–	(1 000)	100	a)
Partex Services Brasil Petrolíferos Ltda.	Brazil	1 000 000	BRL	1 106	265	841	2 279	178	100	b)
Partex (Iberia), S.A.	Portugal	3 150 000	EUR	10 506	9 219	1 287	–	(257)	100	a)
(through Partex Services Corporation)										
Partex Services Portugal – Serviços para a Indústria Petrolífera, S.A	Portugal	50 000	EUR	1 604	1 110	494	5 904	164	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

Note 18

Current financial assets and liabilities

The item “Current financial assets and liabilities” is made up as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Bonds and other fixed-yield securities				
From public issuers	374 198	468 349	374 198	468 349
From other issuers	161 695	150 804	161 695	150 804
Shares				
Other variable-yield securities	755 983	684 748	755 983	684 748
Investment funds				
Liquidity	24 498	97 703	24 498	97 703
Shares	81 327	131 558	81 327	131 558
Bonds	21 130	6 758	21 130	6 758
Others	35 058	43 961	35 058	43 961
Derivatives				
Financial instruments with positive fair value				
Forwards	2 449	5 212	2 449	5 212
Futures	1 179	518	1 179	518
Options	417	426	417	426
	1 457 934	1 590 037	1 457 934	1 590 037
Derivatives				
Financial instruments with negative fair value				
Forwards	(17 388)	(8 390)	(17 388)	(8 390)
Futures	(898)	(281)	(898)	(281)
Options	–	(145)	–	(145)
	(18 286)	(8 816)	(18 286)	(8 816)
	1 439 648	1 581 221	1 439 648	1 581 221

At 31 December 2011 and 2010, “Current financial assets and liabilities” had the following periods to maturity:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Up to 3 months	(3 520)	6 414	(3 520)	6 414
From 3 months to 1 year	52 839	43 018	52 839	43 018
From 1 year to 5 years	234 918	259 536	234 918	259 536
Over 5 years	237 415	307 529	237 415	307 529
Indeterminate duration	917 996	964 724	917 996	964 724
	1 439 648	1 581 221	1 439 648	1 581 221

At 31 December 2011 and 2010, in the case of listed and unlisted securities, the item “Current financial assets and liabilities” is made up as follows:

	(10 ³ Euros)		
	Listed	Unlisted	Total
			2011
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

	(10 ³ Euros)		
	Listed	Unlisted	Total
			2010
Bonds and other fixed-yield securities			
From public issuers	468 349	–	468 349
From other issuers	137 099	13 705	150 804
Shares			
Other variable-yield securities	684 532	216	684 748
Investment funds			
Liquidity	58 968	38 735	97 703
Shares	102 510	29 047	131 558
Bonds	6 758	–	6 758
Others	14 115	29 846	43 961
Derivatives			
Forwards	–	(3 178)	(3 178)
Futures	237	–	237
Options	281	–	281
	1 472 849	108 371	1 581 221

The Foundation's "Current financial assets and liabilities" are valued in accordance with the following hierarchy:

Market quotation prices (level 1) – included in this category are the quotations available in official markets and those disclosed by entities that normally provide transaction prices for these assets/liabilities traded in liquid markets.

Valuation methods with parameters/prices observable in the market (level 2) – this consists of using internal valuation methods, namely discounted cash flow models and options pricing models, which involve the use of estimates and require judgements that vary according to the complexity of the products being valued.

Valuation methods with parameters that are not observable in the market (level 3) – included in this category are valuations made using internal valuation models or quotations provided by third parties using parameters that are not observable in the market.

During 2011 and 2010, no transfers were made between the different valuation levels of financial assets and liabilities.

(10³ Euros)

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Level 1	1 319 299	1 472 849	1 319 299	1 472 849
Level 2	100 808	86 545	100 808	86 545
Level 3	19 541	21 827	19 541	21 827
	1 439 648	1 581 221	1 439 648	1 581 221

During 2011 and 2010, the movements of the financial assets valued using methods with parameters that are not observable in the market can be analysed as follows:

(10³ Euros)

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Balance at 1 January	21 827	21 891	21 827	21 891
Accruals	14	968	14	968
Sales	(216)	(843)	(216)	(843)
Changes in fair value	(2 084)	(189)	(2 084)	(189)
Balance at 31 December	19 541	21 827	19 541	21 827

At 31 December 2011 and 2010, derivative financial assets and liabilities are made up as follows:

(10³ Euros)

	Notional	Fair value	
		Assets	Liabilities
			2011
Foreign exchange contracts			
Forward purchase	734 862		
Forward sale	(734 862)	2 449	(17 388)
		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)

(10³ Euros)

	Notional	Fair value	
		Assets	Liabilities
			2010
Foreign exchange contracts			
Forward purchase	644 386		
Forward sale	(644 386)	5 212	(8 390)
		5 212	(8 390)
Share contracts/indexes			
Futures	4 737	518	(281)
Options	14	426	(145)
	4 751	944	(426)
	4 751	6 156	(8 816)

At 31 December 2011 and 2010, derivative financial assets and liabilities had the following periods to maturity:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Up to 3 months	(13 034)	(2 696)	(13 034)	(2 696)
From 3 months to 1 year	(1 207)	12	(1 207)	12
From 1 year to 5 years	-	24	-	24
	(14 241)	(2 660)	(14 241)	(2 660)

Note 19

Other treasury applications

The item “Other treasury applications”, amounting to € 135,017,000 (2010: € 113,546,000), refers to treasury applications with a period to maturity of up to or less than 3 months, which are recorded at their amortised cost.

Note 20

Inventories

The item “Inventories” is made up as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Crude oil	1 408	1 118	-	-
Other materials	3 878	3 244	-	-
Publications	2 487	2 344	2 487	2 344
	7 773	6 706	2 487	2 344

The item “Publications”, amounting to € 2,487,000 (2010: € 2,344,000), refers to the Foundation’s own publications.

Note 21

Debtors

The item “Debtors” is made up as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Subsidiaries	-	-	45 874	28 476
Debtors (oil and gas investments)	120 397	99 816	-	-
Income receivable	261	275	261	275
Expenses with deferred costs	692	792	692	792
Sundry debtors	11 219	7 570	1 962	2 509
	132 569	108 453	48 789	32 052
Impairment losses	-	(252)	-	(252)
	132 569	108 201	48 789	31 800

The item “Subsidiaries” is made up as follows:

	<i>Foundation</i>	
	2011	2010
Dividends	38 643	28 439
Advances	7 231	37
	45 874	28 476

The item “Sundry debtors” includes the amount of € 108,000 (2010: € 113,000) relating to a contribution to the open pensions fund “Fundo de Pensões Aberto BPI Ações”, in accordance with the Complementary Defined Contribution Pensions Plan (pccpd).

During 2011, the Foundation used the impairment to the amount of € 252,000 that it had built up for the sums to be received from Sundry debtors.

Note 22

Cash and cash equivalents

The item “Cash and cash equivalents” is made up as follows:

(10³ Euros)

	Consolidated		Foundation	
	2011	2010	2011	2010
Cash	74	93	74	93
Deposits	86 246	62 629	1 636	1 260
	86 320	62 722	1 710	1 353

Note 23

Capital received from the Founder

The item “Capital received from the Founder”, amounting to € 11,746,690 refers to the amount received from the Founder, Mr. Calouste Sarkis Gulbenkian.

Note 24

Reserves

The fair value reserve represents the gains and losses on the portfolio of non-current financial assets, net of impairment losses recognised in the results of this and/or previous years.

During 2011 and 2010, the movements under these items in the Consolidated accounts were as follows:

(10³ Euros)

	Fair value reserves	Other reserves	Exchange differences	Total
Balance at 31 December 2009	462 925	2 008 148	(49 415)	2 421 658
Changes in fair value	55 115	–	–	55 115
Exchange differences	–	–	26 957	26 957
Gifts and legacies	–	935	–	935
Formation of reserves	–	(4 037)	–	(4 037)
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

During 2011 and 2010, the movements occurring under these items in the Foundation’s accounts were as follows:

(10³ Euros)

	Fair value reserves			Total
	Subsidiaries	Non-current financial assets	Other reserves	Total
Balance at 31 December 2009	819 944	11 334	1 609 727	2 441 005
Changes in fair value	113 804	(1 291)	–	112 513
Gifts and legacies	–	–	935	935
Formation of reserves	–	–	(23 384)	(23 384)
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

The fair value reserve in 2011 and 2010, in both the Consolidated and the Foundation's accounts, is explained as follows:

(10³ Euros)

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Subsidiaries	–	–	1 120 341	933 748
Non-current financial assets	620 909	518 040	10 916	10 043
	620 909	518 040	1 131 257	943 791

The changes in the fair value reserve in 2011 and 2010 in both the Consolidated and the Foundation's accounts are explained as follows:

(10³ Euros)

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Balance at 1 January	518 040	462 925	943 791	831 278
Changes in fair value	125 018	56 159	187 466	112 513
Sales during the year	(22 149)	(1 044)	–	–
Balance at 31 December	620 909	518 040	1 131 257	943 791

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 2011, the item “Other reserves” includes the amount of € 97,000 relating to donations of works of art to the Foundation.

The exchange rates used in the preparation of the Financial Statements are analysed as follows:

(10³ Euros)

<i>Currency</i>	<i>Exchange rates in 2011</i>		<i>Exchange rates in 2010</i>	
	<i>Year-end exchange rate</i>	<i>Average exchange rate</i>	<i>Year-end exchange rate</i>	<i>Average exchange rate</i>
Dollar – USD	1,2939	1,4000	1,3362	1,3207
Pound sterling – GBP	0,8353	0,8713	0,8608	0,8560
Swiss franc – CHF	1,2156	1,2318	1,2504	1,3700
Brazilian real – BRL	2,4159	2,3380	2,3234	2,2177

Note 25 Provisions

The item “Provisions” is made up as follows:

(10³ Euros)

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Provision for pension plans	182 242	183 337	180 011	181 107
Provision for other employee benefits	7 602	6 443	5 903	4 832
Provision for removal and restoration	2 760	2 017	–	–
Other provisions	2 141	2 243	1 703	1 875
	194 745	194 040	187 617	187 814

Provision for pension plans

The Foundation has undertaken the responsibility to pay pensions to employees on their retirement, through old age, disability or pre-retirement, as set out in the “Regulations of the Staff Pension Plan” (1979) and in the “Pensions Plan” (1997).

These pensions are complementary to the pensions awarded by the Social Security and

are calculated according to the length of service of each employee. A provision has been created to cover this liability based on an estimate of the capital required to pay the benefits to existing retired persons and future benefits to current employees.

The number of participants in these pension plans is as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Active employees	437	460	433	456
Pre-retirement	58	64	58	64
Retired persons	946	934	941	929
	1 441	1 458	1 432	1 449

The provisions for the pension plans have the following breakdown:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Provisions for Pension Plans	202 171	203 343	200 142	201 314
Pension Plan Corridor	(19 929)	(20 006)	(20 131)	(20 207)
	182 242	183 337	180 011	181 107

The movements in the provisions for the pension plans have the following breakdown:

	(10 ³ Euros)			
	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Balance at 1 January	203 343	204 074	201 314	202 073
Appropriations for the year	15 834	16 110	15 701	16 011
Provisions used	(16 933)	(16 980)	(16 797)	(16 841)
Exchange differences	(3)	18	-	-
Transfers	(70)	121	(76)	71
Balance at 31 December	202 171	203 343	200 142	201 314

The item "Transfers" refers to the amount of actuarial losses within the corridor limit of the Pensions Plan.

At 31 December 2011 and 2010, the responsibilities for past services related to these pension plans are as follows:

	<i>Consolidated</i>		<i>Foundation</i>	
	2011	2010	2011	2010
Responsibilities at 1 January	203 343	204 074	201 314	202 073
Current services expenses	1 889	2 019	1 853	1 981
Interest expenses	10 838	10 900	10 737	10 790
Benefits paid	(16 933)	(16 980)	(16 797)	(16 841)
Actuarial losses/(gains)	3 034	3 330	3 035	3 311
Responsibilities at 31 December	202 171	203 343	200 142	201 314

In accordance with the accounting policy described in Note 2.20, the responsibilities for retirement pensions on the Consolidated Account at 31 December 2011 and 2010, calculated using the projected unit credit method, are made up as follows:

	(10 ³ Euros)				
	2011	2010	2009	2008	2007
Responsibilities for projected benefits					
Consolidated	202 171	203 343	204 074	203 704	218 031
Foundation	200 142	201 314	202 073	201 359	215 437

Following a review of market indicators, especially forecast inflation and longer term interest rates for the Euro Zone, and the age profile of the employees, the actuarial assumptions used in calculating the pension responsibilities at 31 December 2011 were not altered. The comparative analysis of the actuarial assumptions is as follows:

	2011	2010
Nominal rate of increase in salaries	2.75%	2.75%
Nominal rate of increase in pensions	1.50%	1.50%
Discount rate	5.50%	5.50%
Mortality tables		
Male	TV 73/77(M)	TV 73/77(M)
Female	TV 88/90(F)	TV 88/90(F)
Disability table	EKV 80	EKV 80
Actuarial valuation method	Projected unit credit method	

During 2011, the Consolidated and the Foundation's accounts recognised as retirement pension costs the amounts of € 15,834,000 (2010: € 16,110,000) and € 15,701,000 (2010: € 16,011,000), respectively.

The Provision for the Pension Plan in the Consolidated account includes the amount of € 4,772,000 (2010: € 4,792,000) while the same provision in the Foundation's account includes the amount of € 2,541,000 (2010: € 2,562,000), relating to responsibilities with the Board of Trustees.

The movements in the item "Pension plan corridor", relating to pensions for the years 2011 and 2010, are as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Balance at 1 January	20 006	19 902	20 207	20 136
Transfers	(70)	121	(76)	71
Exchange differences	(7)	(17)	-	-
Balance at 31 December	19 929	20 006	20 131	20 207

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:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Balance at 1 January	6 443	4 005	4 832	2 525
Reinforcement of provisions	1 676	2 889	1 534	2 784
Discount effect	85	39	-	-
Provisions used	(656)	(605)	(463)	(477)
Exchange differences	54	115	-	-
Balance at 31 December	7 602	6 443	5 903	4 832

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 (2010: 2%) and an average time to the end of the contract of five years (2010: 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 (2010: 4.5%).

Provision for removal and restoration

The movements relating to provisions for removal and restoration are as follows:

	(10 ³ Euros)	
	Consolidated	
	2011	2010
Balance at 1 January	2 017	1 650
Capitalisation of tangible assets	715	204
Exchange differences	28	163
Balance at 31 December	2 760	2 017

The Foundation recognised a future obligation, amounting to € 2,760,000 (2010: € 2,017,000), with the removal and restoration of production areas in Oman, Kazakhstan and Brazil. This provision is valued at fair value, as a

cost of the related assets (tangible fixed assets) and recorded as a provision, as mentioned in Note 14. The discount rate used for calculating the provision was based on 25-year US Treasury rates.

Other provisions

The movements in other provisions are analysed as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Balance at 1 January	2 243	708	1 875	–
Formation of provisions	54	1 875	–	1 875
Reinforcement of provisions	–	–	–	–
Provisions used	(120)	(386)	(120)	–
Reversal of provisions	(52)	(14)	(52)	–
Exchange differences	16	60	–	–
Balance at 31 December	2 141	2 243	1 703	1 875

“Other provisions” also include the amount of € 381,000 (2010: € 369,000) relating to the amounts to be paid to operators for concessions that have ended or are due to come to an end, as well as the amount of € 1,703,000 (2010: € 1,875,000) relating to lawsuits currently in progress.

Note 26

Creditors and other non-current liabilities

At 31 December 2010, the item “Creditors and other non-current liabilities” amounting to € 15,411,000 included the amount of € 14,350,000 paid to ADNOC in 2011, which is recorded at its amortised cost.

On 31 March 2009, the Group renewed the Joint Venture Agreement with Abu Dhabi Gas Industries Ltd. (GASCO) for an additional 20-year period, effective as from 1 October 2008. The original Joint Venture Agreement was signed

in 1978 for a period of 30 years. Due to the renewal of this agreement, the Group agreed to pay Abu Dhabi National Oil Company (ADNOC) concession rights amounting to USD 78,125,000. This sum is to be paid in equal instalments in 2009, 2010, 2011 and 2012.

Note 27

Grants and scholarships

The item “Grants and scholarships”, amounting to € 7,212,000 (2010: € 7,674,000), refers to grants and scholarships already approved by the Board of Trustees but not yet paid, for reasons not attributable to the Foundation.

Note 28

Creditors and other current liabilities

The item “Creditors and other current liabilities” is made up as follows:

	(10 ³ Euros)			
	Consolidated		Foundation	
	2011	2010	2011	2010
Creditors (oil and gas companies)	112 907	92 331	–	–
Financial-lease suppliers	343	410	343	410
Sundry creditors				
Suppliers	3 266	4 021	3 266	4 021
State	3 756	4 620	1 002	933
Costs payable	7 363	9 581	6 138	6 426
Deferred income	888	882	888	882
Concession rights	15 095	14 617	–	–
Other creditors	8 194	18 524	4 135	5 663
	151 812	144 986	15 772	18 335

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 item “Concession rights”, amounting to € 15,095,000 (2010: € 14,617,000), refers to the amount to be paid to ADNOC.

At 31 December 2010, the item “Other creditors” included the amount of € 9,730,000 relating to the expenses incurred with oil blocks not operated by the Group in Brazil, in proportion to its investments in the respective consortia.

Note 29

Relevant facts occurring during 2011 and subsequent events

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.

The law that called for the performance of an audit was only approved after the signing of the PSA, and although it is now in force it has no retroactive effect. The fiscal stability of the PSA has been questioned by this Chamber of Auditors on several occasions in the past, but the Kazakhstan Supreme Court has, however, always ruled in favour of the PSA.

In cooperation with the other partners in the joint venture, the Partex (Kazakhstan) Corporation brought the necessary lawsuit to protect the rights that were granted under the scope of the PSA and was confident that the fiscal stability could be maintained. If the fiscal stability of the PSA were not defended successfully, then the Foundation’s activities in Kazakhstan would be subject to normal taxation procedures.

At the beginning of 2012, the lawsuit relating to the validity and fiscal stability of the PSA was lost, although the Ministry of Oil and Gas confirmed the validity of the terms of the PSA.

The various partners of the joint venture therefore sent a Notice of Dispute to the President of the Republic of Kazakhstan, the Ministry of the Economy and the Ministry of Oil and Gas, informing them that the case would be taken to the Court of Arbitration, as specified under the terms of the PSA, since no satisfactory solution had been found for the application of the stabilised tax regime. The Foundation’s management team is convinced that the Court of Arbitration will confirm the company’s position, since the terms of the PSA are in line with the position taken by the Board of Directors.

As a consequence of the Notice of Dispute, the Office of the President of Kazakhstan, in cooperation with the Ministry of the Economy and the Ministry of Oil and Gas, have formed an interministerial working party to solve the tax situation.

The Foundation is of the opinion that a favourable solution will be found for the current situation in the course of 2012 and does not expect any additional cost to arise as a result of this matter.

Apart from what has just been explained above, there have been no significant events subsequent to the disclosure of the balance sheet that have had an impact on the understanding of the financial statements.

Note 30

Transactions with related parties

At 31 December 2011 and 2010, the value of the Foundation’s transactions with related parties, conducted on a separate basis and cancelled in the consolidation, is analysed as follows:

(10 ³ Euros)				
Assets	Liabilities	Guarantees	Costs	Income
2011				
Partex Oil and Gas (Holdings) Corporation				
45 835	–	9 067	–	40 860
Participations and Explorations Corporation				
39	–	–	–	–
45 874	–	9 067	–	40 860

(10 ³ Euros)				
Assets	Liabilities	Guarantees	Costs	Income
2010				
Partex Oil and Gas (Holdings) Corporation				
28 439	–	12 340	–	32 018
Participations and Explorations Corporation				
37	–	–	–	–
28 476	–	12 340	–	32 018

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 2011 and 2010, there were no significant differences between the book value and the fair value of financial assets and liabilities.

Cash and cash equivalents

Bearing in mind that these are normally short-term assets, the amount stated on the balance sheet is a reasonable estimate of their fair value.

Debtors, grants and scholarships and creditors and other liabilities

Bearing in mind that these are normally short-term assets and liabilities, the 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 2011 and 2010, the commitments in the Consolidated and the Foundation's accounts are analysed as follows:

	Consolidated		Foundation	
	2011	2010	2011	2010
Bank guarantees	9 159	12 449	9 159	12 449
Revocable commitments	22 778	25 037	22 778	25 037
	31 937	37 486	31 937	37 486

Bank guarantees include the amount of € 9,067,000 (2010: € 12,340,000) relating to performance guarantees issued by various banks in relation to commitments undertaken through concessions in Brazil and Angola.

The Group signed an agreement with the government of the Republic of Kazakhstan in which the Partex (Kazakhstan) Corporation undertakes to fulfil its obligations in relation to the Dunga oil-field concession.

“Revocable commitments” relate to subscriptions to be made in closed investment funds.

Note 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 2011 and 2010, the breakdown of assets and liabilities by currency in the Consolidated account is as follows:

(10³ Euros)

	Book value	Euro	US dollar	Pound sterling	Other currencies
2011					
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
Cash and cash equivalents	86 320	79 430	6 890	–	–
	2 595 154	1 307 769	983 058	95 447	208 880
LIABILITIES					
Current financial liabilities	18 286	472	10 128	1 579	6 107

(10³ Euros)

	Book value	Euro	US dollar	Pound sterling	Other currencies
2010					
ASSETS					
Non-current financial assets	679 944	679 944	–	–	–
Advances	92 093	–	92 093	–	–
Current financial assets	1 590 037	1 037 311	313 056	95 399	144 271
Other treasury applications	113 546	106 966	2 768	762	3 050
Cash and cash equivalents	62 722	1 353	61 369	–	–
	2 538 342	1 825 574	469 286	96 161	147 321
LIABILITIES					
Current financial liabilities	8 816	329	4 096	582	3 809

At 31 December 2011 and 2010, the breakdown of assets and liabilities by currency in the Foundation's account is as follows:

(10³ Euros)

	Book value	Euro	US dollar	Pound sterling	Other currencies
2011					
ASSETS					
Non-current financial assets	87 292	87 292	–	–	–
Advances	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
Cash and cash equivalents	1 710	1 710	–	–	–
	2 802 375	1 031 984	1 466 036	95 475	208 880
LIABILITIES					
Current financial liabilities	18 286	472	10 128	1 579	6 107

(10³ Euros)

	Book value	Euro	US dollar	Pound sterling	Other currencies
2010					
ASSETS					
Non-current financial assets	84 286	84 286	–	–	–
Advances	933 829	–	933 802	27	–
Current financial assets	1 590 037	1 037 311	313 056	95 399	144 271
Other treasury applications	113 546	106 966	2 768	762	3 050
Cash and cash equivalents	1 353	1 353	–	–	–
	2 723 051	1 229 916	1 249 626	96 188	147 321
LIABILITIES					
Current financial liabilities	8 816	329	4 096	582	3 809

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 2011 and 2010, the assets and liabilities of the Consolidated account had the following periods to maturity:

(10³ Euros)

	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Indefinite
2011						
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	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	–	–

(10³ Euros)

	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Indefinite
2010						
ASSETS						
Non-current financial assets	679 944	–	–	69 596	70 448	539 900
Advances	92 093	–	473	90 834	786	–
Current financial assets	1 590 037	15 196	43 035	259 553	307 529	964 724
Other treasury applications	113 546	113 546	–	–	–	–
Debtors	108 201	107 225	949	–	27	–
Cash and cash equivalents	62 722	62 722	–	–	–	–
	2 646 543	298 689	44 457	419 983	378 790	1 504 624
LIABILITIES						
Creditors and other non-current liabilities	15 411	–	–	15 411	–	–
Current financial liabilities	8 816	8 782	17	17	–	–
Creditors and other current liabilities	144 986	130 369	14 617	–	–	–
	169 213	139 151	14 634	15 428	–	–

At 31 December 2011 and 2010, the assets and liabilities of the Foundation's account had the following periods to maturity:

(10³ Euros)

	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Indefinite
2011						
ASSETS						
Non-current financial assets	87 292	–	6 464	9 507	71 321	–
Investment in subsidiaries	1 120 422	–	–	–	–	1 120 422
Current financial assets	1 457 934	13 493	54 112	234 918	237 415	917 996
Other treasury applications	135 017	135 017	–	–	–	–
Debtors	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	–	–

(10³ Euros)

	Book value	Up to 3 months	3 months to 1 year	1 to 5 years	More than 5 years	Indefinite
2010						
ASSETS						
Non-current financial assets	84 286	–	–	69 596	14 690	–
Investment in subsidiaries	933 829	–	–	–	–	933 829
Current financial assets	1 590 037	15 196	43 035	259 553	307 529	964 724
Other treasury applications	113 546	113 546	–	–	–	–
Debtors	30 734	8 752	21 982	–	–	–
Cash and cash equivalents	1 353	1 353	–	–	–	–
	2 753 785	138 847	65 017	329 149	322 219	1 898 553
LIABILITIES						
Creditors and other non-current liabilities	786	–	–	786	–	–
Current financial liabilities	8 816	8 782	17	17	–	–
Creditors and other current liabilities	11 027	11 027	–	–	–	–
	20 629	19 809	17	803	–	–

The information presented is based on the fair value of the financial instruments.

Note 34

Recently issued accounting standards and interpretations adopted by the Foundation

In preparing its financial statements at 31 December 2011, the Foundation adopted the following accounting standards and interpretations, the application of which has been mandatory since 1 January 2011:

IFRS 7 – Financial Instruments: Disclosures – Transfers of financial assets

In October 2010, the International Accounting Standards Board (IASB) issued IFRS 7 – Financial Instruments: Disclosures – Transfers of Financial Assets, the application of which has been mandatory since 1 July 2011, with earlier application permitted. The required changes for disclosures about operations involving the transfer of financial assets, namely securitisations of financial assets, are designed to make it possible for the users of financial statements to assess the risk and impacts associated with these operations at the level of the financial statements.

The adoption of this alteration has had no impact on the Foundation's financial statements.

Annual Improvement Project

In May 2010, the IASB published the *Annual Improvement Project*, which brought 11 changes to seven standards. The date when the changes were to take effect, the possibility of earlier adoption and the requirements for the application of these changes in the transitional period are clearly defined in each standard. Most of the changes have been mandatory since 1 January 2011.

The adoption of these changes 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.

IFRS 9 – Financial Instruments

In November 2009, the International Accounting Standards Board (IASB) issued IFRS 9 – Financial Instruments part 1: Classification and Measurement, which must be applied for financial years beginning after 1 January 2013, with early adoption permitted. This standard underwent some changes in October 2010 and has not yet been adopted by the European Union. This standard forms part of the first phase of the IASB's overall project for the replacement of IAS 39, and covers the themes of the classification and measurement of financial assets. The main aspects considered are as follows:

- › Financial assets will now be classified under two categories: either at amortised cost or at fair value. This decision will be made on initial recognition of the financial assets. Their classification depends on the business model adopted by the entity for managing these financial assets and the contractual cash flow characteristics of each financial asset.
- › Only debt instruments whose contractual cash flow characteristics represent only principal and interest can be measured at amortised cost, i.e. they must contain only basic debt characteristics, and the entity must hold those financial assets in its business model with the aim of capturing only the respective cash flows. All other debt instruments are recognised at fair value.

› Equity instruments issued by third parties are recognised at fair value with subsequent changes being recognised in the statement of comprehensive income. However, an entity may irrevocably choose to have equity instruments on initial recognition for which fair value changes and the realised gain or loss are recognised in fair value reserves. Gains and losses recognised in fair value reserves cannot be recycled to the statement of comprehensive income. This is a discretionary decision, and does not imply that all the equity instruments should be treated on this basis. The dividends received are recognised as income for the year.

› All equity instruments will have to be measured at fair value, so that the possibility established by IAS 39 of maintaining these instruments at their acquisition cost in situations where this cannot be reliably measured will cease to exist.

› The fair value changes that can be attributed to the credit risk relating to financial liabilities measured at fair value through the income statement (fair value option) will be directly recognised in Other comprehensive income. Any other fair value changes associated with these financial liabilities will be recognised in the income statement. The amounts recorded in Other comprehensive income will not be transferred to the income statement at a subsequent date.

The Foundation is currently assessing the impact of adopting this standard.

IFRS 10 – Consolidated Financial Statements

In May 2011, the International Accounting Standards Board (IASB) issued IFRS 10 – Consolidated Financial Statements, which is effective for annual periods beginning on or after 1 January 2013. Earlier application is permitted. This standard introduces a new approach

to determining which investments should be consolidated (integral method), replacing IAS 27 – Consolidated and Separate Financial Statements and SIC 12 – Consolidation – Special Purpose Entities. In this way, it presents a new definition of the control model and the requirements for its application. An investor controls an investee when it is exposed, or has rights, to variable returns arising from its involvement with the investee and has the ability to affect those returns through its power over the investee. The concept of *fact control* was introduced.

Two main objectives were included in this standard:

› introduction of a single consolidation model for all types of entities, ensuring that an entity consolidates all the entities that it controls;

› introduction of more extensive disclosure requirements, namely about the investments that the entity does not consolidate.

The Foundation is currently assessing the impact of adopting this standard.

IFRS 11 – Joint Arrangements

In May 2011, the International Accounting Standards Board (IASB) issued IFRS 11 – Joint arrangements, which is effective for annual periods beginning on or after 1 January 2013. Earlier application is permitted. This standard supersedes the previous standard IAS 31, maintaining the same definition of a joint arrangement. However, two new categories of joint arrangements have been introduced: i) Joint operations and ii) Joint ventures.

The main changes introduced by this standard were:

› The structure of joint arrangements is no longer a critical factor for determining the accounting model to be followed. The

classification of a joint arrangement requires identification and assessment of the structure, legal form, contractual arrangements and other facts and circumstances.

- › Introduction of the mandatory application of the equity method to a joint venture, thus eliminating the possibility of opting for proportionate consolidation.

The Foundation is currently assessing the impact of adopting this standard.

IFRS 12 – Disclosure of Interests in Other Entities

In May 2011, the International Accounting Standards Board (IASB) issued IFRS 12 – Disclosure of interests in other entities, which is effective for annual periods beginning on or after 1 January 2013. Earlier application is permitted. More detailed disclosures are to be provided about involvement with entities that consolidate (subsidiaries) and those that do not consolidate, namely:

- › The nature of, and the risks associated with, investments in other entities, and
- › The effects of those investments on the financial position, financial performance and cash flows of the reporting entity.

The Foundation is currently assessing the impact of adopting this standard.

IFRS 13 – Fair Value Measurement

In May 2011, the International Accounting Standards Board (IASB) issued IFRS 13 – Fair Value Measurement, which is effective for annual periods beginning on or after 1 January 2013. Earlier application is permitted.

This standard presents a revised concept of fair value, as well as new disclosure requirements. Thus, the main aspects considered are:

- › principles underlying a fair value measurement;

- › appropriate valuation techniques to use when measuring fair value and the fair value hierarchy that categorises the inputs to these techniques into three levels; and

- › broader requirements regarding the information to be disclosed.

The Foundation is currently assessing the impact of adopting this standard.

IAS 27 – Separate Financial Statements

In May 2011, the International Accounting Standards Board (IASB) issued IAS 27 – Separate Financial Statements, which is effective for annual periods beginning on or after 1 January 2013. Earlier application is permitted. IAS 27 (2011) introduces no amendments about the application requirements of IAS 27 as part of the separate financial statements. It only clarifies: i) that an entity that prepares separate financial statements will have to comply with all the relevant International Financial Reporting Standards, and ii) the needs of disclosure requirements.

The Foundation is currently assessing the impact of adopting this standard.

IAS 28 – Investments in Associates and Joint Ventures

In May 2011, the International Accounting Standards Board (IASB) issued IAS 28 – Investments in Associates and Joint Ventures, which is effective for annual periods beginning on or after 1 January 2013. Earlier application is permitted. This standard replaces IAS 28 (2003) and describes the accounting treatment to be adopted by the investor for investments in associates and joint ventures, setting out the requirements for the application of the equity

method when accounting for investments in associates and joint ventures.

IFRS 11 determines the type of joint agreement in which an entity is involved, and once it has been determined that there is an interest in a joint venture, an entity applies the equity method in its consolidated accounts according to IAS 28 (revised in 2011), excluding the exceptions provided for in this standard.

IFRS 12 describes the requirements for the disclosure of information.

The Foundation is currently assessing the impact of adopting this standard.

IFRS 7 (Amended) – Disclosures – Offsetting Financial Assets and Financial Liabilities

In May 2011, the International Accounting Standards Board (IASB) issued an amendment to IFRS 7 – Disclosures – Offsetting Financial Assets and Financial Liabilities, which is effective for annual periods beginning on or after 1 January 2013. Earlier application is permitted.

This standard amended the requirements for the disclosure of information in such a way that the users of an entity's financial statements will be able to evaluate the effect or potential effect of presenting financial assets and liabilities by their net amounts on the entity's financial position.

The Foundation is currently assessing the impact of adopting this standard.

IAS 32 (Amended) – Offsetting Financial Assets and Financial Liabilities

In May 2011, the International Accounting Standards Board (IASB) issued an amendment to IAS 32 – Offsetting Financial Assets and Financial Liabilities, which is effective for annual periods beginning on or after 1 January 2014. Earlier application is permitted.

This amendment replaced paragraph AG38 of IAS 32 with the new paragraphs AG38A-AG38F, relating to the conditions required for the presentation of financial assets and liabilities by their net amounts, in the financial statements of an entity, namely:

- › the criterion that an entity must currently have a legally enforceable right to settle amounts for their net value, and
- › the criterion that an entity intends either to settle amounts on a net basis, or to realise the assets and settle the liabilities simultaneously.

The Foundation is currently assessing the impact of adopting this standard.

Auditors' Report

Legal certification of the consolidated accounts

Introduction

1. We have examined the consolidated financial statements of the **Calouste Gulbenkian Foundation (the "Foundation")**, which comprise the consolidated Balance Sheet at 31 December, 2011 (showing total assets of € 3,018,565 thousand and a total capital fund of € 2,645,540 thousand, including a negative transfer to the capital fund of -€ 37,928 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 into account the circumstances;
- › verification of the applicability of the continuity principle; and

› assessment of the appropriateness of the overall presentation of the consolidated financial statements.

5. We believe that our audit provides a reasonable basis for the expression of our opinion.

Opinion

6. In our opinion, the consolidated financial statements referred to above present, in all materially relevant respects, a true and appropriate picture of the consolidated financial position of the **Calouste Gulbenkian Foundation**, at 31 December, 2011, 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, 3 May, 2012

KPMG & Associados

Sociedade de Revisores Oficiais de Contas, S.A. (No. 189)

represented by

Ana Cristina Soares Valente Dourado

(Official Auditor no. 1011)

Auditors' Report

Legal certification of the accounts

Introduction

1. We have examined the financial statements of the **Calouste Gulbenkian Foundation (the "Foundation")**, which comprise the Balance Sheet at 31 December, 2011 (showing total assets of € 2,875,149 thousand and a total capital fund of € 2,645,540 thousand, including a negative transfer to the capital fund of -€ 97,802 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, 2011, the transfer to the capital fund, the comprehensive income, the cash flows and the changes in the capital fund for the year then ended, in accordance with International Financial Reporting Standards (IFRS), as adopted for use in the European Union.

Lisbon, 3 May 2012

KPMG & Associados

Sociedade de Revisores Oficiais de Contas, S.A. (No. 189)

represented by

Ana Cristina Soares Valente Dourado

(Official Auditor no. 1011)



III. Internal Audit Committee

Report and Opinion



A

Report of the Internal Audit Committee

1. Introduction

1.1. In accordance with articles 25 and 26 of the Statutes of the Calouste Gulbenkian Foundation, the Internal Audit Committee presents its Report and Opinion on the Foundation's accounts for the year ended 2011 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 2011. The application of the standards that have been mandatory since 1 January 2011 – *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 2010.

3. Analysis of the Consolidated Balance Sheet

3.1. The Foundation's net equity showed an increase of € 89.8 million, amounting to a value of € 2,645.5 million, which corresponds to an increase of 3.5% in comparison with 2010. This increase is explained by the growth in reserves of € 171.1 million (6.8%).

3.2. At 31 December 2011, the Balance Sheet showed assets totalling € 3,018.6 million, representing an increase of 3% in comparison with the end of 2010. A decisive contribution towards this evolution was made by the investments made in the energy sector, which amounted to € 1,090.2 million, representing an increase of € 151 million in comparison with the end of 2010.

3.3. Current assets amounted to € 1,819.6 million, representing a fall of € 61.6 million (-3.3%) in comparison with 2010, largely due to the reduction in current financial assets of € 132.1 million (-8.3%).

3.4. The value of liabilities fell by € 2 million, amounting to € 373 million. Whereas non-current liabilities recorded a fall of € 17.8 million (-8.3%), current liabilities increased by € 15.8 million (9.8%).

4. Analysis of the Consolidated Financial Statements

4.1. The Foundation's overall return fell by € 88.6 million (50.3%), amounting to € 87.4 million. The return on its oil and gas activities increased by € 21.1 million (22.9%), while its financial return fell by € 109.7 million.

4.2. The costs incurred with distribution and direct activities amounted to € 74.2 million, increasing by € 0.9 million (1.2%). Attention is drawn to the increase in the resources allocated to the areas of Education and Science, amounting respectively to € 1.1 million and € 0.5 million.

4.3. Administrative and operating costs increased by € 0.9 million (2.9%), an evolution that is explained by the increases in other supplies and services.

4.4. Employees' benefits, largely relating to the payment of pension supplements, fell to € 17.5 million (-7.8%).

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:

- › 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:
 - a) to emphasise the successful performance of the Board of Trustees in the management of the Foundation during 2011;
 - b) to express their appreciation to all Foundation staff for their commitment and competence in performing their duties;
 - c) to ratify the accounts relating to the management of the Calouste Gulbenkian Foundation in 2011.

Lisbon, 15 June 2012

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Director-General for the Budget

José Nuno Rangel Cid Proença

Director-General for Social Security

Manuel Jacinto Nunes

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António Valdemar (José Stone de Medeiros Tavares)

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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* Situation at 2 May 2012

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José de Azeredo Perdigão

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Concert days: 1 hour before the start
and until the first interval
Closed on Sundays

Calouste Gulbenkian Museum Building

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