



Europa Nostra / EIB Institute **“The seven most endangered heritage sites”**

Mosteiro e Igreja de Jesus, Setubal

Portugal

Technical Report

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Luxembourg
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1. Summary

These buildings represent an important architectural, cultural and historical heritage and are in urgent need of stabilisation, reconstruction and renovation. Part will then be brought into use as a museum, enhanced the relevance and integration of the buildings into the urban surroundings.

A First phase of essential work is under way to stabilise the general building structure and to undertake initial renovation, notably in the west wing to provide some initial exhibition space for the Setúbal Museum. This first phase construction contract is proceeding slowly with under-performance by the contractor and negotiations are in hand to accelerate and complete the works correctly. Completion is unlikely before early or mid 2014, with some risk over the winter months, giving a delay of several months. Project cost is estimated at 3.5 M €.

The Main phase of more substantial works (the project) is to complete the renovation of the whole complex and also to provide new buildings creating extra space to house properly the Setúbal Museum and an associated Interpretation Centre. An ambitious programme has been outlined, which will need to be refined in scope and cost before procuring the finances necessary. Project cost is estimated at some 15 M €.

It is hoped that the main project will be ready to proceed to contract in early 2015 and be completed in 2017/8, but this may be optimistic.

Potential sources of funding are presented with a strong preference for grants but not excluding loans. The main source to target would be the ERDF grants, still to be negotiated with the Portuguese State, and supplemented by other sources, including from the Municipality.

Urgent action has been recommended immediately post mission to safeguard the ERDF grant for the Initial phase as otherwise it will become invalid due to the delay in its application.

A list of proposed actions has been provided to guide future activity to completing the project in good order.



2. Purpose, location

Stabilisation, reconstruction, renovation, and refurbishing of the Convent and Church of Jesus to protect and enhance this important historical, cultural and architectural heritage and to provide a suitable space to house the significant collection of the Setúbal Museum. The project works would also help integrate the building complex into the city and provide it with a greater relevance. It could act as a potential example and catalyst for improvements in the central city area.

The complex is situated close to the old city quarter at Praça Miguel Bombarda, Setúbal, Portugal. Setúbal is situated some 30 km south of Lisbon, with a population of 128 000.

3. Context

A brief history

The group of buildings, comprising a Church and a Convent with associated cloisters, was designed and built by Master Diogo de Boitaca in the late Gothic style on the site of a former monastery. The architectural style became known later as Manuelin and this complex was the first of many famous buildings in this typically Portuguese style. It was mainly completed in 1494 and became historically important as the place where the Treaty of Tordesillas was formally ratified by King John II for Portugal in September 1494. The buildings were fully completed in 1496 in the reign of King Manuel, hence the link to the Manuelin style.

The Convent continued as a nunnery until it was nationalised in 1834 and finally handed over to the Portuguese State in 1888 on the death of the last sister. It was then passed to the Setúbal Misericórdia Brotherhood for use as a hospital until 1959. In 1961 it was converted to a religious museum and some reconstruction work took place which eventually resulted in its closure in 1992 as being considered structurally unsafe for public use.

The Church and Convent's importance rests on its connection with the Treaty of Tordesillas and its architectural heritage being the precursor of the Manuelin style by a distinguished architect, Master Boitaca. To underline its architectural significance it has been classified as a National Monument as early as 1910 and in 2011 was awarded the European Heritage Label by the European Parliament.

Description at its zenith

The Church consisted of a nave and two side aisles, all of equivalent height (termed a "hall church"), with the main chapel and altar at the east end. At the west end a Closure Room allowed the nuns to attend mass without being observed. The main entrance to the church faced south and was finely decorated in Manuelin style and carved in local Arrabida marble. The vaulting in the main church was also special with stones appearing to be twisted in the form of ropes and finely carved pillars reflect the new style. The



Closure Room had a painted dome supported by painted stonework, with a fine woodwork chairs and wooden doors all behind a woven steel screen.

The Convent was situated north of the church and was set around a cloister with four two storey blocks and a covered area of 2000 m². The cloister was unique with an integration of Gothic and Manuelin style arches and a small lodge with frescos at one end.

The Chapter Room adjoined the cloister and had a painted wooden roof, a gift from King Phillip I of Portugal (Phillip II of Spain).

The Crypt was covered in tiles of mozarabic origin and this was extended by chequered blue and white tiles on the walls of the main chapel in 1614. Figurative Portuguese tiles were added to the church's walls in 1718.

Overall the Church and Convent were architecturally special, heralding in a new style, which served as the basis in concept and detail for later works such as the much larger and grander Jeronimos Monastery and the Torre de Belém, both in Lisbon.

Recent studies pre project

After its closure in 1992 the buildings continued to deteriorate due to neglect. After a pause the responsible agencies, the Setúbal Municipality and the Ministry of Culture decided to launch an architectural consultation for the renovation and extension of the complex. Architect João Luis Carrilho da Graça (JLCG arquitectos) was retained for this work and in 2001 proposed the renovation of the church and convent and the addition of a new museum for a total cost of about 13 M €. The funding at this level was difficult to find and a revised phased proposal was put forward in 2005 but still without success.

In 2010 EU funds became a possibility for a wider scheme which linked in with the urban development of the town. A revised project for urgent repairs was defined estimated to cost about 3.3 M € and this forms the basis of the current works programme.

The Setúbal Municipality took over administrative responsibility of the project from the Ministry of Culture in 2011.

In 2013 Europa Nostra /EIB Institute selected the project as one of the “Seven most endangered cultural heritage sites in Europe” and this report is a follow-up of this award.

4. Description of proposed project

First phase of works currently in hand

A first phase is being undertaken in line with the available finance and focuses on the most urgent and essential works.

The construction works comprise:

- drainage protection and associated works on the north boundary, including pumps.



- renovation of the Convent building with replacement of the roof and restoration of the stone and masonry walls. Associated demolition of existing works.
- restoration of the west wing with new floors and all finishes for use as the first phase of the Museum.
- a new lift placed beside the north western angle of the cloister.
- a new technical building with HVAC equipment for the first phase and a water reservoir for fire protection. Approximate floor area 200 m².
- renovation works of part of the courtyard within the cloister including the central octagonal fountain.

The restoration works in the Convent and High Choir comprise:

- cleaning and restoring *Azulejos* tiles and ceramic pavements.
- cleaning and restoring wall paintings and wood work.
- cleaning and restoring paintings and their frames.

In addition an archaeological survey has been undertaken in step with the works.

Proposed full project

The master programme drawn up in 2001 by Architect da Graça consisted of the renovation of the complete complex of Church and Convent and the addition of a modern structure to support the Museum's operations. This programme will need to be reviewed and possibly adjusted in the light of recent changes in regulations and the experience of the first phase.

The works are envisaged to comprise the following main restoration elements:

- the North and East wings of the Convent with the upper floor converted for use as the Museum.
- the Cloisters and the stonework.
- the Closure room and its ceiling as well as the Bell tower.
- the Chapter room and its decorations.
- the structure of the High Choir.
- the structure of the Church of Jesus.

The new construction is envisaged to comprise the following:

- the support building for the Museum on the north side to accommodate the scientific, technical and administrative operations of the Museum. Mainly on one floor in the form of a square surrounding a water feature.
Approximate total floor area 2000 m²
- an Auditorium adjacent to the support building with 180 seats.
Approximate floor area 275 m².

Other works envisaged comprise the following:

- the replacement of the pavement of the square outside the southern entrance by an open square with trees linked to the surrounding streets.
- the technical equipment (HVAC) for the complete project installed in the technical building (mainly completed in the first phase).



The detailed definition of the works to be done will need further refining before proceeding to contract award and the construction. The numerous detailed studies undertaken on the state of the existing structures provide a sound basis for the works, but may need some updating.

5. Technical aspects

Structural aspects

The buildings were of stone with the floors and roof structure built of timber. The stone has deteriorated with time and the timber elements are now often in poor and rotted condition. In some parts, when converting to hospital use, the timber structure had been replaced by a reinforced concrete slab and this has imposed excessive loads on the walls with signs of structural failure. The foundations seem sound and a buried river may traverse the site generally providing good support conditions but may include some risk of ground water level rise.

The intention is to renovate the buildings by using, to the extent possible, similar materials and techniques as initially. The concrete slab will be replaced by a timber frame and the floor replaced with new timber beams and planking. Also some modern materials and techniques are to be incorporated to strengthen the structure, for example in the arches and to tie some walls, giving a more robust solution.

The design criteria adopted should provide an adequate design life and generally cater for the seismic context but obviously full security against seismic events cannot be assured.

Restoration of interior decorations

The internal finishes, comprising ceramic tiles, frescoes and wood paintings, require specialised techniques for their renovation. This is very labour intensive and needs experience and great skill. It may be that some selection or prioritisation of these actions will be necessary and a detailed review will be needed to achieve this.

Drainage and flood protection

The north part of the property is prone to flooding during rainstorms from the adjacent land. The Convent is situated at a low point in the city, close to sea level and an ancient river bed exists below the site. The renovated cloisters have been excavated down to their original level increasing the risk of ground water infiltration.

Several actions are being taken to protect the site from surface flows. A boundary wall to divert flows around the site and the import of soil to build up the surface level north of the site will be done. In addition a pump station equipped with two pumps (each capacity of 8 lit/sec with head of 4.5 m) will be installed near the cloisters to evacuate water into the municipal drainage system. Another pump station was envisaged on the square side of the Convent but it is understood that this will not be included in the works at this stage. The new floor slabs will be waterproofed to avoid ground water infiltration.



The flood protection and avoidance works incorporated in the project should improve the Convent's protection from surface flooding and ground water infiltration. However the level of protection still leaves some risk of flooding, especially under high tidal conditions. The adjacent municipal drainage system merits further study to ensure its performance under the more extreme conditions. Consideration should be given in due course to installing a second pump station near the square. The permanent pumps in the project require proper maintenance and the operating costs will need to be covered.

Museum design

The Museum has been designed to exhibit a selection of the 5000 objects and these will mainly be on the first floor around the cloisters. The new auditorium and administrative block will be set relatively low down and the latter has been elegantly designed around a water feature. The design will comply with the required safety criteria for public places and have suitable access for handicapped persons including a lift.

6. Implementation

Responsible agents

The authority responsible for the management of the project is the Câmara Municipal de Setúbal (CMS) under the aegis of the nominal owner the Portuguese State, represented by Direção Geral do Património Cultural.

The CMS has its own technical department with capability to supervise and manage projects in the Municipality. The CMS will be in charge of the contracts with the direct involvement of the architects group JLCG arquitectos, the designers and technical experts who have proposed and developed the project.

Programme for initial works

The initial works were contracted in December 2012 with a contractual duration of 8 months, thus a programmed completion by September 2013. By July progress had achieved about 40 % (after >80% time) with an estimated 4 months delay and targeted completion by end 2013.

While the complexity and unpredictability of restoring old buildings and the impact of some archaeological finds may have contributed, the main reason for this delay has been the under-performance of the contractor. A recent but critical problem has been the rejection by the Administration of sub quality structural timber delivered to site. This has caused a significant delay at a crucial time and the contractual implications are still to be resolved. The works will inevitably now move into the less favourable winter period.

Overall the impression is that the initial time frame of the contract was too optimistic, especially in view of the contractor's capacity. Future progress will be dependent on resolving the timber quality issue (the contractual situation seems clear) and a realistic re-scheduling of the construction works with full contractor's commitment.



A revised schedule has now been received (end October) and it is understood that this has been agreed with the main contractor.

This schedule shows completion (provisional hand-over) for end March 2014. It assumes much work on the floors and roof during December and January which may be optimistic in this holiday period and with the increased weather risk at that time.

Overall the programme recently presented still looks very challenging and provision should be made to anticipate a further delay of say three months with completion by June 2014. In addition the contractor needs to be encouraged (or required) to reinforce his team in numbers and expertise and to control better the sub-contractors and suppliers.

Outline programme for Main works

The Main works programme is still under development in scope as much attention is currently on the initial first phase work and its successful completion.

An outline target programme for the Main works is given below, with the understanding that this will need to be refined in the coming months:

End 2013 to March 2014	Project development
April 2014 to November 2014	Tender period
December 2014 to June 2017	Construction period

Key decisions have to be made on the scope of the proposal and the financing from early 2014, to establish a credible project prior to the call for tenders.

7. Procurement

Selection procedures

The architect and his design team were selected after an international design competition. This selection procedure covered the full programme of works which was only later split into two or more phases to match the available finance and so it remains valid.

The first phase Construction works contract was put out to formal tender as was the much smaller Restoration works contract. These procedures at first sight seem satisfactory procedurally but they have not been rigorously checked.

The actual end result of the Construction works contract has not been too satisfactory as the selected contractor appears not to have been as experienced as hoped. Perhaps more attention to the quality of the tenderers should be paid in future – using either a stricter pre-selection process or possibly a weighted selection process to include quality & experience (this latter is a nice idea but not very easy to implement).



8. Environment, sustainability, social

The project which renovates and puts into use presently dilapidated buildings set in the centre of a city has *a priori* a positive impact on the environment. By its nature and architectural merit it will enhance the area and provide an example of urban improvement which could encourage similar initiatives perhaps also by the private sector in the neighbourhood.

The project seems to have been well designed to the current standards and uses traditional materials where possible. There is some concern about the flood risk under extreme conditions but this is not made worse by the project. Under less extreme conditions, the flooding risk is reduced.

It is the firm intention to help integrate the complex into the city's life by improving the rather run-down square outside the church as part of the project. Efforts to improve the surroundings elsewhere would be advisable also. The use of the Convent as a Museum should be very positive, enhancing the cultural impact of the project by increasing the potential number of visitors and widening its accessibility to the public.

It is important that the project is sustainable and that adequate funds are made available for the operation and maintenance of the project in the long term. Revenue from the Museum entrance fees and sales should offset these costs to some extent (see later).

9. Use, market, demand

The complex when completed will comprise a church and a convent, the latter converted to house the Setubal museum. The Church will continue to host occasional special events such as weddings as is the case prior to the works being undertaken.

The main revenue potential will come from visitors to the Museum, which has an important collection of paintings and other artefacts such as goldsmith ware.

Visitors to view the Museum collection peaked at about 85 000 per annum in the years 1996-2000 when the Museum was properly housed elsewhere but this fell to 40 000 per annum when availability was restricted. A more prudent estimate of 50 000 has been adopted after 8 years from opening, with a gradual increase from opening.

A simulation of revenue and costs at this 8 year horizon shows:

- Revenue with 50 000 visitors charged an average of 2.5 € each and associated events charges would yield some 230 000 € per annum.
- Costs of personnel (a total of seven technicians) at some 205 000 € and other costs (utilities, consumables) of 185 000 € giving a total of 390 000 € in operating costs.

Thus the potential revenue should cover some 60 % of operating costs.

It is noted that without the project the same personnel seem to be employed to look after the collection and so it can be argued that with the project a small net surplus accrues.



A more detailed assessment of this will be required in due time but there is clearly some potential for revenue linked mainly to the Museum. Completing the whole complex with the full Museum facilities included would help generate more revenue as well as provide a more coherent whole so this single main phase of construction should be sought.

Setúbal has a vocation for tourism, which can be further developed partly through such ventures as this project. Hotels range from 4 star to *pousadas* with a total capacity of 1700 beds and over-year usage at about 40%, stable in recent years. This seems not a major constraint at the moment.

10. Investment cost

First phase

The cost estimate is based on the actual contracts let with some adjustment for contingencies assuming that agreement to continue has been satisfactorily reached with the existing main contractor. If this is not the case the costs could be higher.

	€	
Construction contract	2 583 000	
Contingencies (5%)	125 000	
Total	2 708 000	
Restoration contract	176 200	
Total contracts	2 884 200	
Site supervision (non CMA) 15%	432 000	
<u>Total cost</u>	<u>3 316 200</u>	
<u>Add VAT (6%)</u>	<u>199 000</u>	
<u>Total financing required +6% VAT</u>	<u>3 520 000 €</u>	(rounded 3.5 M €)

Main project (second phase).

Preliminary estimate in € (to be reviewed and revised)

Main works	12 000 000	
Add Site supervision (15%)	1 800 000	
Add VAT (6%)	828 000	
Add contingencies (5%)	690 000	
<u>Total cost</u>	<u>15 318 000</u>	
<u>Total financing requirement</u>	<u>15 318 000 €</u>	(rounded 15 M €).

Note that these estimates for the Main works are preliminary and based on 2011 estimates on a *pro rata* basis. They need to be re-worked with the experience of the first phase and current conditions but can be adopted as reasonable at this stage of strategic planning.



Based on the above investment cost (taken at 15 M €) and the outline programme already presented, an approximate indication of funding needs is as follows:

Year	2014	2015	2016	2017
Funding needs M €	1	4	5	5
Activity	Preparation	Early contract	Main works	Completion

This highlights that, while funds need to be secured before contract commitment, most would not be actually needed until later, say in 2016-7. This might provide some flexibility.

11. Financing possibilities

The nature of this project is such that a grant or soft loan is preferable as the possibilities to generate adequate funds above the operating and maintenance needs is negligible. However the wider benefits from the project might justify loans supported by the Administration.

The investment cost and so the funding needs for the Main project will be much higher than for the on-going First phase and so a different structure for the financing plan may be needed.

First phase (under construction):

The current funding depends mainly on an approved grant from the ERDF, within the scope of the 2007-2013 Regional Operational Programme (ROP) for the Lisbon Region (to which Setúbal belongs). It amounts to 65% (the maximum) of the then construction contract cost of 2 583 000 €, hence of 1 679 000 €. The remaining cost of about 1.8 M € (i.e. 3.5 M € less 1.7 M €) is understood to be funded from the Municipality's budget.

The Municipality's annual budget in 2013 is of the order of 132 M €, of which 45 M € is used for investment purposes (with similar figures for 2011 and 2012), so that the overall budget may be considered adequate to absorb its share of the cost. Note that the revised cost estimate presented in § 10 is greater than the original estimate by some 600 000 €, as additional contingencies and supervision costs are now included. This potential additional cost will have to be covered by the Municipality.

Note that the city of Setúbal agreed in February 2012 to take over the responsibility for the Convent for the following 20 years from IGESPAR, the State Holding for Architectural Heritage, in order to proceed with the planned works; hence for the time being no State grants contribute to the funding of the first phase.

The availability of the full amount of the ERDF grant is constrained by a relatively tight time schedule which requires drawdown by the end of 2013. Completion is now impossible by this date with the delays encountered on site. The implications are that the grant may be reduced and so the city's part in the total funding of the First phase would need to increase to compensate. It is thus essential and urgent that an extension is sought, and hopefully agreed, to avoid losing the grant. It is understood that this rescheduling has been delegated to the Portuguese Managing Authority of the ROP. During the EN/EIB Institute mission this critical issue was identified and the appropriate contacts set up, but so far the outcome is unclear.



Main project:

Again, a major funding source should be the future ROP Lisbon 2014-2020, currently still under preparation and being negotiated between the Portuguese authorities and the EU Commission.

As the Lisbon Region, and hence Setúbal, is not considered a “less developed region”, the acceptable grant rate will be limited to 50 %. Thus taking the total cost currently estimated at 15 M € and assuming it were considered fully acceptable for support by the new ROP, the maximum EU support would be 7.5 M €, leaving a similar or possibly even larger amount to be mobilized from other sources.

The ERDF grants for the Lisbon region will be made available subject to a “thematic concentration”, which means that heritage projects can only be presented for support if they fit into one of a few pre-selected support themes, such as contributing to regional competitiveness. Given the Convent’s potential for attracting tourism and for regenerating the old part of Setúbal city, the project should be presentable under such an objective, but it is clear that the allocation modalities (including submission deadlines) for the ERDF grants under the ROP Lisbon 2014-2020 need to be carefully followed by the Municipality.

It should also be added that additional ERDF grants can be used for project preparation. A relatively complex project like this needs sound and thorough preparation and these significant costs (estimated at about 1 M €) might be funded through this facility.

The main conclusion remains, however, that the implementation of the main project requires additional funding of at least 7.5 M € over the next few years. This requires first of all exploring all additional grant possibilities.

One possibility can be the EEA grants; however, it is unclear whether Portugal will still benefit from EEA grants for heritage projects beyond 2014 when new conditions will come into operation, which have still to be negotiated. It should be noted that EEA grants cannot be cumulated with ERDF grants, but they could be used for project components not earmarked for ERDF support.

Another potential source might be the national budget but this may not be available even for an outstanding national monument like the Convent, because of the above mentioned 2012 protocol with IGESPAR.

National foundations like the Calouste Gulbenkian Foundation or the Fundação Oriente should also be explored, probably primarily for specific cost items (e.g. cost related to the Museum installation). Also, the often underexplored possibilities to draw on private funding sources should not be overlooked; the EIB Institute background document on “Possible Funding sources for preserving Cultural Heritage Monuments and Sites” provides some more details on this.

It remains under any of the above scenarios that the Municipality will have to shoulder a relatively important part of the funding. Whereas its contribution during the First phase shows that it has some funding capacity out of its annual budget resources, it may additionally have to resort to a loan for at least part of its contribution to the Main project.



Such a loan could be provided by a Portuguese bank, or alternatively could be requested from the European Investment Bank (EIB), or from the Council of Europe Development Bank (CEB). In appropriate cases, such loan can also be given within a credit line extended by EIB or CEB to a local bank. In any such case the usual bankability criteria apply (see EIB Institute above cited background document for details). It is also important to note that in Portugal the national authorities monitor the financial soundness of municipal bodies through strict criteria to verify if the latter are able to contract loans for investment purposes.

A particular loan possibility to be explored is the inclusion of the Convent project under an EIB Co-financing framework Loan to the Portuguese Republic to co-finance investments already supported by the EU Structural Funds, and notably by ERDF. Such framework loan exists for the 2007-2013 period, and may well be contracted again for the 2014-2020 period again. Moreover, the existing loan may remain valid until about 2015. However, such loan would typically co-finance the share of the Portuguese State in such investments, whereas here it would need to co-finance the Municipality's share. Also the loan is guaranteed and ultimately paid back by the Republic; accordingly special arrangements would need to be made between the Republic and the Municipality.

Operating and Maintenance costs:

While the immediate attention will focus on the investment cost, it is important to also consider from the outset the operating and maintenance costs which will be important over the medium to long term. Both the dimensioning of the original investment and the kind of use to be made of the premises will impact on the O&M costs, as well as on its coverage ratio. The preliminary figures presented under chapter 9 show that the final project has a certain capacity for covering a part of the O&M costs, but some further thinking on how to raise the revenue generating capacity of the project will be needed and is recommended.



12. Conclusions: Proposed actions and recommendations

The overall project of renovating the Convent and Church, an important architectural and historical heritage, is a very worthwhile operation and to be supported. It has been well conceived and a first phase is now being implemented, but with some problems.

The main actions and recommendations are as follows:

First phase.

- Ensure the extension of validity of the EDF grant to match the expected works schedule, with an appropriate margin of say 3 months. This is very urgent.
- Negotiate firmly with the incumbent main contractor so that a realistic programme is agreed and maintained through to completion.
- It is crucially important that the works are advanced before the onset of the winter period and that they are protected and adequately stable to avoid damage.
- Firmer management of the construction contract to avoid further time slippage and to ensure higher work quality including from the sub-contractors and suppliers.

Main works

- Instruct and contract professionals, presumably the Architect jlcg arquitectos and technical team, to carry out a review and update of the technical proposals and prepare a revised cost estimates and associated programme. The lessons from the First phase should be incorporated.
- On the basis of these estimates prepare a finance plan seeking to maximise the use of ERDF grants and other sources of funding, grants or soft loans for preference.
- After these studies and associated consultations a clearer view of the potential to finance and complete the full project can be obtained. It would be highly desirable to complete the full project in one operation if at all possible but practically some parts may have to be trimmed or delayed to meet funding or other constraints.
- On a detailed level, review the drainage protection proposals to be sure that they are adequate under more extreme conditions, particularly on the municipal drainage side. Consider incorporating the second pump station near the square to provide further protection from flooding.
- Review the tendering procedures to improve the selection of sound contractors.
- Look at ways of enhancing the urban environment around the project not only by renovating the square but also elsewhere.
- Undertake a study optimising the potential revenues from the Museum.
- Make adequate provision for the operating and maintenance activities and the associated costs.



References and documents used

- Nomination form to Europa Nostra “7 most endangered...”. March 2013
- EIB Institute questionnaire. 8 July 2013
- Response to pre-mission questionnaire. August 2013
- JLCG arquitectos drawings on initial proposals.
- Revised cost estimates.
- EIB Institute/EN Initial reaction note post mission. September 2013.
- Response to post mission note. October 2013:
 - Revised works programme dated 27/09/13.
 - Technical notes on drainage, seismic design.
 - Technical note on structure.
 - Note on procurement procedure.
- CMS summary accounts.

Mission details

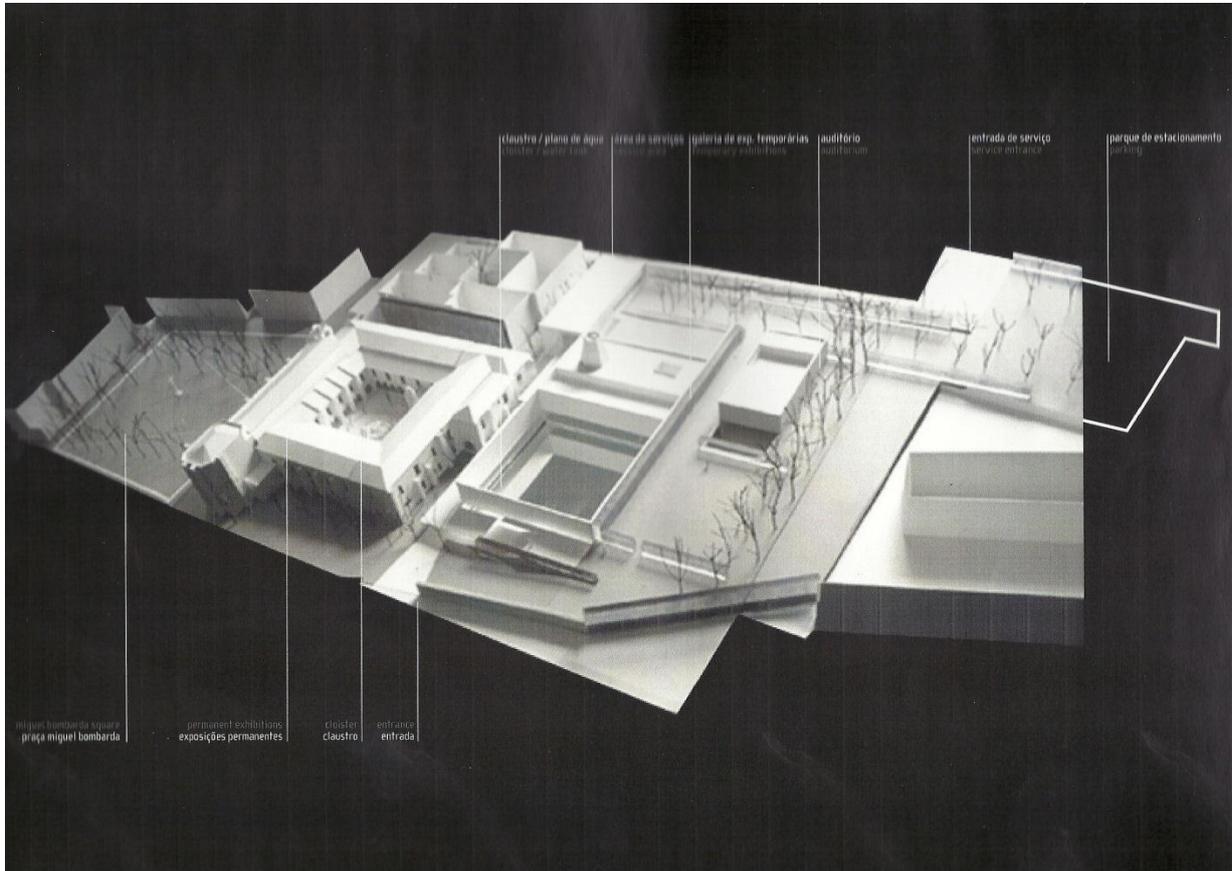
Visit to Setúbal 4th & 5th September 2013.

For Europa Nostra	José Maria Ballester Council member Pedro Ponce de Leon Scientific Council member
For EIB Institute	Guy Clausse Peter Bond
For APCA	Hugo O’Neil
For CMS	Mayor Maria das Dores Meira Antonio Lopes Ferreira Architect João Carrilho da Graça Fernando António Baptista Pereira Lénia Mouro Guerreiro Isabel Macedo
Lisbon meetings	Jorge Barreto Xavier Secretary of state for Culture Teresa Albuquerque Inés Cunha Freitas Elisabete Quintas Regional development

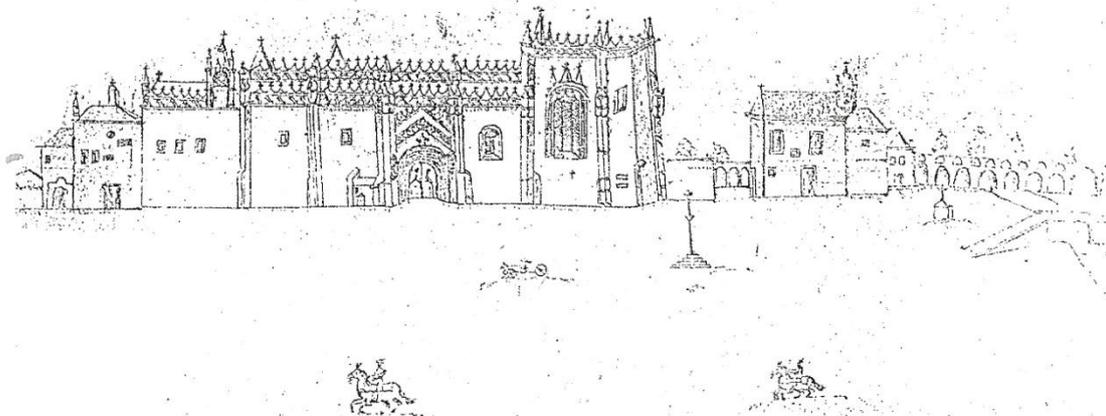


Appendix 2/1

View of Model from the north-east by JLCG arquitectos



Square Church Convent New Admin. block New Tech. block



Historical view of the church from the square (JLCG arquitectos)

