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* Resigned from office on 20 April 2006

** Took office on 20 April 2006

► Letter from the President

On the 18th of July, the day marking 50 years since the ratifying of the statutes of the Calouste Gulbenkian Foundation, the Fiftieth Anniversary Commemorations began. The morning saw a solemn event presided over by His Excellency, the President of the Republic, remembering the historic role played by the Foundation and its work in this country and abroad over these five decades. The several hundred invited guests from this country and abroad were also given the chance to watch a screening of Manoel de Oliveira's film, *O Improvável não é Impossível* (The Improbable Is Not Impossible) devised specially for the occasion. As well as the launch of a series of stamps by the CTT, produced to commemorate the Fiftieth Anniversary, the day also saw the launch of four exhibitions, at the Museum and at the José de Azeredo Perdigão Modern Art Centre. Two of these were dedicated to the founder – *The Taste of the Collector: Calouste S. Gulbenkian (1869-1955)* and *From Paris to Tokyo: the Art of the Book in the Calouste Gulbenkian Collection* – and showed some of the art and books in the collection assembled by Calouste Sarkis Gulbenkian over the course of his life. The Modern Art Centre housed an installation by the Slovakian Matej Krén, called *Book Cell*, made up of books published by the Foundation, and a collection of photographs by Craigie Horsfield in an international exhibition entitled *Relation*. The same day marked the beginning of an intense and varied commemorative programme running through 2007, developed to pay tribute to the Foundation's founder, to record all those who made the Institution a reality and developed its character, to describe its work in Portugal and abroad and to present a perspective on its future activities.

2006 was the year the Foundation sought to perfect the running of the Institution in terms of the values of transparency and accountability of those who direct its activities. Two codes of conduct were approved – one covering all those who work with the Foundation, including its administrators, and another, more demanding one, only for the members of the Board of Trustees. These codes are a collection of ethical and deontological norms that make greater demands on the performance of all those whose work makes up the day-to-day running of the Foundation. A code of conduct for the Foundation as an institution is currently being drawn up, which will complete this normative structure.

On an international level, the Foundation has continued along its previously determined path of active participation in the main international networks of philanthropy. The European Foundations Centre, the Network of European Foundations for Innovative Cooperation, A Soul for Europe,

European Cultural Parliament, Golden Web and Lab for Culture are just a few of the organisations and initiatives in which the Foundation worked intensively. The election of the signatory as Vice-President of the European Foundations Centre demonstrated a recognition of the importance of the role being played today by the Foundation in the European foundation movement. It is also worth mentioning the signing of a protocol of cooperation with the Emirates Foundation, in the United Arab Emirates, highlighting in particular the aim of strengthening cultural understanding between that country and Portugal, and the two foundations' desire to work together through joint initiatives in the realms of culture, science and human development.

In the area of international humanitarian activity the Foundation, in partnership with the Aga Khan Foundation, supported the victims of the earthquake in Caxemira, and responded to the UNHCR East Timor appeal with a grant of US\$ 150,000.

It is also worth drawing attention to the Foundation's involvement in March in the inauguration of the Portuguese Language Museum – Estação da Luz, in São Paulo, of which the Foundation was the most important Portuguese sponsor.

One of the most powerful themes of the Fiftieth Anniversary Commemorations, that of communication between cultures, was celebrated through a number of initiatives, of which it is worth highlighting the Gulbenkian Immigration Forum and “The State of the World” Cultural Forum. The Gulbenkian Immigration Forum, led by António Vitorino in partnership with the High Commission for Immigration and Ethnic Minorities (ACIME) encouraged reflection on phenomena relating to migration. This forum, which was launched in March 2006 and ran through to March 2007, presented a programme of lectures and debates, music, dance, photography and cinema involving Portugal's immigrant community.

The “State of the World” Cultural Forum, one of the largest initiatives in the Fiftieth Anniversary Commemorations, was a multi-disciplinary project that encouraged broad consideration of current issues. It was launched in October 2006 with the publication of a book of essays and original writing, *The State of the World*, and of a lecture given by Prof. Homi K. Bhabha, of Harvard University, on “The Ethics and Aesthetics of Globalism: a Post-Colonial Perspective”. This forum runs until the end of 2007, and has mobilised international thinkers, artists and curators in an extensive programme of theatrical and dance performances, films, activities in the gardens, exhibitions, the publication of books, artists' residencies, conferences and lectures.

In this brief introduction it is impossible to consider the full scale and diversity of the initiatives realised and support given through the awarding of grants and scholarships. But just to mention a few numbers: 1707 grants were awarded, 6186 people were the recipients of scholarships, there were 35 temporary exhibitions, 216 concerts and shows and 205 colloquia and conferences. What follows represents only a few highlights of the Foundation's activities this year.

In 2006 the Foundation confirmed the importance of its role as a vital partner in discussions of the fundamental issues of the day, through an intensive programme of lectures and seminars.

The international conference put together by Fernando Gil, and, following his death, led by Danièle Cohn, "Which Values for Our Time?", brought together thinkers, scientists and intellectuals who spent two days discussing the search for new directions for humanity. Robert Kagan from the Carnegie Endowment for International Peace, John Keane, the English professor of politics from Westminster University, and Jean-Pierre Dupuy of the École Polytechnique, were a few of the specialists who took part in the conference.

Also from the programme of international conferences it is worth highlighting the one organised by the Education and Scholarships department on "Education, Innovation and Development", and the 9th Gulbenkian Health Forum, in its new format, encompassing various themed cycles during the course of the year – "Medicine and Other Arts"; "Conflict of Interests and Medicine"; "Environment and Health"; "Medicine and Signs of the Times" – all of them resulting from partnerships with national and international bodies.

In the area of temporary exhibitions, apart from those which launched the Fiftieth Anniversary Commemorations, the "Amadeo de Souza-Cardoso – Dialogue of Pioneers" exhibition, launched on 14 November 2006, was one of the high points. This exhibition brought together 260 paintings and drawings by Portuguese artists and work by 36 international artists who were his contemporaries, among them Picasso, Brancusi, Modigliani, Sonia and Robert Delaunay, putting the artist in his merited position on the international scene. It concluded with a 'non-stop' weekend, 62 consecutive hours of visitors filling the exhibition, and contributing to a record number of 100,117 visitors in just two months. It is also worth drawing attention to the particularly significant "Gulbenkian Museum and Headquarters: The Architecture of the '60s", which showed the process of building the Foundation's Headquarters and Museum, and linking it in to the process of urbanism and architecture from that decade.

The exhibition “In the Service of Health”, launched on 5 December 2006, illustrated the Foundation’s predominant role in the area of health in Portugal over the past fifty years, specifically in the fields of prevention and control of illnesses, training and research, and the modernisation of medical and hospital services.

Also relating to the Fiftieth Anniversary Commemorations, I should draw attention to the film cycle, “How Beautiful Cinema Was: 50 Unforgettable Films”, which brought cinema back to the Foundation’s Large Auditorium. Led by João Bénard da Costa, President of the Portuguese Cinemateca, this marked the contribution made by the Foundation to the dissemination of film in the 1970s, 1980s and early 1990s.

In the area of training, I should highlight the Gulbenkian Programme of Artistic Creativity and Creation. This third year of the programme saw courses on Documentary-Making (for a second year), Screenplay-Writing, 3D Film Animation and Visual Arts.

This year saw the continuation of the Foundation’s investment in the educational activities of the Museum and the Modern Art Centre, and carried forward the educational project “Discovering Music at the Gulbenkian”, launched in 2005 with the aim of increasing awareness in audiences of all ages – and children in particular – to classical music. In the year that saw commemorations of the 250th birthday of Wolfgang Amadeus Mozart, I should mention the production show *A Little Magic Flute*, a version of his opera *The Magic Flute*, put on especially for an audience of children.

In its fiftieth birthday year, the Foundation has hosted its most intense season of music ever, with 128 concerts between October 2006 and June 2007. On an international level I should mention in particular the December 2006 performance by the Gulbenkian Orchestra and Chorus, conducted by Lawrence Foster, in the Concertgebouw in Amsterdam, in the Théâtre des Champs-Elysées in Paris and the Auditório Nacional in Madrid, in a programme which included contributions by pianist Hélène Grimaud and tenor Bruce Sledge.

The Foundation continued its efforts to support social integration through projects developed in partnership with other institutions, of which it is worth highlighting the launch of the “Reintegration through Art” project for young people at risk, to be developed in three educational centres in Lisbon, under the auspices of an agreement with the Institute for Social Integration.

As had been planned, the process of modernising the headquarters’ spaces and equipment and the renovation of the gardens continued. I should highlight particularly the construction of

a covering for the Open-Air Amphitheatre, which has allowed the space to be used more intensively and more varies ways.

One extremely important occurrence this year was the acquisition of the remainder of the Parque de Santa Gertrudes, which will make it possible to safeguard the garden's integrity and improve the Modern Art Centre conditions in terms of enclosure and accessibility. Related to this new acquisition was the Vasco Vilalva prize for heritage restoration and conservation, to be awarded for the first time in 2007.

In 2006 the Foundation's assets remained fundamentally equal to their 2005 value, with an 11.5 million Euro increase in net equity. The total annual return on the portfolio of investments of 5.5% was a positive contribution, while oil and gas interests dropped by about 6.2% due predominantly to the devaluation of the U.S. dollar in relation to the Euro, as they increased in nominal terms. In this area efforts continued in the investment and diversification of the location of shareholdings in the Partex Group, and mention should also be made of the growing investment in renewable energies.

Many people were keen to be involved with the Fiftieth Anniversary Commemorations through gestures, messages and initiatives. We should acknowledge each and every one of them. Two should be highlighted for their symbolic importance and institutional relevance. The first is the decision of the Portuguese Institute for Architectural Heritage, ratified by the government, to classify the Foundation's buildings and gardens as a National Monument – the first 20th-century site to be awarded this distinction. The second was the decision of Portugal's Foreign Press Association to name the Foundation its 'Personality of the Year', which is specially significant as it represents the judgment of qualified independent observers of the real Portugal today.

The growing role of the public and the dissemination through the media of the Foundation's initiatives and involvement – from exhibitions to conferences, concerts to shows – has been a visible sign that the renewed dynamism embedded in the life of the Foundation has found echoes in Portuguese society.

Emílio Rui Vilar

President of the Board of Trustees