



# 2011

## ANNUAL REPORT

Fundação Francisco Manuel dos Santos

[www.ffms.pt](http://www.ffms.pt)

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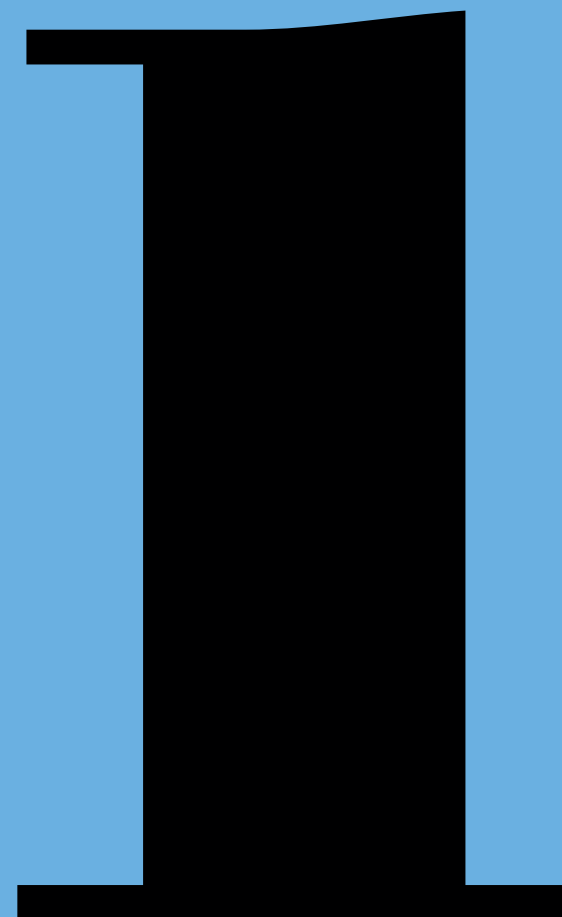
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## **ACTIVITIES REPORT**

Fundação Francisco Manuel dos Santos

## 01. Introduction

The third year of life of the Foundation Francisco Manuel dos Santos (FFMS) saw a consolidation of the previous year's activities; the development of new initiatives; the first attempts to organise widespread dissemination of what we produce and the organisation of the first public debates, both face-to face and online.

As a consequence, PORDATA was developed further. The "Foundation Essays" collection maintained the pace of publications. "Education Conferences" were held for the second year running. The first study projects, which were launched back in 2010, began yielding results.

At the end of 2011, the Foundation had around forty projects running (see *Appendix 1*). This means that the next few years will be devoted to disseminating their results and organising the necessary debates.

Publishing information was perhaps our main priority and must continue to be so in the future. We have still not acquired sufficient experience in organising public debates, whether in the form of conferences and workshops, or through the mass media of newspapers, television, radio and DVD.

Permanent projects (PORDATA and Essays) continued to merit attention and developed further.

In the final months of the year, the Board of Directors began a discussion about the Foundation's mission, as well as its aims and activities. This discussion continued

in the Board of Trustees and the Scientific Advisory Board, resulting in reasonable clarification of the matters under consideration. In *Appendix 2*, there is a document which summarises the conclusions it reached.

The political, financial and economic problems the country experienced last year, and which look set to continue in the immediate future, did not have immediate and negative repercussions on the Foundation's work. As the Foundation receives no support from the government or public administration, there was no change in relation to these entities. However, the FFMS cannot remain aloof from the difficulties that the Portuguese society is experiencing. As such, some studies and programmes currently being prepared may take these into account; however, this will not constrain work in the medium and long term. In fact, many difficulties may be cyclical and, therefore, should not unduly influence future planning at the FFMS.

Meanwhile, there is an ongoing "survey of public and private foundations" in the country, which is partly a consequence of the need to put public sector finances and commitments in order. This initiative can only have been justified by the fact, something that the government recognises, that public administration is unaware of how foundations operate in Portugal. On this matter the FFMS has kept in close contact with the CPF (Portuguese Centre for Foundations) and its president (Emílio Rui Vilar, president of the Gulbenkian Foundation), in order, if useful and necessary, to coordinate

its actions with fellow organisations. A new law on foundations is being drafted in 2012 and a few preliminary drafts and preparatory documents are in circulation. For this reason, the FFMS has publicly criticised some of its provisions, such as the equivalence between private and public foundations and the role of government and public administration in some internal aspects of private organisations, including those who receive no subsidies at national or European level.

## 2. Structure and Premises

The idea of preserving a light structure and a compact working team has been maintained, using outside companies for a number of services, such as accounting, litigation, communication, ICT, public activities, etc. Although this option has proved a positive one, it puts a great deal of pressure on the few members of the Foundation's permanent staff. It was necessary to recruit a Director of Operations (*Susana Norton*) and a Director of Information and Communication Technology (*Santiago Olmedo*, working as a volunteer), as well as a Programme Assistant (*Susana Casanova*) and a special assistant for ICT (*Rui Pimentel*). These staff joined others who have been working at the Foundation for some time: *Isabel Vasconcelos* (Director of Projects), *Filipa Dias* (Director of Communication), *Isabel Bernardes* (Secretary to the Board), *Maria Carlos Ferreira* and *Mónica Vieira* (Programme Assistants). *Bernardo Gaivão* (Programme Assistant) continued to be responsible for PORDATA training, and is now assisted by *Miguel Viana*.

The Board of Directors (a Chairman and two non-executive Directors) and the Board of Trustees remained unchanged. On the Scientific Advisory Board, one of its members took up a position in government (Minister of Education, *Nuno Crato*), having been replaced by *Carlos Fiolhais*, who created another programme (Science) at the end of the year, and was appointed by the

Board of Directors as a member of the Scientific Advisory Board.

Next year, the main structure of the FFMS should be consolidated, as the pressure on the few people working at the Foundation is considerable.

The PORDATA team, which is managed by *Maria João Valente Rosa* (who is also a member of the Scientific Advisory Board) retained their positions with the Foundation via service provision contracts. *Appendix 3* demonstrates the total number of people employed on a regular basis by the FFMS.

The Foundation remained in its temporary premises, where it has been since the beginning, close to the Founder's family's holding company. However, it was decided at the end of the year to move to new premises from mid-2012, because of the better work conditions they provide. For example, it is essential that the members of the Scientific Advisory Board can have workplaces at any time they visit the Foundation. In addition to this, PORDATA will continue to occupy rented offices in Rua Conselheiro Fernando de Sousa.

The Foundation's organisation has been consolidated, with the majority of projects now grouped into Programmes and each programme has or will have someone responsible for the respective coordination, who will take on increasing executive responsibility. As far as possible, Programme Coordinators will be members of the Scientific Advisory Board.

Various consultancy and advisory bodies were created, which have made a major

contribution to the quality of our work. To this end, the councils are already operating for Education, Science, the project on economic justice, the Foundation Meeting on Population (to be held in September, 2012) and the *XXI – Ter Opinião* (Having an Opinion) annual magazine.

A Publications service or department was created and is now responsible for the Essays, as well as, in the future, all other publications, studies, books, monographs etc. *António Araújo*, member of the Board of Trustees and previously Director of the Foundation Essays, is now Director of Publications.

The Chairman of the FFMS was invited by the Board of the Portuguese Foundations Centre to act as president of the organising committee for the Annual Portuguese Foundations Meeting to be held in April 2012.

### 3. Governing Bodies

There have been no changes in the governing bodies of the Foundation (*Appendix 4*).

The Board of Directors meets regularly. The two non-executive directors perform their duties with no remuneration from the Foundation, but with peerless dedication. The Chairman of the Board of Directors once again would like to highlight their excellent contributions and constant availability, even sacrificing other activities or personal interests.

### 4. Statutes

The Foundation's statutes remain unchanged.

### 5. Public Interest

By order of the Presidency of the Council of Ministers, dated of 12<sup>th</sup> March 2010, published in *Diário da República* on 23rd March 2010 (2nd Series), the Foundation was recognised as a body of public interest (*Appendix 5*).

From the second half of 2011 onwards, the Government decided to draw up new legislation on foundations, deeming it necessary to conduct a review of public and private institutions regarded as foundations, whether or not they were of public interest. Since being notified, the FFMS has offered its prompt cooperation, regularly consulting the directors of the CPF, the Portuguese Centre for Foundations, believing it to be useful that the attitudes of private foundations be coordinated. The fact that the Government intended to treat public and private foundations in the same way gave rise to the most serious reservations. Thanks to the intervention of the CPF, the less positive aspects of the draft legislation were diluted. The results of this survey, confirmation of legal recognition and public interest and the abolition of some institutions are expected for 2012.

OS NOSSOS FILHOS  
SÃO CRIANÇAS  
NÃO NÚMEROS

EM NO CRIANÇAS  
SÃO CRIANÇAS  
NÃO CONTAM  
PORQUE



## 6. Charter of Principles

The Charter of Principles, which acts a guide for the Foundation's activities and which has been duly approved by the Board of Trustees, remained unchanged (*Appendix 6*), having been published in the brochure of Statutes, on the Internet and in all annual activity reports.

## 7. Board of Trustees

The Board of Trustees met three times, thus reflecting their valuable contribution. The minutes of the meetings and the respective recordings and transcriptions are available for consultation at the secretariat.

## 8. Audit Committee

The Audit Committee held two meetings and the Board of Directors appreciates their prompt cooperation, as well as the observations made and expeditiously accepted. The minutes of the meetings are available for consultation at the secretariat.

## 9. Scientific Advisory Board

The Scientific Advisory Board met in plenary sessions four times and the minutes of the meetings and their recordings and transcriptions are also available for consultation at the secretariat. This body is increasingly useful and necessary to the Board of Directors' mission. Several of its members take part in the Foundation's activities, coordinate programmes, work as members of selection panels and assess projects.

Council member *Nuno Crato* suspended his duties in order to take up the post of Minister of Education and Science. The new council member is *Carlos Fiolhais*, who coordinates the Education and Science Programmes.

## 10. Permanent Projects

### The Foundation's Portal

The Foundation's first portal was launched in 2010, at the same time as Pordata's portal. It was an experiment to offer first access to those interested. The new portal ([www.ffms.pt](http://www.ffms.pt)) was launched in 2011 and now includes various features aimed at encouraging public debate. To this end, it was necessary to restructure the site, undertaking structural review, preparing for future information activities and discussing the different forms and functionalities offered by the Internet.

### Pordata

Pordata, which has only been operating for two years, is already a respected source of information. Throughout 2011 it consolidated its position, increasing the number of sectors and series available. A new home page was created, giving easier access to the different databases and a data summary page, making information faster and more accessible. Existing databases on Portugal and Europe have been made compatible, in order to prepare the site for the acquisition of new databases, namely from the Municipalities. *Appendix 7* includes data about results obtained in 2011.

The new themes and sub-themes introduced and now available are: Electoral Participation, Sport and Banking. In late 2011,

there were 15 themes, divided into 88 sub-themes and 1,030 graphs.

Pordata seems to have excited a lot of interest among iPhone applications (over 18,000 subscribers) and Android (over 1,100).

FFMS also became involved in social networks: Facebook, with 7,732 friends and Twitter, with 1,520 followers.

The Pordata site received 528,477 visits; total visits since 2010 have reached 1,166,800. We have had visitors from 172 countries, chiefly from Portugal, followed by: Brazil, the United Kingdom, Spain, Switzerland, France and Germany.

With almost 80% of the total, the database on Portugal is the most visited, with the Europe database slightly over 20%. For both databases, Population and Employment are the most frequently consulted themes.

Pordata training sessions were carried out. *Appendix 8* shows the results of the training programme. In total, 164 sessions were held across the country and the autonomous regions, involving a total of 3,352 trainees. Accumulated totals for 2010 and 2011 were 231 sessions and 4,422 people trained.

After signing a protocol with RBE, the School Library Network, the Foundation began a programme of Pordata training in upper-secondary schools across the country in October 2010. Over two months, 106 schools held training, involving a total of 536 students and library teachers. In turn, students from this initiative cascaded this training, teaching 1,500 students



themselves. The protocol was completed with the development of work within curricular subjects, using PORDATA as a source of information. Almost 2,000 students took part from 65 different schools. The three winning entries were exhibited at the D. Pedro V School, at a prize-giving ceremony (latest generation iPad).

With the extension of Pordata, the FFMS commissioned a colleague (*José Júdice*) to write 60 scripts for short films about what the information available from Pordata reveals. The films, under the generic title “Nós Portugueses,” (Us Portuguese) were produced in partnership with RTP, Radio Television of Portugal. In all, 60 films were made, lasting on average 1 to 2 minutes, grouped into 12 themes. The films were shown during evening news broadcasts at 8 pm, on RTP1. The average audience for these programmes was estimated at around a million viewers.

Pordata was awarded the WSA 2011 prize for being one of the five best projects worldwide in the e-Science & Technology category. The World Summit Awards are held every two years, by the United Nations, to highlight innovative Internet applications that promote the spread of knowledge. In 2011, 160 countries were involved. The aim of this initiative is to support institutions that develop creative digital applications, which by their quality and content help build a true electronic heritage in education, science and culture.

FFMS has published a small booklet entitled *Retrato de Portugal* (Portrait of Portugal) which brings together a selection of the

most sought-after and revealing indicators produced from Pordata. A total of 211,000 copies of the booklet were distributed free with *Visão* magazine through supermarket chains, secondary schools, Pordata training sessions, at the Portuguese Parliament and at a number of FFMS events.

The Pordata team, which is superbly coordinated by *Maria João Valente Rosa* (also member of the Scientific Advisory Board of FFMS), remained unaltered (*Ana Luísa Barbosa, Joana Martins* and *Rita Rosado*).

The prospects for 2012, namely with the addition of new databases (Municipalities, Regions, Economy, National Accounts, etc) and new features (such as cartography) suggest the need to consolidate the research and information update team.

### Other Databases

In 2011, the Foundation began a number of projects aimed at disseminating new facts in a simple and accessible way, improving knowledge and debate in areas considered important for Portuguese society.

#### “Conhecer a Crise” (Understanding the Crisis) Portal

This is the case of the “Conhecer a crise” (Understanding the Crisis) project, which is coordinated by *Alice Ramos*. The Foundation thought it important to attempt to understand the development of “society’s well-being” in this exceptionally difficult period that the country is experiencing.

Well-being and problems are not only quantified by the country’s official statistics, but also via data on social welfare and patterns of consumption. Aware that the figures are based on every individual in society, using this project the FFMS aims to disseminate and raise awareness regarding the facts that may help understand the extent of changes in the behaviour of individuals, families, enterprises and the State. Whether due to exaggeration or concealment, society is not always properly informed in a rigorous and independent fashion about social and economic difficulties. To this end, the FFMS aims to contribute to a more rational and serene climate of information.

#### Direitos e Deveres Citizen’s Portal: Rights and Responsibilities

With the “Citizens’ Rights and Responsibilities” project, the Foundation aims to create a reliable and organised means of information, which is also clear, free and accessible to all, regarding the rights and responsibilities of every individual citizen in a range of common situations and their legal implications. Those consulting this portal will be able to obtain information both in relation to particular legal and constitutional aspects that concern them, as well as general background on their rights or responsibilities as citizens. This is done from the perspective of informed, active and responsible citizenship. The portal, which is currently being set up by a large team supervised and coordinated by *Nuno Coelho*, will avoid being perceived as

a source of legal advice for specific cases, or a legal support bureau, or even a consumer rights organisation.

#### POP: Portal de Opinião Pública Public Opinion Portal

The result of cooperation between the FFMS and the ICS (Institute of Social Sciences, University of Lisbon), this portal, which is managed by *Alice Ramos* and *Cícero Pereira* and overseen by *Pedro Magalhães*, is geared towards offering the public interesting information that comes from “barometers” and attitude surveys undertaken in Europe for almost thirty years. The inauguration date of the Portal has been postponed, due to the need to reformulate the entire FFMS computing system, and the [www.ffms.pt](http://www.ffms.pt) site in particular. The portal will be available to the public during 2012.

#### Bibliographies and Chronologies

The goal of these projects is to provide students, teachers at various educational levels, journalists, professionals from various fields and non-specialist interested parties with a general historical framework that facilitates the contextualisation of the data published by PORDATA and the databases organised by the Foundation. The two projects by *Paulo Silveira e Sousa* are likely to be concluded by the end of 2012. The former is made up of eleven bibliographies that should cover the period between 1960 and 2011 with the following themes:





1. History of Portugal, 20<sup>th</sup> century.
2. Population and demography (including migrations).
3. Portuguese Politics (including international relations).
4. Economics (including enterprises, international trade).
5. Education.
6. Social issues.
7. Health.
8. Justice.
9. Culture.
10. Science.
11. Territory, State and Public Administration.

The “Bibliographies” project was completed at the end of 2011 and will be available free of charge from the second semester of 2012 onwards.

The “Chronologies” project is made up of fifty annual chronologies from 1960 to the present day. Each one will include around 100 entries or articles covering the following areas:

- Politics
- Economy
- Society
- Culture
- International Context

### The Foundation's Publications

The Publications sector was reorganised and responsibility for its management given to António Araújo, who was previously a

Trustee and Director of the Foundation's Essay collection. There are various “types” of publications foreseen. The Essays will continue and a new series of Booklets, Studies and the “monographs” (provisional name) will be created, thus responding to different needs and reaching a range of audiences. The principles of pluralism, general interest, clarity of expression and rigour are the same, however, the content may differ. The dissemination of many of the studies commissioned or sponsored by the FFMS will be organised by the Foundation itself. The Studies and Booklets are, in the main, the result of the Foundation's own activities. The “monographs” will be quite different. This collection aims to publish monographic texts focusing on institutions, exemplary individual situations, professional groups, organisations, enterprises or regions, using a reportage style which, beginning with a description of a particular element, uses an inductive method to analyse, albeit briefly, a more extensive reality. In terms of how regularly they are published, although this has yet to be decided, five or six books a year would be an interesting objective.

### The Foundation's Essays

Fourteen new essays were published in 2011.

Live Philosophy, *Desidério Murcho*  
Social Security, the future mortgaged,  
*Fernando Ribeiro Mendes*

Science in Portugal, *Carlos Fiolhais*  
Economy, Morals and Politics, *Vítor Bento*  
Discrimination Against the Aged,  
*Sibila Marques*  
Corruption, *Luís de Sousa*  
Portugal and the Sea, *Tiago Pitta e Cunha*  
Polls, Elections and Public Opinion,  
*Pedro Magalhães*  
Television and Public Service,  
*Eduardo Cintra Torres*  
Judicial Delays, *Conceição Gomes*  
Death, *Maria Filomena Mónica*  
Republican Essay, *Fernando Catroga*  
Justice Administration, *Nuno Garoupa*  
Freedom of Information, *José Manuel Fernandes*

This collection seems to be consolidating its image. The sales have seen a relative dip over a year and a half, but the figures are healthy. In terms of essay sales in Portugal, the results are exceptional. Until the end of 2011, counting all the essays published, including the first seven volumes of 2010, a total of 221,124 copies have been sold.

The collection has regularly been among the best-selling publications in bookshops and newsstands. Sales in supermarkets have demonstrated constant interest on the part of the public. *Appendixes 9 and 10* summarise the print runs, dissemination and sales.

The Foundation's annual magazine  
*XXI, Ter Opinião*

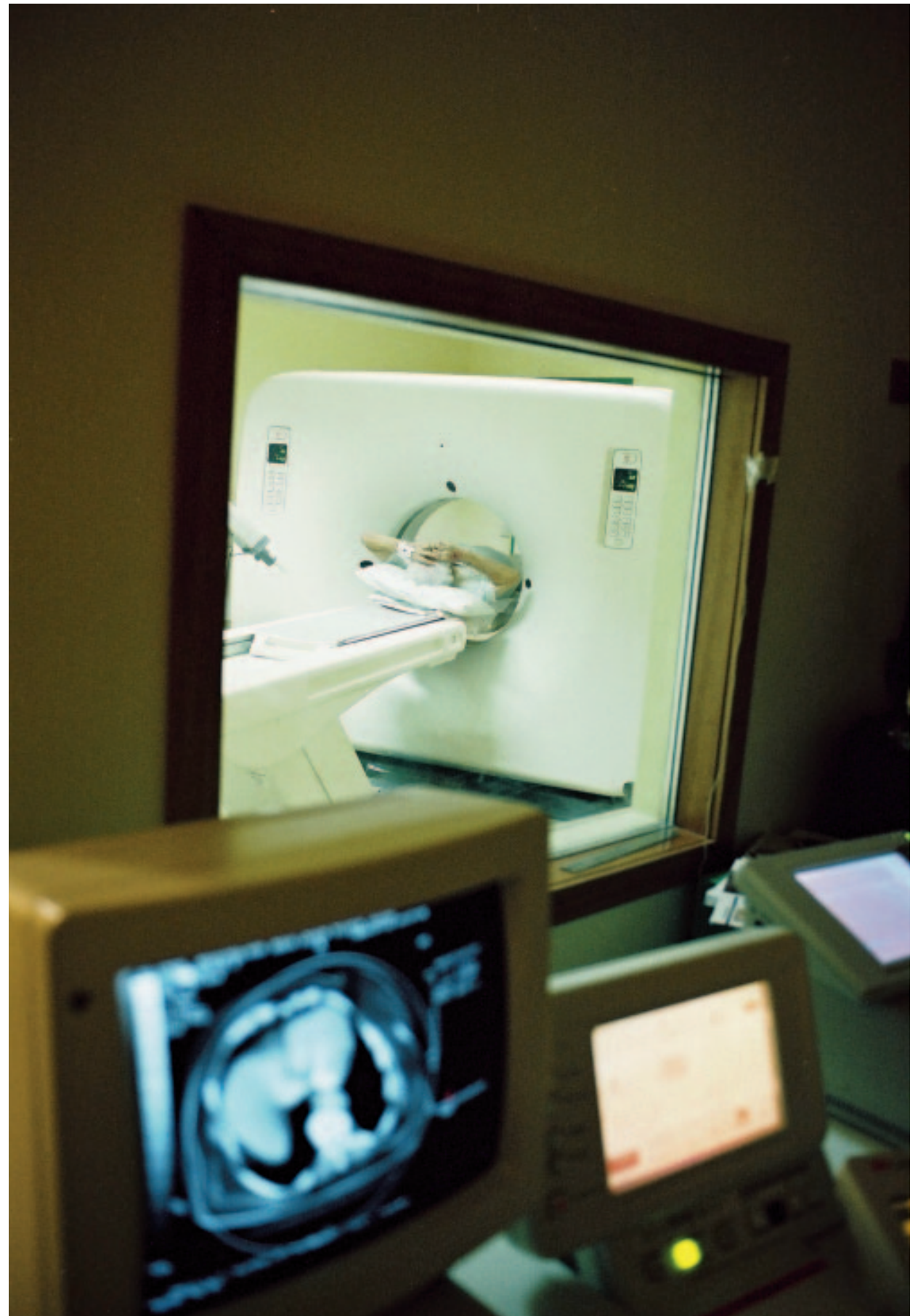
In 2011, the Foundation's first annual magazine *XXI, Ter Opinião* (Having an Opinion)

was published. Edited by *José Manuel Fernandes*, this publication aims to analyse major fields and themes in society, seeking to distance itself from urgent and day-to-day issues and focus on important, long-term structural themes using an informed and sometimes controversial perspective, while always inviting debate and the exchange of opinions.

Launched on 29<sup>th</sup> November, *XXI, Ter Opinião* boasted articles by journalists, academics and analysts on themes as varied as public debt, banking, freedom of choice in education, the crisis and artistic creativity, single-seat constituencies in the Portuguese electoral system, Europe, recent political crises in Arab countries or China. *PORDATA* also made an important contribution to this annual magazine, under the heading *Números* in which the country was analysed and commented upon from a quantitative perspective.

Distributed throughout the country via the main newsstands, bookshops and supermarkets, the yearbook sold 9,098 copies. The most successful sales point were newsstands (around 60%), followed by supermarkets (around 40%). In terms of breakdown of sales by region, Greater Lisbon was responsible for 49% of sales, followed by Greater Porto (15%) and North Coast (13.5%).

To support the launch, there was an advertising campaign in the press and



public places under the banner: “Ideas change. And we change because of them.”

With a specific page on the Foundation site containing particular articles, as well as various interviews by the authors and the audiovisual project “Portugueses”, from the launch of the yearbook until the end of the year (around one month), the *XXI, Ter Opinião* page was visited 4,832 times (3,324 individual hits).

An Editorial Board was created with the following people: *Alexandre Quintanilha, André Azevedo Alves, António José Teixeira, Gonçalo Vieira, Joana Mateus, Jorge Barreto Xavier, Jorge Portugal, José Tavares, Maria João Saraiva, Maria João Valente Rosa, Miguel Monjardino, Paulo Guinote, Pedro Pita Barros* and *Pedro Santos Guerreiro*.

## 11. Programmes

These programmes consist of thematic projects and activities that coordinate the different efforts, building a solid work foundation in each area of public interest. All programmes include studies, research, conferences, publications, television programmes or DVDs and other initiatives. The final results of each study are to be widely disseminated, not only through scientific and technical reports, but also through the publication of books and other media that are easily accessible to the public in general.

## Health Programme

The first two projects approved by the FFMS deal with health issues: “Custos e Preços da Saúde” (The Costs and Prices of Health) and “Evolução da Mortalidade Infantil” (Developments in Infant Mortality). Both projects are nearly complete, in spite of some delay, partly due to difficult access to official data. Given the foreseeable increase in research on this matter, the Foundation decided to organise a “Programa de Saúde” (Health Programme), which was led by *José Mendes Ribeiro*, member of the Scientific Advisory Board of the FFMS (assisted by *Susana Casanova*).

### Costs and prices of health

This project, which has been undertaken by a team led by *Carlos Costa* from the Escola Nacional de Saúde Pública da Universidade Nova de Lisboa (National School of Public Health of Lisbon’s Universidade Nova), aims to answer the question: “Is it possible for health institutions in Portugal, through their organisation, management and funding, to change efficiency levels?”. The study was completed and presented to the Minister of Health in October, and was also disseminated via a series of workshops on themes such as “Primary Health Care”, “Hospitals” and “Medicines”. This series of debates will end with the presentation of “Development, efficiency and sustainability in Health”. The dissemination of the results will be complete with the publication of the finished study.

## Developments in Infant Mortality

The study on developments in infant mortality in Portugal, which showed a significant improvement over recent decades, was undertaken by *José Pedro Correia* and *Xavier Barreto*. A version for public debate and widespread dissemination is currently being prepared. A documentary (*Nascido para viver – Born to Live*), directed by *Joana Pontes* and produced by *Patrícia Faria*, was made based on some of the conclusions and facts in the study and was screened in a number of public places and on the TV channel SIC – Notícias.

### Other activities

Several other activities are scheduled for 2011/2012 as part of this programme, including conferences on key health issues, the publication of small booklets focusing on specific public health issues and the launch of new studies.



## Justice and Law Programme

The Justice and Law Programme, managed by Scientific Advisory Board member *Nuno Garoupa* (assisted by *Maria Carlos Ferreira*), was organised during 2010 and includes several initiatives.

### Law assesement: A comparative approach

This project is coordinated and implemented by *João Caupers* and *Marta Tavares de Almeida* (Faculdade de Direito da Universidade Nova de Lisboa – Law Faculty of Lisbon’s Universidade Nova), and *Pierre Guibentif* (ISCTE-Instituto Superior de Ciências do Trabalho e da Empresa – Higher Institute of Business and Labour Sciences). Initiated in February 2011, the project is scheduled to finish in December 2012.

The first study visits occurred in the United Kingdom, Holland and Sweden. The team responsible presented summary reports of the fundamental principles that guide legislative policy in those countries. Other countries will be added. The last stage is expected to involve the systematic analysis of the different aspects of drafting legislation in Portugal, focussing attention on the developments of the last decade in terms of approved legislative policy programmes, as well as legislative policy.

## Legislative assessment – Case studies

This project is coordinated by *Ricardo Gonçalves* (Faculdade de Economia e Gestão da Universidade Católica Portuguesa – Faculty of Economics and Management of the Portuguese Catholic University), assisted by *Álvaro Nascimento*, *Ana Lourenço*, *Sofia Nogueira da Silva* and *Vasco Rodrigues* (all from the same faculty).

The goal is to produce two studies on legislative impact using the methodology recommended by the European Commission. To this end, two laws were identified whose impact was assessed: Law 37/2003, 22nd August, or “Higher Education Funding Law”, and Law 30/2000, 29<sup>th</sup> November, (the so called “Drug Law”). The two phases of the project have been completed: the two assessments of legislative impact of the higher education fees law and the drug law. The reports were the focus of a workshop which included a panel of experts on education and combating drug addiction. The project will be completed in 2012, after the conclusions are disseminated to a wider audience.

### Economic Justice

Prepared during the second half of 2010, this project started in March 2011. The original idea came as a proposal from the Associação Comercial de Lisboa (ACL). *Jorge Carvalho* (Faculdade de Direito da Universidade Nova de Lisboa – Law Faculty of Lisbon’s Universidade Nova) is responsible for the project. A council was





set up with the following people: *Nuno Garoupa*, *Mariana Gouveia* (Universidade Nova de Lisboa) and *Pedro Magalhães* (Scientific Advisory Board of FFMS). The “supervision committee” was made up of FFMS and ACL representatives.

The main objectives of this project are: understanding the issues of Portuguese economic justice; assessing possible solutions; studying the costs and benefits of existing alternatives; developing best practices using examples of successful European experiences, such as the Dutch, Scandinavian or English cases (not forgetting the recent reforms in Italy, considering the Portuguese civil procedural law model); promoting a set of coherent and structural reforms.

The study’s first report, which has been delivered, dealt with issues of the procedural system, including general principles, declaratory relief and enforcement proceedings; problems of organisation, including the organisation of courts, access and career of judges, the enforcement procedures model; the issue of regulating bodies; the issue of alternative means to litigation.

The objective of the second phase – the analysis of the solution offered by the English, German and Italian judicial systems for the problems identified – was achieved. Currently, the text for the enterprises survey is being drawn up by the Instituto Nacional de Estatística (Statistics Portugal) in order to determine their degree of satisfaction with the justice system and associated business cost. Enterprises are currently

being interviewed, while qualitative data is being collected from Portuguese courts via individual and exhaustive analysis of proceedings. These data will be analysed econometrically and sociologically until the end of June. The report should be complete by the end of 2012

#### Debate on Constitutional revision

Considering the fact that a new revision of the Portuguese Constitution should take place during the 2010-2014 legislature, the FFMS decided to engage in an unprecedented initiative: to create an e-book on the subject. The Editorial Board was made up of four members of the FFMS Scientific Advisory Board: *Nuno Garoupa* (coordinator), *José Tavares*, *Miguel Maduro* and *Pedro Magalhães*. The e-book has been available on the internet since the first half of 2011.

Later, in order to renew and develop the constitutional debate, it was decided to request a new contribution. To this end, a small group coordinated by *Miguel Maduro*, from the FFMS Scientific Advisory Board, was created and it has already delivered a solid revision project (different in form and character to those found in the e-book). This group was made up of *Gonçalo Coelho*, *Guilherme Vasconcelos Vilaça*, *Jorge Fernandes* and *Tiago Fidalgo de Freitas*, from the European University Institute (Florence) and *Pedro Caro de Sousa*, from Oxford University.

These projects will be published by FFMS, according to the national political calendar, at the appropriate time.

## Judicial Confidentiality

This is a small project whose format and objective the FFMS would like to develop: a study that focuses on a problem or issue of interest, in order to provide a starting point for an informed discussion in a workshop or small seminar, which may or may not lead to a more in-depth analysis. “Judicial Confidentiality” in Portugal and other European countries was the first theme chosen and the project was coordinated by *Fernando Gascón*, Professor of Law at the Universidad Complutense de Madrid (Complutense University of Madrid). The results were presented over 2011 and a final version will be published in 2012.

## Judicial Backlog

It was also decided to produce a brief study on judicial backlog in Europe. The objective is to obtain as much data as possible on a dozen countries, in order to draw up an overview of this phenomenon, which somehow reflects the efficiency of the courts and judicial system. The task was entrusted to *Sofia Pires de Lima*, under the scientific guidance of *Nuno Garoupa*. The study should be complete by 2012, with a seminar or workshop to follow, which, in addition to discussing the causes of the current situation, will reflect on the possibility of making a more in-depth study of the Portuguese situation and seek to make suggestions and recommendations for future improvements.

## Key issues of Justice

These projects aim to stimulate public debate on specific problems regarding Portuguese justice, including, whenever possible, a comparative analysis. Further steps should be taken, such as undertaking brief studies, workshop discussions with specialists and the organisation of major conferences. In 2011, a number of studies were approved. “Public Prosecution Offices in European countries”: a study on the organisational themes of the Public Prosecution Offices in certain European countries (Spain, Italy, France, Germany, Holland, Great Britain and Scandinavian countries), the relations between the Public Prosecution Office and the Attorney General with the executive power and the judicial power, and the career of prosecutors in Europe. The author selected was *José Martín Pastor*, from the University of Valencia.

“The training, selection, promotion and assessment of judges in certain European countries: Spain, Italy, France, Germany and United Kingdom, with brief references to the Dutch and Scandinavian cases.” The author is *Carlos Gómez Ligerre*, from the Universitat Pompeu Fabra, in Barcelona.

## Direitos e Deveres / Citizen's Portal: Rights and Responsibilities

This project, which is the responsibility of *Nuno Coelho* (who coordinates a large team of legal experts, teachers, magistrates and lawyers), aims to create an Internet

gateway that focuses on citizens’ rights and responsibilities. The aim of the project is to provide Portuguese society with a reliable, accessible, organised and practical means of information on the rights and responsibilities of each individual as a citizen in the many and varied situations of daily life.

This is a practical guide to the rights and responsibilities in relation to citizenship. Those people consulting this portal should feel informed, whether it is regarding a specific legal issue they are concerned with or the general context of their rights and responsibilities. Geared towards informed, active and responsible citizenship, the portal should go live during 2012 and will be regularly updated.

## Education Programme

In 2011, the Education Programme was coordinated by *Nuno Crato* until June and, from then onwards, by *Carlos Fiolhais*, while *Mónica Vieira* continued as assistant. Despite this change, the aim was to maintain the objectives of the previous year and the activities already initiated to be completed. The major objectives of the programme were: encouraging informed debate about educational problems in Portugal; stimulating international specialists to visit and compare the Portuguese situation with that of other countries; contributing to the dissemination of recent and scientifically-grounded international studies; promoting documental, experimental, statistical and empirical studies on the Portuguese educational situation.

## Autumn Conferences

### Key Questions on Education

This cycle of conferences sought to facilitate the discussion of themes of general interest for the educational community, particularly teachers, future teachers and students in the area of education, as well as specialists, parents and other interested parties. The following themes were debated: “In debate: learning to learn”, with the participation of *Lynne Reder*, *Paula Carneiro* and *Pedro Albuquerque*; “The value of experimental education”, with *David Klahr* and *Margarida Afonso*; and “Learning a Second Language”, with *Carmen Muñoz*, *Luísa Araújo* and *Carlos Ceia*.



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Continuing with the same model as the previous year, while seeking to promote debate in various parts of the country, these themes were covered in a total of six events that were staged in Aveiro, Braga, Faro and Lisbon.

The conference series was publicised mainly through the Foundation’s website, as well as through contacts made by the publishing company Porto Editora with teachers and others potentially interested in the matter. Some 1,500 posters and programmes were sent to schools and 42 higher education institutions with courses in Education and to participants at a scientific conference on Education at the University of Minho. There was greater specialisation in terms of communication, with general e-mails and newsletters being sent, as well as other more specific ones tailored to users’ profiles.

The cycle of conferences was broadcast on the Foundation’s site. A very positive new feature was the chance to comment and ask the speakers questions (answered live or, if not possible, answered in writing). Each conference was accompanied by a book with mostly original texts, which was given to all participants. These editions also included two short exploratory studies carried out at the FFMS’ request: one on the state of foreign language teaching in Portugal, and the second giving the final results on the level of conceptual exigency in science teaching.

In total, 1,934 books were given out at the conferences and the same editions, which are distributed by the publisher Porto Editora, are currently on sale in bookshops and on the online *Wook* page. Sales of the collection until the end of 2011 are presented in the table below.

Conference evaluation was introduced for participants, signalling high levels of satisfaction with the events (most responded Good and Very Good) and participants believe that the conference will have some impact on their daily lives. The main objectives were achieved, participation reached the levels expected, with most events approaching sell-outs, particularly in Lisbon. The programme’s impact on the teaching community has been consolidated and the database of teachers and education professionals wanting information about the Foundation has grown. The conferences boasted 1,670 individual enrolments, after repetitions were deleted.

Education Studies

In 2011, the study “Conceptual Exigency in Sciences in Basic Education”, which was coordinated by *Margarida Afonso*, and the short study about second language teaching in Portugal by *Carlos Ceia* were both presented.

The first study dealt with characterising the level of conceptual exigency in Science teaching in Basic Education, that is, the degree of cognitive demands in the various

components involved in teaching and learning scientific content. The authors analysed the national curricular documents, the programme of science subjects, textbooks and assessments used by teachers to learn the level of exigency in the classroom. They investigated the demands of each of these and the coherence among them.

In addition to the presentations at the conference, there was also a closed-door meeting of specialists at University of Minho, in which the study was analysed and proposals for future research were made. The final report was delivered and will be published in yet-to-be-defined form as part of the FFMS publications programme.

Title	Speakers	Place	Participants
In debate: learning to learn	Lynne Reder, Paula Carneiro, Pedro Albuquerque	Auditorium of the Rectory, University of Aveiro	180
		Torre do Tombo Auditorium, Lisbon	350
		online broadcast FFMS website	2,797
The value of experimental education	David Klahr, Margarida Afonso	Auditorium of the University of Minho, Braga	131
		Torre do Tombo Auditorium, Lisbon	332
		online broadcast FFMS website	153
Learning a second language	Carmen Muñoz, Luísa Araújo,  Carlos Ceia	Main Auditorium of the University of Algarve, Faro	263
		Torre do Tombo Auditorium, Lisbon	247
		online broadcast FFMS website	260







	2010	2011	Total
<b>The importance of educating, the value of instruction</b>	1,808	258	2,066
<b>Does doing sums help us think?</b>	1,411	3	1,414
<b>How do you learn to read?</b>	855	415	1,270
<b>In debate: learning to learn</b>	-	836	836
<b>The value of experimental education</b>	-	963	963
<b>Learning a second language</b>	-	811	811

After the conference, this study was presented at the Escola Superior de Educação (Teacher Training College) in Castelo Branco, at the institution's request. It was well received with local politicians, teachers and head teachers from schools and training centres and many first degree and Master's students in attendance.

The second study was more exploratory in nature, with an outline of public policy in second-language teaching in Portugal. A summary of this study was published in a book with the same name as the conference.

In 2011, a study coordinated by *João Lopes* (University of Minho) entitled "Teaching Reading in the 1<sup>st</sup> Cycle of Basic Education: Teachers beliefs, knowledge and training," was initiated.

The following studies are currently underway: "New Schools" (*Alexandre Homem Cristo*) and "The Classroom" (*Maria Filomena Mónica*).

Certain higher education institutions will be invited to tender proposals for other issues of interest to the FFMS: the analysis

of exam organisation, a comparative study between Portugal and other countries in the world; and the use of Information and Communication Technologies (ICT) in the classroom.

### Council for Education

The Council for Education was formally created with members *Ana Maria Morais* (University of Lisbon), *Carlos Grosso* (Escola Superior e Educação João de Deus), *Graça Ventura* (upper-secondary school teacher), *José Morais* (Université Libre de Bruxelles), *Maria Helena Damião* (University of Coimbra), *Paulo Guinote* (teacher in basic education) and *Pedro Carneiro* (London University). The first meeting was held in November.

## Science Programme

The Science Programme is managed by *Carlos Fiolhais*, who is a member of the Scientific Advisory Board of the FFMS, with *Mónica Vieira* working as assistant. The purpose of this programme is to better understand the work done in Portugal in recent years in the area of science and technology, focussing on its priorities and the effects on universities and polytechnics, its economic and social return, its effect on enterprises and its impact on society in general. This is the only way to know what needs to be done and the best way to do so.

This programme aims to study science and technology policy in Portugal over the last 30 years (1980-2010) via an analysis and diagnosis of the current situation in the area and attempting a prospective trial: it contemplates the description of developments in that period and the description of the current situation, including the main strengths and weaknesses (for example, the identification of areas and centres of excellence, as well as weaker ones), in order to not only to broaden the general public's knowledge, but also provide a empirical and comparative foundation on an international scale that is as precise as possible, to facilitate the creation of the best public and private policies in the respective area.

The essential issues of the scientific and technological system are considered to be: scientific research (organisation, operation and productivity); the relationship between Science and Higher Education; Science in

its relationships with Economics and Technology; Scientific Culture.

A Council for Science will be created, which will be made up of twelve recognised scientists with professional backgrounds in Portugal and abroad, from a variety of areas and scientific institutions. The Council will help draw up the Science Programme and supervise the respective projects.

## Population and Demography Programme

This programme deals with social, economic and geographical issues related to population movement and demographic development. This is a time of rapid demographic change for Portugal and there is a lack of research into the main influences of the demographic process. In recent decades, the birth-rate, infant mortality, fertility, life expectancy, emigration and immigration have undergone very significant and increasingly rapid changes, which have yet to be studied in any great detail.

Two different studies are underway, as part of a cooperation protocol between the FFMS and the Instituto do Envelhecimento da Universidade de Lisboa (Institute of Population Ageing of the University of Lisbon): “Ageing processes: social implications” and “Dynamics and ageing: diagnostic and projections”. Both studies started in 2010; however, the working process was delayed by difficult access to some of the statistical data, as well as the need to adjust the length of the study to the timing of the implementation and publication of the 2011 Census. Precautions were taken in order to ensure that these projects were completed in the second semester of 2012 and the first of 2013.

### Ageing processes

The project, which is headed scientifically by *Manuel Villaverde Cabral* and undertaken by

*Pedro Moura Ferreira*, who both work at the Instituto de Ciências Sociais da Universidade de Lisboa (Institute of Social Sciences of the University of Lisbon) and the Instituto do Envelhecimento da Universidade de Lisboa (Institute of Population Ageing of the University of Lisbon), focuses on the use of time and social networks.

This theme is relatively unexplored by social scientists, but is essential to a real understanding of ageing, and particularly of how this occurs and is manifested in different social groups. Ageing in a healthy way naturally implies good health and this cannot be isolated from the reality of people's lives, the activities with which they occupy their time and the relationships they create with others.

In terms of recommendations for public policy, the project hopes to demonstrate the importance of activity and social networks in the way ageing occurs, identifying the social conditions that encourage active and healthy ageing. Encouraging means that promote activity and create ties with others are two areas in need of further study in order to find answers for public policies.

### The dynamics of ageing

The project, which is headed scientifically by *Manuel Villaverde Cabral* and undertaken by *Mario Leston Bandeira*, who both work at the Instituto de Ciências Sociais da Universidade de Lisboa (Institute of Social Sciences of the University of Lisbon) and the Instituto do Envelhecimento







da Universidade de Lisboa (Institute of Population Ageing of the University of Lisbon), aims to analyse the main demographic and social dynamics of ageing in Portugal.

In addition to providing better information on regionally differentiated population developments, this project includes population projections for 2050, in an attempt to answer various questions about future developments in ageing, individual dependence, life expectancy, family situation, family networks, retirement age and the health of an ageing population.

### Conference on Population

In 2012, the Francisco Manuel dos Santos Foundation will organise a conference on a particularly important issue, which may eventually become an annual event. The first conference will be on “Population”.

In Portugal, this year will see the final publication of the data from the latest Population Census carried out by INE (2011 Census). In addition to this, the European Union has approved the designation of 2012 as the “European Year of Ageing”, which is a good illustration of the increasing importance of population issues. It was within this context that the FFMS decided to select “Population” as the theme for the first conference.

Responsibility for the scientific coordination and organisation of the conference was given to *Maria João Valente Rosa*, from the FFMS Scientific Advisory Board.

The Executive Committee is made up of: *Maria João Valente Rosa, José Soares dos Santos, Susana Norton, Filipa Dias, Joana Lopes Martins, João Fernandes* (from the company View), *Rui Pimentel* and a member of the organising agency.

The Scientific Advisory Board is made up of: *Maria João Valente Rosa, José Tavares, Alda Carvalho, José Vítor Malheiros, Manuel Villaverde Cabral, João Ferrão, Carlos Pimenta, Alexandre Quintanilha, Paulo Chitas, Tiago Pitta e Cunha* and *Pedro Pita Barros*.

### Fertility Survey

There is no scientific basis for the idea that people do not have as many children as they would like because of social, economic or other constraints. However, there are various political and financial initiatives that aim to encourage fertility, which assume that the financial aspect is paramount. As such, given the importance of obtaining reliable information on the issue and because Portuguese society has changed considerably in the last fifteen years, it seems clear that Portugal is interested in returning to this policy.

A study on fertility in Portugal would offer insight into current patterns, as well as provide important information about the role of professions, schooling, family type, social and professional status, income, and social and cultural values. We may think that all of these factors are important in defining total fertility rates; however, the truth is that we do not know the current situation.



The aim is to replicate INE's 1997 project. To this end, and for the results to have the seal of "reliability" and be part of official statistics, a partnership between the FFMS and INE was proposed. In addition to other advantages, such as quality and experience, there is the guarantee of comparability between the results of 2012 and those of previous decades, which were also collected by INE.

Scientific responsibility and coordination for the survey was entrusted to *Maria João Valente Rosa* (for FFMS) and INE (Instituto Nacional de Estatística).

## 12. Temporary Projects

### Social Issues

#### Social and economic inequalities in Portugal

This project was undertaken by *Carlos Farinha Rodrigues*, from ISEG-Instituto Superior de Economia e Gestão da Universidade Técnica de Lisboa (Higher Institute of Economics and Management of Lisbon's Universidade Técnica) with support from consultant *Anthony Atkinson*, from Oxford University and advisor *José Tavares*. The project was implemented during 2010 and 2011 and the results were published and discussed from the end of 2011.

A conference was organised to present the first results of this study, with the participation of researcher *Carlos Farinha Rodrigues*, *Miguel Gouveia*, *José Tavares* and *Anthony Atkinson*. The study will be published in 2012 and will be updated according to data published by INE.

### Values, Attitudes and Behaviours

#### Cultural values, economic development and the quality of democracy: A comparative approach

After an international tender, "Cultural values, economic development and the quality of governance: a comparative perspective"

by *Alejandro Portes* (Princeton University) and *Margarida Marques* (Universidade Nova de Lisboa) was selected. This project was devised in 2010 and widely discussed by the Scientific Advisory Board. This initiative was devised by *José Tavares* and *Pedro Magalhães*. Negotiations and adjustments are currently underway in order to begin the study and respective survey, which will be undertaken between 2012 and 2014.

#### Social values and change

A project about "Values and attitudes towards change – For a new model of economic development. The view of mayors, business people and the population", coordinated by *João Ferrão* and a large interdisciplinary team of researchers. The project includes a survey of opinion and attitudes of mayors and business people, which is something relatively new in the recent versions of this type of study.

#### Other studies

Studies in the area of "values, attitudes and behaviours" are currently being prepared and will be launched in the near future. In particular, reference is made to work being done at Duke University by Dan Ariely about corruption in modern society, with a survey and study of the Portuguese situation in comparison to other countries. There is also a project on "corporate values" by Luigi Guiso, Paolo Sapienza and Luigi Zingales, from the European University Institute, in

Florence. This theme of corporate values and values within companies is also a theme rarely found in Portuguese social, economic and political literature.

### Development

#### Contribution of European Funds for the development of Portugal, since 1985

This project, which is undertaken by AMA (*Augusto Mateus Associados*) and led by *Augusto Mateus* and *Paulo Madruga*, focuses on the impact of European funding on Portugal's development, during the decades after the country joined the European Union. Structural funds were divided into four programme cycles or community support frameworks (CSF): Previous Regulation (1986 – 1988), CSF I (1989 – 1993), CSF II (1994 – 1999), CSF III (2000 – 2006). There were two cycles of cohesion funds (1993 – 1999 and 2000 – 2006), which were made available to consolidate the economic and social cohesion of the Member States with gross national product per inhabitant lower than the community average.

As a result of this project, we will have a set of indicators divided into 50 themes "Perspectives on developments in society, institutions and the Economy in Portugal" and an analysis "Portugal before and after structural funds: the major impacts and major issues". The first progress reports presented are stimulating and allow an innovative analysis of the Portuguese economy and society.







## Portugal's participation in the decisions of the European Union

This project, which is run by *Richard Rose* and *Alexander Trechsel* (both from the EUI, European University Institute, Florence), aims to analyse and assess Portugal's participation (both the State and public institutions, as well as private and professional organisations) in European decisions. The objective is to better determine the method and effectiveness of Portugal's participation in the multi-nation decision-making processes. This project is supervised for the FFMS by *Miguel Maduro*, member of the Scientific Advisory Board, and a Consultative Council created especially for the purpose (*Miguel Maduro, José Tavares, Marina Costa Lobo, Pedro Magalhães, José Pena Amaral, Jorge Vasconcelos* and *Álvaro Mendonça e Moura*).

The first progress report "How size matters: Portugal as an EU member" has been presented and discussed by the Consultative Council.

## Land registration and country property in Portugal

Coordinated by *Rodrigo Sarmiento de Beires*, this project aims to collect and present essential aspects of land registration and country property in Portugal, demonstrating the interest and function of land registration and its usefulness to the country, the current situation in this field, as well as an indication of how we can or should move

forward under current conditions. The final document of the work will be presented in 2012 in booklet form.

## Investment in infrastructures in Portugal

Coordinated by *Alfredo Marvão Pereira*, this project, which began in 2011 and should be completed in the first half of 2013, aims to study the economic effects of major public investments in infrastructures from 1974 to the present day. Two progress reports have already been presented within the stipulated time limits.

Overall, the project has two distinct components. The first is the collection, analysis and presentation of statistical information on investment in infrastructures. The second is the assessment of the economic effects of such investments. The two components are sequential. The first progress reports focussed only on the first component. The following reports, which will be presented in the middle of 2012, will include databases on investments in infrastructures. It is possible that, until the end of the study in 2013, this work will lead to two volumes of conclusions and respective databases.

## 13 Project development strategy

The organisation of FFMS activities has always been inspired by the principle of experimentation. Lacking any history of its own or comparable examples, some axes of procedure and working methods were laid down (See Annual Reports from 2009 and 2010) and ideas were developed and gathered together. Discussions in the Scientific Advisory Board or in the Board of Trustees, reflections with colleagues and the ongoing definition of priorities by the Board of Directors were some of the initial selection criteria. Later, the principle of opportunity became significant. Finding someone to carry out a study, which was of recognisable interest to the FFMS, would then be an immediate solution in terms of operational strategy and logic.

After a certain point, the number of studies ongoing or in preparation cautioned us to moderate the pace, which is the stage we are at today. The priority now became to reflect and put into practice a strategy of disseminating information and stimulating debate.

Thus, the Internet site was re-launched and is now regarded as the main channel or crossroads for all forms of communication. With the possibility to search the site by type of activity or theme, the Foundation has made audiovisual content available at [www.ffms.pt](http://www.ffms.pt) and allowed commentaries and content sharing from the site on social networks. More than simply compiling

lists of knowledge and information, FFMS aims to encourage a "community of debate and discussion" to exchange opinions and engage in open debate.

It was with this in mind that an online debating area was launched, starting with essay themes ("Surveys", "Death", "Public service television") and then broadening the subject of study ("Social Inequality") and themes relevant to society ("Europe"). This call for discussion over the internet, though still in its early stages, has generated a lot of interest. One debate worth highlighting was entitled "Should we decide when we die?" with 134 comments and nearly 4,000 hits.

In the conference area, we introduced real time broadcasts on the site, with the chance to ask questions online to invited speakers, who responded live from the conference itself. The cycle "Key Issues for Education 2011" has already been transmitted in this form and may, thereby, increase the number of participants without geographical constraints. At the very first conference, we had almost 3,000 views (more than 2,000 separate visits).

At the end of 2011, after only seven months in operation, the site had registered 3,300 people and around 80,000 visits.

With the launch of the site, the Foundation produced its first promotional film "Ser livre. Ser independente. Ter opinião" (Being free. Being independent. Having an opinion). Filmed using *Origami*, with the analogy of paper as a means of transmitting knowledge, the Foundation invited civil society "to enter into debate". This campaign



was broadcast on television and over the Internet, representing the first demonstration of the Foundation's mission as such, and not merely of its projects. With this campaign, the Foundation was awarded the SAPO prize for best film of 2011.

Still on the subject of disseminating ideas, the Foundation continued to promote debates in 2011, particularly on its essays. While continuing to run the "Pensar Portugal" (Think Portugal) season with El Corte Inglés, FFMS also made its presence felt in Leiria, at Livraria Arquivo, at the Law Faculty in Porto and at some upper-secondary schools. With the aim of connecting with students, there were a number of events at university lecture halls, to enable younger people to participate.

The media continued to be very important in disseminating information. Some partnerships worth highlighting include: TSF radio with "Sabia que ..." (Did you know...) using PORDATA; "TSF Forum" on essay issues, and RTP TV with the series "Nós Portugueses" (Us Portuguese) using PORDATA.

Special reference should be made to data from PORDATA, which continues to be used by newspapers, television and radio, supporting factual reports or contributions to debates.

Another step forward has been organising areas of activity into "Programmes". The aim of this organisation is to create consolidated areas for initiatives, grouping of studies, workshops, conferences and a whole variety of publications (books, essays,

films for cinema or television, DVD, CD, etc.). These programmes may, over time, fulfil a variety of functions: "observational", as part of a knowledge bank, as a think-tank, a watchdog and as a centre of discussion and debate. In an attempt to avoid dogmatism or prejudice, the Board of Directors seeks to adjust the organisation, format and function to current realities and results. It is not a question of turning the FFMS into a think-tank. Since the start it has declined this role, especially as the FFMS does not purport to have a political programme, a specific social or economic doctrine, much less any party affiliation. This continues to be the view of the Board of Directors. However, it is also evident that certain aspects of its activity as a think-tank, such as topical studies, stimulating public debate and preparing suggestions and recommendations, are common to the work of the FFMS.

## 14. Communication and dissemination strategy

As mentioned in various sections previously, communication and diffusion of information have been turned into short-term priorities. In fact, the FFMS already has several dozen ongoing projects, essays in preparation, books being drawn up and documentaries in the conceptual phase. There seems to be no prospect of FFMS running out of content any time soon. Indeed, the opposite may happen: the Foundation may accumulate content, knowledge, research and heritage, but become isolated from society, unable to stimulate debate and discussion and without the means to encourage citizens' participation.

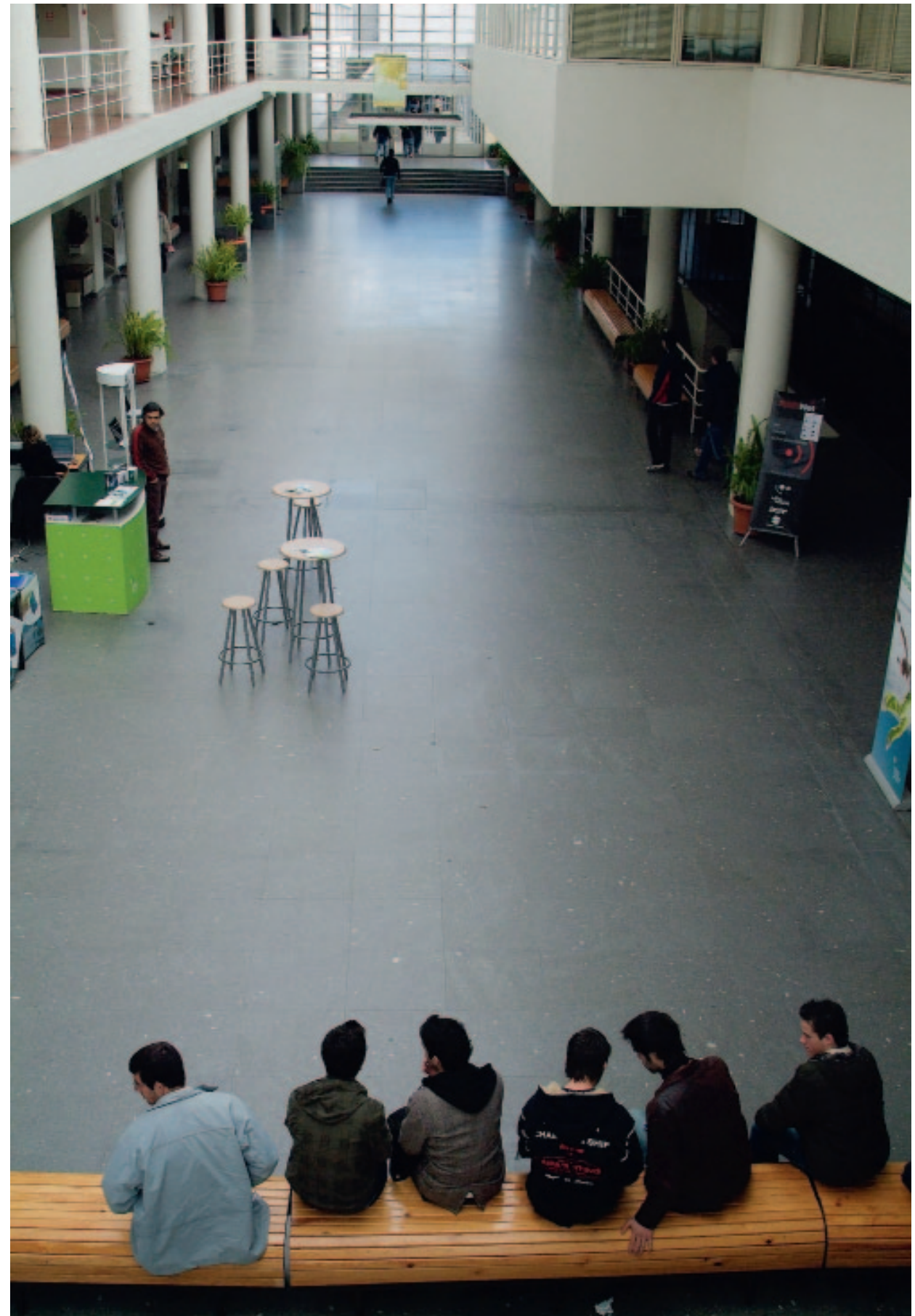
Without sacrificing its analytical rigour, its seriousness of purpose in the selection of problems and its care in handling information, the FFMS must be prepared to find appropriate solutions to various problems. So, firstly, it must promote among writers and scholars the desire for clear and understandable expression which is accessible to all. Scientific disciplines and occupations have engaged in a style which is somewhat 'tribal' and esoteric in character. Secondly, it must find the means to reach diverse audiences, from a few hundred specialists, to a few thousand informed people and the hundreds of thousands who are interested. This is why it is important to combine well-known traditions and methods used in conferences, workshops and seminars,

with larger-scale techniques including low-priced mass-produced books, and mass distribution methods, such as television programmes, documentaries, films and the like over the Internet.

The secret of the Foundation lies at the point where content, issues and ideas converge with communication techniques. The Foundation will only have a relevant role in society if it can adequately resolve the problems involved in this convergence.

Depth of knowledge and thought cannot be the monopoly of a small group of experts. Equally, the techniques of mass communication must not be allowed to distort the accuracy and clarity of thought and expression.







## 15. Protocols with other institutions

In 2011, new cooperation protocols were signed with the following bodies:

*Instituto de Segurança Social, IP  
(Centro Nacional de Protecção contra os Riscos Profissionais).*

*Instituto de Informática, IP.*

*Appendix 12* lists all institutions with which the FFMS has signed cooperation protocols, since 2009.

Contracts and cooperation agreements were also established with the following organisation:

*Rede UNICRE.*

*Appendix 13* lists all the organisations and companies with which the FFMS has signed cooperation agreements and contracts since 2009.

## 16. Financial Report

The following detailed financial report reflects the Foundation's accounts. It should be stressed that the founding family has met its delivery and contractual commitments punctually.

The Board of Directors has remained faithful to its policy of only making safe applications, with either minimal or no risk involved. Whilst this option might represent a relative loss of income, it has proved to be correct from all other viewpoints. The Audit Committee has been asked to assess this option and has made an invaluable contribution.

Similarly, the FFMS intends to continue its commitment to assign funding to projects for the length of their duration.

An issue that continues to be worthy of attention here is that of the VAT paid by the FFMS. This year, €451,500.00 was paid in VAT, which the Foundation cannot include in services rendered. This represents a considerable additional cost to every not-for-profit project sponsored by the Foundation.

## 17. Cooperation with the Founder

Relations with the Founder and Chairman of the Board of Trustees, *Alexandre Soares dos Santos*, have been exemplary both in terms of cordiality and cooperation. At all times, the Board of Directors has felt unfettered and independent. Cooperation with the founding family has been equally fruitful. As mentioned above, all financial issues have been promptly dealt with and resolved.

## 18. Future projects and activity programme

Given the special characteristics of the Foundation, in 2012 our activities will not be affected by the economic and social problems Portugal is experiencing. Or rather, it will not be overly affected. In reality, no organisation is totally immune. For example, we have suffered the consequences of the closure or bankruptcy of companies who provided the FFMS with services.

Past decisions regarding long-term projects always included provisions for financial needs until the end of the projects. There is relative tranquillity. The resources obtained annually and the reserves we have been setting aside allow us to face the next few years without too much concern. However, it has become clear that the FFMS will have to reduce the number of projects it approves. Not because there are financial

problems, but rather because the first years were ones of plenty, as is common with the start of projects.

For 2012 and the following years, the Board of Directors aims to continue with the ongoing projects, extending them a little further: Pordata, the Gateway for Rights, Duties and Responsibilities of Portuguese Citizenship, Conhecer a Crise (Understanding the Crisis), the Public Opinion Portal, the Foundation Essays, the Internet site. The studies currently underway (around 40) will continue, although there will be no major extension to this number, at least until 2013. New initiatives will be taken, in terms of developing large scale dissemination means and techniques, such as film and TV documentaries.

In addition to the different forms of dissemination, the FFMS will pay special attention to public debate initiatives.

Lisbon, 10<sup>th</sup> of March, 2012

### The Board of Directors

**António Barreto, Chairman**

**José Soares dos Santos,  
Member of the Board**

**José Quinta,  
Member of the Board**



## **APPENDICES**

Fundação Francisco Manuel dos Santos

Appendix 1  
Current Projects

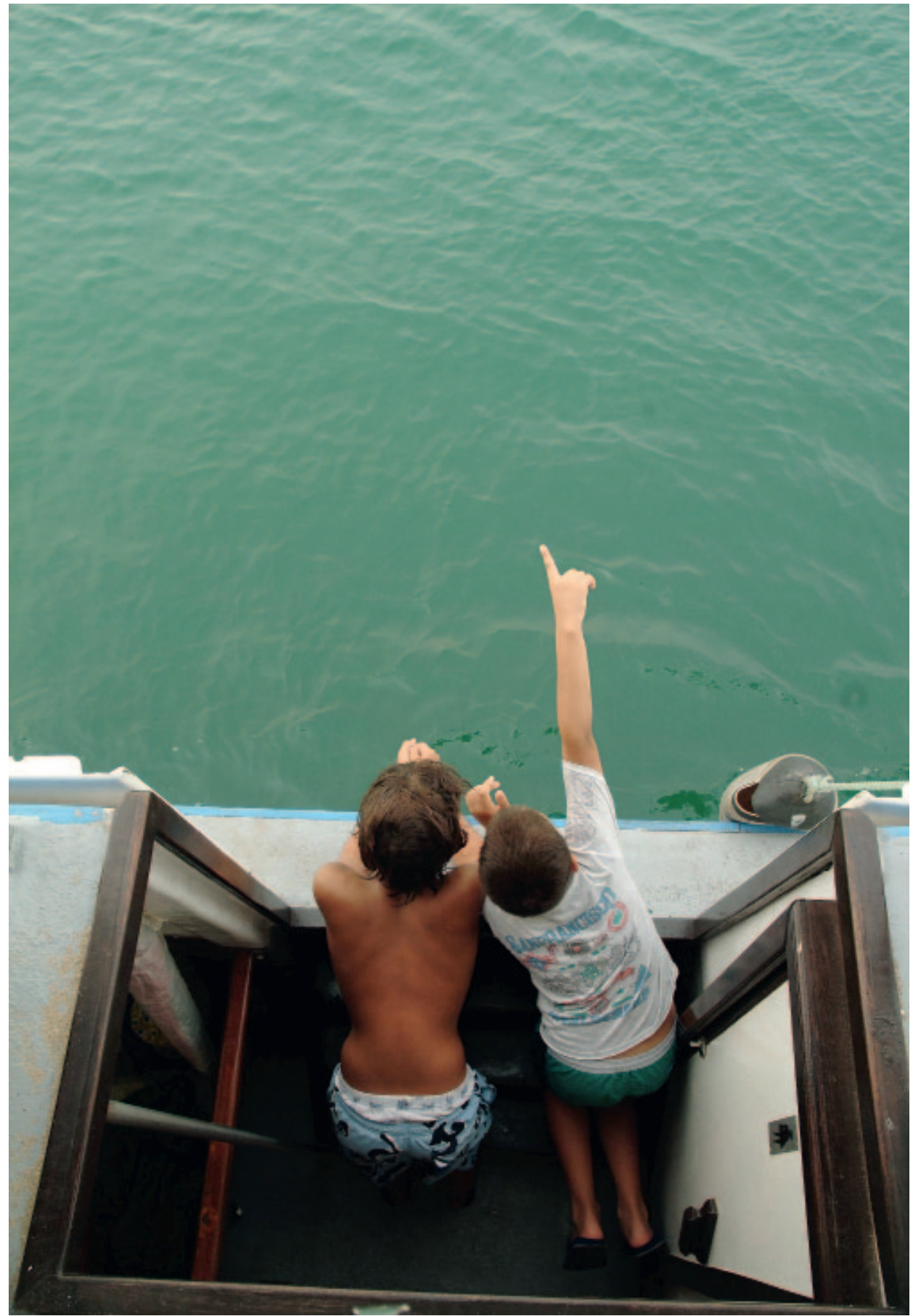
Ongoing projects

Databases	
PORDATA: Contemporary Portugal Database Portugal, Europe, Portuguese regions and municipalities	Maria João Valente Rosa
Global Data, Globalisation Database	Miguel Maduro Maria João Valente Rosa Gabi Umbach
POP: Portal de Opinião Pública (Public Opinion Portal)	Alice Ramos and Cícero Pereira
“Conhecer a Crise” (Understanding the Crisis) Portal	Alice Ramos
Direitos e Deveres (Rights and Responsibilities) Portal	Nuno Garoupa Nuno Coelho
Bibliography on Contemporary Portugal	Paulo Silveira e Sousa
Chronology of Contemporary Portugal: 1960/2010	Paulo Silveira e Sousa
Publications	
Foundation Essays	António Araújo
Studies and booklets	António Araújo
Monographs	António Araújo
Annual magazine	José Manuel Fernandes

Temporary Programmes and Projects

Health (José Mendes Ribeiro)	
Costs and prices of Health	Carlos Costa
Infant Mortality: developments and causes for reduction	Xavier Barreto J. P. Correia
Documentary on Infant Mortality	Xavier Barreto J. P. Correia Joana Pontes
Information on Health	Rita Espanha
Population and Demography (Maria João Valente Rosa)	
Conference on Population	Maria João Valente Rosa
Fertility and Birth Rates	Maria João Valente Rosa and INE
Demographic Dynamics and Ageing	Mário Leston Bandeira and Manuel Villaverde Cabral
Ageing Processes: social consequences	Pedro Moura Ferreira and Manuel Villaverde Cabral
Social Issues	
Inequalities in Portugal	Carlos Farinha Rodrigues
Tax Policy and IRS	Carlos Farinha Rodrigues







## Education (Carlos Fiolhais)

Key Questions on Education	Carlos Fiolhais
Conceptual Exigency in Science Teaching	Margarida Afonso
Teaching Reading in the 1 <sup>st</sup> Cycle of Basic Education: Teachers' beliefs, knowledge and training	João Lopes
New Schools	Alexandre Homem Cristo
The Classroom	Maria Filomena Mónica

## Social Values, Attitudes and Behaviours

Cultural values, economic development and the quality of democracy: A comparative approach	Alejandro Portes and Margarida Marques
Values and attitudes towards change; for a new model of economic development. The view of mayors, business people and the population	João Ferrão
Social and cultural influences on cheating behaviour Corporate Values: Great places to work	Dan Ariely Luigi Guiso Paolo Sapienza Luigi Zingales

## Justice and Law (Nuno Garoupa)

Assessment of legislative impact: Drug and HE funding laws	Ricardo Gonçalves
Legislative assessment; the state of the art in Europe	Marta Tavares de Almeida João Caupers Pierre Guibentif
Economic justice in Portugal	Jorge Morais Carvalho Mariana Gouveia Nuno Garoupa
e-book: Constitutional revision	Nuno Garoupa Pedro Magalhães José Tavares Miguel Maduro
Judicial backlog in Europe	Sofia Pires de Lima Nuno Garoupa
Judicial confidentiality: a comparative study of Portugal and Spain	Fernando Gascón
Constitutional revision: three proposals	Nuno Garoupa
Public Prosecution Service and the Attorney General: Relations with the executive, legislative and judicial powers. Models, problems and solutions. Selection and evaluation. A comparative study	Jose Martin Pastor
Judicial magistrates (Judges): comparative study of training, selection, promotion and evaluation practices	Carlos Gomez Liguierre

## Development

Portugal's participation in European decisions	Richard Rose and Alexander Trechsel
Contribution of European funds to the development of Portugal	Augusto Mateus
Economic effects of public investments in infrastructures	Alfredo Marvão Pereira
Land registration in Portugal	Rodrigo Sarmento Beires

*Conclusions and reflections on the FFMS as a result of the debate, in 2011, in the Board of Directors, Board of Trustees and Scientific Advisory Board.*

The two and a half years of activity since the Foundation's inception, have served, broadly speaking, to create a personality. The detail is not still clear and precise, but the outline has been established. The key attributes that are beginning to emerge include independence, concern for accurate information and awareness of the need for public debate.

Individual freedom is the unifying concept for the Foundation's activities. For the development of individual freedom two things are essential: knowledge and public debate.

The principle, the concept and the fundamentals (practical, legal, cultural, political, etc.) of individual freedom are always being updated and require constant re-examination. This is a vital spirit of the FFMS.

Despite the important changes which have occurred over the last three to five decades, Portuguese society has little experience of social and collective freedom. It has, however, experienced substantial difficulties on the road to development. That is why the FFMS considers it a priority to study the factors and obstacles to development, which is the criterion that must inspire the majority of studies and debates that it promotes and encourages. Development is understood to mean economic growth, increased welfare, cultural progress, improvements in institutions, equality of opportunity and the consolidation of individual rights.

The FFMS seeks to motivate and enable. In other words, in the areas of information and knowledge of reality, the Foundation aims to arouse interest, to help people educate themselves in order to participate, and to interest individuals to make themselves available for public debate. The FFMS wishes to influence elites both directly and, above all, through public opinion and with public opinion as its witness. In a sense, it seeks to influence all of us, but for the sake of efficiency it pays special attention to policy makers. It is known that the latter are more attentive when influence is exerted by public opinion or on public opinion. The Foundation is keen to act with transparency, in that it always seeks to make public opinion a witness to its initiatives.

The FFMS has a policy of principles expressed in its Statutes and its Charter of Principles, but it has no political agenda. However, it is clear that its main target is public policy! The improvement of public institutions is, in fact, one of the clearest principles contained in FFMS' mission.

With regard to questions of method, the inspiration behind FFMS may be the result of a few basic ideas that give shape to its activities: **1.** Making the invisible visible, shedding light on what is hidden. **2.** Encouraging or interesting the unengaged citizen. **3.** Providing the engaged citizen with information. **4.** Extending its action to as many people as possible. **5.** Getting citizens involved. **6.** Without loss of accuracy, using clear language and accessible expression, avoiding excessive academicism.

The country's capital is, as one would expect, the place where FFMS has done most work. Given the distribution of population and of activity, it is perhaps inevitable that this is so. However, we should not, in any way, waste the opportunities available in medium-sized cities, starting with those where there are





universities. The few experiments carried out suggest potential to develop. Cities such as Porto, Aveiro, Coimbra, Braga, Faro, Vila Real and Évora are essential for a development in the quality of the FFMS.

Since 2010, PORDATA and the Foundation Essays have embodied three initial programmatic aims: **A.** Reliable information accessible to all; **B.** The discussion of ideas from widely distributed texts and documents; **C.** Rigorous study of Portuguese situations on the issues most relevant to society and public policy. Foundation Studies (about 30 are already under way) will begin to be released from the end of this year. This is the realisation of the third aim.

With these early achievements, the FFMS has had the opportunity to reach various stakeholders: self-employed professionals, high school and university students, teachers, journalists, political appointees, high-ranking civil servants and others. I am convinced that this is a wide, albeit somewhat restricted audience. It is not exactly an elite, but rather a public that is already informed and specialised. We have still not been able to take so-called “mass” initiatives, to reach a significant section of the population, in other words, an interested public numbering perhaps 10% of the population. However, through conferences, the Essays, the Internet and our first documentary, we will have already touched many thousands of people.

While running the risk of excessive compartmentalization, we could say that we have three distinct audiences: **I.** Specialized. **II.** Informed. **III.** Interested. PORDATA is an initiative that may particularly interest audiences I and II. The Foundation Studies are directed at audience I (but we should take care to obtain concise versions from authors, which are clear and easy to understand). Foundation Essays are aimed mainly at audience II. For audience III, the means and the most useful and relevant initiatives have not yet been found. We think that television documentaries, films and DVD can meet this objective.

Publicising and spreading our activities widely, as well as initiating public debates, are major action points for the coming year. This is the area with the largest gap at present. We are thinking of taking initiatives to promote and foster networking and debating clubs. Schools, universities and student associations can be ideal partners, as well as civic and cultural associations.

The need to stimulate and organise public debate, as well as to consolidate the Foundation’s identity, should lead to sustained output of television documentaries, films and DVDs. These documentaries may be the work of film makers, screenwriters and respected authors and will be broadcast on existing television channels, in public places (associations, municipalities, etc.), in cinemas and other institutions.

If this plan is implemented and achieves good results, FFMS may consider having a permanent presence on television in the long term, whether through the regular showing of its documentaries, by occupying a regular programming slot on an existing channel, or by setting up its own cable channel (to which the new open technologies could contribute much by expanding cable and digital terrestrial television). For the second and third hypotheses, in addition to their own, the FFMS should show relevant (and relevant to the issues we consider important) and interesting documentaries from other countries. The important thing to remember is that the film and television documentary (which can also be seen on the Internet, via iPad and other similar devices) is perhaps the most appropriate way to communicate with a large segment of the population.

This development should not change the nature of the Foundation as laid down by its Founder and the statutes. The Foundation will not turn into a media agency. Its main concern remains contents, that

is, study, knowledge and debate. Widespread dissemination of information and the media are tools for discussion and participation.

The implementation of these high-impact projects requires the Foundation to have a more high-profile identity and physical location. It would, therefore, seem necessary to think about creating the FFMS “head-quarters”, where those interested can easily access it and get materials produced by FFMS.

In some ways, it may also be useful to consider the use of facilities for debate and discussion, the showing of films and documentaries, purchase of books and documents, holding of meetings, discussions and conferences. Various solutions can be studied over the coming years, in order to meet these needs.

The Foundation does not aspire to be a supervisory body for governments and organs of political and public power, including the public administration. But, by promoting the spread of information, stimulating knowledge and sponsoring public debate, the FFMS is actually performing functions similar to *watchdogs* and “observers” of events in the public sphere. The FFMS must clearly assume these functions, as well as the sponsorship of study initiatives.

Without changing its principles or its mission, as defined by the Founder, the FFMS must be aware of certain current circumstances. Portugal’s current economic, financial and social difficulties cannot be ignored in the work of the FFMS. Even if it does not intend to focus on the economic situation or events of immediate interest, the truth is that “the Portuguese crisis” has such dimensions and such depth that it is in fact becoming a central concern. Some issues may inspire our activities: 1. What is not known about the crisis. 2. The causes of the crisis. 3. The immediate effects of the crisis. 4. Adjustment to the crisis. 5. The search for solutions to structural and long-term problems.

The next few years in FFMS’ work will require a great effort personally and in terms of resources. It is possible that the funds available are sufficient for our ambitions and our projects. If not, our ambitions will be reduced accordingly. There are sufficient resources to do significant work. As regards personal effort, the Foundation will need to provide more scientific, technical and organisational capacity. Once so many projects have been initiated in so many directions, we run the risk of not being able to analyse, evaluate, control and manage them. External contributions are important and can take several forms: advisory projects, editorial advice, consultants, academic referees and selection panels are examples of the various arrangements possible. But it is also necessary to strengthen FFMS leadership.

Strengthening the power of initiative, imagination, management and analysis is not enough. In fact, we need to know more about the effects of the work we have done to date, as well as initiatives which are ongoing or in preparation. It is necessary to evaluate FFMS’ work in quantitative terms (audiences, attendance, readers, news, contacts, sales, training, etc.), but also qualitatively. In the near future, we should carry out a study and a survey of knowledge and opinion of the population regarding the FFMS.

Without giving up its mission, the Foundation must be attentive to the spirit of the times, to public opinion and particularly to the reactions and opinions of the younger generations.

**António Barreto**

**Chairman of the Board of Directors**

Appendix 3  
Organisation,  
Positions and Duties

**Board of Directors**  
*António Barreto*, Chairman  
*José Soares dos Santos*, Member of the Board,  
Communication, Dissemination and Finance  
*José Quinta*, Member of the Board, Administration,  
Litigation, Recruitment and Accounting  
Assistant and Secretary, *Isabel Bernardes*

**Departments**  
Director of Projects, *Isabel Vasconcelos*  
Director of Communication, *Filipa Dias*  
Director of Operations, *Susana Norton*  
Director of Information Technology,  
*Santiago Olmedo*  
Assistants, *Maria Carlos Ferreira* and *Rui Pimentel*

**Ongoing Programmes**  
Publications, *António Araújo*  
PORDATA, *Maria João Valente Rosa*, *Ana Luisa*  
*Barbosa*, *Joana Lopes Martins*, *Rita Rosado*,  
*Bernardo Gaivão*, *Miguel Viana*

**Temporary Programmes**  
Education, *Carlos Fiolhais*, *Mónica Vieira*  
Science, *Carlos Fiolhais*, *Mónica Vieira*  
Health, *José Mendes Ribeiro*, *Susana Casanova*  
Justice and Law, *Nuno Garoupa*, *Maria Carlos Ferreira*  
Population and Demography, *Maria João Valente*  
*Rosa*

**External contributors**  
Consultancy and judicial audit, *Tiago Lemos*, *Joana*  
*Cunha de Almeida*  
Accounting, AUREN (*Rui Pecegueiro* and *Rute Serras*)

Appendix 4  
Governing Bodies

**Board of Trustees**  
*Alexandre Soares Santos*, Chairman  
*António Araújo*  
*Carlos Moreira da Silva*  
*Isabel Jonet*  
*João Lobo Antunes*  
*Joaquim Gomes Canotilho*  
*Luís Valente de Oliveira*  
*Manuel Braga da Cruz*  
*Manuel Clemente*  
*Raul Miguel Rosado Fernandes*  
*Vasco dos Santos*

**Audit Committee**  
*José Luís Nogueira de Brito*, Chairman  
*Luís Palha*  
External auditor (*Vítor Ladeiro*, AUREN)

**Salaries Commission**  
*Alexandre Soares Santos*, Chairman  
*Luís Valente de Oliveira*  
*Isabel Jonet*

**Board of Directors**  
*António Barreto*, Chairman  
*José Soares dos Santos*  
*José Quinta*

**Scientific and Cultural Advisory Board**  
**(non-statutory)**  
*Carlos Fiolhais* (since December 2011)  
*Francisco Sarsfield Cabral*  
*José Amaral*  
*José Mendes Ribeiro*  
*José Tavares*  
*Maria de Fátima Bonifácio*  
*Maria João Valente Rosa*  
*Miguel Poiares Maduro*  
*Pedro Magalhães*  
*Nuno Garoupa*  
*Paulo Rosado*

*Nuno Crato* suspended his duties to take up the  
position of Minister of Education.



PRESIDENCY OF THE COUNCIL OF MINISTERS  
*Office of the Secretary of State for the Presidency of the Council of Ministers*

**Dispatch**  
**Declaration of Public Interest**

The Francisco Manuel dos Santos Foundation is private institution no. 508 867 380, with registered office in Lisbon.

It promotes and extends knowledge of contemporary Portugal, thus contributing to the development of society, the consolidation of the citizens' rights and the improvement of public institutions. These goals are pursued through the studies carried out on selected themes, the publication of research findings on the Pordata website, the issuing of recommendations, and the encouragement of public debate on the matters under study, especially in the areas of demography and population, social and economic conditions, social and economic development, health, education, professional training, social security, State, national identity, public administration, citizens' rights and duties, citizenship and democratic institutions, work relations, spatial planning, urban issues, social problems, social cohesion, inequalities and conflict, justice, economic and social policies, public institutions, main public services, relationship between the State and the citizens, access to culture, information and the media.

Established and recognised approximately a year ago, the Francisco Manuel dos Santos Foundation pursues not-for-profit, socially important activities in order to achieve specific goals that are in the interest of the community as a whole.

Being a foundation, the three-year term referred to in article 4, number 2 of Decree-Law no. 460/77, of 7<sup>th</sup> November (as amended by Decree-Law n° 391/2007, of 13<sup>th</sup> December) is not applicable. It must be pointed out, however, that the said term could also be waived on the grounds of the provisions of the same article, number 3, paragraphs a) and b).

For these reasons, as stated in the conclusions of administrative procedure n° 132/UP/2009 instructed in the Secretariat-General of the Presidency of the Council of Ministers, and in the use of the authority sub-delegated to me by the Minister of the Presidency through Dispatch no. 4213/2010, of 26<sup>th</sup> February, published in Diário da República, 2nd series, no. 48, 10<sup>th</sup> March 2010, I hereby declare the Francisco Manuel dos Santos Foundation a private institution of public interest, under the provisions of Decree-Law no. 460/77, of 7<sup>th</sup> November (as amended by Decree-Law no. 391/2007, of 13<sup>th</sup> December).

The Presidency of the Council of Ministers, 12<sup>th</sup> March 2010

The Secretary of State for the Presidency of the Council of Ministers

  
João Tiago Valente Almeida da Silveira

The Francisco Manuel dos Santos Foundation (henceforth referred to as “the Foundation”) aims to ponder, study and contribute to a better understanding of Portugal today. It proposes to collaborate in the effort to resolve problems faced by society for the benefit of all Portuguese and the generations to come.

In order to achieve this goal, the Foundation will promote studies, research and further initiatives that, in line with the highest standards of rigour and quality, enable a greater understanding of contemporary society, presenting concrete solutions and recommendations to decision-makers, leading to a more profound debate concerning major national problems and contributing to greater justice, development and social cohesion.

The Foundation's activity will be guided by the principles of personal dignity and social solidarity, as well as the values of democracy, freedom, equal opportunity, merit and pluralism.

The Foundation will act with absolute independence in relation to all public and private powers, ideologies, currents of opinion, philosophical tendencies, beliefs and religious persuasions. Its organs are the guarantors of the fulfilment of the statutory norms, its independence in particular.

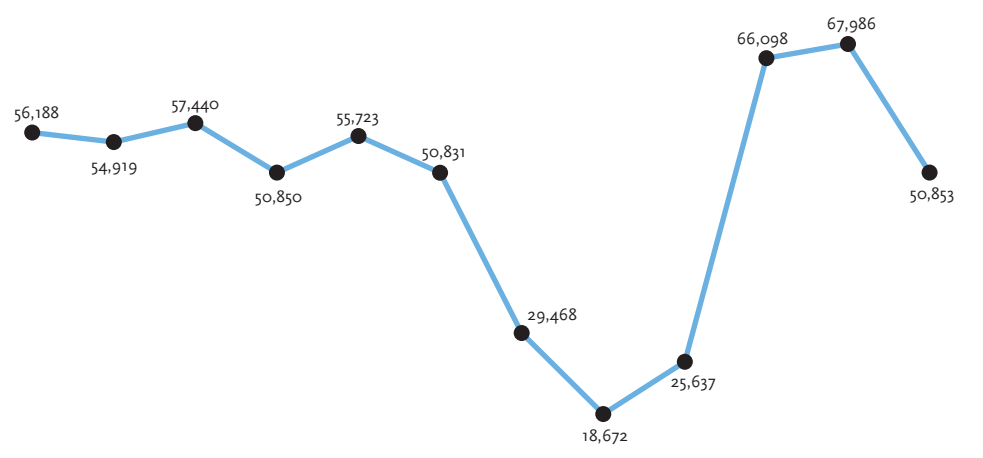
The Foundation considers it essential to promote a more active participation of civil society in reflecting and resolving national problems. It will, therefore, channel all its efforts into making citizens fully aware of its initiatives and projects. To achieve this aim, the Foundation will seek to provide Portuguese society with clear, objective and accurate information concerning the results of its activities, also guaranteeing maximum transparency as regards its organisation, aims, sources of finance and activities.

The Foundation believes that the holding of broadly-based, pluralistic public debates regarding its recommendations is just as important an aim as the carrying out of studies and research.

In its activities, the Francisco Manuel dos Santos Foundation will seek to be faithful to the commitment to social responsibility that constitutes its mission, as defined by the Founders.

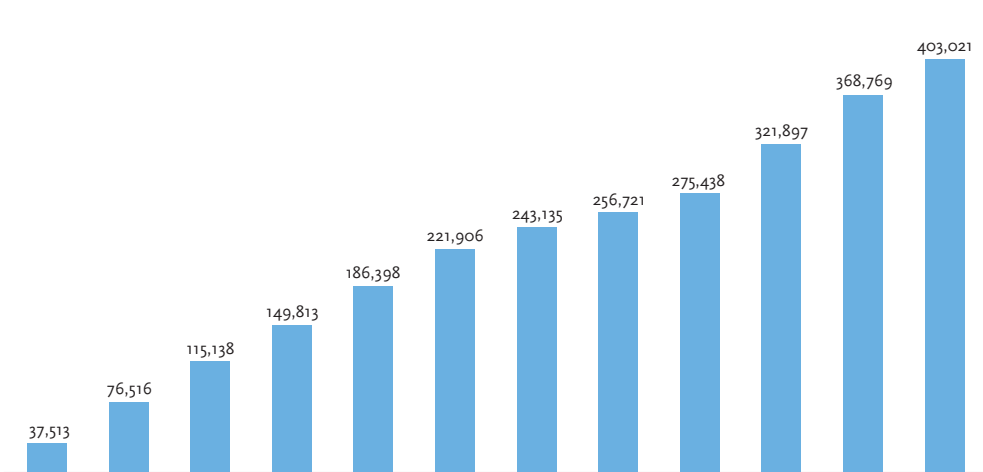
Appendix 7  
PORDATA Indicators

Number of monthly visits to PORDATA, January to December 2011



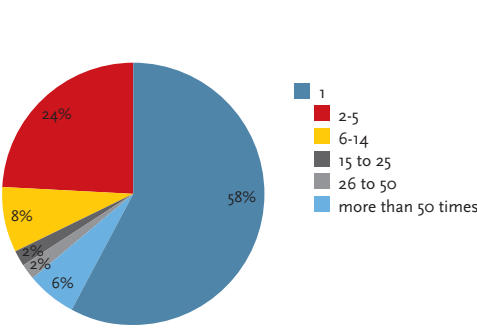
Source: Google Analytics

Individual visitors to PORDATA (Accumulated January to December 2011)



Source: Google Analytics

Visitors by number of visits to PORDATA (%), January to December 2011



Source: Google Analytics

PORDATA Statistics: Summary Table 2011

Number of pages visited	3,283,089
Number of visits	584,665
Average number of visits / day	3.354
Number of individual visitors	355.756
Average length of visit	4:54
Average number of pages visited	5.62
New visits as a %	58%
Number of registered users	5.539

Facebook and Twitter

Number of fans	7,732
Number of followers	1,520

Applications

iPhone	18,321
Android	1,135

Appendix 8
Pordata Training Sessions

(2011)

Municipalities covered: 69

Districts: Viana do Castelo, Braga, Vila Real, Porto, Aveiro, Bragança, Guarda, Viseu, Coimbra, Castelo Branco, Leiria, Santarém, Portalegre, Lisboa, Setúbal, Évora, Beja, Faro

Autonomous Regions: Azores and Madeira

Bodies Involved:

Press: Visão/Expresso, Jornal de Notícias, Diário de Notícias

Television: RTP, RTP Madeira and RTP Azores

Upper-Secondary Schools: School Libraries Network and Association of Private and Cooperative Educational Institutions (approximately 70 schools)

Higher Education: University of Aveiro, University of Porto, University of Algarve, Catholic University of Lisbon, University of Lisbon, ISCTE, Technical University of Lisbon, University of Minho, University of Évora, University of the Azores, Universidade Aberta, Universidade Lusófona, University of Trás-os-Montes and Alto Douro, Politechnics of Setúbal, Beja, Guarda, Leiria and Viseu

Political Bodies: PS and PSD Parliamentary Groups

Town Councils: Odivelas and Penafiel Town Councils

Public Administration: Comissão para a Coordenação e Desenvolvimento Regional Alentejano, Direcção Geral da Administração Interna

Libraries: Lúcio Craveiro da Silva Library, Municipal Library of Vila Velha de Ródão, Municipal Library Vergílio Ferreira, Municipal Library of Proença-a-Nova

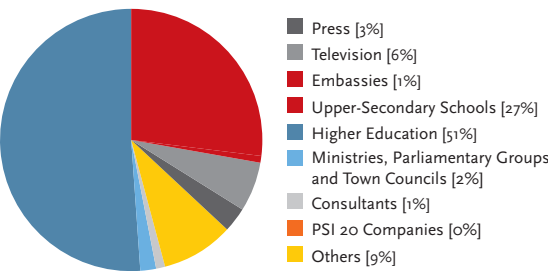
Consultants: GFI Portugal, Ipsos Apeme, Accenture, Nielsen

PSI 20 Companies: Sonaecom: Optimus

Other entities: Eugénio de Almeida Foundation, Café República, Movicortes Group, QREN, FCB Legal, Programme Escolhas, Arte Terapia Association, ANA, ANACOM, USA Embassy

Table with 3 columns: Category, Training sessions, Trainees. Rows include Press, Television, Embassies, Upper-Secondary Schools, Higher Education, Ministries, Parliamentary Groups and Town Councils, Consultants, PSI 20 Companies, Others, and TOTAL.

Visitors by number of visits to PORDATA (%), January to December 2011









Appendix 9
Foundation Essays published in 2010 and 2011

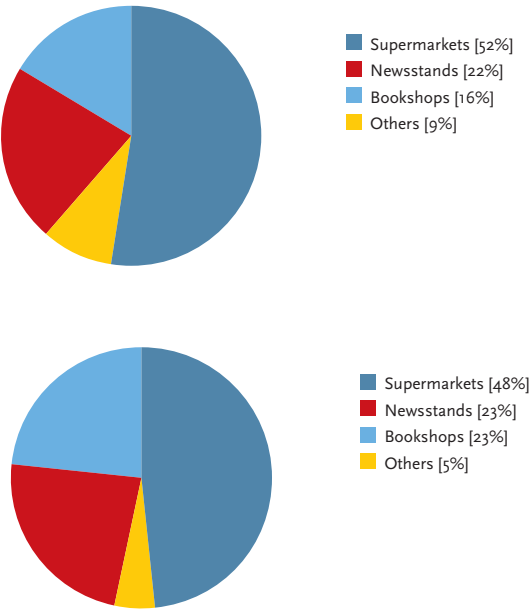
Teaching Portuguese, Maria do Carmo Vieira
Portuguese Economy: the last decades, Luciano Amaral
Portugal: the numbers, Maria João Valente Rosa and Paulo Chitas
Fiscal Justice, J. L. Saldanha Sanches
What's Difficult is Educating Them, David Justino
Authority, Miguel Morgado
Private Property, Miguel Nogueira de Brito
Live Philosophy, Desidério Murcho
Social Security: the future mortgaged, Fernando Ribeiro Mendes
Science in Portugal, Carlos Fiolhais
Economy, Morals and Politics, Vítor Bento
Discrimination Against the Aged, Sibila Marques
Corruption, Luís de Sousa
Portugal and the Sea, Tiago Pitta e Cunha
Polls, Elections and Public Opinion, Pedro Magalhães
Television and Public Service, Eduardo Cintra Torres
Judicial Delays, Conceição Gomes
Death, Maria Filomena Mónica
Republican Essay, Fernando Catroga
Justice Administration, Nuno Garoupa
Freedom of Information, José Manuel Fernandes

Appendix 10
Foundation Essays: Sales in 2010 and 2011
(Until 31st December 2011)

Table with 4 columns: No., Title, Date of Publication, Total. It lists 21 essays and their sales figures, ending with a TOTAL row showing 221,124.

Appendix 11  
Foundation Essays: Sales by channel (%), 2011

Foundation Essays: Sales by channel (%), accumulated 2010/2011



Appendix 12  
Institutions which have signed protocols with the FFMS  
(2009 to 2011)

- INE, Instituto Nacional de Estatística (Statistics Portugal)
- ICS / UL, Instituto de Ciências Sociais da Universidade de Lisboa (Institute of Social Sciences, University of Lisbon)
- IE / UL, Instituto de Envelhecimento da Universidade de Lisboa (Institute of Population Ageing, University of Lisbon)
- ISEG / UTL, Instituto Superior de Economia e Gestão da Universidade Técnica de Lisboa (School of Economics and Management, Technical University of Lisbon)
- ENSP / UNL, Escola Nacional de Saúde Pública da Universidade Nova de Lisboa (School of Public Health, Nova University of Lisbon)
- FE / UNL, Faculdade de Economia da Universidade Nova de Lisboa (School of Business and Economics, Nova University of Lisbon)
- IGP, Instituto Geográfico de Portugal (Portuguese Geographic Institute)
- ISEGI / UNL, Instituto Superior de Estatística e Gestão de Informação da Universidade Nova de Lisboa (Statistics and Information Management, Nova University of Lisbon)
- IM, Instituto de Meteorologia (Institute of Meteorology)
- UL, Universidade de Lisboa (University of Lisbon)
- DGAI, Direcção Geral da Administração Interna (Directorate-General of Home Affairs)
- CEGEA, Centro de Estudos em Gestão e Economia Aplicada da Faculdade de Economia e Gestão da Universidade Católica Portuguesa no Porto (Research Centre in Management and Applied Economics, Portuguese Catholic University of Porto)
- RBE, Rede de Bibliotecas Escolares (School Libraries Network)
- RTP, Radiotelevisão de Portugal (Portuguese Public Television)
- Instituto de Segurança Social, IP (Centro Nacional de Protecção contra os Riscos Profissionais)
- Instituto de Informática, IP (Information Technology Institute)

Appendix 13
Cooperation agreements
(2009 to 2011)

Relógio d'Água Editores

ACL, Associação Comercial de Lisboa

AMA, Augusto Mateus Associados

Porto Editora

SODILIVROS

TSF

SIC

Público

Diário de Notícias

Visão

Expresso

University of the Algarve

University of Coimbra

University of Porto

EUI, European University Institute, Florence

Rede UNICRE

Appendix 14
Distribution of expenses by theme and operation

	2010	2011
	%	%
Total allocation	100.0	
Operating costs	16.00	21.00
Communication and promotion	5.00	12.04
Projects		
Pordata	5.00	20.00
Essays	6.00	9.52
Education	3.00	5.32
Justice	0.50	4.46
Health	2.00	2.60
Population and demography	0.50	2.66
Values and attitudes	0.50	1.30
Social Issues	1.00	1.80
Development Issues	1.50	2.10
Reserve	59.00	17.18

Objective figures	2010 to 2012	undertaken in 2011	±
	%	%	
Total allocation	100.0		
Operating costs	20.00	21.00	
Communication and promotion	9.50	12.00	
Projects			
Pordata	8.00	20.00	
Essays	7.00	9.50	
Education	4.00	5.30	
Justice	3.00	4.50	
Health	3.00	2.60	—
Population and demography	1.50	2.70	
Values and attitudes	4.00	1.30	—
Social Issues	3.00	1.80	—
Development issues	3.00	2.10	—
Reserve	34.00	17.18	—

	2010	2010	2011	2011
	%	Amount	Amount	%
<b>Total allocation</b>	100.0	5,000,000	5,000,000	
<b>Operating costs</b>	16.00	799,000	1,050,054	21.00
<b>Communication and promotion</b>	5.00	252,000	602,000	12.04
<b>Projects</b>				
Pordata	5.00	231,000	1,000,683	20.00
Essays	6.00	287,000	476,000	9.52
Education	3.00	141,000	266,000	5.32
Justice	0.50	18,000	223,000	4.46
Health	2.00	102,000	130,000	2.60
Population and demography	0.50	12,000	133,000	2.66
Values and attitudes	0.50	22,000	65,000	1.30
Social Issues	1.00	62,000	90,000	1.80
Development Issues	1.50	75,000	105,000	2.10
Reserve	59.00	2,998,000	859,033	17.18

	2010 to 2012	2010 to 2012	undertaken in 2011
	%	Amount	%
<b>Total allocation</b>	100.0	15,000,000	
<b>Operating costs</b>	20.00	3,005	21.00
<b>Communication and promotion</b>	9.50	1,420	12.00
<b>Projects</b>		6,941	
Pordata	8.00	1,178	20.00
Essays	7.00	1,019	9.50
Education	4.00	628	5.30
Justice	3.00	463	4.50
Health	3.00	462	2.60
Population and demography	1.50	224	2.70
Values and attitudes	4.00	660	1.30
Social Issues	3.00	476	1.80
Development Issues	3.00	410	2.10
Reserve	34.00	5,054	17.18



## ANNUAL REPORT

Fundação Francisco Manuel dos Santos



## Balance Sheet

Period ending 31<sup>st</sup> December 2011

		Year 2011	Year 2010
ASSETS	Notes	Net Assets	Net Asset
<b>Stocks</b>			
Goods	21	348,913.35	175,581.59
<b>Financial Investments</b>			
Treasury funds	17	3,024,256.33	5,270,000.00
<b>Third Party Debts – Short Term</b>			
Customers		165,503.90	82,603.63
State and Other Public Bodies		113,978.82	36,005.47
<b>Bank Deposits and Cash</b>			
Bank Deposits		4,280,114.67	152,481.62
Cash		2,824.97	2,411.56
<b>Accruals and Deferrals</b>			
Accrued Income	48	8,264.66	34,414.16
<b>Total of Amortizations</b>			
<b>Total Adjustments</b>			
<b>Total Assets</b>		<b>7,943,856.70</b>	<b>5,753,498.03</b>

ASSETS AND LIABILITIES	Notes	Year 2011	Year 2010
<b>ASSETS</b>			
<b>Capital</b>			
Founder members endowments	40	1,000,000.00	1,000,000.00
<b>VARIATION FOR THE FINANCIAL YEAR</b>		0.00	0.00
<b>Total Equity</b>		<b>1,000,000.00</b>	<b>1,000,000.00</b>
<b>LIABILITIES</b>			
<b>Debts Owed to Third Parties – Short Term</b>			
State and other Public Bodies		35,182.50	27,020.61
Suppliers		855,127.94	66,986.58
<b>Accrued costs and deferred income/ Accruals and Deferrals</b>	48		
Accrued Costs		208,525.21	91,676.72
Deferred Income		5,845,021.05	4,567,814.12
<b>Total Liabilities</b>		<b>6,943,856.70</b>	<b>4,753,498.03</b>
<b>Total Assets and Liabilities</b>		<b>7,943,856.70</b>	<b>5,753,498.03</b>

## Asset Variation Statement

Period ending on the 31<sup>st</sup> December 2011

COSTS AND LOSSES	Notes	Year 2011	Ano 2010
<b>Cost of Goods Sold</b>	41	524,926.25	287,232.74
<b>External Services and Supplies</b>	50	2,607,626.76	1,278,312.71
<b>Costs with Personnel</b>			
Salaries		465,568.83	388,532.82
Social Security Contributions:		60,848.52	40,707.19
		526,417.35	429,240.01
<b>Taxes</b>		452,016.75	1,994.27
<b>Other Operational Costs and Losses</b>		17,956.93	500.00
(A)		4,128,944.04	1,997,279.73
<b>Interest Payments and Similar Costs</b>			
Others	45	1,402.06	971.79
(C)		4,130,346.10	1,998,251.52
<b>Extraordinary Costs and Losses</b>		0	0
(E)		4,130,346.10	1,998,251.52
<b>Income Tax for the Financial Year</b>		10,621.80	4,750.00
(G)		4,140,967.90	2,003,001.52
<b>Asset Variation for the Financial Year</b>		0	0
<b>Total</b>		<b>4,140,967.90</b>	<b>2,003,001.52</b>
<b>INCOME AND GAINS</b>			
<b>Sales</b>		250,460.90	183,780.56
<b>Other Operational Income and Gains</b>			
Others	48	3,781,288.07	1,706,920.38
(B)		4,031,748.97	1,890,700.94
<b>Other Interests and Similar Gains Interest and Similar Income</b>			
Others	45	109,218.93	112,300.58
(D)		4,140,967.90	2,003,001.52
(F)		<b>4,140,967.90</b>	<b>2,003,001.52</b>

SUMMARY		2011	2010
Operational Results	(B)-(A)	(97,195.07)	(106,578.79)
Financial Results	(D-B)-(C-A)	107,816.87	111,328.79
Current Results	(D)-(C)	10,621.80	4,750.00
Pre-Tax Results	(F)-(E)	10,621.80	4,750.00
Net Result for the Financial Year	(F)-(G)	0.00	0.00

## Cash Flow Statement (Direct Method)

Period ending 31<sup>st</sup> December 2011

OPERATIONAL ACTIVITIES (1)	Year 2011	Year 2010
Revenue from Customers	230,851.78	112,203.76
Payments to Creditors	(282,391.35)	(135,145.21)
Payments to Personnel	(298,160.97)	(296,919.99)
Taxes:	(278,531.68)	(192,383.14)
Income Tax Retention		
IRS Category A	(139,555.13)	(110,798.00)
IRS Category B	(63,897.43)	(27,095.70)
IRC Category E	(5,444.71)	(296.22)
Social Security Contributions	(69,664.41)	(54,193.22)
<b>Operational Activity Flows (1)</b>	<b>(628,262.22)</b>	<b>(512,244.58)</b>
INVESTMENT ACTIVITIES (2)		
Revenue from:		
Interest and Financial Investments	73,028.01	112,300.58
Payments referring to:		
Projects	(2,562,463.00)	(1,572,813.52)
<b>Investment Activity Flows (2)</b>	<b>(2.489.434.99)</b>	<b>(189,350.96)</b>
FUNDING ACTIVITIES (3)		
Donations	5,000,000.00	5,000,000.00
<b>Funding Activity Flows (3)</b>	<b>5,000,000.00</b>	<b>5,000,000.00</b>
<b>Net Cash and Cash Equivalent Variation(1+2+3)</b>	<b>1,882,302.79</b>	<b>3,024,242.48</b>
<b>Cash and Cash Equivalents at the Beginning of the Period</b>	<b>5,424,893.18</b>	<b>2,397,650.71</b>
<b>Cash and Cash Equivalents at the End of the Period</b>	<b>7,307,195.97</b>	<b>5,424,893.18</b>

APPENDIX TO CASH FLOW STATEMENT	Year 2011	Year 2010
Cash	2,824.97	2,411.56
Bank Deposits	4,280,114.67	152,481.62
Tradable Securities	3,024,256.33	5,270,000.00
Cash resources on the balance sheet	<b>7,307,195.97</b>	<b>5,424,893.18</b>

## Appendix to the Balance Sheet and to Asset Variation Statement

Period ending 31<sup>st</sup> December 2011

(expressed in Euros)

### Introductory Note

The Francisco Manuel dos Santos Foundation, hereinafter designated as “the Foundation”, is a not-for-profit, private-law body established with unlimited duration by the company Francisco Manuel dos Santos, SGPS, S.A. (The Founder).

The Foundation was recognised by Order 13591/2009, of the 5<sup>th</sup> June 2009, and declared as a private body of public utility by Order 5159/2010, of the 12<sup>th</sup> March 2010, both issued by the office of the Secretary of State for the Presidency of the Council of Ministers.

The main purpose of the Foundation is to foster and increase knowledge of Portugal today, in order to contribute to the development of society, the consolidation of citizens’ rights and the improvement of public institutions.

To this end, a wide, multidisciplinary range of studies are carried out, with a special focus on demography and population, social and economic conditions, social and economic development, health, education, professional training, social security, the State and democratic institutions, among others.

The notes to this Appendix are numbered according to the norms laid out in Decree-Law 410/89, of 21<sup>st</sup> November in the absence of specific regulations for foundations. Those not applicable to the Foundation, or not relevant for the full understanding of the attached financial statements, are omitted.

From the 1<sup>st</sup> January 2012, the Foundation will adopt the Accounting and Financial Reporting Regulation for Bodies in the Not-for-Profit Sector.

### 2. Comparability to the previous Financial Year

The Foundation began operating during the financial year 2009; therefore the figures presented for 2011 are directly comparable to the previous year.

### 3. Basis for presentation and Main Valuation Criteria

The accompanying financial statements, comprising the balance sheet, the statement of changes in assets and the statement of cash flows, were prepared under the assumption of operative continuity, and based on the Foundation’s accountancy books and records, kept in compliance with the accountancy regulations in force.

The ain valuation criteria applied in the preparation of the financial statements were as follows:

a) Financial Investments

Treasury funds are registered at cost of acquisition and at the end of every financial year are valued at the price indicated by the respective banking body.

b) Projects Promoted

The figures for “Projects Promoted”, such as “Pordata”, “Studies” and “Conferences on Education”, with the exception of “Essays” and “Yearbook” which are included in the “Goods” section (Note 21), are included under the “Services and supplies – Projects Promoted” heading, recorded as cost in the statement of changes in assets. These costs are attributable to the financial year in which the projects are undertaken, and irrespective of when the disbursement occurs. In the case of projects that are attributable in a multi-year basis, the costs are recognised for the period when money is made available to the project, according to its progression (note 49).

c) Accruals and Deferrals

Revenue and expenses are recorded in compliance with the accrual accounting principle, according to which they are recognised with respect to the moment when they are generated and irrespective of the date of payment or date of receipt. The differences between amounts received and paid and the corresponding income and costs generated are recorded in the accruals and deferrals headings.

d) Founder’s Endowments

The Founder’s endowments are recognised in “Assets” with respect to the date when the allocation is confirmed, irrespective of the actual date of receipt (Note 35 and Note 48).

e) Donations

The amounts received as allocations to projects and to the operating costs of the Foundation are recorded in “Donations” and recognised in income proportionally to expenses incurred in each year (Note 48).

6. Taxes

As a body of public interest, the Foundation is legally exempt from the payment of corporation tax – in accordance with paragraph c) of no.1 of article 10 of the Corporation Tax Code, according to the order by the presidency of the Council of Ministers of the 12<sup>th</sup> March 2010.

According to the law in force, tax returns are subject to review and correction by the tax authorities for a period of four years (five years, in the case of the Social Security as from 2001). For this reason, the Foundation’s tax return for 2011 may still be revised. However, the Board of Directors is confident that any alterations due to revisions/inspections by the tax authorities will not have a significant impact on the present financial statements.

7. Average Number of People Working for the Foundation

The Foundation has five permanent staff: the Chairman of the Board of Directors, the Secretary of the Board of Directors, the Director of Marketing and Communications, Director of Databases and the Administrative Coordinator of Temporary Projects.

17. Financial Investments

On 31<sup>st</sup> December 2011, the Foundation’s portfolio in the “Financial Investments” heading was made up of:

	Quantity	Listing Price
Treasury Funds	4,559,547	3,024,256.33

21. Statement of Variations Occurred in Current Asset Headings (Stocks)

The variations under the Stocks heading was as follows:

HEADINGS	Movements for the Year			
	Opening balance	Incoming	Outgoing	Closing Balance
<b>Stocks</b>				
Goods – Essays	175,581.59	581,970.82	488,759.79	268,792.62
Goods – Yearbook <sup>1</sup>	0.00	129,211.80	49,091.07	80,120.73
<b>Total</b>	<b>175,581.59</b>	<b>711,182.62</b>	<b>537,850.86</b>	<b>348,913.35</b>

<sup>1</sup> The Yearbook was published on 29<sup>th</sup> November 2012

The Closing Balance of the Goods – Essays section comprises:

HEADINGS	Closing Balance
Foundation Goods	180,303.61
Consignment Goods	88.489.01
<b>Total</b>	<b>268.792,62</b>

The Closing Balance of the Goods – Yearbook section comprises:

HEADINGS	Closing Balance
Foundation Goods	80,011.15
Consignment Goods	109.58
<b>Total</b>	<b>80,120.73</b>

### 35. Capital Payment (Endowments)

The endowment of €1,000,000.00 was fully paid during the 2009 financial year.

### 40. Variation in the Capital Headings

The movement under the heading capital during the year was as follows:

HEADINGS	Movements for the Year			Closing Balance
	Opening Balance	Incoming	Outgoing	
Founder's endowment	1,000,000.00	0.00	0.00	1,000,000.00
Variation in assets for the year	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1,000,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,000,000.00</b>

### 41. Statement of Cost of Goods Sold

The cost of goods sold, in the amount of 524,926.25 was as follows:

HEADINGS – ESSAYS	Movements for the Year
	Goods
Initial stocks	175,581.59
Purchases	569,046.21
Stock adjustments	0.00
Final stocks	(268,792.62)
<b>Costs for the financial year</b>	<b>475,835.18</b>

HEADINGS- YEARBOOK	Movements for the Year
	Goods
Initial stocks	0.00
Purchases	129,211.80
Stock adjustments	0.00
Final stocks	(80,120.73)
<b>Costs for the financial year</b>	<b>49,091.07</b>

### 43. Remunerations Paid to the Scientific and Cultural Advisory Board, Board of Trustees and Statutory Auditor

The remunerations paid to the members of the Scientific and Cultural Advisory Board, Board of Trustees and Statutory Auditor during the year were as follows:

	2011	2010
Scientific and Cultural Advisory Board – Attendance Fees	4,046.50	3,500.00
Board of Trustees – Attendance Fees	34,500.00	22,500.00
Statutory Auditor	7,380.00	7,230.00
<b>Total</b>	<b>45,926.50</b>	<b>33,230.00</b>

### 45. Statement of Financial Results

Financial results for the financial year were as follows:

COSTS AND LOSSES	2011	2010
Interest paid	0.00	22.21
Other costs and financial losses	1,402.06	949.58
Financial results	107,816.87	111,328.79
<b>Total</b>	<b>109,218.93</b>	<b>112,300.58</b>
INCOME AND GAINS		
Interest income <sup>2</sup>	73,028.01	112,087.78
Other financial income and gains	36,190.92	212.80
<b>Total</b>	<b>109,218.93</b>	<b>112,300.58</b>

<sup>2</sup> This account mainly represents the income from interest gained from cash investments, tradable securities and bank deposits.

### 48. Accruals and Deferrals

ASSETS	2011	2010
Interest to be settled	8,264.66	34,414.16
<b>Total</b>	<b>8,264.66</b>	<b>34,414.16</b>
LIABILITIES		
Remunerations to be settled	28,631.27	21,700.40
Other added costs	179,893.94	69,976.32
Donations	5,845,021.05	4,567,814.12
<b>Total</b>	<b>6,053,546.26</b>	<b>4,659,490.84</b>



The “Interest to be settled” heading corresponds to interest earned from bonds in this financial year. The amount of €28,631.27 shown under the heading “Remunerations to be settled”, corresponds to holiday pay and related subsidies, which were earned in 2011 and are due to be paid in 2012.

The other added costs include the amount of €179,893.94, which correspond to added costs for projects. The amount recorded under the “Donations” heading corresponds to contributions from the Founder, which are yet to be spent on the Foundation’s activities (project funding and operating expenses). The recognition of these contributions in the income for the year will be made depending on the exact amounts of the said expenses that are not covered by financial income. For the present financial year, the amount of €3,781,288.07 was charged to the income statement (“Other Operating Income” heading).

49. Promoted Projects

Until the end of the year, the following projects were approved and their costs attributed as follows:

	Amount Approved (Annual and Multi-Year Projects)			Valores Gastos		
	2009/2010	2011	Total (1)	2009/2010	2011	Total (2)
Pordata	1,072,802.00	1,049,301.00	2,122,103.00	631,644.00	793,532.00	1,425,176.00
Essays	1,060,245.00	192,950.00	1,253,195.00	462,127.00	393,914.00	856,041.00
Studies	2,002,000.00	756,991.00	2,758,991.00	247,093.00	821,863.00	1,068,956.00
Conferences	175,550.00	155,750.00	331,300.00	92,252.00	215,855.00	308,107.00
Other projects	33,845.00	137,400.00	171,245.00	11,200.00	125,616.00	136,816.00
Communication		233,377.00	233,377.00		211,683.00	211,683.00
<b>Total</b>	<b>4,344,442.00</b>	<b>2,525,769.00</b>	<b>6,870,211.00</b>	<b>1,444,316.00</b>	<b>2,562,463.00</b>	<b>4,006,779.00</b>
<b>Amount Retained (1)-(2)</b>						<b>2,863,432.00</b>

The amounts approved for Annual and Multi-Year Projects totalled €4,344,442.00 in the first two financial years (2009/2010) and €2,525,769.00 in 2011, which totals €6,870,211.00 since the Foundation was created, of which €4,006,779 was paid, plus €642,014.70 in VAT. In the statement of asset variation, the costs of all projects, except the “Essays” and the “Yearbook”, are recorded under the “Supplies and External Services” heading with VAT excluded. The spending associated with “Essays” and the “Yearbook” are recorded under the “Goods” heading with VAT deducted, as this is settled on sale.

In addition to the €2,863,432.00 surplus for approved projects with CSP, there are €7,274,256.00 invested in bonds and term deposits available.

Accumulated Amounts 2009 / 2010 / 2011

	Amount
Approved projects with CSP	6,870,211.00
Amount spent	(4,006,779.00)
Amount to be retained	2,863,432.00
<b>Availability on 31.12.2011</b>	
Term deposits	4,250,000.00
Financial Investments	3,024,256.00
	7,274,256.00

50. Supplies and External Services

This heading is made up as follows:

Designation	Valor
<b>Specialised Services:</b>	
Promoted Projects	2,114,046.06
Legal advice	17,160.00
Accounting Consultancy	10,080.00
Auditing services	6,000.00
<b>Leases and Rents</b>	29,320.09
<b>Travelling Expenses</b>	12,323.59
<b>Representation Costs</b>	15,290.17
<b>Scientific Advisory Board and Editorial Board – Fees</b>	187,088.33
<b>Personnel – Training and Supervision – Fees</b>	183,033.51
<b>Communication</b>	7,591.26
<b>Books, Technical Documentation and Office Supplies</b>	7,584.90
<b>Gifts</b>	17,679.07
<b>Other Headings</b>	429.78
<b>Total</b>	<b>2,607,626.76</b>



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## Certification of Accounts

### Introduction

1. We have examined the attached financial statements of the **Francisco Manuel dos Santos Foundation**, which comprise the Balance Sheet as at the 31<sup>st</sup> December 2011 (showing a total of Euros 7.943.856,70 and a total of shareholder's equity of Euros 1.000.000,00, including a null asset variation), the Statement of assets variations and corresponding Appendix for the financial year ended on that date.

### Responsibilities

2. It is the Board of Directors' responsibility to prepare financial statements that present a true and appropriate view of the financial position of the Foundation, the asset variation, as well as the adoption of adequate accounting policies and principles, and the maintenance of an apposite system of internal control.
3. Our responsibility consists of expressing a professional and independent opinion, based on our audit of those financial statements.

### Scope

4. Our audit was conducted in accordance with the Standards and Technical Guidelines of the Certified Auditors' Association, which require that the audit be planned and executed with the aim of obtaining an acceptable degree of assurance as to whether the financial statements are free from any materially relevant distortions. To that effect, our audit included: i) a sample verification of the evidence supporting the amounts and disclosures contained in the financial statements and evaluation of the estimates, based on judgements and criteria established by the Board of Directors, used in their preparation; ii) assessment of the adequacy of the adopted accounting policies and disclosure, taking into consideration the circumstances; iii) verification of the applicability of the continuity principle; and iv) appraisal of the overall adequacy in presenting the financial statements.
5. We believe that our audit provides a reasonable basis for expressing our opinion regarding those financial statements.

### Opinion

6. In our opinion, the financial statements referred to above adequately represent, in all relevant aspects, the financial position of the **Francisco Manuel dos Santos Foundation**, on the 31<sup>st</sup> December 2011, and the results of its operations for the fiscal year then ended, in accordance with the accounting principles generally accepted in Portugal.

**AUREN Auditores & Associados, SROC, S. A.**

Represented by:

**AUREN AUDITORES**

## FUNDAÇÃO FRANCISCO MANUEL DOS SANTOS

### Report and Opinion of the Audit Committee

To the Board of Trustees

In compliance with the statutory institutions, and in the exercise of our capabilities, we are herewith submitting the Report on our supervisory activity and our Opinion concerning all accounting documentation presented by the Board of Directors of the **Francisco Manuel dos Santos Foundation** (hereinafter referred to as the Foundation), with regard to the fiscal year ending on the 31<sup>st</sup> December 2011.

We surveyed the evolution of the Foundation's activity verifying the accounting records and supporting documents, having obtained from the Board, at all times, all documents and information requested.

We ascertained that the financial statements included in the relevant accounting documents were prepared in accordance with the accounting principles generally accepted in Portugal and complied with the legal precepts adopted, thus expressing the accurate financial situation of the Foundation.

We emphasise that the Opinion of this Audit Committee is supported by the viewpoint (attached), regarding the aforementioned financial statements, expressed by the Member of AUREN Auditores & Associados, SROC, S.A., as a result of the task assigned to him in view of his technical expertise

We, therefore, are of the opinion that the Activities Report issued by the Board of Directors and the accounting documents concerning the fiscal year ending on the 31<sup>st</sup> December 2011 be approved.

Lisbon, 12<sup>th</sup> March 2012

### THE AUDIT COMMITTEE

President

Dr. José Luis Nogueira de Brito

Member

Dr. Luís Maria Viana Palha da Silva

Member

AUREN Auditores & Associados, SROC, S. A.

Represented by:

## Fundação Francisco Manuel dos Santos

Board of Trustees

Transcription of the Minute of the meeting of the 26<sup>th</sup> March 2012

**“Point 1:**

**Deliberate over the Financial and Activity Report 2011.**

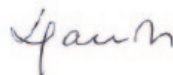
**Presentation by the Board of Directors.**

**Discussion and approval.**

The Chairman of the Board of Directors gave an overall analysis of the Foundation’s activity report and other accountability documentation for 2011, after which the floor was given over to Board Member Dr. José Soares dos Santos who, after clarifying that the documents in question were considered favourably and approved by the Audit Committee, undertook a more detailed analysis of said documents and clarified issues regarding this subject for those present.

The Board of Trustees voted on the 2011 activity and financial report, and the Trustee Manuel Braga da Cruz proposed a vote of praise. Put to the vote, the abovementioned proposals were approved unanimously.”

Lisbon, 26<sup>th</sup> March 2012



**Chairman of the Board of Trustees,  
Alexandre Soares dos Santos**



