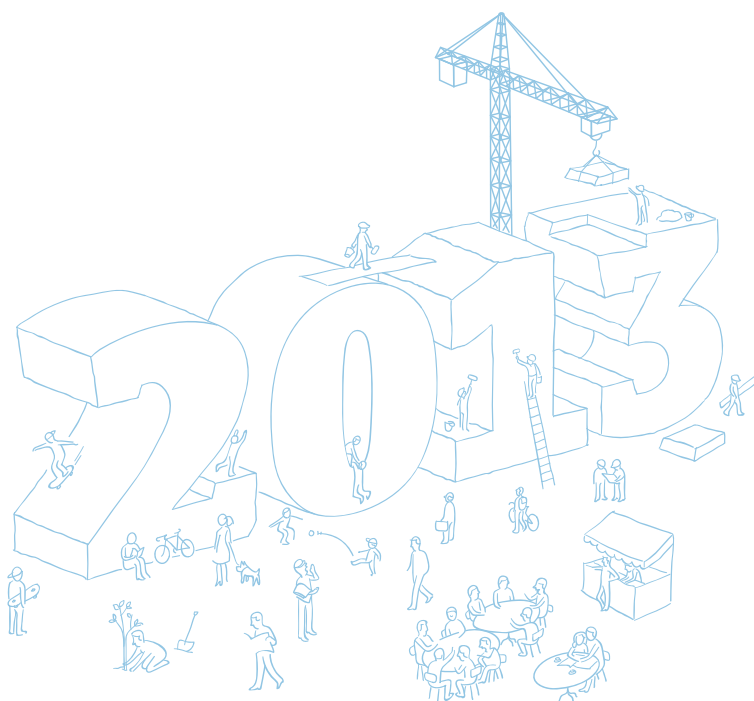


Annual Report





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Annual Report



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Activity Report

***“By the end of 2013, over 30 projects
were in progress”***

Introduction

When the moment for a review of this report comes, the Francisco Manuel dos Santos Foundation (FFMS) will have completed five years of activity. It has been a period of intense action, predominantly marked by launchings of projects, most of which had been unheard of at the time in Portugal. This cycle that now reaches its end was indeed rather useful for the consolidation of some of FFMS' initiatives, after the respective outcome could be assessed. This fifth year coincided with legal amendments imposed by the new Law on Foundations and thus, a new cycle is now set in motion. FFMS' new by-laws have been approved, acknowledged and confirmed by the relevant authorities, while FFMS' Charter of Principles, which has been in force as from the setting up of FFMS, was also confirmed (see *Appendix 1, FFMS' New By-laws* and *Appendix 2, Charter of Principles*). At its last meeting in 2013, the Board of Trustees granted its Chairman full powers to appoint the new members of FFMS' governing bodies. Also, FFMS departed from its original and provisional

head-quarters in the Amoreiras Towers and 2013 was also the year of FFMS' relocation into its new premises, at Largo Monterroio Mascarenhas.

FFMS' older projects continued and were developed, such as PORDATA – Contemporary Portugal Database, The Foundation's Essays, the internet portals Understanding the Crisis and POP – Public Opinion Portal and the Education Conferences. New projects were delivered, such as the Citizen's Portal: Rights and Responsibilities, whose public launching is scheduled for the first semester in 2014. The project "Meeting the Present in the Future" was reinforced, building up as one of FFMS' highest visibility moments.

By the end of 2013, over 30 projects were in progress. The scale of this organization has kept its lightness, although the activity increased. FFMS' degree of recognition, according to a notoriety assessment carried out by expert companies, is significant and demonstrates that efforts and resources allocated to such goal were fruitful but also, on the other hand, that we still do have a

long way to go in order to improve on FFMS' public recognition.

This year of 2013 was also the moment chosen by the Founding Family (represented by the company "Sociedade Francisco Manuel dos Santos") and by the Main Founder (Alexandre Soares dos Santos) to express their determination to grant FFMS the necessary means and to uphold it in the development of its mission. The increase of the annual donation, from 5 to 7 million Euros, bears this significance.

Although financial, economical and social difficulties are clearly visible in Portuguese society and that great emphasis is put on the Financial Adjustment Programme and on the Agreement for Financial Assistance, FFMS was not directly impaired by its consequences. However it became apparent, as months and years went by, that FFMS' activity absolutely needed to encompass such troubles. By keeping its mission on the long term in sight, as much as possible, FFMS deliberately choose to have a closer look on such critical aspects. Some of FFMS' activities and projects for the future will take this concern into account.

“As we have always mentioned, the Portuguese people are the primordial recipients of FFMS”

In any case, the fact of the matter is that FFMS defined its goals aside from this most pressing conjuncture. For this reason, although under a difficult climate, FFMS continued its path. The dominant concern still is that of studying and understanding reality, by allowing, stimulating and disseminating its interpretations, and by fostering public debate in respect of said findings and of the proposed solutions for the problems that are pointed out. As we have always mentioned, the primordial recipients of FFMS are the Portuguese people, meaning all those concerned and involved in collective discussion and in civic participation. The organs of political, social and economic power, public and civil society institutions are, evidently, also the useful recipients of the knowledge, information and proposals arising from FFMS' activities, but this has always been considered a consequence of FFMS' public and open debate. FFMS does not seek to exert a discreet influence of any kind whatsoever on the holders of public offices; in fact, FFMS actually aims at empowering the public opinion and the citizens, in general, with the necessary means to obtain knowledge and information, in view to improve their ability to participate in collective life and in the public space.

The team in charge of FFMS should not judge the results of their own actions by themselves. Therefore, such team has had a difficult task in assessing the effectiveness of FFMS' activity. This is a job meant for the public opinion. Thus, one should be driven

to interpret the sign language of society, in order to ascertain whether, as a consequence of FFMS' actions, the dissemination of knowledge and information, as well as the brainstorming stimulation, have improved or increased. Social changes, changes in behaviour, in attitude and mentality have always been the goals for those who aim at the improvement of institutions and at the development of society, despite the well known fact that such changes are always the last to take place.

Physical and material change, growth in economic and production structures, the transformation of technical and technological equipment and even the change in product consumption and in consumer's habits always appear to be easier and more immediate than changes in mentality and behaviour. The truth, however, is that the latter are in fact the true ultimate aims and, sometimes, one could sense that the consequences of FFMS' civic activities are not immediately visible. Indeed, they are not. However, such a limitation, which must be realistically understood, is after all the burden that corresponds to a great ambition. The improvement of public institutions and social development are objectives that we aim to achieve comprehensively, not just hoping for a stylish and swift change. The liberties and autonomy intended for citizens should be consistent with durable and indelible transformation and not simply fashionable flights of fancy. Spiritual society, with its behaviours and values,

“The dominant concern is still that of studying and understanding reality”

is more change resistant than material society. In a democratic setting, the private and public institutions, the organizations and companies, the civil associations and others, which jointly form the framework on which the life of communities builds upon, correspond to long-lasting projects of historical accumulation and sedimentation; they are not merely futile show-off events. Such results shall only be possible over time, with perseverance and stringency.

FFMS is aware that any social changes require some time but, in addition to that, other factors are currently indispensable for the success of a mission in the like of that ambitioned by FFMS. These are: independence and impartiality. FFMS must act with extreme caution to prevent its activities from being interpreted as having a share in any given programmed intervention, with political or political party related nature, with religious, economic or cultural nature, with its own subsidiary interests in mind. This commitment bears great complexity. But additionally it could be interpreted as FFMS being distant from human and social fate and, actually, that is not real. Indeed, FFMS intends to be firmly committed in improving the society, in social development and in reinforcing the rights of citizens. By doing so, FFMS is

not disengaged from social and national problems and issues but it is, in fact, keeping its distance from protagonists with an agenda. No matter what, FFMS' commitment in finding the best solutions for collective problems, for justice, for development, and for the reinforcement of social cohesion shall always be certain.

Over the past year, a major part of FFMS' concerns and resources were geared towards broadening the public debate and towards the dissemination of information. This should also be the case in the years to come. Databases, internet information portals, publishing essays and studies, organizing conferences and working-meetings, launching books, publicly discussing studies, convening seminars and public presentations; it all abides by the same essential mission-goals: diffusion, dissemination and debate.

“FFMS’ resources were geared towards broadening the public debate and the dissemination of information”

Organisational structure and premises

The new premises, located at Largo Monterroio Mascarenhas produced better conditions for efficiency and ampler room, providing better organization for FFMS' support services and improved the work environment. The Board of Directors hereby acknowledges the collaboration of *José Baião Paulo* who is in charge of the building's management and safety.

There weren't many, or important, structural changes over the last year. The working team is still compact, as we have always wished for (See *Appendix 3, FFMS' team and organisational structures*). FFMS frequently outsources the provision of services, which avoids the burden of a large scale organization, but also allows for greater flexibility in organisation methods. Until 21 November 2013, the Board of Directors remained unchanged as to its composition (one Executive Chairman and two non Executive Directors), such as did the Board of Trustees and the Audit Board. As from January 2013, according to what had been previously envisaged, FFMS' non statutory body, the Scientific Advisory Board, ceased to convene; nonetheless, some of its members continued to collaborate intensely with FFMS: the reorganization of FFMS was already being planned. But this body's experience left some scars. For instance, it was clear that ensuring dialogue and articulation among FFMS' different working areas was very important. Mainly because

of the contents involved and not just for practical purposes (such as dates, public displays, collaborations, planning, costs, opportunity, etc.). After a few very empirical initial years, FFMS now needs to coordinate and to articulate its activities.

By the end of 2013, FFMS' management bodies decided that in 2014 they should pay close attention to reorganizing FFMS' structures, given the new composition of its governing bodies and the lessons drawn from the initial years of operation. Now, the division of FFMS' spheres of activity into "areas" is necessary and the coordination amongst such areas shall be indispensable to avoid the danger of fragmentation in resources, objectives and projects, which could prove very negative. Indeed, 2014 should be seized as an opportunity to complete FFMS' reorganization. It is important to decentralize scientific guidance without losing rigour. In fact, an important part of FFMS' scientific soundness could rely on the advice it can resort to, as well as on arbitration (system of referees) and assessment.

After FFMS' new by-laws have been approved and the new governing bodies have been appointed, it is now indispensable to devote ourselves to the coordination and to the articulation of FFMS' scientific and cultural activities, as well as to the definition of the concepts of "assistance and consultancy", "assessment", "counselling" and "arbitration". Resorting to such activities is now critical given that, by definition, FFMS is not an academic

entity and an increase in the number of its permanent staff is neither a wish nor a possibility.

Over the past year, we found that relying on consulting bodies and similar was very useful and that it allowed for important expert contributions. Thus, there were meetings of consulting, scientific and monitoring bodies concerning several sectors and projects: Education, Science; Economic Justice; Portuguese Participation in EU Decisions; Cultural Values; Economic Development and the Quality of Democracy; the event "Meeting the Present in the Future"; and the annual magazine "*XXI, Ter Opinião*" (*XXI, To have an Opinion*).

The Publications Department, created in 2011 and managed by António Araújo, continued and further developed its activities.

While creating a fresh organisational structure more adequate to FFMS' new premises, decisive steps were taken towards the creation of information and communications systems ensuring that FFMS' infrastructures are fully independent. This required the installation of new data and communications networks, the complete replacement of computers and printers and the implementation of a system for the financial control and management of projects. This programme was undertaken under the guidance of *Rui Pimentel*, who is also the programme's coordinator, and it is presently able to ensure FFMS autonomy and efficiency.

Governing bodies: Board of Trustees, Audit Committee, Scientific Advisory Board

The governing bodies of the FFMS remained unchanged until November 21st, 2013 (See *Appendix 4, Governing Bodies 2009 – 2013*). The Board of Trustees, the Audit Board and the Board of Directors held their respective meetings as was required in order to perform their statutory functions. The Board of Directors thanks both the members in the Board of Trustees and in the Audit Board for their invaluable collaboration. The original Board of Directors composed by António Barreto (executive chairman), José Soares dos Santos and José Quinta (non-executive members) was in office since 2009. The Chairman of the Board of Directors hereby expresses his gratitude to his fellow members in the Board of Directors for their collaboration and relentless efforts.

In order to comply with the new “Law for Foundations” the Board of Trustees prepared and approved new by-laws for FFMS. In particular, it was decided that the Board of Trustees, the Audit Board and the Board of Directors should remain but that a new body should be created: the Executive Committee in the Board of Directors. The Board of Trustees granted full powers to its Chairman for the appointment of new members for FFMS’ governing bodies for a five year mandate, from 2013 to 2017 (See *Appendix 5, Governing Bodies 2013 – 2017*). The new bodies have already met in 2013 and decided to approve a Code of Good Practice and an Internal Regulation for the Board of Directors (See *Appendix 6, Code of Good Practice*).

The non-statutory Scientific Advisory Board met for its last session on January 2013. The Board of Directors hereby pays homage to said Board and to its members and expresses gratitude for their almost five year long collaboration (See *Appendix 4, Governing Bodies 2009 – 2013*). This board was the venue for the most comprehensive discussions on FFMS’ projects. The creativity of the Advisors in this board contributed to the largest extent for the development of FFMS’ activities. During FFMS’ start-up phase, this board was most frequently the reflexion centre in respect of our activities and corresponding planning and, within this initial process, it ensured vital interdisciplinary dialogue. Incidentally, interdisciplinary dialogue should be protected in the reorganisation

that FFMS is currently undergoing because, given FFMS' nature, its programmes and projects resort to different cultural scientific traditions. Moreover, great care should be devoted to the coordination amongst projects and areas, for FFMS to avoid the risk of fragmentation. Some members in the former Scientific Advisory Board collaborated valuably with FFMS and its Board of Directors in a number of areas: by coordinating scientific areas of activity, by being in charge of activities and projects, they provided project guidance and evaluation and acted as scientific juries, scientific arbitrators and counsels. Yet, several Scientific Advisors still collaborate intensely with FFMS.

“Relying on consulting bodies and similar was very useful and it allowed for important contributions from experts”

Statutes, new Law on Foundations and public utility status

in compliance with the provisions of the new Law on Foundations and given its new by-laws, FFMS was involved in several discussions, public and private, with government authorities and with the CPF – *Centro Português de Fundações* (Portuguese Centre for Foundations), an entity that represents most of the foundations with actual existence and relevant activity. Discussions were harsh given that the authorities persisted in their interventionist attitude in order to gain permanent control over the structures of foundations. FFMS, and some other foundations, were successful in making the major part of their positions stand, in view to defend their autonomy and their freedom of action. But this was not always possible. For instance, it did not always feel reasonable that the authorities seek to ensure the standardisation of all organizational structures of foundations and of its by-laws. In Portugal, the definition and creation of rules for the conduct and interaction between the State and private civil society entities is not always easy, in a sense that allows for free coexistence, autonomy of each institution

Literacy is democracy?

“In the past, children were able to identify a number of classic characters and schoolbook companions, such as Ulysses’ epic, John the Fearless, in the stories by José Gomes Ferreira, or the emblematic Oliver Twist and the touching scene at the orphanage canteen whereas today I believe the connection between literature and education is increasingly blurred, with company logos and mascots being included in the support and reflection materials, which often contain infantilizing images and commonplace speeches calling for consumerism, used by students in their early school years.”

Simão Duque, 20.04.2014

On line Debate Literacy is democracy?, www.ffms.pt





and a high level of trust. However, freedom and diversity are worth keeping insisting on. FFMS has been doing just that and hopes to continue on that path, either by itself or in collaboration with the CPF.

FFMS' public utility status was granted on 12 March 2010 (Official Gazette of 23 March 2010) and confirmed after the new law was published (See *Appendix 7 – Declaration of Public Interest in 2010 and Confirmation in 2013*).

Permanent projects

The Foundation's Internet Portal

Allowing access to all of FFMS' projects and sites, the internet portal of FFMS (*ffms.pt*) presently comprises hundreds of contents, including projects (studies, publications, documentaries and meetings) and works that were developed as a consequence of said projects.

In 2013, the number of visits to this site increased by 20%, getting close to 200 000 visitors. Production and edition in multimedia format should also be pointed out.

Several conferences were broadcasted live on-line and the major part of debate initiatives were registered on film and made available in long and short versions (1 to 2 minutes). Currently, FFMS' *you tube* channel consists of more than 400 videos, including FFMS' own contents and other media reports.

The fortnightly agenda of *online* debates, introducing guests and concerned public in general allowed for an extension in the discussion of FFMS' projects. By the end of the year, college "debate societies" featured prominently in such debates, being represented by at least one member in each initiative.

With a weekly agenda, FFMS' *newsletter* ensures the dissemination of the public activities and launchings and by cross-referencing facts and opinions for each theme it allows for a better preparation for the debates.

Given the increase and the diversity of the projects developed by FFMS within the past years and taking into account the future plan of activities, we have concluded a proposal for the revision of the site, which should be implemented early in 2014.

Filipa Dias, Margarida Vaqueiro Lopes and Rui Pimentel are in charge of the maintenance and support of FFMS' portal.

PORDATA

PORDATA – Base de Dados Portugal Contemporâneo (Contemporary Portugal Database) is one of FFMS' oldest projects and one of the most acknowledged, to which considerable efforts are allocated. If free dissemination of relevant information is one of the essential traits of public service then, PORDATA should be the exact translation of such nature.

2013 was highlighted by standardization in the access and in consultation to three of FFMS' databases: Portugal, Europe and Portuguese Municipalities. There were improvements and several developments took place. The Europe Database was updated in accordance with the design and the consultation tools that were already utilised in the Municipalities' database. A new Identity Card tool was made available, including ten indicators for each Municipality, as well as a Summary Table (with circa 100 indicators). The general Home Page was also renovated.

Important new themes were added, such as, notably "Economic Activities"

(Portugal), "Tourism" (Europe) and "Electoral Participation" (Municipalities).

A partnership with TV channel SIC led to the production of films featuring "Portraits" of 15 municipalities on the occasion of local elections. Same "Portraits" were also translated into online and printed versions for Portugal, for Portugal in Europe, for Lisbon (in collaboration with the Lisbon Municipal Council) and for Funchal (in collaboration with the Funchal Municipal Council).

The platform's technological up-date proceeded normally. A "public service" that provides data and information always entails some sort of surprises: maintenance and updating costs of databases, regarding its contents, technological structure, equipment and safety are very expensive. Indeed, this fact was a confirmation of our concerns in past years.

Edition number 3 of the Contest PORDATA/RBE – *Rede de Bibliotecas Escolares* (Network of School Libraries) took place. 42 teams of high school students applied, two of which were award-winning: the team of Agrupamento de Escolas Finisterra, in Cantanhede (*Ana Filipa Oliveira and Maria Inês Simões*) and the team of Escola EB 2, 3/S, in Vale de Cambra (*João Carlos Muacho, Luciana Vasconcelos and Tiago Rocha*). Honors were given to a third work by the team of Escola Secundária Vergílio Ferreira, in Lisboa (*André Cunha, António Ferreira and Rita Pires*). The award ceremony took place at Escola Secundária Gil Vicente, in Lisbon.

“The number of pages visited at PORDATA in the course of 2013 overcame the barrier of 6 million viewers”

At RBE, the collaboration of *Teresa Calçada* and *Margarida Toscano* was relentless.

The number of pages visited at PORDATA over 2013 overcame the barrier of 6 million viewers, corresponding to a 33% increase, by comparison with last year's records (See *Appendix 8, PORDATA, the numbers in 2013*). As from its start-up, PORDATA has been showcasing permanent increases as to the number of accesses, consultations, and references in bibliographies and media.

In 2013, the Training Project Team increased its number of collaborators and regional managers have been appointed. Setting up such a team allowed for an expansion in Training Actions of around 132%. In absolute figures, this year's number of trainees was in excess of 6.300, distributed among approximately 320 training actions taking place from the north to the south of Portugal. This number elevates the aggregate training numbers to 14.374 trainees in 685 sessions (See *Appendix 9, PORDATA: Training Actions*). *Bernardo Gaivão* is in charge of training actions and, this year, the team gained two new members: *Renato Antunes* and *Teresa Cardoso*.

PORDATA's team continues being lead by *Maria João Valente Rosa*, assisted by *Luisa Barbosa*, *Joana Martins* and *Rita Rosado*.

Technical and logistical support is provided by *Susana Norton* and *Rui Pimentel*, who are Managers at FFMS.

Internet Portal: “Understanding the Crisis”

After one year of existence, the internet site www.conheceracrise.pt has been visited by more than 50.000 individuals and includes over one hundred indicators, which are up-dated quarterly, every six months or annually, and organised according to major themes, such as, notably Employment, Housing, Welfare, Debts of Individuals and Companies, Family Expenditure and Economic Conjecture.

The idea behind this site was that in a time of notorious social and economic difficulties there was the need to provide the public with rigorous and accurately up-dated information (including monthly and yearly data, as opposed to PORDATA's displays of annual data) that allowed for an illustration of social and economic evolution in multiple dimensions of every-day life, consumption, employment, investment, expenditure, etc.

In the course of 2013, the newspaper *Destak* featured a weekly column with the evolution and the explanation of the site's indicators. This project relied on the collaboration of several partners, such as, notably, The Central Bank of Portugal

(*Banco de Portugal*), INE – *Instituto Nacional de Estatística* [Statistics National Institute], Unicef, Confidencial Imobiliário, the Food Bank (*Banco Alimentar*) and Nielsen.

Over the last semester of 2013, a new theme on Corporate Activity was prepared for this site, in a partnership with INFORMA D&B. This new set of indicators will be launched early in 2014.

For the up-date of all the indicators in the site, FFMS relies on the collaboration by *Marco Lourenço* under the supervision of the project's partners. The operational coordination is ensured by *Filipa Dias*, Manager at FFMS.

POP, Public Opinion Portal

Launched in February 2013, the website *www.pop.pt* is a product of the cooperation between FFMS and the Social Sciences Institute of the Lisbon University (ICS – *Instituto de Ciências Sociais da Universidade de Lisboa*).

Alice Ramos and *Cícero Pereira* are in charge of the POP portal, under the orientation of Advisor *Pedro Magalhães*. POP allows for an analysis over time of the evolution in public opinion, a comparison between public opinion in different nations

and to cross-reference two indicators simultaneously.

Said website *www.pop.pt* gathers information based on three major European surveys – Euro Barometer, European Social Survey and European Value Studies – including more than one hundred indicators on a wide range of themes, such as Family, Religion, Politics and Economy.

This project already amassed approximately 40 000 visits and included the publication of an ebook with the contribution of seven authors, who were invited to analyse data in their respective fields of expertise. *Alice Ramos, Cícero Pereira, José Barreto, José Tavares, Maria José Chambel, Pedro Magalhães* and *Sofia Aboim* wrote about the evolution in perception, social groups, individuals, religion, economy, labour, politics and family. This work was disclosed within the preparation for the Event “Meeting the Present in the Future” and debated in a session of the same Event, with the attendance of its authors.

Pedro Magalhães ensures the scientific leadership in this project and operational support is provided by *Filipa Dias*.

Citizen's Portal: Rights and Duties

This project, which relies on the contribution of a substantial team of legal experts, professors, magistrates and lawyers, is coordinated by *Nuno Coelho* with the support from *Mariana França Gouveia* on behalf of FFMS with the purpose of

“After one year of existence, the internet site *www.conhecera-rise.pt* has been visited by more than 50.000 individuals”

Who listens to vox pop?

“Our knowledge is stunted to a very limited part of the world we live in and our social existence relies on knowledge built by others: the schools we attended, the books we read... and also upon surveys like this one”

José Manuel Sobral, 16.03.2013

On line Debate Who listens to vox pop?,

www.ffms.pt





creating an Internet portal whose object is the citizens' rights and duties (See *Appendix 10: Portal of Rights and Duties: Management*).

Over 2013, this project has been revised and finalised and its launching is expected in 2014. The operational coordination is ensured by *Filipa Dias*, a Manager at FFMS, and by *Maria Ferreira*.

Bibliographies and Chronologies

As an addition to the existing databases, FFMS has decided to commission and to disseminate bibliographies on all the relevant themes of Portuguese history and society, as well as “Chronologies” for a recent period, from 1960 to the present days. Such works are expected to produce framework instruments of quantitative data (PORDATA, Understanding the crisis, Public Opinion Portal), as well as wide-ranging information useful for the public in general, but notably for students and researchers, national and foreign. *Paulo Silveira e Sousa* and *António Ramalho* are in charge of this project. The operational coordination is ensured by *Isabel Vasconcelos* and *Filipa Dias*, both Managers at FFMS.

In 2014, we expect to publish such contents and to have it included in FFMS' sites and internet portals (See *Appendix 11, Bibliographies and Chronologies: Organisation and Management*).

Publications by the Foundation

2013 was highlighted by the consolidation of FFMS' Publications Programme. The rhythm

of publications for “The Foundation's Essays” collection kept steady, considering the difficulties endured by the editorial market in the current economic conjuncture, which caused a reduction in expenditure for cultural products. “The Foundation's Essays” maintained its public exposure and increased its media projection, through launchings, via news in the media, and through on-line debates. One may conclude that this collection is now well consolidated and currently stands as one of FFMS' brand images (See *Appendix 12, Publications in 2013* and *Appendix 13, Complete collection of “The Foundation's Essays”, authors and sales*).

Several studies, which cannot be included in the category of essays (See *Appendix 12, Publications in 2013*), were launched as a result of works and projects developed by FFMS or as an outcome of partnerships with other institutions, such as with the European Commission Representation in Lisbon. Within the publications scope and aiming at streamlining costs, we started to adopt a strategy for publications that involves publishing some original works in digital platforms.

The production, promotion and dissemination costs of FFMS' publications are still very expensive. The margins intended for distribution and for bookshops are high. FFMS decided that a part of its resources could be allocated to support the edition and dissemination of its studies and essays but economic and financial calculations should also contribute for editorial decisions. The quest for new ways for publications, such

as online dissemination, should be a part of the editorial strategy. FFMS continues to make an effort in subsidizing the price of the “Essays” (just over 3,00 € for a sewn paperback and 5,00 € for a hardcover). Indeed, it is undeniable today that price is a limitative factor in access to reading and to books. The high number of copies sold until now (approximately 370.000 volumes) is most certainly a result of FFMS’ low cost policy.

At the Event “Meeting the Present in the Future”, FFMS’ Publications Area made its presence felt at the coffee-point “*Café da Fundação*”, by hosting several debates featuring different authors.

Lastly, we initiated the edition of a new collection, “The Foundation’s Portraits”, which will be launched in the first semester of 2014.

FFMS’ Publications Area is coordinated by *António Araújo*, who is also a member of FFMS’ Board of Directors, supported by FFMS’ Manager *Isabel Vasconcelos*, in the editorial sector and by Manager *Susana Norton*, in the production sector.

The Foundation’s Annual Magazine – “XXI, Ter opinião”

The third volume of the Annual Magazine “XXI, Ter opinião” (Having an Opinion) was once again steered by *José Manuel Fernandes* and published towards the end of 2013 (See *Appendix 14 – Annual Magazine “XXI, Ter opinião”: Editorial Team and Contributors*). The central theme of this issue, “The Paths of Europe”, contributed to broaden the

discussion about Europe, a topic that had already been addressed in a conference, in May 2013 (“25 years of Portugal in Europe”), as the subject for both a study and a publication by author *Augusto Mateus* and was the object of an in-depth reflection at the Event “Meeting the Present in the Future”. The sales of these 3 issues ranged from 6 000 to 9000 copies. The cost of this large sized publication (more than 200 colour illustrated pages featuring an important number of contributors) is very expensive. In the near future, it would be advisable to study alternatives allowing to develop, to improve, to increase the periodicity or to support this publication. The magazine’s operational coordination is ensured by *Susana Norton*, a Manager at FFMS.

Documentaries

FFMS intends to start producing a series of documentaries about present-day themes in Portuguese society. FFMS’ publications, in particular “The Foundation’s Essays”, reached tens of thousands of readers and were followed by corresponding debates. With the documentaries, notably by making use of television, we aim to reach hundreds of thousands of viewers. But the purpose remains unchanged: an ongoing invitation to debate on current realities.

FFMS’ first documentary was broadcasted in 2012: “Born to live” by co-authors *Xavier Barreto* and *José Pedro Correia* with the collaboration of Advisor

What if labour is not a right but a commodity?

“The market has its own will, that’s true, but we are the ones who have to guide such will, based on collective values, many of which are moral.”

João Jesus Caetano, 22.02.2013

On line Debate What if labour is not a right but a commodity?,
www.ffms.pt





José Mendes Ribeiro was directed by *Joana Pontes* and produced by *Patrícia Faria*.

In 2013, three new films were initiated, featuring different production and direction crews. The subjects chosen for these documentaries focused on contemporary social issues: access to college education, incorporating a commercial company and the living conditions of families with reduced wages.

Annually, FFMS expects to show from two to three new movies, with 26 minutes' duration. The documentaries shall be followed by ten interviews with experts or with individuals experienced on the subject theme, in order to help in the creation of a framework for the discussion of said issue.

As planning and work processes for this area are still under development, FFMS relies on the support by a jury of qualified individuals.

As an independent project, the documentary series entitled "On development and freedom" has been in production since 2012. Based on interviews made to 10 international personalities, amongst philosophers, writers, musicians, sociologists, we expect that these series will make a contribution for the reflection on the future of societies, within the scope of the relationship between freedom and development. We expect this project to be showcased at the 2014 edition of the Event "Meeting the Present in the Future", whose central theme will be "Freedom".

Filipa Dias, a Manager at FFMS, is in charge of FFMS' Documentaries' Programme.

Areas of activity, programmes and permanent projects

Over the last year, the projects that have started in 2012 either continued and/or were completed and, at the same time, some new projects were initiated (See *Appendix 15, Projects undertaken and ongoing, 2009 – 2013*): several dozens, in total. This possible proliferation in the early years might have been necessary to empirically test working methods. Now, after five years have elapsed, it may be important to seek for a significant articulation in the contents of the projects and programmes.

In 2013, 22 projects have been drafted and/or completed (See *Appendix 16 – Projects completed in 2013*). Some of these were completed only towards the end of the year and thus, its edition and dissemination shall only take place in 2014. After such a high number of works being completed, we aim at slowing down our pace as to contracts, in order to reflect on a research strategy. Incidentally, over this year, we initiated a reflection about the programmes, with the objective of creating a new organization, maturing new development strategies around areas, exploring synergies amongst the programmes and potentiating the existing collection of studies and other FFMS' materials and of defining methodologies for the assessment of projects. Indeed, a new logic for the organization of projects and programmes is a must within the scope

of FFMS' mission and principles. As from 2014, new designations for the working areas and programmes of FFMS are likely to be included. Until then, we will refer to the terminology we have been using so far.

Project Management was entrusted to *Isabel Vasconcelos*, a Manager at FFMS.

Health programme

Two projects have been completed and the consequent studies are up for publication: the study on Costs and Prices of Health ("*Custos e preços da Saúde*") led by *Carlos Costa* (of the National School of Public Health of Lisbon's Nova University) and the study on the Developments in Infant Mortality ("*Evolução da Mortalidade Infantil*"), by *José Pedro Correia* and *Xavier Barreto*. Under the guidance of *José Mendes Ribeiro*, who is also the Programme Coordinator; *Rita Espanha* took up an exploratory study regarding Information on Health ("*A informação em Saúde*"), which is available at FFMS' site.

Justice and law programme

The Justice and Law Programme is managed by *Nuno Garoupa*, having *Maria Ferreira* as an Advisor. "Economic Justice in Portugal" was the most significant project to be concluded in this programme. This project started in 2012 under the scientific coordination of *Mariana França Gouveia*, *Nuno Garoupa* and *Pedro Magalhães* with the collaboration of a vast team of legal experts

and social scientists. *Jorge Carvalho* of the Law Faculty at Lisbon's Nova University was the executive leader for this project (See *Appendix 17, Economic Justice in Portugal: Contributors and Publications*). This project was the first major example of a partnership with another institution, in this case with ACL – *Associação Comercial de Lisboa* (Lisbon Commercial Association). In addition, collaboration was provided by INE – *Instituto Nacional de Estatística* (Statistics National Institute). It included research of different natures, some legal and theoretic and some empirical observation, of courtrooms, of companies and of other players in justice. The corresponding conclusions have been widely disseminated: in printed form, by being made available online, as well as by being personally submitted to the authorities, to the Government, to judiciary authorities, to representatives of lawyers and magistrates, to professors and other professionals. In particular, the hearing and the working meeting with the Parliamentary Commission on Rights, Freedoms and Guarantees should be highlighted, where its members informed us that a number of FFMS' suggestions had been accepted. In this case, as in other cases, it will be important to conduct an assessment later on, regarding its results, the manner in which it was disseminated and debated, as well as on the effectiveness of such results, i.e. of the capacity we have shown to contribute for future decisions and reforms. The traditional habits of our country are in such way that public authorities do not like to show they

are being exteriorly motivated and thus, it is very difficult to participate and to make a contribution. Frequently, the entities simply don't wish for the public participation of citizens. Although discrete influence is easily accepted, public authorities are afraid of both the confrontation with other opinions and of the need to join efforts into a mutual path. FFMS is also involved in acting against such habits.

In addition to this project and to the works related thereto, other studies were produced and will be published in 2014: "Public Prosecution Offices in European Countries" by *José Martin Pastor*, from the University of Valencia; and "The Training of judges in Europe", by *Carlos Gómez Ligerre*, from the Universitat Pompeu Fabra, in Barcelona.

On the other hand, following the projects concluded in 2012 under the topic of "Legislative Assessment", that were focused on the cases of the "Higher Education Funding Law" and of the "Drug Law", a study with a broader scope was carried out: "Law Assessment: A Comparative Approach". This project was led and undertaken by *João Caupers* and *Marta Tavares de Almeida* of Faculdade de Direito da Universidade Nova de Lisboa (Law Faculty of Lisbon's Nova University) and by *Pierre Guibentif* of ISCTE – *Instituto Superior de Ciências do Trabalho e da Empresa* (Higher Institute for Business and Labour Sciences). The study concerns the methodology and the issues relating to legislative assessment in several

European countries, with an emphasis on the Portuguese case. The project was concluded within 2013 and its publication and dissemination are expected in 2014.

Education programme

The Education Programme is coordinated by *Carlos Fiolhais* having *Mónica Vieira* as an Advisor. The Education Board provided support to this Programme (See *Appendix 18, Composition of FFMS' Education Board*). FFMS' Education Board meets in order to debate and to analyse the Programme, in general, and its specific studies.

Over 2013, the cycle Key Issues on Education ("*Questões-chave da Educação*") was continued and several studies were disseminated.

Conferences-Cycle: Key Issues on Education

The cycle of conferences regarding "Key Issues on Education" has been an initiative of FFMS since 2010 and is intended for the educational community, particularly teachers in primary and secondary education. The aim for this cycle of conferences is to generate and to foster debate about issues of general interest for the educational community, particularly teachers and students in the area of education, some of which will become teachers. The conferences were also open to education scholars and to other concerned parties (See *Appendix 19, Key issues on Education: Conferences and Authors*).

In 2013, the following themes were debated: “Indiscipline at school” with the participation of *Dorothy Espelage* and *João Lopes*; and “Professional Education” with *Christopher Winch* and *Paula Paixão*.

Although there was a reduction in the number of sessions, we continued with last year’s model that aimed at promoting discussion in different places of the country and thus, said debates were held in Braga, Faro, Lisbon (two events) and Oporto, in a total of four events.

This cycle of conferences was publicised mainly via FFMS’ website with the collaboration of several entities: the Universities of Algarve and Minho; the newspaper “*Diário de Notícias*”; and publishers “*Porto Editora*”, in addition to a couple dozens of high schools and higher education institutions.

The conferences in Lisbon were broadcasted live via FFMS’ website. Each conference was accompanied by a book including the speakers’ texts. With such publications, the collection “Key Issues on Education” now includes a total of 11 titles (See *Appendix 12, Publications in 2013*). With the objective of broadening the debate held in previous cycles in the direction of parents and of the educational community, FFMS organized three “micro-conferences”, which were held at high schools (Alcobaça, Vila Viçosa and in Lisbon, at the Passos Manuel High School) with the collaboration of the Municipalities of Alcobaça and Vila Viçosa.

We consider this initiative as a success: the registrations were closed and online broadcasting featured good levels of audience. Although this cycle already gathers a faithful public, we cannot dismiss the idea of further reaching the parents. The “educational community” should at least include three categories (students, parents and teachers), without forgetting to mention the representatives of the community, of municipalities and of the surrounding society. For this reason, it seems essential to consider methods that reach out to parents, as an attempt to seep into a deeper and permanent debate on education issues.

Hosting said “micro-conferences” was an effort in such direction although once again we could verify the audience was mainly composed of teachers. However, we intend to maintain this format, which allows for decentralization and for an expansion in contacts, with a low cost. In 2014, we expect that parents’ associations will be more significantly involved with the preparation of said initiatives.

Studies and Publications on Education

In 2013, the following studies were published and presented: “Conceptual Exigency in Science in Basic Education”, which was coordinated by *Margarida Afonso* and “Schools for the 21st Century” undertaken by *Alexandre Homem Cristo*. This second study, which was largely informative and entailed a characterisation of options for school organisation in the United States of America,

Where does indiscipline end and where does violence begin?

***“But isn’t indiscipline a form of violence?...
Because it invades space that belongs to everyone;
because it assaults colleagues, teachers and
other staff, because it compromises the normal
running of a class or a school.”***

Isabel Gil, 14.10.2013

On line Debate Where does indiscipline
end and where does violence begin?,

www.ffms.pt





England, Holland and Sweden, was the topic for a debate held in May 2013 at the Gil Vicente High School, in Lisbon.

In addition, the following studies were published: “Literacy in Democracy” by *José Morais*, which was launched at the Camões High School, in Lisbon and “Literature and teaching of Portuguese language” by *José Cardoso Bernardes* and *Rui Afonso Mateus*.

The following studies are currently on-going: “Teaching reading in the 1st Cycle of Basic Education: Teachers’ beliefs, knowledge and training”, by *João Lopes*; “The classroom”, by *Maria Filomena Mónica*; and “Sciences in pre-school education” by *Lúcia Santos*; and “The status of education and accountability in Portugal” by *Margaret Raymond*. Furthermore, the “Comparative Study on teaching workload evolution in Portugal and in other countries” by Isabel Festas is presently in progress.

Science and Innovation Programme

The Science Programme is coordinated by *Carlos Fiolhais* with the collaboration of *Mónica Vieira* and *Maria Ferreira*. FFMS’ Science and Innovation Council Board provided support to this Programme (See *Appendix 20, Composition of FFMS’ Science and Innovation Board*), which is structured around four topics: 1. Scientific Research: organization, operation and productivity; 2. Relationship between Science and Higher Education; 3. Innovation; 4. Scientific Culture.

Conference on Science

In November 2013, at the premises of the Oporto University, FFMS held the first conference on the topic of “Science, Economy and Crisis”, including the participation of *Pedro Echenique*, who is a Physicist and a lecturer at the University of Basque Country, in Spain. This conference was followed online by 15 500 viewers.

Study on Scientific Research

The study concerning “Science and Technology in Portugal: evaluation and impact” by *Armando Vieira* was concluded in 2013 and presented for discussion to FFMS’ Science and Innovation Council. The study’s contents are undergoing a revision to allow for its dissemination in 2014.

Study on Science and Higher Education

Within the scope of the theme “Higher Technical Education and Development”, FFMS collaborated with the Polytechnic Institute of Leiria (*Instituto Politécnico de Leiria*) and with the *Caixa Agrícola* Foundation in order to host a private meeting in Leiria, intended for selected invitees, including representatives of polytechnic institutes, research centres, municipalities and members of the government. This activity, in conjunction with several others hosted in 2012, will generate a report concerning “Science, Research and Higher Education”, produced as a result of interviewing consultants well aware of Higher Education, as well as of its structures and research procedures.

Study on Science and Innovation

The study by *Manuel Mira Godinho* from ISEG (Management and Economy Higher Institute of the Lisbon Technical University) on the subject of “Science and Innovation in Portugal” was completed and published. It is meant for the general public and seeks to give an answer to basic questions about the interaction between innovation, science and technology.

GPS – Global Portuguese Scientists

We continued the reflection and the preparatory works in order to create a network for Portuguese scientists abroad (GPS – Global Portuguese Scientists). We expect the kick-off of this network for 2014.

Population and Demography Programme

This programme is coordinated by *Maria João Valente Rosa* and focuses on social, economic and geographical issues and on how these relate to population movement and demographic development.

The first survey concerning Fertility in Portugal was concluded, as an outcome of a partnership between FFMS and INE – *Instituto Nacional de Estatística* (Statistics National Institute). This official survey had been missing for many years and its necessity was truly felt and accepted. Indeed, the evolution of birth rates in Portugal demanded more information on these phenomena. The first results were made public in 2013 in a session hosted

by INE and FFMS. In 2014, new results for this study will be available. Said study and the partnership it involved were especially significant since it allowed for in-depth and useful collaboration between a private foundation and a public institution. INE, managed by its President *Alda Carvalho*, once again proved to be a flexible and competent public organization, and one with whom it is very gratifying to work. At a first stage, FFMS provided scientific and technical collaboration, in addition to committing to major funding that made such a survey possible. At a second stage, to occur in 2014, FFMS commits to undertake studies that are an outcome or an extension of said survey.

Within the scope of the cooperation protocol executed between FFMS and the Ageing Institute of the University of Lisbon, two studies have been completed: “Ageing Processes: Social Implications”, led by *Manuel Villaverde Cabral* and executed by *Pedro Moura Ferreira* and “Ageing and Dynamics: Diagnosis and Projections”, led by *Manuel Villaverde Cabral* science-wise and executed by *Mário Leston Bandeira*. The first study was published in 2013 and the second is to follow in 2014.

The Social Issue Programme

Social and Economic Inequalities in Portugal

Since the edition, in 2012, of the study on Economic Inequalities in Portugal, there were no new activities in its programme. For 2014, an up-date is expected in respect to data included in such study.

Values, Attitudes and Behaviours Programme

Cultural values, economic development and the quality of democracy: a comparative perspective.

The study that was selected in 2011 entitled “Cultural values, economic development and the quality of governance: a comparative perspective” by *Alejandro Portes* (of Princeton University) and *Margarida Marques* (of Lisbon’s University Nova) is in progress. This study has been monitored by *Pedro Magalhães* with the support of *José Pena Amaral* and *José Tavares*, members of FFMS’ Scientific and Cultural Advisory Board. The field work is advancing regularly and the second report has been delivered. We expect final results and the corresponding publications will be available in 2014 to be followed by debates and public discussions.

Social Values and Change

The project regarding “Values and attitudes towards change in favour of a more sustainable development: the insight of businessmen, mayors and general population” is coordinated by *João Ferrão* of ICS – *Instituto de Estudos Sociais da Universidade de Lisboa* (Social Studies Institute of Lisbon’s University) and monitored by Advisors *Pedro Magalhães*, *José Pena do Amaral* and *José Tavares* on behalf of FFMS. This project will be completed early in 2014 and several activities are being prepared for its dissemination.

Development Programme

The contribution of EU Funds for Portuguese development since 1985

This project, undertaken by the company AMA – Augusto Mateus Associados (having Augusto Mateus and Paulo Madruga as project leaders) is now concluded and, as an outcome of this project, a set of indicators grouped around 50 themes is now available: “An overlook on the evolution of society, institutions and Economy in Portugal” and an analysis of “Portugal before and after Structural Funds: great impact and major issues”. After the completion of this study, it was presented for debate at a public conference entitled “25 years of Portugal in Europe” (“25 anos de Portugal europeu”) held in May 2013. Said study was published in a printed version and an iPad application was developed in a partnership with AMA – Augusto Mateus Associados.

Portugal's participation in the decisions of the European Union

This project is led by *Richard Rose* and *Alexander Trechsel* (both of the IUE – University Institute, in Florence) with the support of *Pedro Magalhães* on behalf of FFMS, who replaced *Miguel Póiares Maduro* after the latter took up a position in Government. This project benefits from the support of a Consulting Board (*Álvaro Mendonça e Moura, Jorge Vasconcelos, José Pena Amaral, José Tavares* and *Marina Costa Lobo*) specially set up for this purpose and has *Maria Carlos Ferreira* as an Advisor. The Consulting Board already discussed the first four reports that were submitted: “The representation of small and average States in the EU”; “Portugal in the European Parliament”; “Horizontal and vertical EU policymaking” and “Portuguese Civil Society and the European Union”. A conference will be organized in 2014 and this project shall be the object of a public and open debate. We expect this research will be concluded by the end of 2014.

Land Registers and Agricultural Property in Portugal

This project is led by *Rodrigo Sarmento de Beires*. The corresponding study, published in June 2013 at Oporto, aims to collect and to portray the essential features of Land Registers and Agricultural Property in Portugal, while it also formulated a set of proposals that will contribute for the creation of new instruments, pointing towards the acceleration of the implementation of the Land Register.

Investment in infrastructures in Portugal

This project is led by *Alfredo Marvão Pereira*, with the purpose of studying the economic effects of major public investment in infra-structures from 1974 to present-days. Four progress reports have been submitted and the project should be concluded within 2014.

What is Europe doing better?

“Many European individuals working abroad in other continents still want and dream of returning to this safe and reliable Europe”

Luísa Lopes, 18.09.2013

On line Debate [What is Europe doing better?](#),

www.ffms.pt





Project development

The new organization of FFMS, implying new by-laws and new governing bodies started in 2013 and should continue throughout 2014. Although wishing to keep its mission alive and its Charter of Principles effective, FFMS also needs to adjust its activities to present days and to its own experience. In 2013, FFMS did not move ahead much in respect to the guidelines for the consolidation of its activities, although everything points out that, in the next few years, it will be necessary to concentrate operations, to articulate initiatives and to coordinate projects and programmes. At the same time, after some empirical initiatives in 2013, it is now important to look afresh with renewed energy towards debates and discussions in the public space. Actually, debate is not spontaneous; it does not simply spring out of when you publish a book or edit a study. You need more: it is necessary to rely on organization, on partnerships with debate societies, on the cooperation with associations, on the collaboration with institutions. Furthermore, it is just as essential to organize and to structure large scale experiences and interventions, as it is to hold closed meetings, that are more focused and oriented towards academic reflection. The annual event “Meeting the Present in the Future” stands as an example of an activity that attempts to reconcile the seriousness of topics, the importance of the issues, the relevance

of themes, with an environment open to the participation of many individuals with different backgrounds and educations. In addition, access to television is an important objective for the future of FFMS, either by producing documentaries, by editing “clips” and short films or by resorting to partnerships with TV channels. FFMS’ communication activities have been structured in this direction, in order to develop this essential dimension in debate. Obviously, without indulging on facility, ephemera and futility, but quite the contrary: by committing to FFMS’ founding rules of reliability, rigour and accountability.

Communication, dissemination and debate

After almost four years of public activity, the last survey on the notoriety of FFMS and of its projects, which took place in September 2013, revealed that approximately 20% of the individuals inquired in Greater Lisbon and in Greater Oporto “know or have heard about the Francisco Manuel dos Santos Foundation”.

As a continuation of its efforts to develop formats for dissemination and debate, in 2013, FFMS started working on a regular basis with the six college debate societies existing in Portugal – at the Universities of Lisbon, Oporto, Coimbra, Minho, Trás-os-Montes e Alto Douro and Nova (Lisbon). This initiative intends to promote the habits of discussion and debating about issues of Portuguese society amongst college students, a priority audience for FFMS.

Working in partnership with several media allowed for an in-depth growth of some FFMS’ projects and for its discussion to be extended in time. We should highlight the work of TVI and of the newspaper “*Diário de Notícias*”, in respect to the study entitled “25 years of Portugal in Europe”, the infographic work by “*SIC Notícias*” based upon data in “*PORDATA Municipalities*”, the partnership with the newspaper “*Destak*”, concerning the project “Understanding the Crisis” and the collaboration with the newspaper “*Metro*”, featuring a publication of “*PORDATA*” facts

twice a week. Likewise worth mentioning were FFMS’ collaborations with the TV channel TVI and with the newspaper “*Diário de Notícias*” regarding the Event “Meeting the Present in the Future”.

As a complement to all its studies and publications, FFMS increasingly seeks to promote discussion by means of small debating cycles, major conferences and events or by online debates (See *Appendix 21, Debate Cycles*). By resorting to different formats, FFMS intends to reach an increasingly broader public and one more diverse. The option for online debates, which have been organized and moderated by *Vasco Barreto*, has proven very useful and fertile, with high-ranking levels of viewers and participants, with its contents being shared in social networks, where FFMS accounts for more than 30.000 fans and followers. In the future, FFMS needs to further develop this channel for discussion, which seems very versatile and attractive, especially for younger social groups.

Filipa Dias, a Manager at FFMS, is in charge of the management for communication, dissemination and debates.

“Meeting the Present in the Future: Portugal in Europe. And now What?”

Planned as cycle of three years, the Event “Meeting the Present in the Future” made the role of FFMS visible as a driving force in free debating, in the elucidation and enrichment of individuals and of society as a whole. FFMS already accounts for a record of two annual events, each gathering 1.200 people in a room and reaching to over 1 million spectators through the media.

The first of such events, entitled “The Portuguese People in 2030” (held in 2012 in Lisbon at the Belém Cultural Centre), was followed up in 2013 by a series of complementary activities that allowed for further deepening on demography issues. *Maria João Valente Rosa* coordinated the publication of a book including the speakers’ original texts, the production and the execution of an infographic video film with the outcome of the study “Projections for 2030”, and the preparation of a series of debates held outside Lisbon.

Thus, from February to May 2013, the cities of Oporto, Leiria, Coimbra, Évora and Funchal were hosts to the Event “Meeting the Present in the Future”. As a result of local partnerships with Universities, Polytechnic Institutes, Municipal Councils, Students’ Associations, with Civic, Commercial and Industrial Associations, with the media, with bookshops, theatres and other cultural venues, FFMS delivered

6 debates that, in total, were attended by more than 1.200 individuals.

The second “Meeting the Present in the Future” Event was held at the Pedro Nunes High School, in Lisbon, and was entitled “Portugal in Europe. And now what?” 87 speakers and 13 moderators participated in 40 sessions covering three major topics: “Europe as a Political Community”, “Europe and the World” and “Portugal in Europe” (See *Appendix 22, Meeting the Present in the Future: Management and Organisation, Participants, Partners and Viewers*).

Academicians, politicians, historians, economists, diplomats, artists, journalists and other individuals with the most diverse backgrounds went back to school, to its corridors, to classrooms, to libraries, to the auditoriums, to the playgrounds where, once again, they have raised questions concerning who they are and which path they wish to follow, thus strengthening the awareness that their decisions are important and necessary in framing the future.

Marina Costa Lobo and *José Soares dos Santos* were in charge of the operational coordination for this event, with the support of *José Pena do Amaral* and *José Tavares*.

Several entities contributed to this Event. In addition to the companies that FFMS hired as partners for the organization, image and communication, this Event counted on a set of sponsors (Santader Totta), institutional partners (Accenture; Lisbon Municipal Council), media partners (TVI; Diário de Notícias; Media Capital Radios) and partners

providing goods and services (Pingo Doce; Recheio; Olá; Empark; Porto de Lisboa; Fnac; Gallo; SGS Car; Volvo), such as partners supporting publicity for the event (Amanhecer; Jeronymo; Hussel; A Padaria Portuguesa), which were available *pro bono* to organize, disseminate and/or participate in the execution of this initiative.

The discussion focussing on the issue of Portugal and Europe commenced in May, at the conference for the public presentation of the study entitled “25 years of Portugal in Europe”. This study was to become one of the main pillars of the September Event, such as were other FFMS’ projects, some of which have been specially prepared for such Event (for instance: “Portugal and Europe: the Numbers” and the book “Portugal and Europe: New Citizenships”) while others already existed (such as PORTDATA, the Public Opinion Portal, the portal Understanding the Crisis, and such as several other essays and studies, notably The Portuguese Economy: the last decades” and “Economic Inequalities in Portugal”).

In order to expand debate, the third edition of FFMS’ annual magazine “XXI, *Ter Opinião*” was devoted to “Europe” and promoted the organization of 4 online debates, subject to central issues for the Event. The videos of those sessions were made available at *PresentenoFuturo.pt* and the edition of a book is also expected, which will be followed by debates in different districts.

In 2014, the cycle “Meeting the Present in the Future” will culminate with an event dedicated to the topic of Freedom.

Teresa Mourão-Ferreira was in charge of the operational coordination of this event.

The Board of Directors hereby acknowledges the commitment of its member *José Soares dos Santos*, who is the Chief Executive for the project “Meeting the Present in the Future” Events.

Protocols with other institutions

In 2013, FFMS’ collaboration method, consisting of signing protocols and agreements with other institutions, continued (See *Appendix 23, Protocols in force*).

What kind of democracy do we want for Europe?

“Is there anything politically more inelegant and unsustainable than the contortionism of governments’ which, by deceiving the peoples, have done everything to circumvent the national obstacle of the Rubicon referendum upon the ratification of the Lisbon Treaty?”

António Martins da Silva, 09.09.2013

On line Debate What kind of democracy do we want for Europe?,

www.ffms.pt





Financial report

The detailed Financial Statements, attached hereto, reflect FFMS' accounts. The funding commitments made by the Founding Family have been accomplished punctually.

In 2013, FFMS' Board of Directors was informed of the decision by the Founding Family consisting of an increase in FFMS' annual budget in the amount of two million Euros, to be added to the regular donation of five million Euros. FFMS is honoured by the confidence translated by this gesture.

The Board of Directors persists in a careful and conservative financial policy and strives to maintain the existing reserves and, at the same time, to retain income for multi-annual projects so that FFMS does not run the risk of being short of means to honour its prior contracts. In addition, the Board of Directors has endeavoured to maintain FFMS' staff and executives in a small number.

The increase in costs with personnel, duly referred to in the Financial Statements, is a consequence of a transfer of costs, from the external supplies item to the operating costs item. In other words, it is due to hiring former external service providers of FFMS' as permanent staff. This increase in cost was also motivated by hiring new members for FFMS' governing bodies.

The distribution of expenditure by theme and function somehow reveals continuity in respect to options and

methods (See Appendix 24, *Distribution of Expenditure by theme and operation*).

The Board of Directors hereby acknowledges the valuable collaboration of *José Quinta* who was member of FFMS' Board of Directors between 2009 and 2013 and who was entrusted with elaborating and keeping FFMS' financial statements.

Cooperation with the Founder

The relationship with the founding family developed according to the tradition, that is, in the best possible way. In particular, the relationship with the Founder and Chairman of the Board of Trustees, *Alexandre Soares dos Santos*, has always been exemplary in terms of cordiality and cooperation. The Board of Directors received all the desired collaboration and all the necessary support from the Founder and Chairman of the Board of Trustees. The Board of Directors never sensed that its independence of judgement or its actions were being questioned.

Prospects and activity programme

With new governing bodies, new by-laws and some novelties in FFMS' organization, it is likely that FFMS' shall engage into some changes in style and/or method. However, no major changes in FFMS' guidelines and in its mission are expected.

Where changes in method are concerned, it is important to point out that a strategic plan was created and has already been approved, and so has been FFMS' budget for 2014, in due computerized form. On the other hand, the creation of procedure manuals is already underway in order to add force to FFMS' institutional character.

Finally, as previously referred, it shall be necessary to reinforce the articulation and the coordination amongst FFMS' activities as it shall equally be necessary to reduce the number of initiatives and to focus on fewer selected themes. In addition, rethinking some practical working orientations may also be necessary. Indeed, the domestic financial, economical, political and social situation has been enduring increasing difficulties. Although FFMS should not be making plans on the short term or be involved in immediate practical tasks, it is nevertheless certain that FFMS must be concerned with Portugal's state of affairs, notably in the European international context, which is increasingly involving and affecting the destinies of the society and of the country. Maybe it shall be useful to

consider what studies FFMS could further engage in, to contribute for our future and for the changes and tasks waiting us.

Lisbon, February 28th, 2014.

THE BOARD OF DIRECTORS,

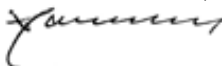
António Barreto, Chairman



António Araújo, Member



António Lobo Xavier, Member



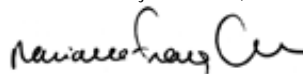
José Soares dos Santos, Member



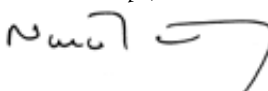
Luís Amado, Member



Mariana França Gouveia, Member



Nuno Garoupa, Member



Annual Report 2013

Statement of Financial Position (Balance Sheet)

Reporting Period ending on 31st December 2013

Euros

Assets	Notes	2013	2012
Non Current Assets			
Other financial assets	16	62	0
Current Assets			
Stock	5,2	254,705	259,339
Clients	6	91,403	95,628
State and other Public Bodies	7,1	196,894	145,090
Other accounts receivable	8	44,453	13,427
Accrued Income		19,570	33,153
Deferrals	9,1	6,175	89,948
Other financial assets	4	4,027,032	5,025,576
Cash and bank deposits	4	3,956,773	1,333,246
Total assets		8,597,067	6,995,408

Assets and Liabilities	Notes	2013	2012
Capital Funds			
Assets			
Founder's Endowments	10	1,000,000	1,000,000
Net Result for the financial year		0	0
Total Equity		1,000,000	1,000,000
Liabilities			
Current Liabilities	11	1,077,543	1,031,905
Suppliers	7,2	87,757	66,122
State and other Public Bodies		1,819	
Other accounts payable	9,2	5,877,926	4,668,600
Deferrals	12	552,021	228,781
Total Liabilities		7,597,067	5,995,408
Total Assets and Liabilities		8,597,067	6,995,408

Certified Accountant (nr. 45856)



The Board of Directors



Profits and Losses Account by Nature



Reporting Period ending on 31st December 2013

Euros

Costs and Losses	Notes	2013	2012
Sales and Services Provided	13.1	222,290	308,298
Subsidies, donations and legacies	14	5,921,173	6,176,422
Raw materials and consumables used (cost of sales)	5.3	-383,790	-537,499
External Services and Supplies	15	-4,035,879	-4,341,979
Employees' Benefits	16	-966,471	-608,710
Changes in the price of inventories	5.2	-97,865	0
Impairment of Receivables (losses/reversals)		0	-130,625
Fair value increases/decreases		1,652	1,713
Other Income and Gains	13.3	8,103	1,929
Other Costs and Losses	17	-681,890	-884,887
Income before depreciation, financial charges and tax		-12,676	-15,337
Expense/depreciation and amortisation reversals		0	0
Operating Result		-12,676	-15,337
Financial Income and similar gains	13.2	13,596	21,737
Interest payment and other costs		0	0
Result before tax		920	6,399
Deferred Taxes (for the period)	7.2	-920	-6,399
Net Income for the period		0	0

Certified Accountant (nr. 45856)

The Board of Directors

Statement of Cash Flows (direct method)

Reporting Period ending on 31st December 2013

Euros

Operational Activities [1]	Ano 2013	Ano 2012
Revenue from Clients	208,945	353,710
Payments to Suppliers	-1,501,381	-1,356,036
Payments to Employees	-370,926	-323,384
Tax:	-406,420	-279,536
Income Tax Retention		
Personal Income Tax (IRS) Category A	-205,402	-139,300
Personal Income Tax (IRS) Category B	-74,811	-64,345
Personal Income Tax (IRS) Category E	-8,675	-6,852
Social Security Contributions	-117,531	-69,039
Operational Activity Flows [1]	-2,069,782	-1,605,247


Investment Activities [2]	Ano 2013	Ano 2012
Revenue from:		
Interest and Financial Investments	13,429	20,442
Payments referring to:		
Other funding activities [Projects]	-3,446,914	-4,363,600
Investment Activities Flows' [2]	-3,433,485	-4,343,158

Funding Activities [3]	Ano 2013	Ano 2012
Donations	7,128,250	5,000,001
Funding Activities Flows' [3]	7,128,250	5,000,001

Net Cash and Cash Equivalent Variation [1+2+3]	1,624,982	-948,404
Cash and Cash Equivalent at the start of the period	6,358,822	7,307,226
Cash and Cash Equivalent at the end of the period	7,983,805	6,358,822

Certified Accountant (TOC nr. 45856)

The Board of Directors

Appendix to the Statement of Financial Position and to the Profits and Losses Account

Reporting Period ending on 31st December 2013

(Amounts expressed in Euros)

1. Introductory Note

The Francisco Manuel dos Santos Foundation (hereinafter referred to as the “Foundation” or “FFMS”) is a non-profitable, private-law entity, incorporated on February, 12th, 2009, with unlimited duration, by the company Francisco Manuel dos Santos, SGPS, S.A. (hereinafter referred to as The Founder), having its registered head-offices at Largo Monterroio Mascarenhas, nr. 1, in the parish of Campolide, in the Lisbon district and in the Lisbon Municipality.

FFMS was acknowledged by Order nr. 13591/2009, dated 5 June 2009 and declared a private entity of public utility status by Order nr. 5159/2010, dated 12 March 2010, both issued by the office of the Secretary of State for the Presidency of the Council of Ministers.

On March 1st, 2012, the confirmation of FFMS’ public utility status was published in the Official Gazette (2nd series, number 43, section C) and hereinafter the Foundation was regulated by the provisions of the Foundations Framework Law, approved by Law 24/2012, dated 9 July 2012.

By way of Order nr. 3666/DAJD/2013, the Council of Ministers also approved the deed executed on 21st November 2013, which was published in the official internet portal by the Ministry of Justice, and that included FFMS’ new by-laws and the appointment of the new members for its Governing Bodies.

The main goal of FFMS is to foster and to increase the knowledge about Portuguese reality, in order to contribute to the development of society, the consolidation of the citizens’ rights and to the improvement of public institutions.

Within such scope, a 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.

2. Accounting framework for the preparation of these financial statements

2.1. Disclosure of the accounting framework used for the preparation of these financial statements

These financial statements have been prepared subject to the financial and accounting normalization system (“SNC”)¹ as set forth in Decree-Law nr. 158/2009 of 13 July 2009, in accordance with the financial and accounting normalization system applicable to non-profitable entities (“ESNL”)², as approved by Decree-Law nr. 36-A/2011, of 9 March 2011.

We have applied the accounting and financial reporting standards (“NCRF”)³ relevant for entities of the non-profit sector in all matters pertaining to recognition, measuring and disclosure. However, in the event that the provisions of the accounting and financial reporting standards for entities of the non-profit sector are not adequate in respect of specific aspects of FFMS’ accounting and financial reporting of any transactions or situations, or if a given omission is so significant that it detracts from the purpose of rendering faithful and accurate information translating the financial position on a certain date and the performance in the reporting period, FFMS will resort to, for the exclusive purposes of overcoming such an omission, to the supplementary provisions, indicated as follows, according to the corresponding order of prevalence:

- (i)** Accounting and financial reporting standards and corresponding interpretative provisions (hereinafter referred to as “NI”)⁴ of the financial and accounting normalization system;
- (ii)** International Accounting Standards (“NIC”)⁵; and to
- (iii)** International Accounting Standards (IAS) and international Financial Reporting Standards (hereinafter referred to as “IFRS”) and corresponding interpretative provisions (SIC and IFRIC).

1. SNC stands for “Sistema de Normalização Contabilística” and refers to the financial and accounting standards setters.

2. ESNL stands for “Entidades do Sector Não Lucrativo” and refers to entities of the non-profit sector.

3. NCRF stands for “Normas Contabilísticas e de Relato Financeiro and refers to the accounting and financial reporting standards.

4. NI stands for “Normas Interpretativas”

5. NIC stands for “Normas Internacionais de Contabilidade”

The following financial statements, which have been prepared on the basis of FFMS' accounting records, have considered the following starting points:

Going Concern

These financial statements have been prepared based on the assumption that FFMS has the ability to continue in activity and operating as a going concern for a period of, at least but not limited to, twelve months, as from the date of the balance sheet.

Accrual basis of accounting

The items are recorded as assets, liabilities, capital funds, income and costs when they satisfy the definitions and the recognition criteria for those elements. Income and cost are recorded whenever they are respectively generated or incurred in, regardless of the date of the corresponding receipt of income or expense payment.

Consistency of presentation

FFMS shall retain the presentation and classification of any items included in the financial statements from one period to the next, unless:

- (i) it is apparent, following a significant change in the nature of the FFMS' operations that another presentation or classification would be more appropriate considering the criteria for the selection and application of accounting policies set forth in NCRF-ESNL; or
- (ii) NCRF-ESNL require a change in the presentation and, in any event, only
- (iii) if the modified presentation provides reliable and more relevant information for these financial statements; and
- (iv) if the revised structure of the presentation is likely to continue, so that comparability is not impaired.

Offsetting

FFMS separately records both the assets and the liabilities, and the income and the expenses, in the corresponding items of the Statement of Financial Position (balance sheet) and of the Profit and Loss Account and, thus, there has been neither any offsetting of assets for liabilities nor any offsetting of costs for income.

Comparative information

In the event of any changes to the presentation or classification of items in its financial statements, the entity shall reclassify comparative amounts unless such reclassification is impracticable and, thus, the accounting policies and measuring criteria used for all amounts reported in the current period's financial statements are comparable to those used to prepare the disclosed comparative information.

2.2. Indication and justification for any exceptional deviation from the provisions in the SNC-ESNL and of the corresponding effects in the financial statements, which are required to produce a faithful and accurate representation of FFMS' assets, liabilities, income and expenses.

In the preparation of these financial statements, there has been no deviation from the provisions in the SNC-ESNL and thus, said financial statements produce a faithful and accurate representation of FFMS' assets, liabilities, income and expenses.

2.3. Indication and comments regarding the accounts in the Statement of Financial Position and the Profit and Losses Account whose contents are not comparable to those of the last annual reporting period.

All the contents showing in the statement of financial position account and in the profit and losses account are comparable to those of the last annual reporting period.

3. Basis for this presentation and main valuation criteria

The main valuation criteria used in the preparation of these financial statements are as follows:

a) Financial Investments

Treasury Funds are recorded at its price of acquisition and at the end of each reporting period, the quote indicated by the bank is valued.

b) Promoted Projects

Expenditure corresponding to “Promoted Projects”, in particular in respect to “PORDATA”, “Studies” and “Education Conferences”, is recorded in the item “Supplies and Services – Promoted Projects” for the reporting period when latter projects are executed, regardless of the actual reporting period in which the expense is made (see note 15). When project payments’ are attributed on a multiannual basis, the corresponding costs are registered when the amount is actually paid up, subject to the evolution and achievement stages for each project.

Exception is made for expenses related to “Essays”, “Annual Magazine” and “Other Publications”, which are recorded in the stocks account (see note 5).

c) Accruals and Deferrals

The difference between the amounts received and paid-up and the corresponding income and expenses are recorded in the Accruals and Deferrals items.

d) Founder’s Endowments

Founder’s Endowments are recorded as equity capital on the date of confirmation of such endowments, regardless of the latter being actually received on same date (see note 10).

e) Operating Grants

Contributions by The Founder to pay for project expenses or for FFMS’ operating costs are recorded in the balance sheet item “Deferrals – Donations” and are charged to results, in the exact measure of the needs required to cover for the costs incurred in for each reporting period (see note 9.2).

4. Cash flows and financial investments

In respect to the Statement of Cash-flows, the amount recorded as “Cash and Cash Equivalent” by the end of the reporting period breaks down as follows:

	2013	2012
Cash	3,400	4,960
Bank Deposits	3,953,372	1,328,286
Sub-Total	3,956,773	1,333,246
Treasury Funds (Bonds)	4,027,032	5,025,576
Total	7,983,805	6,358,822

The Foundation’s portfolio includes bonds corresponding to 6.607 shares and/or units.

5. Stocks

5.1. The movements in the stocks item are as follows:

Movimentos do Exercício				
Items	Opening Balance	Increase	Decrease	Final Balance
Stocks				
Inventory – Essays	236,500	263,812	240,501	259,810.75
Inventory – Annual Magazine	10,657	118,967	112,292	17,332.05
Inventory – Other Publications	12,182	94,241	30,996	75,427.67
Sub-Total	259,339	477,020	384,288	352,569

The final balance of the “Inventory – Essays” item includes:

Items	Final Balance
Foundation Stock	225,429.81
Consignment Stock	34,380.94
Total	259,810.75

The final balance of the “Inventory – Annual Magazine” item includes:

Items	Final Balance
Foundation Stock	17,222.47
Consignment Stock	109.58
Total	17,332.05

The final balance of the “Inventory – Other Publications” item includes:

Items	Final Balance
Foundation Stock	39,396.80
Consignment Stock	36,029.87
Total	75,426.67

5.2. The 2013 Reporting Period, which includes an Impairment Loss referring to the Stocks of Essays, Annual Magazine and Other Publications, regarding years 2010, 2011 and 2012, corresponding to 75%, 50% and 25% respectively, is as follows:

Items	Opening Balance	Impairment	Final Balance
Stocks			
Inventory – Essays	259,811	88,907	170,903
Inventory – Annual Magazine	17,332	6,439	10,893
Inventory – Other Publications	75,427	2,518	72,909
Total	352,569	97,865	254,705

5.3. The cost of goods sold, in the amount of 383.790 Euros, corresponding to Essays, Annual Magazine and other Publications, was calculated as follows:

Movements in the reporting period

Items – Essays	Stocks
Opening Stocks	236,500
Purchases	263,812
Closing Stocks	-259,811
Costs in the fiscal year [1]	240,501

Movements in the reporting period

Items – Annual Magazine	Stocks
Opening Stocks	10,657
Purchases	118,967
Closing Stocks	-17,332
Costs in the fiscal year [2]	112,292

Movements in the reporting period

Items – Other Publications	Stocks
Opening Stocks	12,182
Purchases	94,241
Closing Stocks	-75,427
Cost in the fiscal year [3]	30,996

Total Costs [1]+[2]+[3]	383,790
-------------------------	---------

The valuation of inventories is recorded at cost value.

6. Clients

	2013	2012
Regular clients	91,403	95,628
Total	91,403	95,628

Trade accounts receivables refer exclusively to the sale of publications edited by the Foundation.

7. State and other public bodies

The item referring to State and Other Public Bodies breaks down as follows:

7.1. Assets

	2013	2012
Tax Withheld	8,675	6,852
VAT – Receivable	188,219	138,238
Total	196,894	145,090

7.2. Liabilities

	2013	2012
Income tax liability	920	6,399
Withholdings of Tax	70,333	46,138
Social Security Contributions	16,437	13,585
Wages Guarantee Fund	67	0,00
Total	87,757	66,122

The Foundation benefits from the public utility status and therefore the exemption provided for in Article 10, Section 1, Line c) of the Corporate Income Tax Code (“Código do IRC”) is applicable, in accordance with the Order of the Presidency of The Council Of Ministers, dated 12 March 2010, which was confirmed by Order nr. 3666/DAJD/2013, published in the Official Gazette (2nd series, number 43, section C).

In accordance with the legislation in force, tax returns are subject to revision and correction by tax authorities for a period of four years (or five years for Social Security Authorities, as from 2001). For this reason, the Foundation’s tax return for 2013 may be subject to revision. However, the Board of Directors understands that possible corrections to be included as a result of any revisions and/or inspections by the authorities shall not have significant impact in the present financial statements.

8. Other accounts receivable

This item breaks down as follows:

	2013	2012
Interests Receivable	1,285	1,804
Other Receivables (Debtors)	12,927	11,623
Suppliers (Outstanding Balances)	30,241	0
Total	44,453	13,427

9. Deferrals

This item breaks down as follows:

9.1. Assets

	2013	2012
Costs to be recognised – Projects	0	89,948
Other Costs to be recognised	6,175	0
Total	6,175	89,948

The amount recorded in the item “Other Costs to be recognised” regards Insurance and Telecommunications.

9.2. Liabilities

	2013	2012
Operating Grants	5,877,926	4,668,600
Total	5,877,926	4,668,600

9.3. The changes recorded in the item “Deferrals – Operating Grants” as from the Foundation’s start-up were as follows:

	Grants received		Operating Expenses		Deferred Subsidies
	2009 a 2012	2013	2009 a 2012	2013	2013
SFMS, SGPS, SA	17,000,001	7,000,000	12,331,401	5,790,674	5,877,926
Smurfit Kapp, SA	6,624	0	6,624	0	0
Santander Totta, SA	0	128,250	0	128,250	0
Global Notícias, SA	0	2,250	0	2,250	0
Total	17,006,625	7,130,500	12,338,025	5,921,174	5,877,926

Projects	8,467,600	3,538,532
Operating Costs	3,870,425	2,382,641
	12,338,025	5,921,174

The amount recorded in the item “Deferrals – Subsidies” regards the amount of the contributions granted by The Founder (Sociedade Francisco Manuel dos Santos) that is yet to be spent in funding FFMS’ activity (project related expenses and FFMS’ operating costs). The recognition of these contributions for the income of the reporting period will be made for the exact amounts of the said expenses, to the extent that such expenses are not covered by other income.

10. Capital payment (endowment) and variations

The endowment in the amount of 1.000.000,00 Euros was fully paid in during the fiscal year of 2009.

In this reporting period, there were no movements in the “Capital Funds” items.

11. Suppliers

This item breaks down as follows:

	2013	2012
Regular Suppliers	1,060,316	915,876
Consultants and Advisors	17,228	116,030
Total	1,077,543	1,031,905

12. Accrued expenses

This item breaks down as follows:

	2013	2012
Liabilities		
Salaries to be paid	114,718	43,174
Independent service providers – Social Security	24,752	24,752
Remuneration of Governing Bodies	190,933	108,375
Other accrued expenses	221,618	52,480
Total	552,021	228,781

The amount of 114.718 Euros recorded in the item “Salaries to be paid” refers to holyday pay and additional holyday bonus to be paid in 2014, in respect to the employees’ legal right to receive holyday pay and an additional holyday bonus that has matured in 2013.

The amount of 190.933 Euros recorded in the item “Remuneration of Governing Bodies” is an estimate of the remuneration of FFMS’ Governing Bodies to be paid in 2014.

The item “Other accrued expenses” includes the amount of 81.685 Euros, which is an estimate for the price of television services for the Study “Rights and Duties” and for “PORDATA” and the amount of 9.500 Euros, which is an evaluation of the cost of the Meeting and of Magazine XXI, and the amount of 130.433 Euros, which corresponds to operating costs and costs for the provisions of services.

13. Revenue

13.1. The item “Sales and Provisions of Services” breaks down as follows:

	2013	2012
Sales of Essays	98,927	39,365
Sales of Annual Magazines	39,453	31,460
Sales of Other Publications	47,068	15,911
Provision of Services – Event “Meeting the Present in Future”	17,272	18,311
Other Provisions of Services	19,570	203,252
Total	222,290	308,298

Revenue is recorded at the fair value of the consideration received.

13.2. The item “Interest and other similar Income” breaks down as follows:

	2013	2012
From Bank Deposits	167	1,294
From other Treasury Funds	13,429	20,442
Total	13,596	21,737

13.3. Other forms of Revenue

The item “Other forms of Revenue” breaks down as follows:

	2013	2012
Corrections relating to previous financial years	234	1,263
Other	7,689	667
Total	8,103	1,929

14. Subsidies, donations and legacies

Within the reporting period, the following subsidies were recorded as assets:

	2013	2012
Subsidies from The Founder		
Sociedade Francisco Manuel dos Santos	5,790,674	6,176,422
Subsidies from Other Entities		
Santander Totta	128,250	0
Global Noticias	2,250	0
Total	5,921,173	6,176,422

15. External services and supplies

This item breaks down as follows:

Designation	2013
Specialised Services:	
Promoted Projects (see Note 18)	3,154,743
Operating costs (administrative costs of Projects)	85,160
Legal counselling	17,162
Accounting Consultancy	30,100
Auditing Services	6,500
Leases and Rentals, costs of	121,358
Travelling Expenses	9,567
Representation Costs	12,328
Fees – Scientific Advisory Board, programmes and Editorial Board	206,768
Provision of Services – Human Resources	263,947
Communication	22,321
Books, Technical Documentation and office supplies	6,739
Gifts	44,691
Administrative Costs	47,701
Other items	6,794
Total	4,035,879

16. Employees' benefits

This item breaks down as follows:

	2013	2012
Remuneration assigned to the Governing Bodies	335,000	250,000
Salaries of Personnel	521,906	262,936
Attendance Fees	[A] 13,000	26,000
Social Charges	92,715	65,933
Insurance for accidents at work and occupational diseases	3,850	3,841
Total	966,471	608,710

The Human Resources Establishment Plan of FFMS includes 9 employees and 2 members in the Governing Bodies (Chairman and Member of the Board of Directors).

(A) The amounts of fees assigned to the Members of the Scientific and Cultural Board and to the Members of the Board of Trustees in 2013 were as follows:

	2013	2012
Scientific and Cultural Board – Attendance Fees	1,000	3,500
Board of Trustees – Attendance Fees	12,000	22,500
Total	13,000	26,000

Law nr. 70/2013, of 30 August 2013, establishes the legal framework of the Labour Compensation Fund⁶ and its application is mandatory to all contracts executed after October 1st, 2013. In compliance with such regulation, the calculation of the amount for said Fund corresponds to a rate of 0,925% of the base Salary. The calculated amount is recorded as a financial asset and is in respect of 1 employee only.

	2013	2012
Non current Assets		
Other financial assets	62	0
Total	62	0

17. Other costs and losses

This item breaks down as follows:

	2013	2012
Other costs and losses		
Indirect Taxes – VAT	677,684	822,421
Other costs and losses	4,206	62,466
Total	681,890	884,887

6. *Fundo de compensação do trabalho, do mecanismo equivalente e do fundo de garantia de compensação do trabalho.*

18. Promoted projects

Until the end of the reporting period, the following projects were approved, with its costs being charged and recorded correspondingly, breaking down as follows:

Projects	Approved amounts			Amounts spent		
	2009-2012	2013	Total	2009-2012	2013	Total
Publications	1,379,800€	693,790€	2,073,590€	1,524,100€	383,790€	1,907,890€
Total	1,379,800€	693,790€	2,073,590€	1,524,100€	383,790€	1,907,890€
Amount To Be Retained						165,701€
PORDATA and other Portals	2,870,600€	466,810€	3,337,410€	2,140,600€	734,882€	2,875,482€
Studies and programmes	3,807,300€	515,351€	4,322,651€	2,461,600€	717,111€	3,178,711€
Documentaries and other projects	171,300€	515,640€	686,940€	253,100€	130,089€	383,189€
Communication, promotion, debates and conference	2,244,900€	1,467,009€	3,711,909€	2,088,200€	1,572,661€	3,660,861€
Total	9,094,100€	2,964,810€	12,058,910€	6,943,500€	3,154,743€	10,098,243€
Amount to be retained						1,960,667€
Aggregate Total	10,473,900€	3,658,600€	14,132,500€	8,467,600€	3,538,532€	12,006,132€
Amount to be retained						2,126,368€

The amount of 12.006.132 Euros paid up under this item should be added of the corresponding VAT, in the amount of 2.077.613 Euros, of which 613.178 Euros refer to the 2013 reporting period.

Summary

	2013
Projects approved with a Capital Spending Proposal (CSP)	14,132,500
Amount spent	
Amount to be retained	-12,006,132
Projects approved with a Capital Spending Proposal (CSP)	
Amount spent	2,126,368

Regarding the amount to be retained, which is of 2.126.368 Euros, in respect to Projects approved with a Capital Spending Proposal (CSP), a surplus amount of 7.983.805 Euros is available, which has been invested in bonds and in term bank deposits, as follows:

	2013
Term deposits	3,956,773
Financial Investments (Bonds)	4,027,576
	<u>7,983,805</u>

19. Disclosures required by additional legal regulations

The remuneration paid to the Certified Auditor amounted to 6,500,00 Euros and regards the last quarter of 2012 and the period covered from January to September 2013.

20. Events after the balance sheet date

Until the date on which this report was completed, there were no significant events relevant for the comprehension of financial statements attached hereto.

Certified Accountant (nr. 45856)

The Board of Directors






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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 Statement of Financial Position as at the 31st December 2013 (showing a total of Euros 8,597.067 and a total of shareholder's equity of Euros 1.000.000,00, including a null asset variation), the Profit and Loss Account 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 FFMS' financial position, the result of its operations, the asset variation and the cash flows, as well it is to adopt adequate accounting policies and criteria, and to maintain a suitable system of internal control.
3. Our responsibility consists of expressing a professional and independent opinion, based on our audit of such 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 purpose of obtaining an acceptable level 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 an evaluation of the estimates, based on judgements and criteria established by the Board of Directors, used in its preparation; ii) assessment of the adequacy of the adopted accounting policies and disclosures, taking the circumstances into account; iii) verification of the applicability of the continuity principle; and iv) appraisal of the overall adequacy in the presentation 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 above-referred financial statements represent adequately and faithfully, in all relevant aspects, the financial position of the Francisco Manuel dos Santos Foundation, as at 31st December 2013, the result of its operations, the asset variation and the cash flows for the fiscal year then ended, in accordance with the accounting principles generally accepted in Portugal for entities in the non-profit sector.

Lisbon, February 21st, 2014.

AUREN Auditores & Associados, SROC, S. A.

Represented by:



Victor Manuel Leitão Ladeiro, Certified Auditor (R.O.C) nr. 651



Report and Opinion of the Audit Committee

To the Board of Trustees

In compliance with the statutory provisions, and in the exercise of our abilities, we herewith submit the report on our supervisory activity and our Opinion concerning the 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 31st December 2013.

We surveyed the evolution of the Foundation's activity, verifying the accounting records and supporting documents, having at all times obtained from the Board all the clarification, 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 adopted legal provisions, thus expressing the accurate financial situation of the Foundation.

In addition, we have analysed the Report from the Board of Directors, which informed us about the most significant aspects of the Foundation's activities and actions, present and future.

We emphasise that the Opinion of this Audit Committee is supported by the (attached) viewpoint 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 31st December 2013 be approved.

Lisbon, 24th February 2014

THE AUDIT COMMITTEE,

Chairman
Dr. Luís Maria Viana Palha da Silva

Member
Dr.ª Paula Prado

AUREN Auditores & Associados, S.R.O.C., S.A.
Represented by: Dr. Victor Manuel Leitão Ladeiro (R.O.C. n.º 651)

Appendixes

Appendix 1

FFMS' New By-laws

(Approved by the Board of Trustees in 2013 and acknowledged by the Presidency of the Council of Ministers in January 2014)

Article 1 - Nature

The Fundação Francisco Manuel dos Santos (hereinafter referred to as "FFMS") was incorporated by the company designated Francisco Manuel dos Santos, SGPS, S.A. (hereinafter referred to as "the Founder") as a private law, non-profitable entity, which shall be governed by these By-Laws and, in any matters omitted therefrom, by the applicable Portuguese Law.

Article 2 - Purposes and Object

1. The main purpose of FFMS is to promote and to strengthen the knowledge of Portuguese reality, thus seeking to contribute to the development of society, to the reinforcement of citizens' rights and to the improvement of public institutions. With these central purposes in mind, and notwithstanding carrying out other activities that are adequate to the pursuit of its purposes, FFMS shall

promote studies in several areas, producing analysis on selected themes, publishing results, formulating recommendations and fostering public discussion about the issues that are the subject of its works.

2. The areas included therein are most diverse, although with a special emphasis on:

- a) population and demography;
- b) social and economic conditions of families and individuals;
- c) economic, social and human development;
- d) national and cultural identity;
- e) State, public administration, democratic institutions and the organization of the territory;
- f) justice and the rights and duties of citizens;
- g) Welfare State, healthcare, education and Social Security;
- h) public policies;
- i) civil society, private institutions, associations and commercial companies.

3. Any projects carried out by FFMS shall comply with the highest scientific criteria as to rigor and independence of analysis, translate a true plurality of opinions,

ensure critical expression and freedom of expression of the respective authors and shall have societal issues as a priority.

4. FFMS shall be independent from any and all organizations and interests, either political, political-party related, economic, religious or other.

5. FFMS shall approve a Charter of Principles and a Code of Good Practice that shall include rules and standards of conduct and that shall be largely disseminated; the officers appointed for the governing bodies of FFMS undertake to comply with said documents and to enforce its application.

Article 3 – Exclusions

FFMS shall not grant donations, or by any other means promote any activities in respect of healthcare service provision, charity, sports, artistic creation, cultural expression, education, academic or professional education, and individual scientific research. FFMS shall not contribute to general and current operation expenditures of any entities or organizations, or to the construction of any buildings, or to the acquisition of equipment and vehicles, to the rental of any premises, to the participation in conferences and seminars, shows, political activities or of political parties, or of any professional associations. FFMS shall also not cooperate in public calls for fund raising, nor for the organization of exhibitions or museums, nor for the preservation of cultural heritage (natural and built).

Article 4 – Duration

FFMS is incorporated for an undetermined period of time.

Article 5 – Registered Head-Office

1. The registered head-office of FFMS is located at Largo Monterroio Mascarenhas, nr. 1, 1099-081 Lisbon, in the parish of Campolide, in the Lisbon district.

2. The board of directors may set up delegations, or any other forms of representation, wherever deemed necessary or convenient, in order to carry out FFMS' purposes.

Article 6 – Assets

1. FFMS' assets shall comprise:

- a) An Initial equity capital of
€ 1,000,000.00 (one million Euros),
donated by the Founder to FFMS;
- b) Any contribution to be agreed upon
with the Founder;
- c) The product, in assets or rights, of any
subsidies, donations, bequests, legacies
or of any free of charge assignments
from any public or private entity, either
Portuguese or foreign;
- d) All movable and immovable assets and
rights otherwise acquired by FFMS;
- e) The income resulting from the
management of FFMS' assets;
- f) The product from any contracted loans;
- g) The income from services provided
within the scope of its activity.

2. To all due effects, it is the express will of the Founder that the economical benefits referred to in lines b) to g) of the above

Section 1 be granted the nature of income for FFMS, as well as any other of the economical benefits generated by FFMS, exception made to those regarding FFMS' initial equity capital, referred in line a) of the above Section 1, and to any other specifically granted the nature of equity capital.

Article 7 – Investment and Contributions

- 1.** FFMS may dispose of, or encumber, any assets or rights and may enter into obligations, as well as it may carry out investments, under any terms the board of directors shall deem appropriate, to the pursuit of its purposes or to undertake more productive or safer applications of its assets.
- 2.** FFMS shall not accept any donations, bequests or legacies subject to any condition or encumbrance that is deemed contrary to its object, purpose and independence.

Article 8 – Governing Bodies

FFMS shall have the following governing bodies: the Board of Trustees; the Audit Committee; the Board of Directors, which shall include an Executive Committee.

Article 9 – Board of Directors

- 1.** The Board of Directors shall be composed of an odd number of members, from 5 to 9, one of which shall be the Chairman; the Board of Directors shall include an Executive Committee, in accordance with the provisions of Article 11 below.

- 2.** The members of the Board of Directors shall remain in office for a period of 5 years, which can be renewed twice, as a maximum.
- 3.** The chairman and the remaining members of the Board of Directors shall be elected by the Board of Trustees, on a proposal from its Chairman.
- 4.** In the event that a member of the Board of Directors is a member of the Board of Trustees, this last office shall be suspended for as long as such member remains a member of the Board of Directors.
- 5.** The decisions of the Board of Directors are taken by a majority of votes and the chairman has a casting vote.

Article 10 – Powers of the Board of Directors

- 1.** The chairman of the Board of Directors, in particular, shall promote the projects intended for the realization of FFMS' purposes.
- 2.** In addition, the chairman of the Board of Directors, whenever deemed adequate, shall have the powers to present proposals to the Board of Trustees, as to any new forms of internal organization for FFMS, or as to any changes thereto.
- 3.** The Board of Directors shall have the necessary powers to manage FFMS' estate, as well as the powers to resolve on any proposals to amend FFMS' by-laws, to modify or to terminate FFMS and, notably, the powers to:
 - a) Manage FFMS' assets, and carry out all actions required to that effect, including the powers set forth in Section 1 of Article 7 above;

- b) Approve the annual activity plans, the report, the balance sheet and the accounts for the fiscal year and to submit the latter for approval by the Board of Trustees;
- c) Approve the annual budget;
- d) Implement and maintain the internal systems for accountancy supervision in order for these to accurately and fully reflect at all times FFMS' patrimonial and financial situation;
- e) Decide on the opening of delegations or of any other forms of representation;
- f) Accept donations, sponsorships, contributions and subsidies intended to specific projects of FFMS.

Article 11 – Executive Committee

- 1.** The Executive Committee is a part integral to the Board of Directors and shall be composed of one chairman and two members. The chairman of the Executive Committee may accumulate this mandate with the position of chairman of the Board of Directors.
- 2.** The Executive Committee shall be appointed by the Board of Directors at the first session held, except if the members of said Executive Committee have already been expressly appointed by the Board of Trustees, within the scope of the election of the Board of Directors.
- 3.** The Executive Committee is generically empowered to carry out FFMS' current management and, notably, to:
 - a) Hire, manage and direct FFMS' staff;

- b) Assess and approve any proposals for projects or activities and all its terms and conditions, approve the granting of any of subsidies, allowances or loans for specific projects, as well as any other expenditure by FFMS;
- c) Make any and all decisions and to carry out any and all functions not expressly attributed to another corporate body.

Article 12 – Legal Representation of the Foundation

- 1.** The chairman of the Board of Directors shall legally represent FFMS, including powers to represent FFMS judicially, and shall have the necessary authority to delegate his powers in any other member of the Board of Directors.
- 2.** FFMS shall be legally bound by the joint signature of two members of the Board of Directors, one of which shall be a member of the Executive Committee.
- 3.** The Board of Directors and the Executive Committee shall have the power to appoint attorneys and to delegate their powers; in such case, FFMS shall be legally bound by the joint signature of one member of the Board of Directors and of one attorney.

Article 13 – Board of Trustees

- 1.** The Board of Trustees shall be composed of an odd number of members, from 5 to 9, which shall be appointed among personalities of acknowledged merit, recognised moral integrity and with skills in areas adequate to the performance of FFMS' activities.

- 2.** The chairman of the Board of Trustees shall be appointed by the Founder, as long as the latter shall legally exist. In the event that, at the moment of appointment, the Founder has legally ceased its existence, the Chairman shall be elected by the majority of the votes cast by the members of the Board of Trustees.
- 3.** The remaining members of the Board of Trustees are appointed by resolution of the Board, on a proposal from its chairman.
- 4.** The members of the Board of Trustees shall be in office for a period of 5 years, which can be extended once, for an equal period of time. However, in the event of a proposal from the chairman of the Board of Trustees approved by a resolution of the Board casting at least 2/3 of the votes, the mandate of any member may be renewed beyond the second term of office.
- 5.** The limitation of the number of mandates established in the above section shall not be applicable to chairman of the Board of Trustees.
- 6.** The members in the Board of Trustees shall cease to be in office upon any of the following:
 - a)* The timeframe provided for in Section 4 above has elapsed;
 - b)* Death or permanent disability;
 - c)* Resignation, upon a letter addressed to the Chairman of the Board of Trustees;
 - d)* Exclusion, resolved by secret voting within the Board of Trustees, approved by at least 2/3 of the votes of the total number of members in office, on grounds of indignity, severe professional misconduct or evident lack of interest in the performance of the subject's functions.
- 7.** The Board of Trustees shall meet at least once every semester and, extraordinarily, whenever requested by the chairman of the Board of Trustees, upon his own initiative, upon proposal from the chairman of the Board of Directors or upon proposal from the majority of the members in the Board of Directors.
- 8.** Representation of a member in the Board of Trustees by another member of the same Board shall be admissible, upon a written letter of representation addressed in anticipation to the chairman of the Board of Trustees, except in the event of voting in accordance with the provisions of Article 16 above.
- 9.** Members of the Board of Trustees are not remunerated for their functions but they shall be granted attendance fees and allowances for transportation and expenses.
- 10.** Except if otherwise provided for, the resolutions of the Board of Trustees are approved by the majority of votes and the chairman shall have a casting vote.
- 11.** The members of the Board of Directors and of the Executive Committee may participate in the meetings of the Board of Trustees upon invitation by the respective chairman, but shall have no voting rights.

Article 14 – Powers of the Board of Trustees

1. The Board of Trustees shall:

- a) Ensure that FFMS guidelines are maintained and shall approve general directives for its operation and for the pursuit of its purposes.
- b) Appoint the members for the Board of Directors under the terms set out in Section 3 of Article 9 above.
- c) Dismiss from office the members of the Board of Directors.
- d) Resolve on the proposals by the chairman of the Board of Directors under the terms set out in Section 2 of Article 10 above, on the subject of adopting or amending FFMS' internal organization in any manner whatsoever, by way of internal rules, resolutions, or in any other way deemed convenient.
- e) Appoint its own members, as provided for in Article 13.
- f) Assess the annual report, the balance sheet and the financial statements for the reporting period, as prepared by the Board of Directors;
- g) Appoint the Audit Board, as provided for in Article 15;
- h) Define the remuneration standards for the members of the administration and audit bodies, as well as the value of the fees and allowances for expenses of its own members, through a committee composed of three Trustees, one of whom shall be the chairman;

- i) Approve the acceptance of donations, subsidies, and bequests or legacies from any entities other than the cases set forth in the above article II Section 3) line c), whether or not implying the creation of charges for FFMS or the establishment of any conditions thereto.

2. The committee referred to in Section f) above shall be elected by the Board of Trustees under proposal of its Chairman, who shall also act as chairman of said committee, and the latter shall decide upon his proposal.

Article 15 – Supervision

1. FFMS' supervision shall be carried out by an Audit Board, composed of one chairman and two members or by a Single Auditor.

2. The Audit Board shall be appointed by the Board of Trustees, under a proposal from its Chairman.

3. The Audit Board shall:

- a) Examine and issue an opinion, on a yearly-basis, in respect of the balance sheet and of the accounts of the fiscal year that are subject to approval by the Board of Directors and by the Board of Trustees;
- b) Periodically control the accuracy of FFMS' accountancy.

Article 16 – Amendment of By-Laws, transformation and termination

1. The amendment of these by-laws and the transformation and/or the termination of FFMS shall only be resolved upon

proposal from the chairman of the Board of Trustees, at a joint meeting of the Board of Directors and of the Board of Trustees and, notwithstanding any applicable legal provisions, the resolution shall be approved in accordance with the following terms:

- a) the proposal shall be voted favourably by the majority of the members in office in the Board of Trustees and by the majority of the members in office in the Board of Directors, each board being considered *per se*; and
- b) notwithstanding line a) above, the proposal shall be voted favourably by 2/3 of the total number of members jointly in office in the Board of Trustees and in the Board of Directors.

2. In case of termination, FFMS' assets shall be assigned according to the terms provided for in a joint resolution by the Board of Directors and by the Board of Trustees, as shall be deemed most convenient for the pursuit of the purposes for which FFMS has been set up, notwithstanding any applicable legal provisions in respect of the intended purpose of assets in case of termination.

Article 17 – The Founder's will

These by-laws are in full accordance with the Founder's will and, in the event of any issues arising as to its interpretation and/or application, said issues shall be resolved by the Founder or, in the event the Founder has ceased to exist, by the Board of Trustees.

Appendix 2

Charter of Principles

FFMS' constitutional text approved in 2009 by the Board of Trustees

The Francisco Manuel dos Santos Foundation (hereinafter referred to as "FFMS") intends to ponder, study and to contribute to a better understanding of Portuguese reality. FFMS aims to collaborate in the effort to solve problems faced by society, for the benefit of Portuguese people and of the generations to come.

In order to achieve such a goal, FFMS shall promote the execution of studies, research works and further initiatives, which, by complying with the highest standards of rigour and quality, should enable a better understanding of reality, offer concrete solutions and recommendations to decision-makers, lead to a meaningful debate regarding major national problems and contribute to greater justice, development and to reinforce social cohesion.

FFMS' activity shall be guided by the principles of personal dignity and social solidarity and by the values of democracy, freedom, equal opportunities, merit and pluralism.

FFMS' shall act with absolute independence regarding all powers, public and private, ideologies, currents of opinion, philosophical tendencies, creeds and religious denominations. FFMS' governing bodies shall ensure compliance

with its statutory provisions, notably its independence.

FFMS deems it is essential to promote a more active involvement of civil society in reflecting and in solving national problems and thus, it shall endeavour its best efforts so that citizens are widely aware of its projects and initiatives. In this line, FFMS shall seek to provide Portuguese society with clear, objective and accurate information concerning the findings of its activities, as well as it shall ensure the utmost transparency in respect to its organisation, aims, funding sources and activities.

FFMS believes that holding broad-based, pluralistic and public debates regarding its recommendations is just as important an aim as is carrying out studies and investigation works.

In its activities, FFMS shall seek to be faithful in its commitment to social responsibility, which constitutes FFMS' mission, as defined by the Founder.

Appendix 3

FFMS' team and organisational structures

Organisation, Positions and Duties

Board of Directors

António Barreto, Chairman

António Araújo

António Lobo Xavier

José Soares dos Santos

Luís Amado

Mariana França Gouveia

Nuno Garoupa

Executive Committee in the Board of Directors

António Barreto, Chairman

Nuno Garoupa

António Araújo

Assistant and Secretary, Isabel Bernardes

Departaments

Project Manager, *Isabel Vasconcelos*

Communications Manager, *Filipa Dias*

Operations Manager, *Susana Norton*

Information Technology Manager,

Rui Pimentel

Advisor for Litigation and for the Justice and Law Programme, *Maria Carlos Ferreira*

Advisor for the Education, Science and Innovation Programme, *Mónica Vieira*

Operations Coordinator for "Meeting in the Future", *Teresa Mourão-Ferreira*

Advisor for Communication, *Margarida*

Vaqueiro Lopes

Assistant, *Cristina Cabral*

Permanent Programmes

Publications, António Araújo

*PORDATA, Maria João Valente Rosa, Ana
Luísa Barbosa, Joana Lopes Martins, Rita
Rosado, Bernardo Gaivão, Renato Antunes,
Teresa Cardoso*

Themes by subject

Education, *Carlos Fiolhais, Mónica Vieira*

Science, *Carlos Fiolhais, Mónica Vieira*

Health, *José Mendes Ribeiro*

Justice and Law, *Nuno Garoupa, Maria
Carlos Ferreira*

Population and Demography, *Maria João
Valente Rosa*

External Contributors

Legal counsel and legal audit, *Tiago Lemos
and Marta Leitão*

Accounting, AUREN, *Rute Serras
(TOC – Certified Accountant) and
Vitor Ladeiro (ROC – Certified Auditor)*

Appendix 4

Governing Bodies 2009 – 2013

(Terms of Office Expiring November 21st, 2013)

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 (Vitor 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

Francisco Sarsfield Cabral

José Pena do Amaral

José Mendes Ribeiro

José Tavares

Maria de Fátima Bonifácio

Maria João Valente Rosa

Miguel Poiares Maduro (had his term
suspended by taking up a position in
Government)

Nuno Crato (had his term suspended by
taking up a position in Government)

Nuno Garoupa

Paulo Rosado

Pedro Magalhães

Appendix 5

Governing Bodies 2013 – 2017

(Terms of Office starting November 21st, 2013)

Board of Trustees

Alexandre Soares Santos, Chairman

João Lobo Antunes

Luís Valente de Oliveira

Manuel Clemente

Maria Helena Nazaré

Audit Committee

Luís Palha da Silva

Paula Prado

Vítor Ladeiro (External Auditor, AUREN)

Salaries Commission

Alexandre Soares Santos, Chairman

Luís Valente de Oliveira

Maria Helena Nazaré

Board of Directors

António Barreto, Chairman

António Araújo

António Lobo Xavier

José Soares dos Santos

Luís Amado

Mariana França Gouveia

Nuno Garoupa

Executive Committee in the Board of Directors

António Barreto, Chairman

António Araújo

Nuno Garoupa

Appendix 6

FFMS' Code of Good Practice

(Approved in 2013 by both the Resigning and the New Boards of Directors and by the Board of Trustees)

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- I.** Declaration of Principles
- II.** Code of Good Practice
 - A Principles of Ethics and Professional Standards
 - B Conflicts Of Interest
 - C Administration and Financial Management
 - D Dissemination of the Code of Good Practice

I. Declaration of Principles

The Foundation Francisco Manuel dos Santos (hereinafter “FFMS”) was incorporated on February 12th, 2009 and is a non-profitable organisation whose major mission is to promote and to strengthen the understanding of Portuguese reality, thus seeking to contribute to the development of society, the reinforcement of citizens’ rights and to the improvement of public institutions. FFMS believes that by increasing thinking and studying about the Portuguese national reality, it might decisively contribute to a better understanding of such reality and thus, towards solving its problems, for the benefit of all Portuguese People in this generation and for generations to come.

In order to achieve such targets – and notwithstanding the fact that FFMS shall carry out other initiatives that are adequate to meet its goals – FFMS is, and shall continue to be, committed to promote the production of studies, research work and of other projects in the most diverse fields, which shall ensure the highest standards of scientific rigour, quality, and independent analysis, and whose scope shall allow the achievement of a comprehensive and meaningful analysis of relevant issues of our society, by presenting specific solutions and recommendations for deciding authorities, by building up debate about major Portuguese problems and thus, contributing towards justice, development and the reinforcement of social cohesion.

It is a mandatory principle from which there can be no derogation that such works, studies and projects shall translate into a real plurality of opinions and shall ensure the authors are free in expressing their opinions and criticisms. Also, FFMS hopes to improve the understanding of Portuguese reality predominantly by civil society, whose active involvement in reflecting and in solving national problems FFMS deems as essential.

Moreover, precisely with the goal of promoting a more active involvement of such civil society in mind, FFMS shall endeavour its best efforts so that citizens are widely aware of its projects and initiatives. In this line, FFMS shall seek to provide Portuguese society with clear, objective and accurate information

What will books be like in the future?

“We can argue about the digital and analogical formats a book may take, its production and distribution chains, the way in which we will read books, but it is not in dispute that, as vehicles for human thought, books shall remain.”

José Mário Silva, 06.06.2013

On line Debate What will books be like in the future?,
www.ffms.pt

“Using the analogy of transformations in the world of books seems valid to me: the (material) book will inevitably become - fortunately - a gourmet object.”

Carlos Vaz Marques, 05.06.2013

On line Debate What will books be like in the future?,
www.ffms.pt





concerning the findings of its activities, as well as it shall ensure the utmost transparency in respect to its organisation, aims, funding sources and activities. In addition, FFMS shall promote broad-based, pluralistic and public debates regarding its recommendations given that FFMS believes that holding such debates is just as important an aim as is carrying out studies and investigation works.

The areas on which FFMS intends to focus its activities are quite diverse. However, special emphasis should be given to actions where FFMS' action tends to be more relevant, which concern the following subjects: demography and population, social and economic conditions, economic and social development, health, education, professional training, Social Security, the State, national identity, Public Administration, rights and duties of citizens, citizenship and democratic institutions, labour relations, organization of the Portuguese territory, towns, the social issue, inequalities and conflicts, justice, economic and social policies, public institutions, major public service, relationship between the State and the citizens, access to culture, to information and to the media.

The activity of FFMS is and shall always be guided by the principles of human dignity and social solidarity and by the values of democracy, freedom, equality of opportunities, merit and pluralism.

FFMS acts and shall always act with absolute independence towards political

and private powers, ideologies, strands of opinion, philosophical tendencies, creeds and religions. The governing bodies of FFMS shall act as guarantors as to the compliance with FFMS' statutes, notably that of its independence.

While performing its activities, FFMS shall seek to be faithful to its engagement towards social awareness, which constitutes its purpose, as defined by the Founder.

II. Code of Good Practice

A – Principles of Ethics and Professional Standards

FFMS shall carry out its mission guided by principles of ethics and by the highest standards of professional conduct, in which the principles of human dignity, social solidarity and the values of democracy, freedom, equal opportunities, merit and pluralism shall be prominent.

Legality

FFMS shall at all times comply with the law and act in accordance with its by-laws. FFMS hereby undertakes to fulfil any obligations that are mandatory as a consequence of Portuguese law or of any legally applicable international regulations.

According to the terms set forth in FFMS' by-laws, FFMS shall not grant any donations or by any other means promote any activities in respect of healthcare

service provision, charity, sports, artistic creation, cultural expression, education, academic or professional education, and individual scientific research. FFMS shall not contribute to general and current operation expenditures of any entities or organizations, or to the construction of any buildings, or to the acquisition of equipment and vehicles, to the rental of any premises, to the participation in conferences and seminars, shows, political activities or of political parties, or of any professional associations. FFMS shall also not cooperate in public calls for fund raising, nor for the organization of exhibitions or museums, nor for the preservation of cultural heritage (natural and built).

Impartiality and independence

FFMS shall act at all time with impartiality and independence and it shall refrain from any action that may be detrimental to the public, from any preferential or discriminatory treatment, on any ground whatsoever.

The members of FFMS' management body and of FFMS' other governing bodies, such as all FFMS' staff members, shall be independent and of good repute, and shall not give in to any personal or family interests, or to political, economical or social pressures, or that of any other nature whatsoever.

FFMS is independent from the Soares dos Santos Family and from the Jerónimo Martins Group and these entities shall not intervene in FFMS' management policies or scientific guidelines at any title whatsoever.

Notwithstanding the above, FFMS shall endeavour that its governing bodies always include members that are representatives of the Soares dos Santos Family.

Equal Opportunities

FFMS hereby undertakes to abide by the principle of equal opportunities. The assessment of any individual performances or of any actions, whether carried out or contracted, shall exclusively rely on merit and shall be based on objective criteria defined to that effect.

All types of discrimination are forbidden (on grounds of race, sex, religion, age, social status or on any other ground whatsoever) as are also forbidden any offenses to individual dignity and integrity, by any member of FFMS' staff.

FFMS' staff shall at all times promote human rights and fundamental rights and shall ensure that the principle of equal treatment is respected.

Efficiency and Diligence

FFMS shall act in such way as to gain, maintain and reinforce public confidence, striving to affirm an institutional position of rigour and quality. FFMS' operation shall be efficiently organised, to ensure that its resources are managed and used according to prudent and sustainable investment methods and procedures.

FFMS' staff is expected to always carry out diligently, efficiently and to the best of their abilities the responsibilities and the duties entrusted to them by FFMS, as well as to act in accordance with the principles guiding FFMS' activity.

In their professional relations with the public, FFMS' staff shall offer willingness and shall act efficiently, correctly and courteously and FFMS' staff shall ensure that, to the maximum extent possible, the public shall obtain the information requested in a complete, rigorous, efficient manner and in due time and, whenever possible, FFMS' staff shall foster the streamlining of procedures.

FFMS' staff undertakes to fulfil any agreements executed by FFMS, honouring any agreed upon schedules and ensuring that all services provided have a degree of quality that is in keeping with FFMS' good standards.

In addition, FFMS' staff shall act towards FFMS with loyalty and shall be committed to the protection of FFMS' image and in reinforcing its prestige.

Transparency

FFMS is aware that FFMS' transparency and good reputé, as well as its credibility and trustworthiness in face of civil society are material conditions for the comprehensive achievement of its mission and thus, FFMS undertakes to act with transparency in achieving its goals and in developing its activities and to adopt challenging accounting and reporting procedures.

FFMS shall endeavour its best efforts to make the citizens widely aware of its initiatives and projects and undertakes to produce objective, complete, accurate and correct information in respect to the corresponding outcome.

FFMS' internet site (www.ffms.pt) shall make available a sizeable quantity of institutional information regarding the activities carried out by FFMS, which shall be displayed transparently and straightforwardly.

FFMS shall publicise its Activity's Reports and its Financial Statements, following the audits carried out by external entities, in the terms set forth in the applicable regulations.

Monitoring and Assessment

FFMS shall ensure the existence of adequate and periodic mechanisms to assess the results of its activities and programmes, as well as it shall ensure the fulfilment and the implementation of the principles and good practices set forth for in this code.

Social Awareness

FFMS undertakes to act respectfully towards the environment (natural and social) and to promote sustainable development. FFMS is aiming at minimizing the environmental impact of its activities and thus FFMS shall endeavour its best efforts to adopt conducts that protect the environment and that are respectful of work ethics.

FFMS shall at all times ensure good working conditions and the necessary safety levels to protect the health and the well-being of FFMS' staff.

In addition, FFMS undertakes to raise the awareness of FFMS' staff in adopting environmentally responsible conducts as well as in regard to necessary compliance with existing laws and regulations concerning work related safety, hygiene and health.

Relationship with authorities, institutions and the local community

Any relationships between FFMS and the authorities shall be guided by transparency, rigour and by overt and unbiased collaboration.

Any contacts, formal and informal, with representatives of other institutions, public and private, Portuguese, foreign or international, shall at all times reflect the guidelines and the standings of FFMS.

Political Participation

Staff and members of the governing bodies of FFMS may freely exercise their civil rights by participating in activities of political nature, or of any other nature, at an individual level; however, the exercise of the latter rights shall not interfere with the performance of their functions at FFMS and any such actions at an individual level shall not be attributed to or associated with FFMS.

The mandates of any members of FFMS' governing bodies that take up a position in government, or equivalent, shall be suspended.

Likewise, the use of FFMS' resources and assets for personal purposes, whether or not related to the exercise of civil rights, is forbidden both to members of FFMS' governing bodies and to FFMS' staff.

In order to protect the independent nature of FFMS, FFMS shall not support or embrace any political actions or political party related actions, in the form of electoral campaigns or of any other actions to promote candidates or any political party; however, any public positions adopted by the members of FFMS' governing bodies or by its staff at an individual level shall be respected.

B – Conflicts of Interest

The members of FFMS' governing bodies and FFMS' staff and contributors shall refrain from any and all situations that may give rise, directly or indirectly, to any conflicts of interest.

Conflict of Interest, actual or potential, means any situation in which FFMS' staff has a personal or private interest in any matter that could influence, or apparently have an influence, on the impartial and objective performance of their professional obligations.

Personal or private interest means any possible advantages for the subject individual, its family, or equivalent, or for a company or institution in which the subject individual, its family, or equivalent, hold interests or is a part of.

In the event that, in the course of the professional activity of FFMS' staff and contributors, a situation with the potential to create a Conflict of Interest arises and has been identified as such, same situation shall immediately be reported to the Board of Directors.

C – Administration and Financial Management

Administration

FFMS shall be managed by an autonomous, identifiable and independent management body – including an Executive Committee –, whose members and chairman are appointed by the chairman of the Board of Trustees, in compliance with pre-established principles and procedures.

The members of the Board of Directors shall act as major examples in the application of these principles and their conduct shall be guided by FFMS' core interest, as opposed to acting in their own personal interest or motivated by a personal agenda or in their own benefit.

The members of the Board of Trustees shall promote compliance with the by-laws of FFMS in all material respects and shall comply with the will of the Founder.

The terms of office of the members of FFMS' governing bodies shall not held be for life, exception being made to the chairman of the Board of Trustees, if such nature is expressly provided for.

The powers of FFMS' different governing bodies shall not be in overlap and thus, the members of FFMS' governing bodies shall not hold more than one position simultaneously, except if otherwise provided for in FFMS' by-laws.

Financial Management

Efficient organization and operation are promoted in order to ensure that the resources allocated to FFMS, notably by the Founder, are used and managed carefully and with sustainability, by the use of procedures and investment methods that are sensible and prudent.

The Board of Directors shall follow a policy of investing only in financial applications that are safe, without risk or at low risk. Likewise, the Board of Directors shall proceed with determination in its intent to captivate the funds allocated to projects throughout the entire project extent

FFMS and all of its bodies undertake not to contribute to the creation of administrative costs which, by implying excessive expenditure, could jeopardize the existence of FFMS or could be detrimental to, or cause the termination of any projects and programmes created in the benefit of the community.

D – Dissemination of the Code of Good Practice

FFMS hereby undertakes to disseminate this Code among its staff and, additionally, to make this Code available, fully or partially, at FFMS' site (www.ffms.pt).

In order to strictly comply with the principles listed herein, FFMS' staff shall request clarification and guidelines from the Board of Directors, whenever any practical situation threatening to jeopardise the accurate compliance with this code arises.

Is there an European Cultural Identity?

“It’s a fact that war characterizes the European identity; but perhaps it is more disputable that it characterizes the European cultural identity because the truth is that European thought has always dwelt upon the conditions for the creation of peace.”

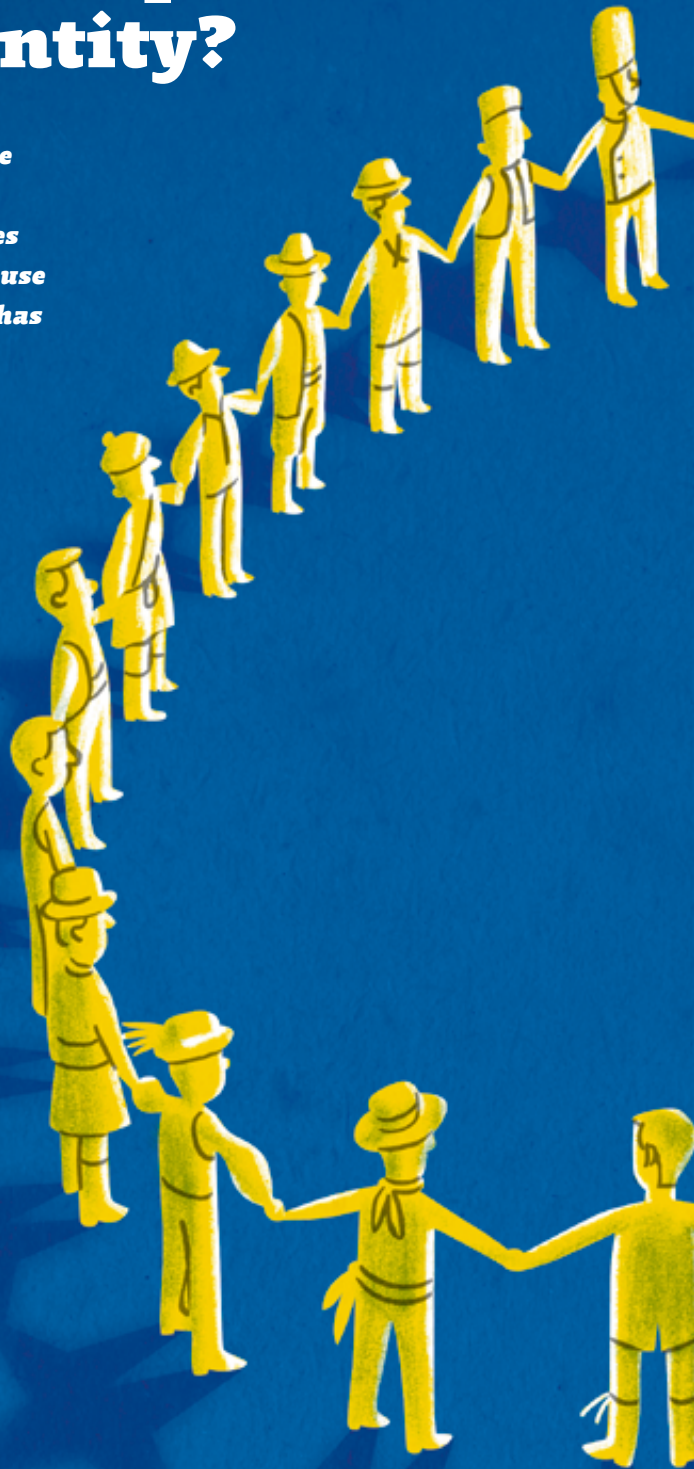
Vasco Graça Moura, 10.12.2013

Launching of the Arpad Szenes

– Vieira da Silva Foundation

Video clip available at

www.ffms.pt





Appendix 7

Declaration of Public Utility Status in 2010 and Confirmation in 2013



PRESIDÊNCIA DO CONSELHO DE MINISTROS
Gabinete do Secretário de Estado da Presidência do Conselho de Ministros

Despacho

Declaração de Utilidade Pública

A Fundação Francisco Manuel dos Santos, pessoa colectiva de direito privado n.º 508867380, com sede em Lisboa,

Promove e aprofunda o conhecimento da realidade portuguesa, procurando desse modo contribuir para o desenvolvimento da sociedade, o reforço dos direitos dos cidadãos e a melhoria das instituições públicas, através da elaboração de estudos sobre temas seleccionados, publicando os resultados no site Prodota, formulando recomendações e fomentando a discussão pública sobre as matérias que são objecto dos trabalhos, com especial relevo nas áreas da demografia e da população, condições sociais e económicas, desenvolvimento económico e social, saúde, educação, formação profissional, segurança social, Estado, identidade nacional, administração pública, direitos e deveres dos cidadãos, cidadania e instituições democráticas, relações laborais, organização do território, as cidades, a questão social, coesão social, desigualdades e conflito, justiça, políticas económicas e sociais, as instituições públicas, os grandes serviços públicos, as relações entre o Estado e os cidadãos, acesso à cultura, informação e comunicação social.

Instituída e reconhecida há cerca de um ano, a Fundação Francisco Manuel dos Santos prossegue, assim, fins de interesse geral e desenvolve, sem fins lucrativos, a sua intervenção em favor da comunidade em áreas de relevo social.

Tratando-se de uma fundação, não tem aplicação o prazo de três anos previsto no n.º 2 do artigo 4.º do Decreto-Lei n.º 460/77, de 7 de Novembro, com a redacção dada pelo Decreto-Lei n.º 391/2007, de 13 de Dezembro, o qual podia, no entanto, ser dispensado visto estarem reunidas as condições das alíneas a) e b) do n.º 3 do mesmo artigo.

Por estes fundamentos, conforme exposto na informação final do processo administrativo n.º 132/UP/2009 instruído na Secretaria-Geral da Presidência do Conselho de Ministros, e no uso dos poderes que me foram subdelegados pelo Ministro da Presidência através do Despacho n.º 4213/2010, de 26 de Fevereiro, publicado no Diário da República, 2.ª série, n.º 48, de 10 de Março de 2010, declaro a Fundação Francisco Manuel dos Santos pessoa colectiva de utilidade pública, nos termos do Decreto-Lei n.º 460/77, de 7 de Novembro, com a redacção dada pelo Decreto-Lei n.º 391/2007, de 13 de Dezembro.

Presidência do Conselho de Ministros, 12 de Março de 2010

O Secretário de Estado da Presidência do Conselho de Ministros


João Tiago Valente Almeida da Silveira

(Translation)



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 number 508 867 380, with registered offices 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.

Created and recognised approximately one year ago, the Francisco Manuel dos Santos Foundation pursues non-profitable, 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 period referred to in Article 4, Section 2 of Decree-Law nr. 460/77, dated 7 November 1977 (as amended by Decree-Law nr. 391/2007, dated 13 December 2007) is not applicable. It must be pointed out however, that the referred time period could also be waived based upon the provisions of lines a) and b), Section 3, of said Article 4.

For these reasons, as it is stated in the conclusions of administrative procedure nr. 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 nr. 4213/2010 of 26th February, published in the Official Gazette, 2nd series, nr. 48, of 10th March 2010, I hereby declare the Francisco Manuel dos Santos Foundation a private institution of public interest, under the provisions of Decree-Law nr. 460/77, dated 7th November 1977 (as amended by Decree-Law nr. 391/2007, dated 13th December 2007).

The Presidency of the Council of Ministers, 12th March 2010.

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


João Tiago Valente Almeida da Silveira

(Confirmation in 2013)

Despacho n.º 3294/2013

A Fundação Francisco Manuel dos Santos, pessoa coletiva privada n.º 508867380, com sede na Rua Tierno Galvan, freguesia de Santa Isabel, concelho e distrito de Lisboa, foi instituída por escritura pública de 12 de Fevereiro de 2009 e reconhecida por despacho do Secretário de Estado da Presidência do Conselho de Ministros de 5 de junho de 2009.

Por despacho do Secretário de Estado da Presidência do Conselho de Ministros de 12 de março de 2010, publicado no Diário de República, 2.ª série, n.º 57, de 23 de março de 2010, obteve a declaração de utilidade pública ao abrigo do Decreto-Lei n.º 460/77, de 7 de novembro.

Para cumprimento do disposto no n.º 7 do artigo 6.º do diploma preambular da Lei-Quadro das Fundações, aprovada pela Lei n.º 24/2012, de 9 de julho, veio pedir a confirmação do estatuto de utilidade pública.

Assim, conforme exposto na informação dos serviços DAJD/76/2013 do processo administrativo n.º 53/VER/2012 instruído na Secretaria-Geral da Presidência do Conselho da Ministros, e no uso dos poderes que me foram delegados pelo Primeiro-Ministro através do Despacho n.º 10503/2012, de 31 de julho de 2012, publicado no Diário da República, 2.ª série, n.º 151, de 6 de agosto de 2012, confirmo o estatuto de utilidade pública da Fundação Francisco Manuel dos Santos, o qual passa a reger-se pelo disposto na Lei-Quadro das Fundações, aprovada pela Lei n.º 24/2012, de 9 de julho.

29 de janeiro de 2013. — O Secretário de Estado da Presidência do Conselho de Ministros, *Luís Maria de Barros Serra Marques Guedes*
3072013

(Translation of the Confirmation of the Public Interest Status in 2013)

Dispatch nr. 3294/2013

The Francisco Manuel dos Santos Foundation, private institution number 508 867 380, with registered offices in Lisbon, was incorporated by public deed on 12 February 2009, as was acknowledged by an order of the Secretary of State for the Presidency of the Council of Ministers dated 5 June 2009

The Foundation was granted the status of public interest entity, in compliance with Decree-Law 460/77 dated 7 November 1977, upon an order of the Secretary of State for the Presidency of the Council of Ministers, published on 23 March 2010 in the Official Gazette (2nd Series, nr. 57).

The Foundation has requested the confirmation of its public interest entity status, in the terms set forth in Article 6, Section 7 of the Introductory Decree to the new Framework Law on Foundations, approved by Law 24/2012 dated 9 July 2012.

Thus, as stated in the conclusions of the administrative procedure nr. DAJD/76/2013, instructed by the Secretariat-General of the Presidency of the Council of Ministers, and in the use of the authority sub-delegated in me by the Prime Minister, via Dispatch nr. 10503/2012, dated 31 July 2012, published on 6 August 2012 in the Official Gazette (2nd series, nr. 151), I hereby confirm that the Francisco Manuel dos Santos Foundation is a private institution of public interest and that hereinafter it shall be governed by the provisions of the Framework Law on Foundations, approved by Law 24/2012, dated 9 July 2012.

29 January 2013. – The Secretary of State for the Presidency of the Council of Ministers, *Luis Maria de Barros Serra Marques Guedes*.

Appendix 8

PORDATA, the numbers in 2013

In 2013, the number pages of visited at PORDATA exceeded the barrier of 6 million viewings by a few thousands. This numbers corresponds to almost 900 thousand visits in total.

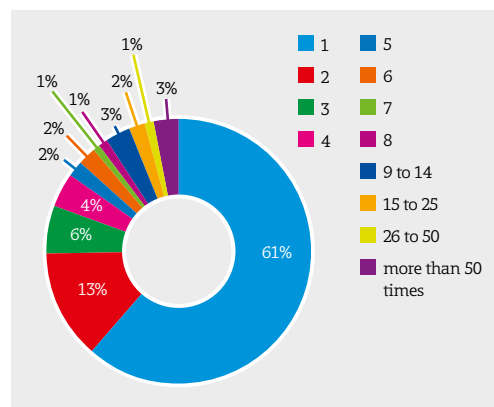
Downloads of the PORDATA application for smart phones and tablets have already exceeded 30.000 registrations and the number of fans on social networks, approximately 20.000, continues to increase.

In 2013, in addition to daily presence in other media, the partnership with Metro newspaper continued to disseminate facts on various themes of Portuguese society.

PORDATA Statistics: Summary table 2013

Number of pages visited	6,260,165
Number of visitors	894,522
Average time per visit	00:06:30
Average number of pages visited	7.00
New Visitors in %	60.84%
Social Networks	
Number of fans (Facebook)	14,743
Number of followers (Twitter)	4,691
Applications	
<i>iPhone + Android</i>	30,731

Loyalty in PORDATA consultations (% of users by number of visits) - Year 2013



Source: Google Analytics

Appendix 9

PORDATA: Training Activities

Municipalities covered: 132

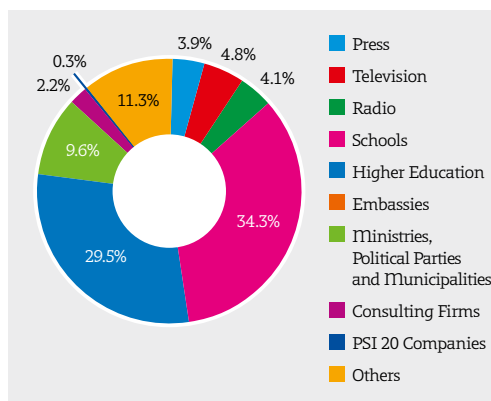
Districts: Viana do Castelo, Braga, Vila Real, Porto, Aveiro, Bragança, Guarda, Viseu, Coimbra, Castelo Branco, Leiria, Santarém, Portalegre, Lisboa, Setúbal, Évora, Beja, Faro

Evolution of the number of Trainees, as from the beginning of the Programme:

	Trainees	Training Activities
2010	1,085	68
2011	3,352	164
2012	3,644	136
2013	6,308	315
Total	14,389	683

Trainees by type of activity, as a % of the total:

[aggregate, 2010 to 2013]



Appendix 10

Portal of Rights and Duties

Management

General Coordinator: *Nuno Coelho*

Coordination Advisor: *Luís Coelho*

Proof-reader: *Nuno Quinta*

Teams for Themes:

Labour law: *Luís Azevedo Mendes* and *Paulo Morgado Carvalho*

Constitucional Law: *Paulo Lobato Faria*, *Rita Fonseca Marques* and *Natália Meirinhos*

Civil Law: *José Igreja Matos* and *Alessandra Silveira*

Criminal Law: *Pedro Caeiro* and *Miguel João de Almeida Costa*

Scientific Advisor: *Mariana França Gouveia*

Consultants: *António Araújo* and *Gonçalo Matias*

Producers: *Filipa Dias*, *Maria Ferreira* and *Rui Pimentel*

Themes

Constitution, Politics and Society

State and Public Administration

Personal Life and Family Life

Labour life

Economy, business and consumers

Health, Social Security and Solidarity

Education, Media, Science and Technology

Culture, Environment and Sports

Being aware and ensuring rights and duties

Appendix 11

Bibliographies and Chronologies: Organisation and Management

Subjects for Bibliographies

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

Subjects for Chronologies

1. Politics
2. Economics
3. Society
4. Culture
5. International context

Authors

Paulo Silveira e Sousa (coordinator)
António Jorge Ramalho
Octávio Gameiro

Appendix 12

Publications in 2013

The Foundation's Essays

Labour, a market vision, *Mário Centeno*

The Future of the Welfare State, *Filipe
Carreira da Silva*

For your health, *Pedro Pita Barros*

Freedom of Speech, *Francisco Teixeira
da Mota*

About death and dying, *Walter Osswald*

Sexuality, *Sofia Aboim*

Public Investments in Portugal, *Alfredo
Marvão Pereira*

Public-Private Partnerships, *Joaquim
Miranda Sarmento*

Portugal and Europe: the Numbers, *Maria
João Valente Rosa e Paulo Chitas*

European Cultural Identity, *Vasco Graça
Moura*

Foundation's Studies

Schools for the 21st century, *Alexandre
Homem Cristo*

25 years of Portugal in Europe, *Augusto
Mateus* (coord.)

*Land Register and Agricultural Property
in Portugal*, *Rodrigo Sarmento de Beires*

Ageing Processes: the Social Implications,
Manuel Villaverde Cabral (coord.)

*What kind of science do you learn at
school?*, *Margarida Afonso* (coord.)

Information and Health, *Rita Espanha*

Literature and teaching Portuguese

language, *José Augusto Cardoso Bernardes
and Rui Afonso Mateus*

Key Conferences on Education

Indiscipline at School, *Dorothy Espelage*
and *João Lopes*

Professional Education, *Christopher Winch*
and *Paula Paixão*

Other publications

The Portuguese People in 2030, *Marina Costa Lobo* (coord.)

Portugal and Europe: New citizenships,
Marina Costa Lobo (coord.)

Literacy in Democracy, *José Morais*
Inovation in Portugal, *Manuel Mira*
Godinho

Appendix 13

Complete collection of “The Foundation’s Essays”, with authors and sales’ numbers

“The Foundation’s Essays” Collection

As from FFMS’ set up, in 2010, until December 2013, 40 volumes have been published in the collection “The Foundation’s Essays”:

Teaching Portuguese, *Maria do Carmo Vieira*

Portuguese Economics: 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: Between privilege and freedom, *Miguel Nogueira de Brito*

Live Philosophy, *Desidério Murcho*

Science in Portugal, *Carlos Fiolhais*

Social Security: The future mortgaged,
Fernando Ribeiro Mendes

Economics, 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*

Public Investment and Public-Private Partnerships (PPP): friends or enemies?

“I wish it was possible to carry out the reform of Public Administration based upon two pillars: first, throughout the application of employment rules similar to those of the private sector, notably in terms of career development, evaluation of performance and termination. Second, by means of the most effective separation possible between the universe of politics and that of Public Administration, in keeping with other countries, such as the United Kingdom where a civil servant is prevented from being a member of any political party.”

Filipe Alves, 27.11.2013

On line Debate Public Investment and PPP:
friends or enemies?, www.ffms.pt





Republican Essay, *Fernando Catroga*
Justice Administration, *Nuno Garoupa*
Freedom and Information, *José Manuel Fernandes*
The New Medicine, *João Lobo Antunes*
Middle Class: Rise and Fall, *Elísio Estanque*
Portugal: Public Debt and Democratic Deficit, *Paulo Trigo Pereira*
The Armed Forces in Portugal, *J. Loureiro dos Santos*
The Ageing of Portuguese Society, *Maria João Valente Rosa*
Mathematics in Portugal, An Educational Issue, *Jorge Buescu*
Teaching History, *Gabriel Mithá Ribeiro*
Portugal, the Portuguese: National Identity, *José Manuel Sobral*
Crisis, Family and Family Crisis, *Mónica Leal da Silva*
The Future of the Welfare State, *Filipe Carreira da Silva*

For your health, *Pedro Pita Barros*
Freedom of Speech, *Francisco Teixeira da Mota*
About death and dying, *Walter Osswald*
Sexuality of Portuguese People, *Sofia Aboim*
Public Investments in Portugal, *Alfredo Marvão Pereira*
Public-Private Partnerships, *Joaquim Sarmento*
Portugal and Europe: the Numbers, *Maria João Valente Rosa and Paulo Chitas*
European Cultural Identity, *Vasco Graça Moura*

“The Foundation’s Essays” – Aggregate sales 2010-2013

Nº	Title	Date of Publication	Total
1	Teaching Portuguese	June 10	36.138
2	Portuguese Economics: The last Decades	June 10	24.324
3	Portugal: the numbers	June 10	22.754
4	Fiscal Justice	September 10	30.729
5	What’s difficult is Educating Them	October 10	18.842
6	Authority	October 10	9.355
7	Private Property: Between privilege and freedom	October 10	8.692
8	Live Philosophy	January 11	22.140
9	Social Security: The future mortgaged	January 11	10.020
10	Science in Portugal	January 11	8.021
11	Economics, Morals and Politics	April 11	27.600
12	Discrimination against the Aged	April 11	6.991
13	Corruption	April 11	11.323
14	Portugal and the Sea	April 11	10.718
15	Polls, Elections and Public Opinion	May 11	5.649
16	Television and Public Service	July 11	4.018
17	Judicial Delays	July 11	4.788
18	Death	July 11	16.513
19	Republican Essay	September 11	4.590
20	Justice Administration	September 11	4.322
21	Freedom of Information	September 11	5.325
22	The New Medicine	January 12	7.722
23	Middle Class: Rise and Fall	January 12	7.150
24	Portugal: Public Debt and Democratic Deficit	January 12	10.363
25	Armed Forces in Portugal	May 12	4.837
26	Ageing of Portuguese Society	May 12	5.109
27	Mathematics in Portugal, An Educational Issue	May 12	4.373
28	Teaching History	October 12	2.414
29	Portugal, the Portuguese: National Identity	October 12	4.740
30	Crisis, Family and Family Crisis	October 12	3.599
31	Labour, a market vision	January 13	3.111
32	The Future of Welfare State	January 13	4.579
33	For your health	January 13	4.020
34	Freedom of Speech	May 13	2.381
35	About death and dying	May 13	2.027
36	Sexuality	May 13	2.015
37	Public Investments in Portugal	October 13	1.958
38	Public-Private Partnerships	October 13	2.606
39	Portugal and Europe: the Numbers	October 13	2.137
40	European Cultural Identity	December 13	1.386
Total			369.379

Appendix 14

Annual Magazine “XXI, Ter Opinião”

Editorial Team and Contributors

Editor

António Barreto

Manager

José Manuel Fernandes

Editorial Board

Alexandre Quintanilha

André Azevedo Alves

António Araújo

António José Teixeira

Francisco José Viegas

Gonçalo Vieira

Joana Mateus

Jorge Portugal

Maria João Valente Rosa

Miguel Morgado

Paulo Guinote

Pedro Pita Barros

Pedro Santos Guerreiro

Producers

Filipa Dias

Margarida Vaqueiro Lopes

Susana Norton

Art Direction

Jorge Silva

Appendix 15

Projects undertaken and ongoing, 2009-2013

Permanent projects

Databases	
PORDATA: Contemporary Portugal Database Portugal, Europe, Portuguese Regions and Municipalities	<i>Maria João Valente Rosa</i>
Global Data, the Globalisation Database	<i>Miguel Poiães Maduro*</i> <i>Maria João Valente Rosa</i> <i>Gaby Umbach</i>
POP, Public Opinion Portal	<i>Pedro Magalhães</i> <i>Alice Ramos and Cícero Pereira</i>
Understanding the Crisis Portal	<i>Filipa Dias</i> <i>Alice Ramos</i>
Citizen's Portal: Rights and Responsibilities	<i>Mariana França Gouveia</i> <i>Nuno Coelho</i>
Bibliographies on Contemporary Portugal	<i>Paulo Silveira e Sousa</i>
Chronology of Contemporary Portugal: 1960/2010	<i>Paulo Silveira e Sousa</i>

Publications	
The Foundation's Essays	<i>António Araújo</i>
Studies and Notebooks	<i>António Araújo</i>
Portraits	<i>António Araújo</i>
XXI – Having an Opinion	<i>José Manuel Fernandes</i>

*Until April 2013

Areas, Studies, Programmes and Projects

Health

(José Mendes Ribeiro)

Costs and Prices of Health	<i>Carlos Costa</i>
Infant Mortality: evolution and causes of decrease	<i>Xavier Barreto</i> <i>J. P. Correia</i>
Documentary on Infant Mortality	<i>Xavier Barreto</i> <i>J. P. Correia</i> <i>Joana Pontes</i>
Health and Information	<i>Rita Espanha</i>

Population and Demography

(Maria João Valente Rosa)

Fertility and birth rates	Maria João Valente Rosa e INE
Demographic dynamics and ageing	Manuel Villaverde Cabral Mário Leston Bandeira
Ageing Processes: Social Implications	Manuel Villaverde Cabral Pedro Moura Ferreira

The Social Issue

(José Tavares)

Economic Inequalities in Portugal	Carlos Farinha Rodrigues
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Education

(Carlos Fiolhais)

Key issues on Education	Carlos Fiolhais
School Manuals for Portuguese Language	Isabel Leite
Conceptual requirements in teaching sciences	Maria Margarida Carvalho
Mathematics in Basic and High-school Education	António Bivar
Beliefs of reading teachers in Basic Education	João Lopes, Luisa Araújo, Louise Spear, Gabriela Velasquez e Leandro Almeida
The Classroom The Classroom journals	Maria Filomena Mónica
Schools in the 21 st Century	Alexandre Homem Cristo
Workload in compulsory education	Isabel Festas
Exams in the EU, in the USA and in Singapore	Convite dirigido a um conjunto restrito de instituições
Literature and Teaching Portuguese	José Cardoso Bernardes e Rui Afonso Mateus

Social Values, Attitudes and Behaviours

(José Tavares, Pedro Magalhães and José Pena do Amaral)

Cultural values, economical development and the quality of democracy	Alejandro Portes Margarida Marques
Values and attitudes towards change, in the direction of a model for new economic development. The vision of mayors, businessmen and general population.	João Ferrão

Justice and Law

(Nuno Garoupa)

Legislative Impact Assessment: drug law and higher education funding law	Ricardo Gonçalves
Legislative Assessment: the status of art in Europe	Marta Tavares de Almeida João Caupers Pierre Guibentif
Economic Justice in Portugal	Nuno Garoupa Mariana Gouveia Pedro Magalhães Jorge Morais Carvalho
E-book: Revising the Constitution	Nuno Garoupa Pedro Magalhães José Tavares Miguel Poiars Maduro*
Judicial backlog in Europe	Nuno Garoupa Sofia Pires de Lima
Judicial Confidentiality	Fernando Gascón
Public Prosecution Offices in Europe	Jose Martin Pastor
The training of Judges in Europe.	Carlos Gomez Ligerre

* Until April 2013

Development

(Miguel Maduro* and José Tavares)

Portuguese Participation in European decisions	Richard Rose Alexander Trechsel
The contribution of EU funding in Portuguese Development	Augusto Mateus
The economical effects of public investments in infrastructures	Alfredo Marvão Pereira
Land Register in Portugal	Rodrigo Sarmiento Beires

* Until April 2013

Science

(Carlos Fiolhais)

Portuguese Scientists abroad: Database and Contact Platform	Carlos Fiolhais
Innovation in Portugal	Mira Godinho
Science in Portugal: evaluation and impact	Armando Vieira

Appendix 16

Projects completed in 2013

POP, Public Opinion Portal
Costs and Prices of Health
Infant Mortality: evolution and
causes of decrease
Health and Information
Survey on Fertility
Demographic dynamics and ageing
Ageing Processes: Social Implications
Conceptual requirements in
teaching sciences
Beliefs of reading teachers
in Basic Education
The Classroom
Schools in the 21st Century
Workload in compulsory education
Literature and Teaching Portuguese
Legislative Impact Assessment:
Comparative perspective
Economic Justice in Portugal
Public Prosecution Offices in Europe
Judicial Confidentiality
The training of Judges in Europe
25 years of Portugal in Europe
Land Register in Portugal
Innovation in Portugal
Science in Portugal: evaluation and impact

Appendix 17

Economic justice in Portugal: Contributors and Publications

Contributors

Scientific Coordinators: *Nuno
Garoupa, Mariana França
Gouveia, Pedro Magalhães*
Executive Director: *Jorge Morais Carvalho*
Team: *Alexander Elhert, João Cristóvão,
João Pedro Pinto-Ferreira, Lucinda
Dias da Silva, Patrícia Guerra, Sónia
Félix, Susana Santos, Sofia Pires de
Lima, Tânia Flores and Vera Eiró*
Project Management: *Maria Carlos
Ferreira and Pedro Madeira Rodrigues*

Published Volumes

Volumes:

Economic justice in Portugal:
The Judiciary System
Economic justice in Portugal:
Facts and Numbers
Economic justice in Portugal:
Summary and Proposals

Brochures:

The New Procedural Model
Procedural Management and
Oral proceedings
Proof
Servicing Judicial Documents
Alternative Dispute Resolution
Enforcement Proceedings
and VAT Recovery

Appendix 18

FFMS' Education Board

Members

Coordinator: *Carlos Fiolhais*

Advisor: *Mónica Vieira*

Members: *Ana Maria Morais*, University of Lisbon; *Carlos Grosso*, João de Deus Higher School for Education; *Graça Ventura*, High School Teacher; *José Morais*, Université Libre de Bruxelles; *Maria Helena Damião*, University of Coimbra; *Paulo Guinote*, First Grade Teacher; *Pedro Carneiro*, London University; *Pedro Teixeira*, University of Oporto

Appendix 19

Key issues on Education

– Conference Themes, publications and authors

Conferences in 2010:

The importance of education, the value of instruction

Fernando Savater, Ricardo Moreno Castillo, Nuno Crato and Helena Damião

Does doing sums help us think?

Michel Fayol, Andrei Toom, António Bivar, Carlos Santos and Luís M. Aires

How do you learn to read?

Roger Beard, Linda Siegel, Isabel Leite and Ana Bragança

Conferences in 2011:

In debate: learning to learn

Lynne M. Reder, John R. Anderson, Herbert A. Simon, Paula Carneiro and Pedro B. Albuquerque

The value of experimental education

David Klahr, Margarida Afonso, Dolores Alveirinho, Vanda Alves, Sílvia calado, Sílvia Ferreira, Preciosa Silva and Helena Tomás

Learning a second language

Carmen Muñoz, Luísa Araújo and Carlos Ceia

Emigration or exports?





“I believe that in the case of emigration there have [...] been two opposing and unappealing narratives, both containing something true: that emigration is a great danger and that it is a great opportunity.”

Ary Ferreira da Cunha, 03.04.2013

On line Debate [Emigration or exports?](http://www.ffms.pt), www.ffms.pt

Conferences in 2012:

Student assessment, *Jeffrey Karpicke, Hélder Diniz de Sousa and Leandro S. Almeida*

The new schools, *Margaret E. Raymond, Simon J. Steen and Alexandre Homem Cristo*

The new technologies, *Jeroen van Merriënboer, Secundino Correia and João Paiva*

Conferences in 2013:

Indiscipline at school

Dorothy Espelage and João Lopes

Professional Education

Cristopher Winch and Paula Paixão

Each event was followed by a publication with the title of the corresponding conference.

Appendix 20

FFMS' Science and Innovation Council

Members

Coordinator: *Carlos Fiolhais*

Advisor: *Mónica Vieira*

Members: *Carlos Geraldes*, University of Coimbra; *Catarina Resende de Oliveira*, University of Coimbra; *Elvira Fortunato*, Lisbon's University Nova; *Irene Fonseca*, Carnegie Mellon University; *José Ferreira Gomes*, University of Oporto; *Manuel Paiva*, Université Libre de Bruxelles; *Maria Mota*, University of Lisbon; *Maria de Sousa*, University of Oporto; *Nuno Ferrand de Almeida*, University of Oporto; *Onésimo Teotónio de Almeida*, Brown University; *Pedro Guedes Oliveira*, University of Oporto; *Rosa Figueiredo Pérez*, University of Lisbon

Appendix 21

Debate Cycles

Debate Cycle “Thinking about Portugal”, in partnership with “El Corte Inglés”

Labour, the market vision

Mário Centeno and David Justino

For your health

Pedro Pita Barros and Diogo Lucena

Global Changes

Filipe Duarte Santos and Gil Penha Lopes

Freedom of Speech in Court

Francisco Teixeira da Mota and Pedro Tadeu

Portugal and Europe: the numbers

Maria João Valente Rosa, Paulo Chitas and Eduardo Sá

Sexuality in Portugal

Sofia Aboim and Francisco Allan Gomes

All the debates were moderated by António Araújo.

Debate Cycle “XXI, to have an opinion”, in partnership with FIAC

Health and Labour: rights with a future

Pedro Pita Barros e Mário Centeno

Portuguese Economy after the lost decade

André Azevedo Alves and Miguel Gouveia

Prague’57

photographs by Gérard Castello-Lopes, conversation with Jorge Calado, (with the attendance of Danièle Castello-Lopes).

All the debates were moderated by José Manuel Fernandes.

Online Debates at ffms.pt

2030. Can you imagine?

Invited Guests: Luís Afonso, Pedro Mexia, Ricardo Rodrigues, Teolinda Gersão

What if labour is not a right but a commodity?

Invited Guests: João Jesus Caetano, Mário Centeno, Ricardo Gonçalves Francisco

How to treat the health of Portuguese people?

Invited Guests: Adalberto Campos Fernandes, Ana Matos Pires, Ana Paula Martins, Pedro Pita Barros, Ricardo Pimenta-Araújo

Who listens to vox pop?

Invited Guests: André Freire, Dinis Pestana, José Sobral, Luís Pedro Nunes, Pedro Magalhães

Emigration or Exports?

Invited Guests: Ary Ferreira da Cunha, Cristóvão Fonseca, Hugo Menino Aguiar, Jorge Macaísta Malheiros, Pedro Góis, Roberto Carneiro

It is necessary to learn. But isn't it necessary to evaluate?

Invited Guests: Carlos Fiolhais, Carlos Grosso, Graça Ventura, Hélder Diniz de Sousa, Maria Helena Damião

What will books be like in the future?

Invited Guests: Bruno Amaral, Carlos Vaz Marques, José Mário Silva, Maria João Nogueira, Paulo Querido

Did Europe mean progress?

Invited Guests: Ary Ferreira da Cunha, Luciano Amaral, Pedro Pita Barros

What kind of democracy do we want for Europe?

Invited Guests: Abel Campos, António Martins da Silva

What is Europe doing better?

Invited Guests: *Hugo Veiga, Raquel Mendes de Almeida, Rodrigo Cunha*

Where does indiscipline end and where does violence begin?

Invited Guests: *Gabriel Mithá Ribeiro, Mónica Leal da Silva, Sónia Morais Santos*

Europe and USA: “it’s complicated”, isn’t it?

Invited Guests: *Alexandre Soares, Vanessa Borges*

Professional Education: a better integration on the job market or an alternative for weaker students?

Invited Guests: *António Bispo, Cristiano Pinheiro, Joaquim Azevedo, Ricardo Pereira Rodrigues*

Public Investment and Public-Private Partnerships: friends or enemies?

Invited Guests: *Filipe Alves, João Francisco Cruz Pereira Sá, Joaquim Miranda Sarmento, Rui Cunha Marques*

All the debates were moderated by *Vasco Barreto*.

Appendix 22

Meeting the Present in the Future

Activities arising from the Event

“The Portuguese People in 2030”

- **“The Portuguese People in 2030”**
 - Book edited in February.
- **“Can countries dye from old age?”**
 - Infographic video film based on the study entitled “Projections for 2030” by Maria João Valente Rosa and Maria Filomena Mendes.
- Municipal Debates concerning the future of population:
 - Oporto (February): **“What is the future of our professions?”** by *Graça Martins, Irma Magalhães and Mariana Branquinho da Fonseca*, moderated by *Manuel Carvalho*.
 - Leiria (March): **“Can Portugal dye from old age?”** by *Helena Vasconcelos, Hugo Menino Aguiar and João Miguel Tavares*, moderated by *José Manuel Silva*.
 - Coimbra (April): **“Will Emigration be part of our CVs?”** by *Helena Freitas, Jorge Macaísta Malheiros and Diogo da Cruz Rodrigues*, moderated by *Carlos Vaz Marques*.
 - Coimbra (April): **“Are we all to become college graduates and engineers?”** by *Amândio Pereira, Carlos Fiolhais and Nelson Coelho*, moderated by *Carlos Vaz Marques*.

- Évora (May): “**Are inner regions in danger of disappearing?**” by *Alexandre Kroner, Gonçalo Ribeiro Telles, Maria Filomena Mendes* and *Rui Horta*, moderated by *Fernanda Freitas*.
- Funchal (June): “**Can Portugal dye from old age?**”, *Natasha Marjanovic, Pedro Telhado Pereira* and *Nuno Faria*, moderated by *Virgílio Nóbrega*.

Note: All the above referred debates have benefitted from a plenary presentation by *Maria João Valente Rosa*, joined by *António Barreto*, in Coimbra and in Funchal.

Meeting “Portugal in Europe. And now what?”

Management and Organisation

Scientific Committee:

Marina Costa Lobo, Curator
José Pena do Amaral
José Tavares

Executive Committee:

FFMS: *José Soares dos Santos, Teresa Mourão-Ferreira, Filipa Dias, Susana Norton, Rui Pimentel* and *Margarida Vaqueiro Lopes*

Multilem: *Pedro Castro, João Amado* and *Marta Roquete*

Accenture: *João Galamba, Luís Pedro Duarte* and *João Câmara Borges*

View: *João Fernandes*

O Escritório: *Graça Martins, Nuno Jerónimo, Tiago Canas Mendes* and *Rita Lage*

Lift: *Marta Marreiros*

TVI: *José Alberto Carvalho*

Participants

Portuguese Speakers:

Adriano Moreira; Alexandre Soares dos Santos; Alice Ramos; Ana Gomes; Ana Paula Dourado; Ana Sofia Fonseca; Ângela Barreto Xavier; António Barreto; António Vitorino; Ary Ferreira da Cunha; Augusto Mateus; Bárbara Coutinho; Cândida Pinto; Carlos Coelho; Carlos Farinha Rodrigues; Carlos Fiolhais; Carlos Gaspar; Carlos Grosso; Catherine Moury; Cícero Pereira; Elizabete Azevedo-Harman; Fátima Barros; Francisco Duarte Lopes; Francisco Seixas da Costa; Gabriel Mithá Ribeiro; Gonçalo Almeida Ribeiro; Gonçalo M. Tavares; Hugo Menino Aguiar; Joana Amaral Dias; Joana Mateus; João Ferreira do Amaral; João Gomes Cravinho; João Marques de Almeida; João Miguel Tavares; João Pereira Coutinho; João Proença; João Vale de Almeida; José Barreto; José Manuel Félix Ribeiro; José Manuel Sobral; José Pacheco Pereira; José Pena do Amaral; José Tavares; Luciano Amaral; Luís Mah; Manuel Braga da Cruz; Manuel Clemente; Manuel Villaverde Cabral; Maria João Cocco da Fonseca; Maria João Rodrigues; Maria João Valente Rosa; Marina Costa Lobo; Mário Centeno; Miguel Monjardino; Miguel Morgado; Miguel Nogueira de Brito; Patrícia Fragoso Martins; Paulo Branco; Paulo Chitas; Paulo Rangel; Paulo Trigo Pereira; Pedro Magalhães; Pedro Mexia; Pedro Pita Barros; Ricardo Araújo Pereira; Ruben Alves; Rui Massena; Rui Tavares; Sérgio Aires; Sofia Aboim; Teresa Patrício Gouveia.

International Speakers:

Anand Menon; Aguinaldo Jaime; Antony Beevor; Bronislaw Misztal; Dani Rodrik; Didier Gonzalez; Eduardo Junco; Gelson Fonseca; Guillermo de la Dehesa; Helmut Elfenkämper; Mark Mazower; Mark Thatcher; Reinhard Naumann; Rita Süßmuth; Thorsten Faas; Wolfgang Münchau.

Moderators:

António Araújo; António Costa Pinto; António José Teixeira; Carlos Vaz Marques; Fernanda Freitas; Filomena Martins; Graça Franco; João Marcelino; José Alberto Carvalho; Luísa Meireles; Maria Flor Pedroso; Pedro Santos Guerreiro; Teresa de Sousa.

Partners of the Meeting

Sponsors: Santander Totta and Global Notícias.

Institutional Partners: Accenture, and Câmara Municipal de Lisboa.

Media Partners: TVI, Diário de Notícias, Rádio Comercial, M80, and Smooth FM.

Support: Pingo Doce, Recheio, Empark, Fnac, Azeite Gallo, Gelados Olá, Porto de Lisboa, SGS Car, and Volvo.

Support in dissemination: Amanhecer, Jeronymo, Hussel, A Padaria Portuguesa.

Organisation: Multilem, O Escritório/Maga, Initiative Media, View Isobar, Lift Consulting, Filmbrokers, and Take One.

Public**1 million individuals**

- 1243 participants at the Pedro Nunes High-school
- 1 million viewers of live audience for TV channels TVI and TVI 24
- 103,551 online viewings of the sessions, at PresentenoFuturo.pt, DN.pt and Sapo.pt
- Over 300.000 readers for the press articles in “Diário de Notícias”
- 20.000 followers on Facebook and Twitter

Appendix 23

Protocols in force

Accenture	ICS da UL – Instituto de Ciências Sociais da Universidade de Lisboa [Social Sciences Institute of Lisbon's Nova University]
ACL – Associação Comercial de Lisboa [Lisbon Commercial Association]	IE da UL – Instituto de Envelhecimento da Universidade de Lisboa [Ageing Institute of the Lisbon University]
AMA – Augusto Mateus Associados	IGP – Instituto Geográfico de Portugal [Portuguese Geographic Institute]
Banco Alimentar [Food Bank]	IM – Instituto de Meteorologia [Meteorology Institute]
Banco de Portugal [Central Banf of Portugal]	INE – Instituto Nacional de Estatística [Statistics National Institute]
CEGEA – Centro de Estudos em Gestão e Economia Aplicada da Faculdade de Economia e Gestão da Universidade Católica Portuguesa no Porto [Center for Studies in Management and Applied Economics of the Management and Economy Faculty of the Oporto Catholic University]	Instituto de Informática, IP [Public Institute for Information Technologies]
CML, Câmara Municipal de Lisboa [Lisbon Municipal Council]	Informa D&B
Confidencial Imobiliário [Real-estate Promoter]	Instituto de Segurança Social, IP (Centro Nacional de Protecção contra os Riscos Profissionais) [Social Security Institute, Public Institute (National Center for the Protection of Professional Hazards)]
DESTAK	Instituto Universitário Europeu, IUE, Florença [European University Institute, Florence]
DGAI – Direcção Geral da Administração Interna [Directorate-General for Internal Affairs]	ISEG da UTL – Instituto Superior de Economia e Gestão da Universidade Técnica de Lisboa [Management and Economy Higher Institute of the Lisbon Technical University]
Diário de Notícias	
ENSP da UNL, Escola Nacional de Saúde Pública da Universidade Nova de Lisboa [National School of Public Health of Lisbon's Nova University]	
Escola Secundária de Camões, Highschool	
FE da UNL – Faculdade de Economia da Universidade Nova de Lisboa [Faculty of Economy of Lisbon's Nova University]	
FNAC	

ISEGI da UNL – Instituto Superior de
Estatística e Gestão de Informação
da Universidade Nova de Lisboa
[Information Management and
Statistics Higher Institute of
Lisbon's University Nova]

Jerónimo Martins

Media Capital Rádios

METRO (Newspaper)

Nielsen

Porto Editora [Publishers]

Prodout

RBE – Rede de Bibliotecas Escolares
[Network of School Libraries]

Rede UNICRE

Relógio d'Água Editores [Publishers]

RTP, Radiotelevisão de Portugal
[Portuguese Public TV
broadcasting network]

SIC and SIC Notícias [Portuguese
Private TV cable channels]

TVI and TVI 24 [Portuguese
Private TV cable channels]

UA – Universidade do Algarve
[University of Algarve]

UC – Universidade de Coimbra
[University of Coimbra]

UL – Universidade de Lisboa
[University of Lisbon]

UP – Universidade do Porto
[University of Oporto]

UTAD – Universidade de Trás-os-
-Montes e Alto Douro [University
of Trás-os-Montes e Alto Douro]

View, Isobar

VASP

Appendix 24

Distribution of expenses by theme and operation

	[%]			
	2010	2011	2012	2013
Annual Endowment	100,0	100,0	100,0 ¹	100,0 ²
Operating costs	16,0	21,0	24,4	26,03
Projects:				
Databases	5,0	20,0	17,4	12,91
Publications	6,0	9,5	13,4	6,88
Education Programme	3,0	5,3	3,5	0,57
Justice Programme	0,5	4,5	1,5	1,17
Health Programme	2,0	2,6	3,0	0,02
Population and Demography Programme	0,5	2,7	2,2	1,12
Values and Attitude Programme	0,5	1,3	3,0	3,75
Social Issues Programme	1,0	1,8	0,3	3,47
Development Issues Programme	1,5	2,1	7,4	2,8
Communication, promotion and debates	5,0	12,0	54,0	29,22

(1) The aggregate costs exceeded the annual endowment (5.000.000€), utilising reserves from previous years.

(2) The 2013 annual endowment was in the amount of 7.000.000€.

