



ANNUAL REPORT 2014


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This is Francisco Manuel dos Santos
Foundation's 5th anniversary.
Our report this year is therefore illustrated
by people our age.



CONTENTS

1. Activity Report

- 7 1. Introduction
- 10 2. Governing Bodies
- 11 3. Internal Information
- 12 4. Participation in CPF
- 12 5. Operational Management
- 13 6. Scientific Coordination
- 19 7. FFMS' Websites
- 26 8. Publications by the Foundation
- 27 9. FFMS in the Media
- 30 10. FFMS in Social Network
- 30 11. Audiovisual and Multimedia
- 32 12. Meeting the Present in the Future
- 35 13. Financial Report
- 36 14. Prospects for 2015

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2. Financial Statements

- 39 Statement of financial position (Balance sheet)
- 40 Profit and loss statement by nature
- 41 Statement of cash flows
- 42 Appendix

3. Appendixes

- 65 Appendix I, Charter of Principles
- 66 Appendix II, Code of Good Practice
- 74 Appendix III, Operating Principles
- 77 Appendix IV, Declaration of Public Utility Status in 2010 and Confirmation in 2013
- 79 Appendix V, FFMS' Activity Programme 2014-2016
- 89 Appendix VI, FFMS' Scientific Advisory Board
- 91 Appendix VII, FFMS' New Organizational Chart
- 92 Appendix VIII, Procedures for Assessment of FFMS' Activities
- 93 Appendix IX, Audiovisual and Multimedia at FFMS
- 97 Appendix X, Internationalization Strategy
- 99 Appendix XI, Protocols and Partnerships in force
- 101 Appendix XII, FFMS' Governing Bodies, November 2013-April 2014
- 102 Appendix XIII, FFMS' Governing Bodies, since June 2014
- 103 Appendix XIV, Pordata, Training Activities
- 105 Appendix XV, "The Foundation's Essays" – Aggregate Sales 2010-2014
- 108 Appendix XVI, "The Foundation's Portraits" – Aggregate Sales 2014
- 109 Appendix XVII, Magazine XXI, Editorial Team
- 110 Appendix XVIII, Magazine XXI – Aggregate sales 2011-2014

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1. ACTIVITY REPORT



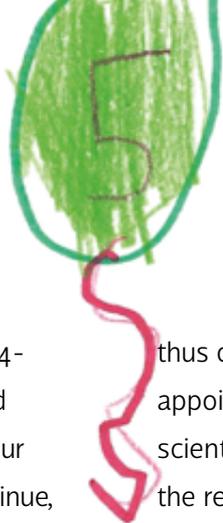
1. Introduction

The Francisco Manuel dos Santos Foundation (FFMS) completed five years of activity in February 2014. A first cycle, filled with launchings of ideas and projects, marked by creativity and innovation, with the aim of accomplishing the mission of studying, discussing and challenging the Portuguese society, reached its end. As a largely unprecedented project in Portugal, FFMS strived to achieve recognition, all the while promoting a reflection on the country, in various forms, with high quality standards. *António Barreto*, first cycle Chairman, decisively contributed to FFMS' conquering of the respect and recognition of all Portuguese, through his independent character and scientific rigour.

FFMS' second life cycle began in 2014. This new cycle initiated a period during which FFMS consolidated its activity and concentrated its resources in key projects for the Portuguese society and economy. For these purposes, FFMS formalized an internal change process, namely FFMS' New By-laws, approved in 2013 by the Board of Trustees and ratified by the Chairman of the Council

of Ministers in January 2014, the Charter of Principles, approved by the Board of Trustees in 2009 (see *Appendix I, Charter of Principles*), the Code of Good Practice, approved by the Boards of Directors and of Trustees in 2013 (see *Appendix II, FFMS' Code of Good Practice*), the Operating Principles, signed by the Chairmen of the Boards of Trustees and of Directors in March 2014 (see *Appendix III, Operating Principles*), and the Internal Regulation of the Board of Directors and of the Board of Directors' Executive Committee, approved by the Board of Directors in February 2014. FFMS' Public Utility, acknowledged in 2010, was confirmed in 2013, following the publication of the New Law on Foundations (see *Appendix IV, Declaration of Public Utility Status in 2010 and Confirmation in 2013*).

New governing bodies were elected according to the new Statutes and the second Chairman of FFMS' Board of Directors, *Nuno Garoupa*, began his mandate on May 1st 2014, by decision of the Board of Trustees. In the first semester of 2014, the Boards of Directors and of Trustees approved an extensive



and bold activity programme for 2014-2016, to be followed in FFMS' second cycle. The programme is based on four important vectors: concentrate, continue, develop and innovate. FFMS intends to focus its scientific effort in transversal themes which may endow its work with maximum dissemination. Simultaneously, the governing bodies approved the need to maintain and improve FFMS' current valences, subject to internal and external assessments whenever deemed appropriate. The programme also highlights innovation, in the perspective of professionalizing management and internationalizing FFMS' activity (see *Appendix V, FFMS' Activity Programme 2014-2016*).

With the aim of fulfilling the ambitious activity programme for 2014-2016 and endowing FFMS with a new high quality scientific structure, with national and international prestige, the Boards of Directors and of Trustees approved the new scientific organization, in the second semester of 2014. The position of FFMS' scientific director, with the responsibility of managing scientific aspects and project coordination, was

thus created and *Pedro Magalhães* was appointed for the job. FFMS' existing scientific areas were reorganized and the respective coordinators, who report directly to the scientific director, were selected: Social Policies (*Pedro Pita Barros*), State and Political System (*Pedro Magalhães*, cumulatively with the scientific direction), Economic Development and Growth (*Susana Peralta*), Knowledge (*Carlos Fiolhais*), and Population (*Maria João Valente Rosa*). The new scientific structure was already fully functional by the end of 2014 (see *Appendix VI, FFMS' Scientific Advisory Board*).

Concerning FFMS' operational structure, with the election of the new Executive Committee, in September 2014, general management (led by executive director *David Lopes*) was created and led an internal restructuring process of FFMS' employees. This process was concluded at the end of the year (see *Appendix VII, FFMS' New Organizational Chart*).

Three essential pillars of FFMS' activities deserved the governing bodies' special attention throughout 2014: internal and external assessment of its contributions

for the fulfillment of FFMS' mission, strategy of audiovisual communication and FFMS' internationalization.

In the first quarter of 2014, The Board of Directors approved the methodology and procedures for the assessment of FFMS' activities, which validates the principle of internal and external audits (see *Appendix VIII, Procedures for Assessment of FFMS' Activities*). Work groups outside FFMS were created, to assess Magazine XXI (concluded in February 2014) and the Event "Meeting the Present in the Future" (concluded in January 2015). This methodology will be applied throughout 2015, to the remaining FFMS areas.

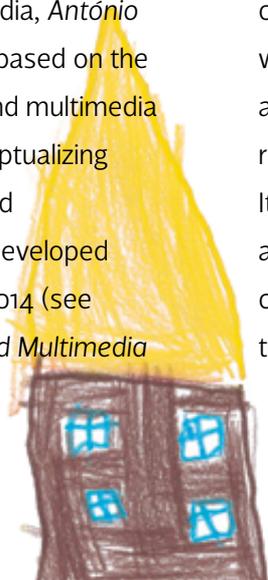
The new audiovisual strategy was approved by the Board of Directors in December 2014, based on a document prepared by the permanent consultant for audiovisual and multimedia, *António Borga*. This new strategy is based on the integration of audiovisual and multimedia at the initial phase of conceptualizing new projects and in the rapid dissemination of contents developed or contracted before May 2014 (see *Appendix IX, Audiovisual and Multimedia*

at FFMS). This last goal will be fulfilled in the first quarter of 2015.

At the end of the year, FFMS' governing bodies also approved a new document outlining the Foundation's internationalization strategy, presently in the implementation phase (see *Appendix X, Internationalization Strategy*).

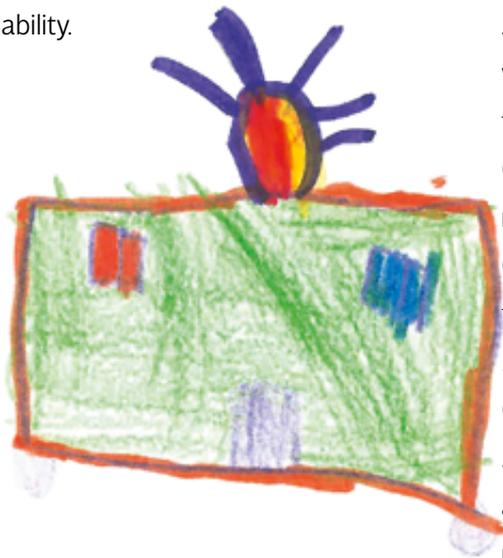
In 2014, FFMS continued to develop its programme of protocols and arrangements with other institutions (see *Appendix XI, Protocols and Partnerships in force*).

In conclusion, throughout 2014, FFMS proceeded with a variety of internal reforms, to empower the institution into a new cycle of sustainable consolidation. While the outgoing Board of Directors' challenge was to initiate a new project in a complex economic and political context, FFMS is now in a mature phase which allows it to enjoy the learning curve and leap into new projects with lower risk and greater capacity of intervention. It is equally important to recognize the alterations in the economic and political context foreseen for the 2014-2016 triennium and to be able to endow FFMS



with the capacity to respond to new situations.

Considering the fact that the following triennium will be inevitably very different from the last years, modernizing is a priority. Equally important is the notion that FFMS must be guided by budget constraint and by an organic structure which will provide long-term sustainability.



2. Governing Bodies

In compliance with the New Law on Foundations and the new Foundation Statutes, FFMS' governing bodies were altered on November 21st 2013, by appointment of the Board of Trustees Chairman (see *Appendix XII, FFMS' Governing Bodies, November 2013-April 2014*). FFMS' Board of Directors was altered, with the departure of *António Barreto*, its first Chairman, and the arrival of the new Chairman, *Nuno Garoupa*. Alongside the nomination of the new Board of Directors Chairman, the Board of Trustees nominated three new directors, *Jaime Gama*, *Maria Manuel Leitão Marques* and *David Lopes* (see *Appendix XIII, FFMS' Governing Bodies, since June 2014*). The Boards of Directors and Trustees hereby acknowledges the magnificent work and the excellent legacy left by the outgoing Chairman.

The Executive Committee was altered three times in the year of 2014. Elected in December of 2013, the first Executive Committee was presided by *António Barreto*, with executive directors *António Araújo* (director of publications) and *Nuno Garoupa* (operational and financial management). The second Executive Committee was elected in June 2014,

presided by *Nuno Garoupa*, with executive directors *António Araújo* (director of publications and FFMS' representative in the Board of the Portuguese Center of Foundations) and *José Soares dos Santos* (operational and financial management). The third Executive Committee, elected in September 2014, presided by *Nuno Garoupa*, with executive directors *António Araújo* (director of publications and FFMS' representative in the Board of the Portuguese Center of Foundations) and *David Lopes* (general manager). The Board of Directors expressed its gratitude for the generosity and commitment of the outgoing members of the Executive Committee.

In September 2014, the Executive Committee decided to integrate FFMS' scientific director, *Pedro Magalhães*, in the executive team *ex officio*.

In 2014, the relationship with the founding family developed according to the tradition, that is, in the best possible way. 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.

3. Internal Information

The Executive Committee of the Board of Directors' main concern for 2014 was to thoroughly inform the governing bodies about FFMS' ongoing activities, including its minutes, which are distributed, since December 2013, to all members of the Boards of Directors and Trustees. Various important steps were taken in 2014, with the goal of involving the governing bodies more continuously and of better disclosing information on FFMS' activities internally. Firstly, a monthly newsletter was published right at the beginning of the year, with distribution to the governing bodies and to the Founding family, along with a monthly management and activity report. Secondly, the scheduling of FFMS' public presentations became coordinated with the governing bodies (for instance, the non-executive directors have promptly responded to the executive team's requests to present the Foundation's essays or portraits). Finally, informal monthly lunch meetings with the directors and trustees were instituted, for the discussion of new project or activity proposals.

4. Participation in CPF

FFMS' nomination to incorporate the Board of the Portuguese Foundation Center (CPF) implies the recognition of the action developed by the Foundation during its first years and is a sure sign of the credibility conquered in the Portuguese foundational sector. FFMS' participation in CPF's Board, assured by *António Barreto*, and afterwards, by executive director *António Araújo*, has allowed to closely monitor the Center's activities, decisively contributing to increase dialogue with similar institutions.

This action implied FFMS' participation, throughout the present year, in ordinary and extraordinary meetings of CPF's Board, the accompaniment of alterations made in the regulating legislative board of the foundational sector, as well as of the national and international collaboration activities carried out by CPF.

FFMS highlights CPF's relevance and profits from the occasion to praise the work developed by its governing bodies, with special relevance to CPF's Board.

5. Operational Management

Upon approval of the activity programme for 2014-2016, the Board of Directors defined the professionalization of FFMS management as an essential change to be made during 2014. The first step was taken with the nomination of a new Executive Committee, sworn in in September 2014. Simultaneously, the function of FFMS general manager was created (executive director *David Lopes*) with the responsibilities of human resources, financial and operational management and coordination of FFMS' various services. FFMS' new organizational chart was approved at the end of the year (see *Appendix VII, FFMS' New Organizational Chart*). This new institutional design meets the goals defined by the Boards of Directors and Trustees: professionalization, restructuring, coordination, integration and rationalization. There are now three operational areas: contents (*Isabel Vasconcelos*, coordinator; *Mónica Vieira* and *Maria Ferreira*, cumulatively with legal advice); marketing and events (*Teresa Mourão Ferreira*, coordinator; *Diana Aguiar*, *Joana Vicente Pinto*) and commercial (*Susana Norton*, coordinator). The Board's

executive assistant (*Isabel Bernardes*), the IT, processes and systems advisor (*Rui Pimentel*), the press advisor (*Ana Filipa Rego*) and the financial advisor (*José Quinta*) all work closely with the Executive Committee.

FFMS' physical space was reorganized accordingly. The offices of the Chairman of the Board, the Executive Committee members, the scientific director, the financial advisor and the Board's executive assistant, totaling five, are now located on the eight floor. The remaining FFMS employees continued in the open space of the eighth floor at Largo Monterroio Mascarenhas, 1.

During the first semester of 2014, the Board of Directors approved as well a set of indications for human resource management, which will be implemented throughout 2015, namely the achieving of individual goals, the procedures for the annual assessment of human resources and the personal training programme. During 2014, FFMS' general manager was responsible for the monthly management and activity report. This report assures operational transparency and the distribution of information to the governing bodies and to the Founding family.

Through their own request, FFMS' employees *Filipa Dias* and *Margarida Vaqueiro Lopes*, who deserved the Board of Directors' highest compliments and gratitude, left the Foundation in 2014.

6. Scientific Coordination

FFMS' scientific coordination, in charge of promoting studies and investigations on the Portuguese society, was restructured in 2014. As previously stated, it was divided into five distinct areas, each with its own coordinator. FFMS' scientific director, *Pedro Magalhães*, is in charge of general coordination.

a) Knowledge

The Knowledge area, coordinated by *Carlos Fiolhais*, results from the fusion of the Education programme (created in 2010) with the Science and Innovation programme (created in 2011), and comprises the Culture area as well. This area is supported by FFMS' Education Board, who met in February and in November, and the Science and Innovation Board, who met in December. These meetings marked the end of an



extremely productive work cycle, in which the Boards gave their opinion on the work programme and assessed all the ongoing projects and studies.

FFMS' "Education Month", held between October 15 and November 13, was one of the year's most relevant initiatives within the scope of the educational sector. This initiative, conceived to focus the attention of varied audiences on the various studies concluded in 2013 and 2014, also included the "Key issues on Education" cycle conferences. The conference themes were "The inclusion in schools" and "Access to College", with the participation of national (*David Rodrigues* and *Carla Sá*) and international (*Felicity Armstrong* and *Claire Callender*) specialists. Moreover, during "Education Month", four studies promoted by FFMS were presented: "Science in pre-school education", "Literature and teaching of Portuguese language", "Teaching reading in the 1st Cycle of Basic Education" and "Time spent in School – comparative study on teaching workload evolution in Portugal and in other countries". These initiatives were attended by a total of approximately one thousand participants and the conferences were also broadcasted live via FFMS' website.

Publications were associated to all these events. As in the remaining FFMS areas, the publications resulting from the various studies are available for free download in FFMS' web page. Between October and December, over two thousand downloads of studies from the Education area were made.

In addition to the "Education Month", the Knowledge area promoted the following initiatives in 2014:

- The publication of a set of books, "The Classroom" and "Classroom Journals", by *Maria Filomena Mónica*, publicly presented at the Belém Cultural Centre, with great acceptance of the educational community and related parties. A version of the book *Additional Classroom Journals*, exclusively available online, was edited at the end of the year, closing the set of three publications on the theme.
- The conference "Science, Culture and Innovation", which included seven different speakers, with special emphasis to the Nobel of Medicine *Sir Paul Nurse*, Chairman of the *Royal Society*, and to *João Lobo Antunes*. This conference, held at the Lisbon University and integrated in a cycle of public conferences on the themes of Science and Innovation, which initiated in 2013, was attended by 220

participants and obtained significant media projection, given the theme's current interest topic.

– In September, FFMS collaborated with ISEG (Management and Economics Higher Institute of the Lisbon Technical University) to host a debate focusing on “Innovation in Portugal”, based on the book by *Manuel Mira Godinho*, with the same title, which counted on the participation of *António Campinos*, *Gonçalo Quadros*, *Jaime Andrez* and the book's author.

– Finally, three “micro-conferences”, designed to promote the dissemination of contents from the conferences-cycle “Key issues on Education”, held at high schools, were organized: in May, at Escola Secundária José Falcão, in Coimbra; in November, at Escola Secundária in Rio Maior; and in December, at Escola Básica e Secundária de Gama Barros, in Cacém. In its whole, these initiatives were attended by approximately 200 participants, among which parents, students, teachers and other members of the educational community.

Some of these activities and publications were publicized via traditional media, as well as via the Porto Editora publishers' newsletter and via the newspaper

Observador, as a result of an established partnership. Contacts were also made with several social-professional associations from the educational sector, to share information and disseminate FFMS' studies.

b) Population

The Population area, coordinated by *Maria João Valente Rosa*, follows the “Population and Demography” programme and focuses on the migration of populations and on their demographic evolution from social, economic and geographic perspectives. FFMS has been addressing this theme since its origin, having organized a set of innovative studies and also the 1st Event “Meeting the Present in the Future”, entitled “The Portuguese in 2030”.

In July 2014, a seminar was held focusing the project “Fertility in Portugal”, coordinated by *Maria Filomena Mendes*, based on the Survey on Fertility made in 2013. This project's main purpose is to exhaustively characterize present fertility behaviors in the Portuguese society. The first results of the study were presented and debated at the July seminar, which assembled a group of experts in the Demography, Statistics, Economy and

Family Sociology areas. The study is presently in the conclusion phase and its publication is expected at the end of 2015.

Within the scope of the cooperation protocol established between FFMS and the Ageing Institute, the study “Ageing Dynamics”, led by *Manuel Villaverde Cabral* and coordinated by *Mário Leston Bandeira*, has been completed. This study was edited in 2014 and the presentation of the results will be made at the tribute to *Mário Leston Bandeira*, foreseen for the first quarter of 2015.

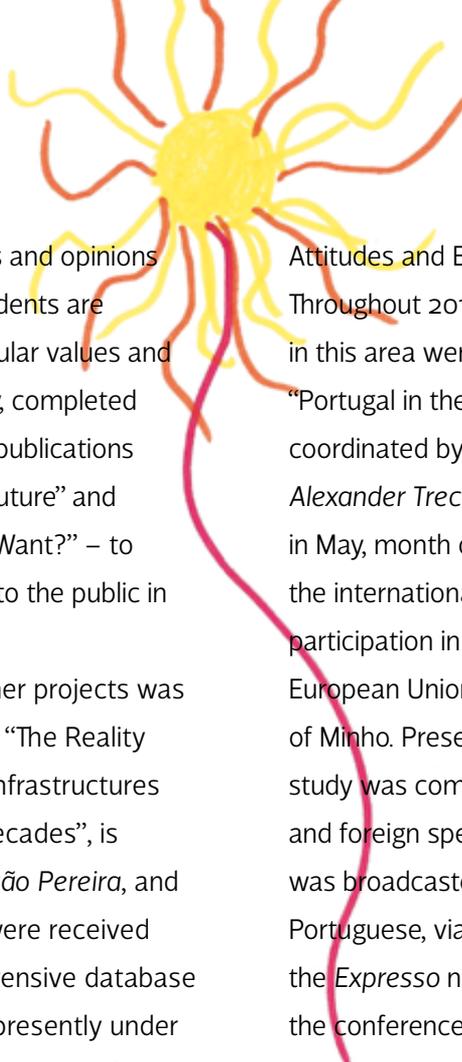
c) Social Policies

The area of Social Policies follows the “The Social Issue” and “Health” programmes and is coordinated, since July 2014, by *Pedro Pita Barros*. No studies in this work area were completed by FFMS in 2014. However, a new project was initiated this year: “Inequalities in Portugal”, directed by *Carlos Farinha Rodrigues*. This new study updates the previous study promoted by FFMS on the same theme and focuses on the effect of the adjustment period on the inequality and poverty indicators. The study includes international comparisons, identification of the main factors explaining inequality,

analysis of the association between inequality in the personal distribution of income and wage inequality and assessment of the redistributive impacts of fiscal and social policies. Although its conclusion is only foreseen for 2016, this study will have a preliminary disclosure of data and results in 2015.

d) Economic Development

The area of Economic Development follows the “Development” programme and is coordinated, since July 2014, by *Susana Peralta*. During 2014, this area’s main activities consisted on the monitoring of the execution of ongoing studies and on the preparation of their disclosure in 2015. One of those studies, “Values and attitudes towards change in favor of a more sustainable development”, coordinated by *João José Ferrão* of ICS – Instituto de Estudos Sociais da Universidade de Lisboa (Social Sciences Institute of the University of Lisbon), aims to analyze and compare the attitudes of three targets – population in general, businessmen and mayors – in view of contrasting options on the future’s economy. The study has the objective of assessing their degree of acceptance of change proposals and



to analyze if the attitudes and opinions expressed by the respondents are associated to their particular values and characteristics. This study, completed in 2014, gave rise to two publications – “The Economy of the Future” and “Which Economy do We Want?” – to be extensively disclosed to the public in 2015.

The execution of two other projects was also monitored. The first, “The Reality of Public Investment in Infrastructures in Portugal in the Last Decades”, is directed by *Alfredo Marvão Pereira*, and several interim reports were received throughout 2014. The extensive database on this project’s theme, presently under construction, as well as the theme’s in-depth analysis, will be disseminated in the first half of 2015. The second project monitored consisted on the updating of the study “25 Years of Portugal in Europe”, directed by *Augusto Mateus*, and the dissemination of the corresponding final results is expected for the first half of 2015.

e) State and Political System

The State and Political System area, entrusted to *Pedro Magalhães*, follows the “Justice and Law” and “Values,

Attitudes and Behaviors” programmes.

Throughout 2014, two important projects in this area were disseminated. The study “Portugal in the European Decisions”, coordinated by *Richard Rose* and *Alexander Trechsel*, was disseminated in May, month of European elections, at the international conference “Portugal’s participation in the decisions of the European Union”, held at the University of Minho. Presented by its authors, the study was commented by Portuguese and foreign specialists. This conference was broadcasted live, in English and in Portuguese, via FFMS’ website and via the *Expresso* newspaper site. Prior to the conference, this same newspaper published extended reports on the study’s main conclusions. The study was also referenced in over 40 reports, and various news media published interviews to the authors. As a result of a protocol established with SIC Notícias, this study’s results were also disseminated on the programme “The Europeans”.

The study “Law-making, Portugal and Europe”, by *João Caupers*, *Marta Tavares de Almeida* and *Pierre Guibentif*, was published and publicly presented in December. Following the 2013 project on legislative assessment, FFMS maintains

its investment on studies designed to provide a fuller insight on the reality of the legislative production in Portugal and in other European countries. FFMS was joined by the Assembly of the Republic in hosting the conference and disseminating the results of this work. The event was broadcasted live by the Parliament Channel and was commented by director *Maria Manuel Leitão Marques* and *Cláudio Radaelli*, as well as by deputies of the Committee of Constitutional Matters, Liberties and Guarantees, in representation of the various parliamentary groups. Finally, the study “Public Ministry in Europe”, by *José Martin Pastor* was concluded and updated with extracts by *Luís Eloy* and *Pedro Garcia Marques*, addressing the historical perspective and the Portuguese situation in detail. This study will be published at the beginning of 2015, simultaneously with the study “Judges in Europe” by *Fernando Gáscon Inchausti*.

f) The programme for the 2015-2017 triennium

FFMS proceeded with an internal reflection on the research guidelines for the next triennium, which involved the various area coordinators and was enriched by the scientific encounter held on November 17th at the Miragem Hotel, in Cascais. The encounter was attended by approximately 70 specialists and several members of FFMS’ Boards of Directors and of Trustees.

As a result from this encounter, FFMS has decided to focus, up until 2017, the promotion of studies and debates on the Portuguese society in three major central themes:

- **“Good Governance” and Democracy:** studies on the quality of government institutions and central and local public administration functions, transparency and democracy and its consequences to the populations’ well-being and economic development.
- **Social Cohesion and Intergenerational Justice:** studies on how the design and functioning of the social security, fiscal, health and education systems and the labour market affect the distribution of resources and of opportunities among



individuals, among present and future generations.

– **Innovation, Investment and Economic Growth:** studies on how public and private investment in various productive activities, in the training of human resources and in research, contribute to the economy's structural transformation, to the transfer of knowledge to society and enterprises and to economic growth. During the first half of 2015, the area coordinators will approach various research teams and will appeal to the scientific community for the presentation of proposals. The assessment of those proposals will comply with rules that will comprise the usage of common forms for contents, products and project budgets, the anonymous systematic assessment by pairs and the design, from the beginning, of dissemination strategies to the public in general and to specialized audiences and decision-makers.



7. FFMS' Websites

a) FFMS' web page

FFMS' web page, ffms.pt, is the gateway to all projects, initiatives and theme pages and it presently englobes many hundreds of contents, including studies, publications, documentaries and meetings, all with a wide use of multimedia formats.

This year, FFMS' web page was extensively updated with new, completed and disseminated projects. Collections such as "The Foundation's Essays" and the new "The Foundation's Portraits" are mirrored in the site, along with the studies which originate varied contents, prior to their disclosure. Viewers can consult the various project phases, from the corresponding work manuals and final versions, to conferences and releases, with mandatory registration and documents to support the debates. Ten complete studies were made available for free download, and this number will be increased. The conferences, broadcasted live via FFMS' website, can be later screened in its full format and in short, one or two-minute long versions. This year, the conference "Science, Culture & Innovation", with the presence of

the Nobel winner *Sir Paul Nurse*, the conference “Portugal in the European Decisions”, at University of Minho, the six conferences of the “Education Month” such as “Inclusion in School” and “Access to Higher Education”, and the latest conference, “Law-making”, hosted jointly with the Assembly of the Republic, were all broadcasted live and in video, and are documented and can be viewed on FFMS’ website. A new documentary film, “Narrow Door”, broadcasted by SIC Notícias and available in full at the site, was concluded. The various episodes of the series “The Europeans”, also broadcasted by SIC Notícias, based on the study “Portugal in the European Decisions”, are also available on FFMS’ website.

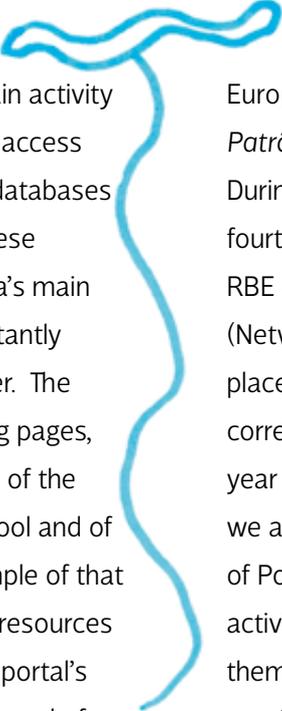
Given the multiplicity of developed projects, in various formats, FFMS considered the need to review the existing platform, rendering it more accessible, simplifying the organization of its contents and allowing its intuitive use. The digital media can and should be used as a key tool in FFMS’ mission to provide all interested citizens with access to information. To pursue this goal, in addition to the site’s reformulation, a strategy of dissemination was implemented at the end of the year,

focused on the various channels FFMS aims to develop and strengthen in 2015. Given the increase and the diversity of the projects developed by FFMS within the past years and envisaging the future plan of activities, The Executive Committee of the Board of Directors approved a full and complete revision of the ffms.pt page, to be implemented in 2015.

b) Pordata

Pordata, Base de Dados Portugal Contemporâneo (Contemporary Portugal Database), is one of FFMS’ most acknowledged projects, to which considerable human and budget resources are allocated. Pordata supports one of FFMS’ most important missions, namely the free dissemination of information. Downloads of the Pordata application on smartphones and tablets are over thirty thousand. During 2014, in addition to the daily presence in the social media, the partnership established with the daily newspaper *Metro* was maintained, disclosing data on the most varied themes on the Portuguese society. Pordata has been showcasing, since its origin, permanent increases as to the number of accesses, consultations, and references in bibliographies and media.

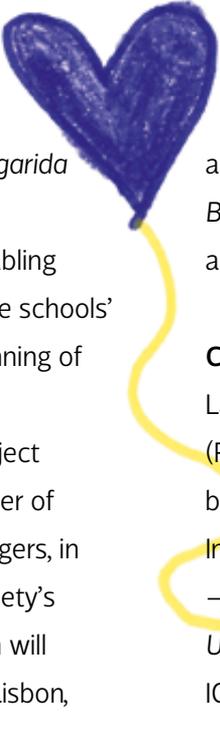




Whereas in 2013, Pordata's main activity was the standardization in the access and consultation of the three databases (Portugal, Europe and Portuguese Municipalities), in 2014, Pordata's main concern was to bring the constantly updated data closer to the user. The creation of summary or landing pages, of the smartphone application, of the portraits, of the Identity Card tool and of the Summary Table is an example of that concern. In 2014, considerable resources were allocated to improve the portal's accessibility, with the essential goal of allowing the user to access data with technical ease and generic understanding. As such, Pordata focused on the enrichment of contextualization with new metadata, complementing the accuracy of the technical and scientific language – which will remain present – with language accessible to all, through the simplifying of statistical concepts. Over three hundred concepts were recreated. In 2014, a new theme, "Tourism" (Portugal) was added and "Portraits" were produced, in online and printed versions, for Portugal, for Portugal in Europe and for Açores (in collaboration with the European Parliament and the Cabinet of the MEP (Member of the

European Parliament), *Maria do Céu Patrão Neves*).

During the 2013/14 school year, the fourth edition of the Contest Pordata/ RBE – Rede de Bibliotecas Escolares (Network of School Libraries) took place in September 2014, with the corresponding award ceremony. This year closes a four-year cycle which, as we approach the celebration of 5 years of Pordata, in 2015, will originate new activities in the education area. The theme chosen for this year's contest was "The iPad Mission", a campaign created by volunteer students from the IADE Creative University. This year, the awarded schools were: for the second consecutive year, the team of the Agrupamento de Escolas Finisterra, in Cantanhede (*Gustavo Guerra, João Branco, Nuno Neto*); the team from the Escola Básica e Secundária in Peniche (*Isa Vieira and Mara Vieira*); and the team from the Escola Básica e Secundária in Penacova (*David Alves, Diogo Silva and Diogo Gomes*). The award ceremony took place on September 29th at the Escola Secundária Avelar Brotero, in Coimbra, with the presence of the Chairman of the FFMS' Board of Directors and of the Pordata director.



At RBE, the collaboration of *Margarida Toscano* and the municipality coordinators was invaluable, enabling FFMS to significantly increase the schools' requests for training at the beginning of the new school year.

In 2014, the Pordata Training Project Team further increased its number of collaborators and regional managers, in response to the Portuguese society's multiple requests. The new team will include two trainers for greater Lisbon, one for the north, another for the center and yet another manager for the south. This redistribution of the team allowed a 70% increase in the number of trainees. In absolute figures, this year's number of trainees was in excess of 10.000, distributed among approximately 480 training actions. This number elevates the aggregate training numbers to 25.000 trainees in 1.170 sessions (see *Appendix XIV, Pordata, Training Activities*).

Bernardo Gaivão continues to be in charge of training actions and was joined, in 2013, by *Renato Antunes* and *Teresa Cardoso*. This year, the team gained two new members: *Mariana Sarmento* and *Maria Luísa Silva*.

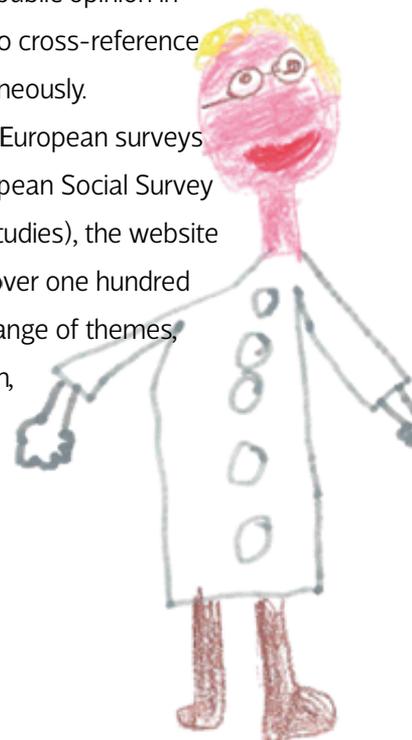
In 2014, Pordata continued being led by *Maria João Valente Rosa*, assisted by

a top quality team made up by *Luísa Barbosa, Joana Lopes Martins, Rita Faria* and *Rita Rosado*.

c) POP, Public Opinion Portal

Launched in 2013, the Public Opinion Portal (POP) 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*). Run by several ICS researchers, under the guidance of the scientific director, *Pedro Magalhães*, POP allows for an analysis over time of the evolution in public opinion throughout Europe over the past three decades, a comparison between public opinion in different nations and to cross-reference two indicators simultaneously.

Based on three major European surveys (Euro Barometer, European Social Survey and European Value Studies), the website www.pop.pt includes over one hundred indicators, on a wide range of themes, such as Family, Religion, Politics and Economy.



d) Citizen's Portal: Rights and Duties

Launched in April 2014, this portal aims to inform citizens about their rights and duties, in their interrelations, as well as in their relation with the authorities and other institutions. The Citizen's Portal is practical and organized and contains easily accessible information on the citizens' rights and duties, including those everyday situations which may have legal implications. For three months following the portal's public launching, SIC Notícias broadcasted a series of 65 daily episodes in which, for about one minute, a question and the corresponding reply from the Citizen's Rights and Duties Portal was presented. As result of an established partnership, the newspaper *Destak* featured a weekly column providing pertinent information for citizens, collected from the portal.

With only eight months of existence, the Citizen's Rights and Duties Portal is already one of the most visited FFMS projects. Due to continuous national and European legislative output, it is updated monthly by a team of two lawyers, coordinated by the manager *Mariana França Gouveia*.

e) Globalstat

Globalstat - Database on Developments in a Globalized World results from a partnership established in 2011 between FFMS and the European University Institute (Florence).

It is a project based on clear theoretical and methodological assumptions, with the purpose of rendering available a database on globalization, human development and sustainable development. Accordingly with FFMS' mission, this project represents the possibility to continue contributing to the increase of knowledge and debate on Portugal, in a global context.

The site collects data for the world and its 193 countries, 5 continents, 10 intergovernmental organizations and two development groups. The collected information is grouped into twelve themes and into three global areas. The data is collected from approximately 100 international entities (examples: UNESCO, ILO, WTO), which created the need, in some cases, to celebrate specific protocols in this project's scope.

The interest revealed by the EUI – European University Institute, a reputable international institute of research and postgraduate studies, in developing

this partnership, reflects the confidence transmitted by FFMS, as well as the recognition of its aggregate know-how in developing projects of information dissemination, of noteworthy accuracy and independence.

Globalstat is, thus, yet another initiative which reveals FFMS' ability to establish partnerships with different producers of information and knowledge. This is surely a good practice of information and resources management in the XXI century's peculiar complexity.

The period between 2011 and 2014 was dedicated to the collection of information and to the development of Globalstat's backoffice and website. The website – of free access – will be publicly presented in May of 2015.

The contents of the Globalstat website are assured by a team from the EUI (*Gaby Umbach, Laura Bartolini, Caterina Francesca Guidi, Luca Mancini*), and *Joana Lopes Martins* was in charge of the website in 2014, supervised by the scientific director *Pedro Magalhães*.

f) Understanding the Crisis

The "Understanding the Crisis" webpage includes over one hundred indicators, periodically updated, and organized

according to major themes, such as, notably Employment, Housing, Public Finance, Welfare, Debts, Family Expenditure, Balance of Payments, Economic Conjecture and Corporate Activity (theme prepared during the second half of 2013 and launched at the beginning of 2014).

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 relevant information on the intervention of international creditors. 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 Portugal), Unicre, Informa D&B, Confidencial Imobiliário, the Food Bank (*Banco Alimentar*) and Nielsen.

With the end of the Financial Assistance Programme, the alteration of the economic conjecture led the Executive Committee of the Board of Directors to rethink this website throughout the last quarter of 2014. Following its launching and initial period, it became clear that this project would greatly surpass FFMS' internal updating. Thus, to strengthen the existing bond with students and

universities, it was agreed that this project should be submitted for development into the university context. The analysis of partnerships has already begun and will hopefully be concluded on the first semester of 2015.

g) Bibliographies and Chronologies

The aim of these two projects is to render accessible to researchers and to a non-specialized public, a generic historical background for data and statistical elements, namely those in Pordata.

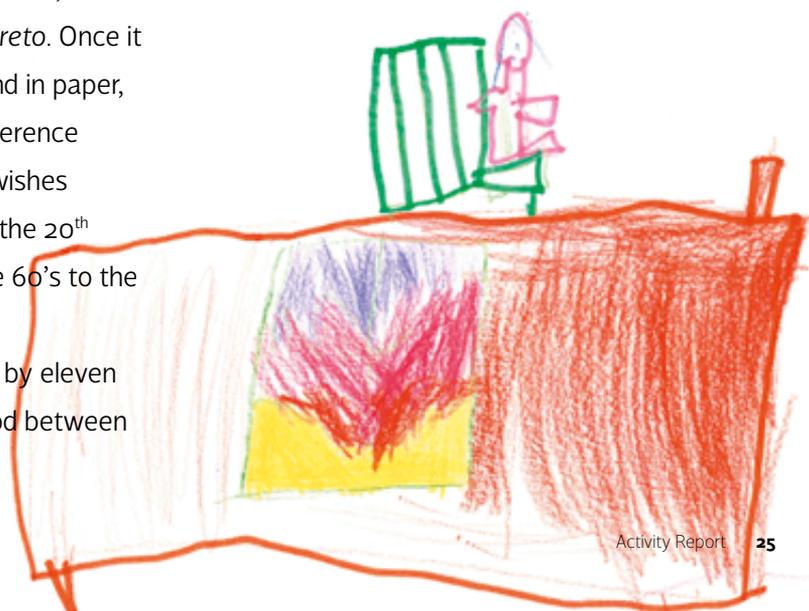
Both projects, completed and currently in production, were coordinated by *Paulo Silveira e Sousa*. Following a first revision of the original text, consisting of over 1,500 pages, by executive director *António Araújo*, the text will now be analyzed by a team of historians comprised by *António Duarte Silva*, *Fátima Patriarca* and *José Barreto*. Once it is available in digital format and in paper, it will become an essential reference literature for the reader who wishes to increase his knowledge on the 20th century main events, from the 60's to the present days.

“Bibliographies” are organized by eleven themes and englobe the period between

1960 and 2012. The selected themes are: History of Portugal, 20th century; Population and Demography (including migrations); Portuguese Politics (including international relations); Economics (including companies and international trade); Education; Social Issues; Health; Justice; Culture; Science; Territory, State and Public Administration.

“Chronologies” consists of annual chronologies from 1960 to the present days. Each “Chronology” includes approximately 100 inputs or items on the following areas: Politics; Economics; Society; Culture; International Context.

The Bibliographies and Chronologies page, coordinated by the executive director *António Araújo*, will be launched sometime in 2015.



8. Publications by the Foundation

FFMS' Publications Area is coordinated by executive director *António Araújo*.

a) The Foundation's Essays and Portraits

Throughout 2014, the rhythm of publications for "The Foundation's Essays" collection kept steady, with the publishing of the following titles: "Parallel Economy", by *Nuno Gonçalves*; "The Future of the Florest in Portugal", by *João Santos Pereira*; "Education and Liberty of Choice", by *Paulo Guinote*; "Sounds and Silences of the Portuguese Landscape", by *Carlos Alberto Augusto*; "Migrations and Citizenship", by *Gonçalo Saraiva Matias*; "Cancer", by *Manuel Sobrinho Simões*; "The Portuguese and the World", by *Raquel Vaz-Pinto*; "Pseudoscience", by *David Marçal* and "A Civil Society", by *Tiago Fernandes*. The collection, which already comprises 49 titles, presents sales superior to 415 thousand copies (see *Appendix XV, "The Foundation's Essays" – Aggregate Sales 2010-2014*). As planned, FFMS initiated the edition of a new collection, "The Foundation's Portraits", a set of personalized books, in a

narrative style identical to "major reports". The following titles were published in this new collection: "Premature Babies", by *João Pedro George*; "A Close Look at Portugal", by *Nuno Ferreira*; "Far from the Sea", by *Paulo Moura*; "Portugal in Ruins", by *Gastão de Brito e Silva*; "Solid ground", by *José Navarro de Andrade* and "At the hospital emergencies", by *Joana Bénard da Costa*. Although recent, this collection sold over 16 thousand copies (see *Appendix XVI, "The Foundation's Portraits" – Aggregate Sales 2014*).

The set of books "The Classroom" and "The Classroom Journals", coordinated by *Maria Filomena Mónica*, which portrays the schools' environment and aroused the teachers' interest, is among other successful FFMS publications outside the collections described above.

A selected public launching was made for each book, based on the type of readers to be reached. Each venue was carefully chosen and the presences were criteriously selected.

In addition to FFMS' usual presence in supermarkets and bookstores, we were present, for the first time, at *Feira do Livro* (Book Fair), with a personalized stand, and began an experiment in some BP petrol stations. At the end of the year, FFMS was



also present in Christmas sales points, such as the LX Factory and Príncipe Real. 2014 was highlighted by the publications' turning point, in commercial terms and in terms of notoriety. A presence plan was delineated, involving communication campaigns for the "Essays" and "Portraits" collections, extra exposure in the main bookshops and in new sales channels, such as the postal offices, and the reinforcement of online sales. This plan will have visible results mainly in 2015.

b) Magazine XXI

Magazine XXI was subject to an external assessment test at the beginning of 2014. The assessment committee of the annual magazine was constituted by: *Zélia Gil Pinheiro*, *Henrique Burnay* and *Pedro Braz Teixeira*. The final assessment meeting took place on January 17th 2014 with the outgoing director *José Manuel Fernandes* (who embraced important new challenges at the end of 2013). The Executive Committee approved, in a meeting held on March 31st 2014, the magazine's continuity, with semiannual periodicity and a more reduced number of pages. Also in the first semester of 2014, a new team, a new editorial board (see *Appendix XVII, Magazine XXI, Editorial Team*) and a new

project, were chosen accordingly with the assessors' recommendations. The magazine's fourth edition was launched on January 22nd 2015 and the fifth edition is foreseen for June 2015 (see *Appendix XVIII, Magazine XXI – Aggregate Sales 2011-2014*).

9. FFMS in the Media

FFMS' activities in 2014 were widely disseminated by the Social Media, with special emphasis to the 3rd Event "Meeting the Present in the Future" and FFMS' "Education Month". Over one million viewers watched the 39 panels of the meeting "In search of Freedom", through the live broadcast at the meeting's site and on television channels TVI and TVI24. TVI and TVI24 broadcasted live the sessions "Music and Freedom" and "Shadow Government". During the days of the event, TVI24 surpassed SIC Notícias' audiences. Approximately 423 thousand people read the articles on the meeting, published by the newspaper *Diário de Notícias* on October 3rd and 4th, and the supplement *Qi* dedicated to the Liberty theme, on October 27th. The media coverage resulted in 182 communications (44 on television,

43 in press, 11 on radio and 84 online) from various mass media. In total, 14 of the meeting's speakers were interviewed, some of them, more than once. These figures refer to published or broadcasted pieces since July 16th 2014, date when the 3rd Event "Meeting the Present in the Future" was launched. Fifty journalists, from 20 media, were present at the meeting, namely: TVI, TVI24, SIC, SIC Notícias, RTP, CMTV and Media, among others. FFMS' "Education Month", held between October 15th and November 13th, was, alongside with the Event "Meeting the Present in the Future", one of the most disseminated moments by the Media. In a critical moment for the Education in Portugal, during which teaching system stability is discussed and there is a significant decrease in the number of young people entering higher education, FFMS invited teachers and educational agents for an extended reflection on the Present and Future of Education in Portugal. Debates were promoted and strategic communications, such as the promoting of a luncheon with journalists, on October 16th, were upheld. Representatives from RTP, SIC, Visão, Sábado, Público, i,

Observador, Correio da Manhã, M80 and Máxima were present. In this informal conversation, the journalists were able to directly place questions to the authors of FFMS' studies. Many articles resulted from this luncheon, which were extended in time. The newspapers *i*, Público and Observador are part of the written press which voiced the theme, and TVI, TSF and Rádio Renascença also broadcasted the study (following FFMS' editing). To bring closure to "Education Month", FFMS held two conferences on "Access to Higher Education", one in Lisbon and another in Vila Real. The theme aroused the interest of several media, and the exceptional work done by *Jornal de Letras* and the special programme "To Know how to Educate", from RTP, hosted by the journalist *Fátima Campos Ferreira*, deserve special reference. The launchings of essays and portraits, notably "Pseudoscience", by *David Marçal*, were also featured in several publications. On Teacher's Day (October 31st), at the *Pavilhão do Conhecimento (Knowledge Pavillion)*, the author confronted a full and fun audience willing to interact with him. *Jorge Buescu* and *Nuno Garoupa*, Chairman of FFMS' Board of Directors, were also present. Throughout the day, short excerpts



of a conversation held with the *M80 radio station* journalist, Ana Bernardino, concerning pseudoscience, a theme related to the new book's launching, were linked to news broadcasts. On the same day, the newspaper *i* featured an opinion article on the author – “Subject: pseudoscience in the Faculty of Pharmacy”. Prior to the event, the author was requested for an interview in *Rádio Amália*, on *Fernando Alvim's* programme at *Q Channel* and in *Sábado* magazine, entitled “David Marçal bulldozes Pseudoscience”. The essay is still news in some media in the present days. The project “Fertility in Portugal”, coordinated by *Maria Filomena Mendes*, based on the Survey on Fertility conducted in 2013, which resulted from a partnership between Statistics Portugal (INE) and FFMS, was another project reported by the Media in 2014. The newspaper *Público* devoted an article entitled “Only 8% of the Portuguese don't have children or do not wish to have children and the majority keeps delaying it” to this theme. “Only 1 in 4 Portuguese thinks of having children in the next three years” and “Ageing is worthwhile” were the titles selected by *Expresso* and *Visão*, respectively.

The Media also highlighted the partnership with *SIC Notícias* for the broadcasting of the documentary film “Narrow Door”, produced by FFMS on the access to higher education (Medicine). The entry into Medical School is similar to a test of high competition sports. The comparison is made by neurosurgeon *João Lobo Antunes*. The documentary film “Narrow Door” follows the path of students who strive for a place in the Faculty of Medicine and approaches major questions concerning doctors' education. Highlight should be given to the 6 episodes of the programme “The Europeans”, in *SIC Notícias*, made with FFMS' scientific cooperation, based on the study “Portugal's Participation in the European Union” (broadcasted Saturdays at 10h30, with repetitions at 21h, Sundays at 17h and 1h, Tuesdays at 15h30 and Thursdays at 2h30). *SIC Notícias* has been closely following, for the past ten years, life in Europe and in the European Union. A decade of television programmes focused on European matters, which unveiled countries, traditions and cultures, revealed schools and universities, collected interviews of the majority of the people who rendered possible the European project and of the people who gave it continuity.

10. FFMS in Social Network

FFMS is particularly attentive to new communication platforms, in order to promote the widest possible discussion of its projects by society. To pursue this goal, FFMS is present in three social networks, with five web pages. On Facebook, with two pages, one for FFMS and one for Pordata, it is already followed by a community of almost 70 thousand people. On Twitter, also with pages of the two sites, FFMS' activity is followed by over 7 thousand people. On Youtube, with a single channel, FFMS has included a collection of almost one thousand videos, viewed by 1.200 followers. FFMS intends to increase the communities that follow its activities through these social networks, by creating contents and its own editorial line for this purpose, and also intends to increase dissemination through the presence in new social networks next year. FFMS' weekly newsletter assured the disclosure of all public activities and launchings, crossing facts and opinions in each theme.

11. Audiovisual and Multimedia

The Audiovisual and Multimedia area developed its work for 2014 on two levels. It initially worked on guaranteeing the monitoring of a set of publications, resulting from previously assumed contractual commitments. These publications were in different production stages and their finalizing and dissemination required suitable arrangements. As far as new projects are concerned, the need to proceed with a reflection on how to best integrate the audiovisual and the multimedia in FFMS' activity arose. The conclusion of that reflection gave rise to a strategy document, approved by the Boards of Directors and of Trustees at the end of the year (see *Appendix IX, Audiovisual and Multimedia at FFMS*). In general, it was decided that the audiovisual and multimedia production should be seen, as a rule, as an enrichment factor integrated into FFMS' programme. Great care should be given to ensure, from the outset, the best forms of dissemination to the target audiences of the various projects. Relevance was given to the choice of



production type and format at the origin of the selected projects, in order to save costs and guarantee a richer content, in line with FFMS' aims. Accordingly, production and dissemination partnerships will be established beforehand with the media operators, ensuring that the chosen partners' opinions and editorial lines are taken into account. It is a matter of valuing and collecting the knowledge FFMS itself produces and of organizing the various potential partners' tools and know-how of production, promotion and audiovisual and multiplatform distribution.

In practical terms, FFMS will submit the scheduled projects to a first screening designed to select those which development, innovative potential, disclosing and dissemination may greatly benefit with infographic digital, audiovisual and/or multimedia handling. In any of the cases, partnerships will be established in due time, to enable the integration of the chosen formats' production planning into the projects' general development and dissemination plan.

This new strategy is foreseen for 2015, with at least one series of mini-programmes based in Simplified Concepts edited by Pordata, for which

a partnership was established with RTP, and with the development of a multiplatform work associated to one of the main research projects sponsored by FFMS. Continuity will, nevertheless, be given to the already existent partnerships and hired projects.

In 2014, various forms of cooperation were established with the three main television operators – RTP, SIC and TVI. FFMS co-produced with RTP a series of fifteen interviews, broadcasted between May 5th and 23rd and afterwards repeated weekly, with the generic title “Free Thinking”, conducted by the journalist *Mário Carneiro* to authors of “The Foundation’s Essays”. A second series of this television programme is foreseen for 2015. As the result of a protocol established with *SIC Notícias*, six episodes of the programme “The Europeans” were broadcasted in November and December, in various timetables. The program was based in all six chapters of the study “Portugal in the European Decisions”, coordinated by *Richard Rose* and *Alexander Trechsel*, from the *Florence European Institute*, and was created with FFMS' scientific support. The full episodes are available on the FFMS website. In the meantime,

TVI continued as media partner of the Events “Meeting the Present in the Future”.

The fruitful relationship with television channels allowed FFMS to manage the portfolio of documentary films already produced or in the final stages, which needed ensured dissemination. A protocol established with *SIC Notícias* guaranteed the broadcast, in September, at various times, of the documentary film “Narrow Door”, by *Joana Pontes* and *Patrícia Faria*, concerning the access to Medical school. A second protocol, also established with *SIC Notícias*, guaranteed the scheduling, for 2015, of the documentary series “The Value of Freedom” (previously referred as “On Development and Freedom”), written by *José Tavares* and directed by *Joana Pontes*, made up of ten interviews to national and international figures of great prestige in various fields of culture and knowledge. The film “On the Side”, produced by *Filipa Reis* and *João Miller Guerra*, was completed at the end of 2014. It resulted from a project which had the minimum wage issue as a starting point and which included, in addition to the film, a set of interviews to economists, sociologists and social

partner representatives. Given its artistic and documentary value, it was decided to plan this film’s promotion and exhibition for 2015, at different events and windows, with the TV channel *RTP* as media partner and owner of the television exhibition rights.

FFMS’ audiovisual and multimedia area is coordinated by FFMS’ general manager (executive director *David Lopes*) with the permanent support of *António Borga*, for audiovisual and multimedia.

12. Meeting the Present in the Future

FFMS decided to organize a cycle of annual conferences, entitled “Meeting the Present in the Future”, officially initiated in September 2012. Designed for a three-year period, this initiative proved to be the main lever of FFMS’ mission as a driving force in free, founded and conscious debating by the Portuguese society on relevant issues. For two days each year, FFMS gathered approximately 1.200 people in a room, comprising audience and speakers, reaching over one million viewers, through the media. Demography issues were debated on

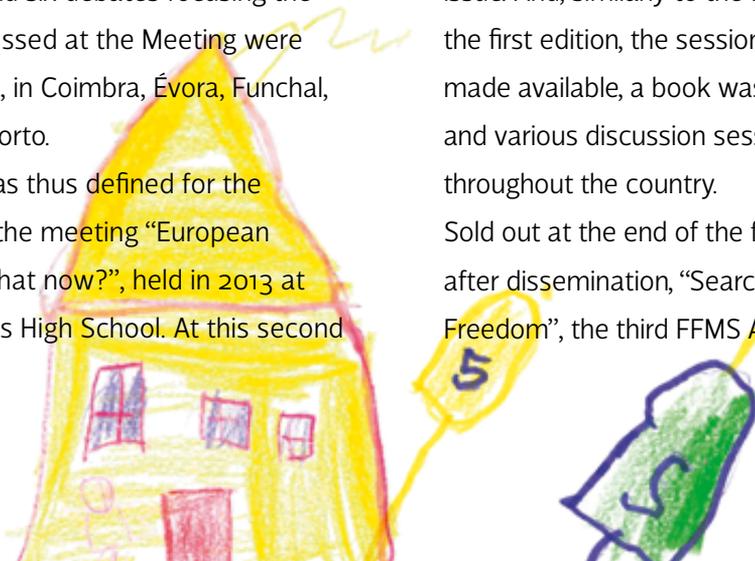
the first of such events, entitled “The Portuguese People in 2030” (held in 2012 at the *Belém Cultural Centre*), coordinated by *Maria João Valente Rosa*. Four decisive demographic pillars for the Portuguese society were analyzed: ageing and conflict of generations; family, work and fertility; inequalities: population and resources; population flow and future projects. Since an opinion should always be documented, the debate’s preparation was based on the statistical data available in Pordata and on the study “Projections for 2030” published by FFMS specifically for this Event, presenting the Portuguese population demographic projections for 2030 and 2050. To extend the debate, the sessions’ videos were made available at the Meeting’s site, a book with the original texts of the speakers and moderators was published, an infographic video film containing the study results was prepared and six debates focusing the issues discussed at the Meeting were held in 2013, in Coimbra, Évora, Funchal, Leiria and Porto.

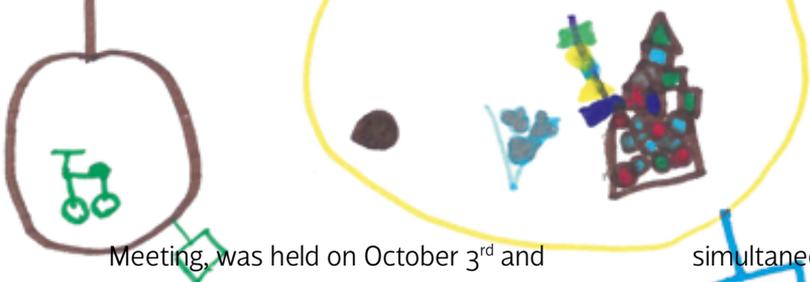
The path was thus defined for the success of the meeting “European Portugal. What now?”, held in 2013 at Pedro Nunes High School. At this second

Event “Meeting the Present in the Future”, coordinated by *Marina Costa Lobo*, Portugal’s paths as an European and Europeanized country were debated. The discussion on this issue began in May, at the presentation conference of “25 Years of an European Portugal”, a study that would become one of the Meeting’s pillars, along with other FFMS projects, some of which purposely prepared for the Meeting (“Portugal and Europe: The figures” and the book “Portugal and Europe: new citizenships”) and others already existent (Pordata, Public Opinion Portal, Understanding the Crisis, and essays and studies such as “The Portuguese Economy: the last decades or Economic Inequality in Portugal”).

To extend the debate in time, FFMS dedicated the third edition of its Magazine XXI to Europe and promoted the realization of four online debates on this issue. And, similarly to the follow-up of the first edition, the session videos were made available, a book was published and various discussion sessions were held throughout the country.

Sold out at the end of the first month after dissemination, “Searching for Freedom”, the third FFMS Annual





Meeting, was held on October 3rd and 4th 2014, at *Centro Cultural de Belém*, closing the “Present in the Future” cycle of debates. During those days, there was ample discussion of the idea of freedom, freedom in Portugal and the future of liberty, perfectly identified themes in the Meeting’s images, namely the tree-shaped maze, which symbolizes the never ending and unsatisfied search for answers, and the park bench, emblem of public debate.

To better prepare the debate, a set of indicators on human rights, democracy, the digital, the economy, globalization, education, religion, science and ethics, the press, the difference between genders and homosexuality, was launched in July and an Anthology with texts on freedom, from several authors, was edited and distributed to all participants.

Eighty-two speakers, ten of which foreign, and twenty-seven moderators, debated in the thirty-nine sessions designed in eleven different intervention formats – from plenaries in auditorium to intimate conversations with a speaker. Academics, historians, politicians, economists, writers, artists and many others enriched the debates with contents and perspective diversity,

simultaneously keeping a level of speech that was accessible to the whole audience. The Meeting was also attended by renowned international speakers, notably *Michael Ignatieff*, *Roberto Mangabeira Unger* and *Orhan Pamuk*, a Turkish writer, Nobel Prize in Literature in 2006, among others.

This initiative’s coordination was entrusted to the director *Jaime Gama*, with the collaboration of *Gonçalo Almeida Ribeiro*, *José Pena do Amaral*, *José Tavares*, *Maria João Valente Rosa* and *Marina Costa Lobo*. Executive director *David Lopes* (until September 2014, the director *José Soares dos Santos*) headed the Meeting’s operational coordination.

Several entities cooperated in the event’s organization. In addition to the companies that FFMS hired as partners for the organization, image and communication, this Meeting counted on a set of partners (*Jerónimo Martins*), institutional partners (*Accenture*; *Lisbon City Hall*), media partners (*TVI*; *Diário de Notícias*; *Media Capital Rádios*), partners providing goods and services (*Pingo Doce*; *Recheio*; *Olá*; *Fnac*; *Gallo*; *SGS Car - Volvo*) and partners supporting publicity for the Meeting (*Amanhecer*;

Jeronymo; Hussel; A Padaria Portuguesa), which were available *pro bono* to organize, disseminate and/or participate in the execution of this initiative. Some higher education institutions also collaborated in the Meeting, through the broadcasting of the sessions, in streaming for its auditoriums, namely the Açores, Algarve, Aveiro, Porto Catholic, Évora, Madeira University and New Universities.

To extend the debate's impact beyond the two days of the Meeting, the session videos were made available online, in record time for FFMS, a set of debates was organized in several districts and the edition of a book with the speakers' original texts is being prepared.

Searching for the success of the three previous Meetings, FFMS will prepare a new cycle of debates in 2015, maintaining (or even exceeding) the levels of quality, pertinence and impact of the Event "Meeting the Present in the Future". FFMS' relationship with civil society is thus strengthened, through the prosecution of the aim of promoting free and founded debates, although alterations in the Meetings' principles of management, organization model, venue and periodicity are foreseen.

13. Financial Report

The detailed Financial Statements, attached hereto, reflect FFMS' accounts. The funding commitments made by the Founding family have been accomplished punctually and FFMS is honored by the confidence translated by this gesture.

The Board of Directors persists in a careful financial policy and strives to maintain the existing financial reserves and, at the same time, guarantee the funds to honor its prior contracts.

The Board of Directors endowed FFMS with sufficient staff and executives to execute the ongoing projects, reflected in the operating costs and in costs with personnel, duly referred to in the Financial Statements, on note sixteen of the appendix. This increase is a consequence of a transfer of costs, from the external supplies item to personnel costs, with incidence on the Members of the Statutory Bodies, and also on the hiring of Members of the Board of Directors Executive Committee.

The projects' distribution by theme and function (see note eighteen of the appendix to the Financial Statements)

reveals consistency and continuity in respect to options and methods associated to FFMS' activity.

14. Prospects for 2015

FFMS fulfills its mission through the studying of the Portuguese society, contributing to its future and analyzing the changes and tasks expected for 2015 (and for the future). With the end of FFMS' start-up phase and the completion of the internal reforms deemed necessary by its corporate bodies in 2014, FFMS is facing an extremely positive and challenging year of 2015. With well-defined guidelines for projects and activities, the launching of new scientific, operational and communicational initiatives is expected.

Following the success of the cycle "Meeting the Present in the Future", the decision to leave Lisbon and organize a new "Meeting up with the Future" cycle in various locations in Portugal, brings an extremely important challenge FFMS wishes to overcome. The successful geographic decentralization of FFMS' activity is the major goal for 2015. Additionally, FFMS' commitments remain

unaltered: to produce quality knowledge on the Portuguese society; to discuss more and better; to reach further and to more Portuguese.

February 18th 2015

The Board of Directors

Nuno Garoupa, Chairman

António Araújo

António Lobo Xavier

David Lopes

Jaime Gama

José Soares dos Santos

Luís Amado

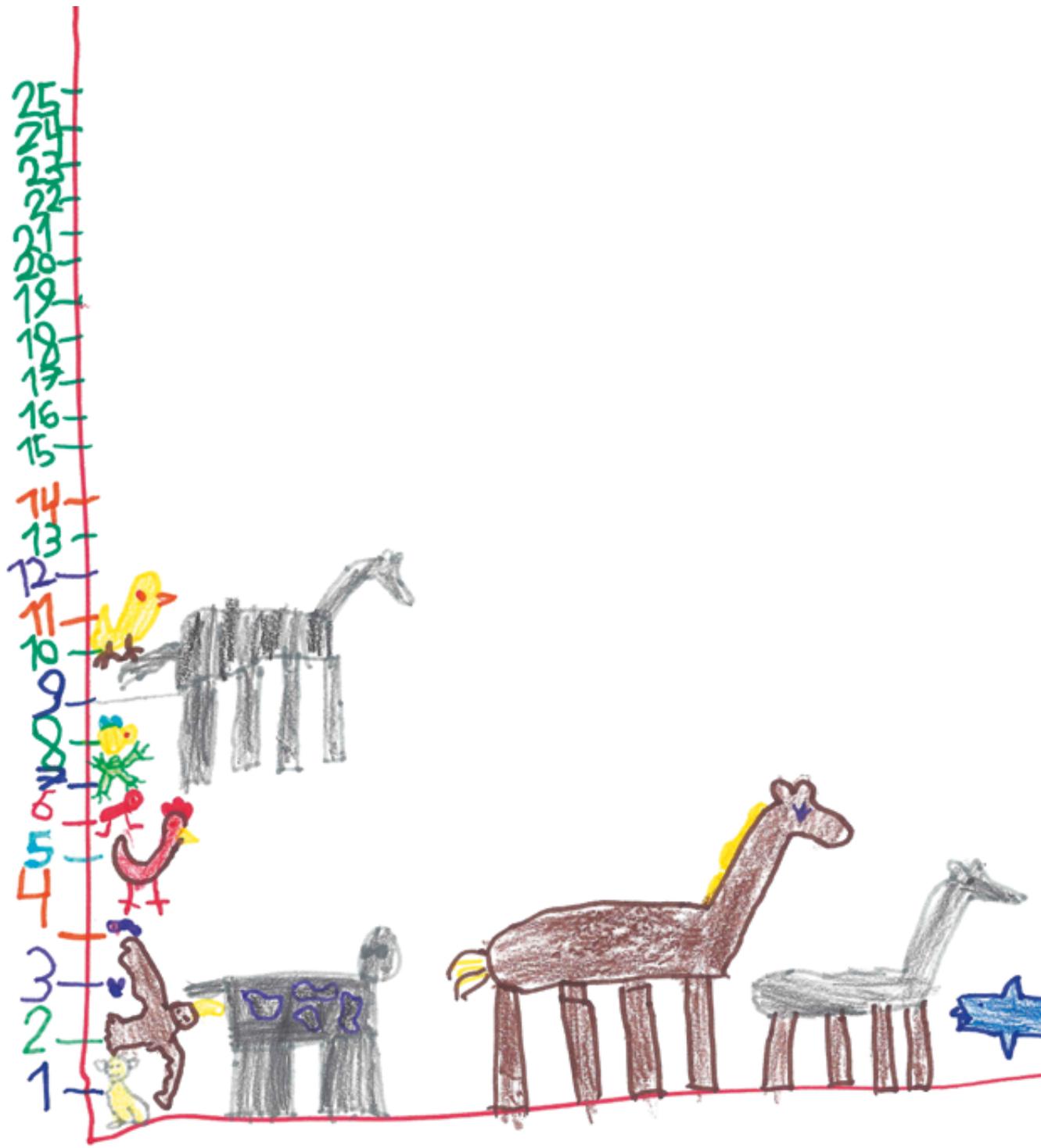
Maria Manuel Leitão Marques

Mariana França Gouveia



2. FINANCIAL REPORT





Statement of financial position (Balance sheet)

Reporting Period ending on 31st December 2014

| ASSETS | Notes | 2014 | 2013 |
|-------------------------------|-------|------------------|------------------|
| Non-Current Assets | | | |
| Other financial assets | 16.2 | 1.266 | 62 |
| Current Assets | | | |
| Stock | 5.2 | 331.742 | 254.705 |
| Clients | 6 | 174.481 | 91.403 |
| State and other Public Bodies | 7.1 | 256.180 | 196.894 |
| Other accounts receivable | 8 | 44.047 | 64.023 |
| Deferrals | 9.1 | 11.584 | 6.175 |
| Other financial assets | 4 | 4.032.371 | 4.027.032 |
| Cash and bank deposits | 4 | 3.988.720 | 3.956.773 |
| Total Assets | | 8.840.391 | 8.597.067 |

ASSETS AND LIABILITIES

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

| | | | |
|-------------------------------------|-----|------------------|------------------|
| Suppliers | 11 | 559.556 | 1.077.543 |
| State and other Public Bodies | 7.2 | 162.555 | 87.757 |
| Other accounts payable | 12 | 713.496 | 553.841 |
| Deferrals | 9.2 | 6.404.784 | 5.877.926 |
| Total Liabilities | | 7.840.391 | 7.597.067 |
| Total Assets and Liabilities | | 8.840.391 | 8.597.067 |

Certified Accountant (nr. 60077)

The Board of Directors

Filipa Simões



Handwritten signatures and names of the Board of Directors, including names like Daniel José P. A. M. and others.

Profit and loss statement by nature

Reporting Period ending on 31st December 2014

| | | Euros | |
|--|-------|---------------|----------------|
| | Notes | 2014 | 2013 |
| INCOME AND COSTS | | | |
| Sales and Services Provided | 13.1 | 207.545 | 222.290 |
| Subsidies, donations and legacies | 14 | 6.547.187 | 5.921.173 |
| Raw materials and consumables used (cost of sales) | 5.3 | -342.848 | -383.790 |
| External services and supplies | 15 | -5.117.237 | -4.713.563 |
| Employees' benefits | 16 | -1.220.118 | -966.471 |
| Impairment of receivables (losses/reversals) | 5.2 | -75.903 | -97.865 |
| Fair value increases/decreases | 19 | 5.339 | 1.652 |
| Other income and gains | 13.3 | 6.751 | 8.103 |
| Other costs and losses | 17 | 0 | -4.205 |
| Income before depreciation, financial charges and tax | | 10.716 | -12.676 |
| Expense/depreciation and amortization reversals | | 0 | 0 |
| Operating Result | | 10.716 | -12.676 |
| Financial income and similar gains | 13.2 | 18.171 | 13.596 |
| Interest payment and other costs | | 0 | 0 |
| Result before tax | | 28.887 | 920 |
| Deferred taxes (for the period) | 7.2 | -28.887 | -920 |
| Net Income for the period | | 0 | 0 |

Certified Accountant (nr. 60077)

The Board of Directors

Filipa Simões



Accountant
 in chambers
 Países Baixos, CA
 Daniel José P. A. M.
 T. P. A. M.
 M. P. A. M.

Statement of cash flows

(direct method)

Reporting Period ending on 31st December 2014

| | 2014 | 2013 |
|--|-------------------|-------------------|
| Operational Activities (1) | | |
| Revenue from Clients | 202.707 | 208.945 |
| Payments to Suppliers | -1.216.612 | -1.501.381 |
| Payments to Employees | -570.307 | -370.926 |
| Tax: | -665.366 | -406.420 |
| Income Tax Retention | | |
| Personal Income Tax (IRS) Category A | -305.823 | -205.402 |
| Personal Income Tax (IRS) Category B | -73.658 | -74.811 |
| Corporate Income Tax (IRC) Category E | -3.954 | -8.675 |
| Social Security Contribution | -281.931 | -117.532 |
| Operational Activity Flows (1) | -2.249.578 | -2.069.782 |
| Investment Activities (2) | | |
| Revenue from: | | |
| Interest and Financial Investments | 23.510 | 13.429 |
| Payments referring to: | | |
| Other Funding Activities (Projects) | 4.735.211 | -3.446.914 |
| Investment Activities Flows (2) | -4.711.701 | -3.433.485 |
| Funding Activities (3) | | |
| Revenue from: | | |
| Donations | 7.000.000 | 7.128.250 |
| Payments referring to: | | |
| Interest payment and other costs | -1.435 | |
| Funding Activities Flows (3) | 6.998.565 | 7.128.250 |
| Net Cash and Cash Equivalent Variation (1+2+3) | 37.286 | 1.624.983 |
| Cash and Cash Equivalent in the start of the period | 7.983.805 | 6.358.822 |
| Cash and Cash Equivalent in the end of the period | 8.021.091 | 7.983.805 |

Certified Accountant (nr. 60077)

Filipa Simões

The Board of Directors

Director
in charge of
Financials, Tax
David José F. A. M.
Director
Finance



Appendix

Reporting period ending on 31st December 2014

(Amounts expressed em 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 2013, 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 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, 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). 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.

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”.

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

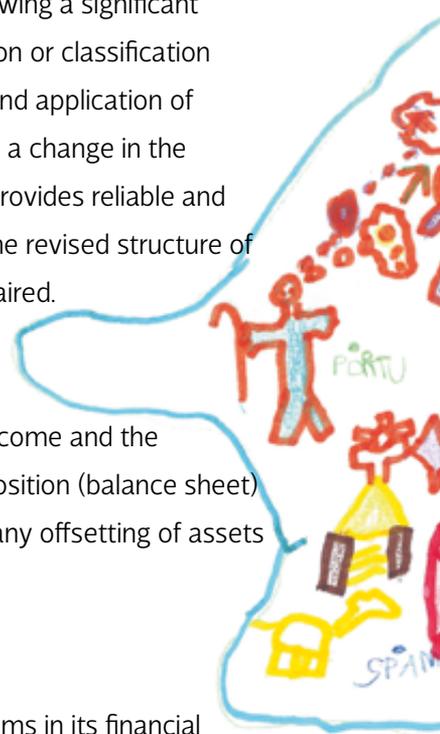
FFMS shall retain the presentation and classification of any items included in the financial statements from one period to the next, unless: (i) it is apparent, following a significant change in the nature of the FFMS' operations that another presentation or classification would be more appropriate considering 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. FFMS simultaneously engages in taxable and exempt activities. In equivalent periods, the VAT paid in non-exempt operations was presented separately in the item "other operating costs". The criteria of the VAT paid were modified in the present period. The VAT is now presented in the notes where the associated



expenditures are disclosed. For comparative purposes, the values were restated in those notes and consequently, in the Profit and Loss Account of the corresponding period.

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 in the statement of financial position and in the profit and losses accounts are comparable to those of the last annual reporting period. However, the VAT supported in non-exempt operations was presented separately in the item "other operating costs" while it is now presented in the notes where the associated expenditures are disclosed. For comparative purposes, the values were restated in those notes and consequently, in the Profit and Loss Account of the corresponding 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 "Scientific Committee Projects" and "Other Programmes" 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 “Publications” (Essays and Annual Magazine and Other Publications), which are recorded in the “Stock” account and in the “Cost of sales” (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:

| | 2014 | 2013 |
|------------------------|------------------|------------------|
| Cash | 2.223 | 3.400 |
| Bank Deposits | 3.986.497 | 3.956.773 |
| Sub-Total | 3.988.720 | 3.956.773 |
| Treasury Funds (Bonds) | 4.032.371 | 4.027.032 |
| Total | 8.021.091 | 7.983.805 |

5. STOCKS

5.1 The movements in the stocks item are as follows:

| Items | Movements of the reporting period | | | Final Balance |
|--|-----------------------------------|----------------|----------------|----------------|
| | Opening Balance 31.12.13 | Increase | Decrease | |
| Stocks: | | | | |
| Inventory – Essays | 259.811 | 291.921 | 228.369 | 323.362 |
| Inventory – Annual Magazine and Other Publications | 92.759 | 255.509 | 166.120 | 182.147 |
| Total | 352.569 | 547.429 | 394.490 | 505.509 |

“Decrease” includes the Costs of sales and Gifts

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

| Items | 2014 | 2013 |
|-------------------|----------------|----------------|
| Foundation Stock | 271.860 | 225.430 |
| Consignment Stock | 51.502 | 34.381 |
| Total | 323.362 | 259.811 |

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

| Items | 2014 | 2013 |
|------------------------------|----------------|----------------|
| Foundation Stock | 108.934 | 56.619 |
| Consignment Stock | 73.213 | 36.139 |
| Total | 182.147 | 92.758 |
| Aggregate Total [1+2] | 505.509 | 352.569 |



5.2 In the Reporting Period ending on 31st December 2014, the impairment loss referring to the stocks of Essays, Annual Magazine and Other Publications, regarding years 2010, 2011, 2012 and 2013 amounted to 100%, 75%, 50% and 25% respectively, as per the following map:

| Items | Cost | Impairment | NRV 2014 | NRV 2013 |
|--|----------------|----------------|----------------|----------------|
| Stocks: | | | | |
| Inventory – Essays | 323.362 | 153.872 | 169.490 | 170.903 |
| Inventory – Annual Magazine and Other Publications | 182.147 | 19.895 | 162.252 | 83.892 |
| Total | 505.509 | 173.768 | 331.742 | 254.795 |

NRV – net realizable value

The item “Impairment” breaks down as follows:

| Items | Opening Balance 31.12.2013 | Impairment (reinforcement) | Final Balance 31.12.2014 |
|--|-------------------------------|-------------------------------|-----------------------------|
| Impairment: | | | |
| Inventory – Essays | 88.907 | 64.965 | 153.872 |
| Inventory – Annual Magazine and Other Publications | 8.957 | 10.938 | 19.895 |
| Total | 97.865 | 75.903 | 173.768 |

5.3 The cost of goods sold, in the amount of 342.848 Euros, corresponding to Essays and Annual Magazine and Other Publications, was calculated as follows:

Movements in the reporting period

| | |
|--|----------------|
| Items – Essays | Stocks |
| Opening Stocks | 259.811 |
| Purchases/Adjustments | 277.306 |
| Closing Stocks | -323.362 |
| Costs in the fiscal year [1] | 213.755 |
| Items – Annual Magazine and Other Publications | Stocks |
| Opening Stocks | 92.759 |
| Purchases/ Adjustments | 218.481 |
| Closing Stocks | -182.147 |
| Costs in the fiscal year [2] | 129.093 |
| Total Costs | Stocks |
| Opening Stocks | 352.569 |
| Purchases/ Adjustments | 495.787 |
| Closing Stocks | -505.509 |
| Total Costs [1]+[2] | 342.848 |



The valuation of inventories is recorded at cost value or net realizable value, the lowest of the two.

6. CLIENTS

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

| | 2014 | 2013 |
|-----------------|----------------|---------------|
| Regular Clients | 174.481 | 91.403 |
| Total | 174.481 | 91.403 |

7. STATE AND OTHER PUBLIC BODIES

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

7.1 Assets

| | 2014 | 2013 |
|------------------|----------------|----------------|
| Tax Withheld | 7.616 | 8.675 |
| VAT – Receivable | 248.564 | 188.219 |
| Total | 256.180 | 196.894 |



7.2 Liabilities

| | 2014 | 2013 |
|-------------------------------|----------------|---------------|
| Income tax liability | 28.887 | 920 |
| Withholdings of Tax | 94.985 | 70.333 |
| Social Security Contributions | 38.456 | 16.437 |
| Wages Guarantee Fund | 227 | 67 |
| Total | 162.555 | 87.757 |

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. 3294/2013, of 29 January 2013, published in the Official Gazette (2nd series, number 43) of 1 March 2013.

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 2014 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:

| | 2014 | 2013 |
|----------------------------------|---------------|---------------|
| Accrued revenue | 0 | 19.569 |
| Other Accounts Receivable: | | |
| Interests Receivable | 3.212 | 1.285 |
| Other Receivables (Debtors) | 19.418 | 12.928 |
| Suppliers (Outstanding Balances) | 21.417 | 30.241 |
| Sub-total | 44.047 | 44.454 |
| Total | 44.047 | 64.023 |

9. DEFERRALS

This item breaks down as follows:

9.1 Assets

| | 2014 | 2013 |
|-----------------------------------|---------------|--------------|
| Costs to be recognised – Projects | 0 | 0 |
| Other Costs to be recognised | 11.584 | 6.175 |
| Total | 11.584 | 6.175 |



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

9.2 Liabilities

| | 2014 | 2013 |
|------------------|------------------|------------------|
| Operating Grants | 6.404.784 | 5.877.926 |
| Total | 6.404.784 | 5.877.926 |

The amount recorded in the item “Deferrals – Operating Grants” 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.

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 to 2013 | 2014 | 2009 to 2013 | 2014 | 2014 |
| SFMS, SGPS, SA | 24.000.001 | 7.000.000 | 18.122.076 | 6.473.141 | 6.404.784 |
| Other Entities (A) | 137.124 | 74.046 | 137.124 | 74.046 | 0 |
| Total | 24.137.125 | 7.074.046 | 18.259.200 | 6.547.187 | 6.404.784 |
| Aggregate Total | | 31.211.171 | | 24.806.387 | |
| Allocation map of Grants received: | | | Amount | Amount | |
| Projects (see note 18) | | | 14.083.746 | 4.582.173 | |
| Operating Costs | | | 4.175.454 | 1.965.014 | |
| Total | | | 18.259.200 | 6.547.187 | |

(A) The entities referred to in the item “Other Entities” include Fundação para a Ciência e Tecnologia, Smurfit Kappa, SA, Santander Totta SA, Global Notícias.

In the present period, 6.547.187 Euros were spent, of which 69,99% were allocated to projects and the remaining 30,01%, to operating costs. Of the total spent in previous years (18.259.200 Euros), 77,13% were allocated to projects and 22,87% to operating costs (net value of sales and services provided).

10. CAPITAL PAYMENT (ENDOWMENT) AND VARIATIONS

The endowment in the amount of 1.000.000 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

The item referring to Suppliers breaks down as follows:

| | 2014 | 2013 |
|---------------------------|----------------|------------------|
| Suppliers Current Account | 534.373 | 1.060.316 |
| Consultants and Advisors | 25.183 | 17.227 |
| Total | 559.556 | 1.077.543 |

12. OTHER ACCOUNTS PAYABLE

This item breaks down as follows:

| | 2014 | 2013 |
|---|----------------|----------------|
| Creditors by accrued expenditures: | | |
| Salaries to be paid | 197.155 | 114.718 |
| Independent service providers – Social Security | 22.244 | 24.752 |
| Remuneration of Governing Bodies | 147.000 | 190.933 |
| Other accrued expenses | 346.930 | 221.618 |
| Sub-total | 713.329 | 552.021 |
| Other Creditors | 167 | 1.820 |
| Total | 713.496 | 553.841 |



The amount of 197.155 Euros recorded in the item “Salaries to be paid” is an estimation of the holiday pay and additional holiday bonus to be paid in 2015, in respect to the employees’ legal right to receive holiday pay and an additional holiday bonus that has matured in 2014.

The amount of 147.000 Euros recorded in the item “Remuneration of Governing Bodies” is an estimate of the 2014 remuneration of FFMS’ Governing Bodies to be paid in 2015.

The item “Other accrued expenses” includes: i) the amount of 92.634 Euros, corresponding to services provided by the Faculdade de Ciências Sociais e Humanas (Faculty of Social Sciences and Humanities), within the scope of the project Pordata and of other projects and studies; ii) the amount of 71.750 Euros corresponding to expenditures on external human resource services (UN/JM – 51.222 Euros and JMD/R – 20.528 Euros); and iii) the amount of 182.546 Euros, referring to expenditures on rent, participation in condominium expenditures and relocation expenditures.

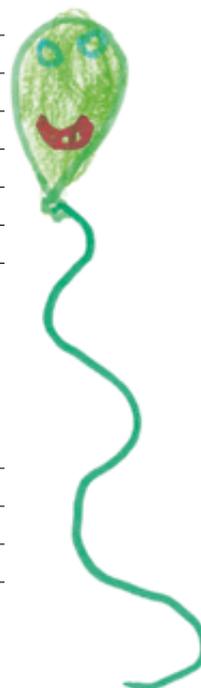
13. REVENUE

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

| | 2014 | 2013 |
|---|----------------|----------------|
| Sales of Essays | 84.328 | 98.927 |
| Sales of Annual Magazines | 27.516 | 39.453 |
| Sales of Other Publications | 76.382 | 47.068 |
| Provision of Services – Event “Meeting the Present in Future” | 17.274 | 17.272 |
| Other Provisions of Services | 2.045 | 19.570 |
| Total | 207.545 | 222.290 |

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

| | 2014 | 2013 |
|---------------------------|---------------|---------------|
| From Bank Deposits | 16.643 | 13.428 |
| From other Treasury Funds | 1.528 | 168 |
| Total | 18.171 | 13.596 |



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

| | 2014 | 2013 |
|--|--------------|--------------|
| Corrections relating to previous financial years | 6.751 | 7.689 |
| Other | 0 | 234 |
| Total | 6.751 | 8.103 |

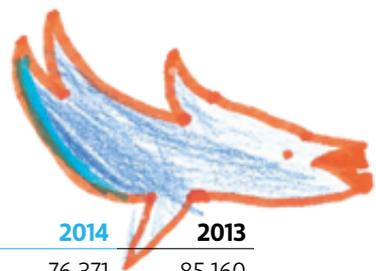
14. SUBSIDIES, DONATIONS AND LEGACIES

Within the reporting period, donations in the amount of 7.074.046 Euros were collected (see note 9), among which 6.547.187 Euros were allocated as income:

| | 2014 | 2013 |
|---|------------------|------------------|
| Subsidies from The Founder | | |
| Sociedade Francisco Manuel dos Santos | 6.473.141 | 5.790.673 |
| Sponsorships from Other Entities | | |
| Santander Totta, Global Notícias, Fundação Ciência e Tecnologia | 74.046 | 130.500 |
| Total | 6.547.187 | 5.921.173 |



15. EXTERNAL SERVICES AND SUPPLIES



This item breaks down as follows:

| Designation | 2014 | 2013 |
|--|------------------|------------------|
| General Project Expenditures (Planning, Control, IT Adaptation) | 76.371 | 85.160 |
| Legal counselling | 22.017 | 17.162 |
| Accounting Consultancy and Related Costs | 15.600 | 30.100 |
| Auditing Services | 9.403 | 6.500 |
| Leases and Rentals and Related Costs | 125.659 | 121.358 |
| Travelling Expenses | 7.432 | 9.567 |
| Representation Costs | 26.605 | 12.328 |
| Fees – Scientific Advisory Board, programmes and Editorial Board | 70.658 | 206.768 |
| Provision of Services – Human Resources | 259.110 | 263.947 |
| Communication | 28.549 | 22.321 |
| Books, Technical Documentation and office supplies | 13.943 | 6.739 |
| Donation of books to entities | 51.738 | 44.691 |
| Administrative Costs | 73.155 | 47.701 |
| Other external services and supplies | 24.999 | 6.794 |
| VAT paid | 148.578 | 147.956 |
| Subtotal | 953.815 | 1.029.092 |
| Specialized Labour – Promoted Projects | 3.514.875 | 3.154.743 |
| VAT paid | 648.547 | 529.728 |
| Sub-Total (see note 18) | 4.163.422 | 3.684.471 |
| Total excluding VAT | 4.320.112 | 4.035.879 |
| Total VAT (see note 17) | 797.125 | 677.684 |
| Aggregate Total | 5.117.237 | 4.713.563 |

As mentioned in Note 2.3, the criteria regarding the presentation of the VAT paid in the acquisition of supplies and external services was altered, and, consequently, this expenditure was included in this Note accordingly with its nature (operating costs or costs pertaining to the promoted projects). In the same period of previous year, the referred VAT was mentioned on Note 17.

16. EMPLOYEES' BENEFITS

16.1 This item breaks down as follows:

| | 2014 | 2013 |
|---|------------------|----------------|
| Remuneration of Governing Bodies | 536.920 | 335.000 |
| Salaries of Personnel | 443.005 | 521.906 |
| Attendance Fees (A) | 78.500 | 13.000 |
| Social Charges | 153.695 | 92.715 |
| Insurance for accidents at work and occupational diseases | 7.998 | 3.850 |
| Total | 1.220.118 | 966.471 |

The Human Resources Establishment Plan of FFMS includes 13 employees, among which 3 are members in the Governing Bodies (Chairman and Members of the Board of Directors). The amounts of attendance fees assigned to the Members of the Board of Directors and of the Board of Trustees are regarded as income from employment, category A, and as such, are subject to income tax retention and to Social Security contributions.

16.2 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 4 employees only:

| | 2014 | 2013 |
|------------------------|--------------|-----------|
| Non current Assets | | |
| Other financial assets | 1.266 | 62 |
| Total | 1.266 | 62 |

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

17. OTHER COSTS AND LOSSES

As mentioned on notes 2.3 and 15 above, the value of the VAT paid with the acquisition of external services and supplies is no longer presented separately, in the item “Other costs and losses”. In the present reporting period, the VAT paid is mentioned on the note regarding the corresponding expenses. As a result of this alteration, the value of the VAT paid in this reporting period (797.125 Euros) and in the corresponding period of the previous year (677.684 Euros) is mentioned on note 15 of this Appendix.

18. PROMOTED PROJECTS

FFMS reorganized the scientific projects pursued, classifying them in five areas: Knowledge, Development, Politics, Population and Society and Social Policies.

Until the end of the reporting period, the following projects were approved, amounting to 21.042.165 Euros, with its costs (18.665.919 Euros) being charged and recorded correspondingly, breaking down as follows:

| Projects | approved amounts | | | amounts spent | | |
|---|--------------------------|----------------|------------------|--------------------------|----------------|------------------|
| | 2009-2013 ⁽¹⁾ | 2014 | total | 2009-2013 ⁽¹⁾ | 2014 | total |
| Knowledge | | 264.598 | 264.598 | | 229.247 | |
| Development | | 197.539 | 197.539 | | 100.372 | |
| Politics | | 167.116 | 167.116 | | 515.009 | |
| Population | | 115.414 | 115.414 | | 103.756 | |
| Society and social policies | | 43.105 | 43.105 | | 25.480 | |
| Total Projects Scientific C. | 5.200.581 | 787.774 | 5.988.355 | 3.832.572 | 973.864 | 4.806.436 |
| Debates, Documentaries and Other Projects | 826.457 | 19.714 | 846.171 | 462.010 | 119.973 | 581.983 |
| Portals | 4.015.238 | 920.555 | 4.935.793 | 3.466.969 | 1.032.394 | 4.499.363 |
| Event “Meeting the Present in the Future” | 4.465.392 | 1.848.590 | 6.313.982 | 4.414.305 | 1.849.084 | 6.263.389 |

| Projects | approved amounts | | | amounts spent | | |
|-----------------------------------|--------------------------|------------------|-------------------|--------------------------|---------------------------------|-------------------|
| | 2009-2013 ⁽¹⁾ | 2014 | total | 2009-2013 ⁽¹⁾ | 2014 | total |
| Reporting and Systems | | 169.422 | 169.422 | | 188.107 | 188.107 |
| Total Remaining Projects | 9.307.087 | 2.958.282 | 12.265.369 | 8.343.284 | 3.189.558 | 11.532.842 |
| Total Projects | 14.507.668 | 3.746.056 | 18.253.724 | 12.175.856 | ⁽³⁾ 4.163.422 | 16.339.278 |
| Amount to te retained | | | | | | 1.914.446 |
| Publications⁽²⁾ | 2.073.590 | 714.851 | 2.788.441 | 1.907.890 | ⁽⁴⁾ 418.751 | 2.326.641 |
| Amount to te retained | | | | | | 461.800 |
| Aggregate Total | 16.581.258 | 4.460.907 | 21.042.165 | 14.083.746 | 4.582.173 | 18.665.919 |
| Amount to te retained | | | | | | 2.376.246 |

(1) The values referred in these columns did not include, in the same period of the previous year, the VAT. It was decided to present in this Appendix the amounts with the inclusion of the said tax, since it is a FFMS expenditure (exempt activity – VAT paid). Therefore, in the preceding period, the value allocated to projects approved from 2009 to 2013, in the amount of 14.132.500 Euros, now corresponds to the amount of 16.581.258 Euros. The expenditures incurred from 2009 to 2013, in the amount of 12.006.132 Euros, correspond, in the present note, to the amount of 14.083.746 Euros.

(2) The values allocated to publications do not include the Value-added Tax due to the fact that they concern a taxable activity and, consequently, the VAT paid in the purchases is deductible (pro-rata regime).

(3) Expenditures in 2014, amounting to 4.163.422 Euros, correspond to expenditures with projects, registered in the item “External Supplies and Services” (Note 15).

(4) Expenditures on publications includes the Cost of Sales (Raw Materials and Consumables Used), in the amount of 342.848 Euros (Note 5.3) and the amount of 75.903 Euros (Note 5.2) concerning the reinforcement of impairment charges of goods published in previous years.

| Summary | 2014 | 2013 |
|--|------------------|------------------|
| Projects approved with a Capital Spending Proposal (CSP) | 21.042.165 | 16.581.258 |
| Amount Spent | -18.665.919 | -14.083.746 |
| Amount to be retained for 2015 | 2.376.246 | 2.126.368 |

Regarding the amount to be retained, which is of 2.376.246 Euros, in respect to Projects approved with a Capital Spending Proposal (CSP), a surplus amount of 8.021.091 Euros is available, which has been invested in bonds and in term bank deposits, as follows:

| | 2014 | 2013 |
|-------------------------------|------------------|------------------|
| Term deposits | 3.988.720 | 3.956.773 |
| Financial Investments (Bonds) | 4.032.371 | 4.027.576 |
| | 8.021.091 | 7.983.805 |

19. FAIR VALUE INCREASES AND DECREASES

The item “Fair Value Increases” includes gains obtained from the appreciation of financial instruments (Treasury Funds) according to the quotation indicated by the financial institutions that manage the corresponding portfolio.

| | 2014 | 2013 |
|--------------------------------|--------------|--------------|
| Fair value Increases/Decreases | | |
| Other costs and losses | 5.339 | 1.652 |
| Total | 5.339 | 1.652 |

20. DISCLOSURES REQUIRED BY ADDITIONAL LEGAL REGULATIONS

The remuneration paid to the Certified Auditor amounted to 6,500 Euros and regards the last quarter of 2013 and the period covered from January to September 2014.

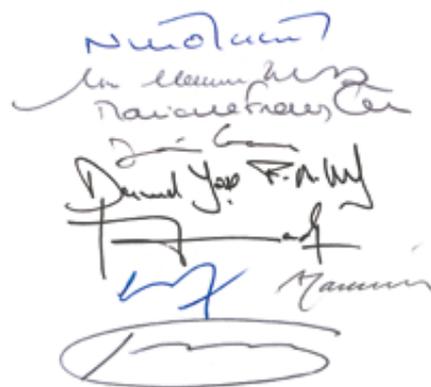
21. EVENTS AFTER THE BALANCE SHEET DATE

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

Certified Account (nr. 60077)



The Board of Directors





Certification of the Accounts

(Report originally issued in Portuguese.)

In the event of discrepancies, the Portuguese language version prevails.)

Introduction

1. We have examined the attached financial statements of the **Fundação Francisco Manuel dos Santos**, which comprise the Balance Sheet as at 31 December 2014 (showing a total assets of Euros 8.840.391 and a total of capital fund of Euros 1.000.000, including a zero net result), the Profit and Loss Statement by Nature, the Cash Flows Statement for the year then ended and the corresponding Notes.

Responsibilities

2. The Board of Directors is responsible for the preparation of the financial statements that present a true and appropriate view of the Foundation financial position, the result of its operations, the changes in its capital fund and the cash flows position, as well as the adoption of adequate accounting policies and criteria and the maintenance of an appropriate system of internal control.

3. Our responsibility is to express a professional and independent opinion, based on our examination of those financial statements.

Scope

4. Our examination was performed in accordance with the Auditing Standards and Directives ("Normas Técnicas e Directrizes de Revisão/Auditoria") issued by the Portuguese Institute of Statutory Auditors ("Ordem dos Revisores Oficiais de Contas"), which require that we plan and perform the examination to obtain a reasonable level of assurance about whether the financial statements are free of material misstatements. Accordingly, our examination includes: i) Verifying, on a test basis, the documents and other evidence that justify the amounts and disclosures included in the Financial Statements and assessing the estimates and accruals based on judgements and criteria defined by the Board of Directors, used in their preparation; ii) Assessing the adequacy of the accounting policies used in their disclosure, taking in consideration the circumstances; iii) Verifying the applicability of the going concern concept; and iv) Assessing, in general terms, the adequacy of the overall presentation of the financial statements.

5. We believe that our examination provides a reasonable basis for expressing our opinion regarding those financial statements.
6. Our examination also included the verification of the consistency of the financial information presented in the Activity Report with the financial statements.

Opinion

7. In our opinion, the financial statements referred to above present a fair and true view, in all material aspects, the financial position of the **Fundação Francisco Manuel dos Santos**, as at 31 December 2014, the result of its operations, the changes in its capital fund and the cash flows for the year then ended, in accordance with the accounting principles generally accepted in Portugal for entities of the non-profit sector.
8. It is also our opinion that the financial information presented in the Activity Report is in accordance with the financial statements for that financial year.

Lisbon, 18 February 2015

AUREN Auditores & Associados, SROC, S.A.

Represented by:



Victor Manuel Leitão Ladeiro 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 2014.

We surveyed the evolution of the Foundation's activity, since its creation on the 12th February 2009 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 2014 be approved.

Lisbon, 18th 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)



3.

APPENDIXES





Appendix I

Charter of Principles

The Francisco Manuel dos Santos Foundation (hereinafter referred to as “FFMS”) intends to ponder, study and 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 the 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 deems it essential to promote a more active involvement of civil society in reflecting and solving national problems and thus, it shall endeavour its best efforts so that citizens are widely aware of its initiatives and projects. In this line, FFMS shall seek to provide Portuguese society with clear, objective and accurate information concerning the findings of its activities, ensuring the utmost transparency in respect to its organization, 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 Founders.

Appendix II

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 organization 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 concerning the findings of its activities, as well as it shall ensure the utmost transparency in respect to its organization, 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 research work.

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, labor 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 fulfill 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 times 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, economic 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, projects 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 organized, 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 fulfill any agreements executed by FFMS, honoring 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 its transparency and good repute, 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 publicize 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 fulfillment 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 FFMS' governing bodies 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 FFMS' independent nature, 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 be held 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 jeopardize the accurate compliance with this code arises.

Appendix III

Operating Principles

In light of the provisions of Law n° 24/2012, of July 9 (Foundations Framework Law), in FFMS' Statutes and Internal Rules, FFMS' Chairmen of the Board of Trustees, the Board of Directors and the Fiscal Board, stated the organic and functional principles, to be used as guidelines for any activity to be developed by the various FFMS bodies and staff, so as to fully comply with the Founders' expressed will:

1 – ORGANIC PRINCIPLES

1.1. – In legal and statutory terms, the Board of Trustees and, through delegation, its Chairman:

- a) – Approves FFMS' Strategy, multi-annually;
- b) – Approves FFMS' annual Budget;
- c) – Approves the general guidelines of FFMS' organic structure;
- d) – Approves FFMS' Accounts, in accordance with the Fiscal Board's opinion;
- e) – Approves the general guidelines of FFMS' human resources policy.

1.2. – The proposals for the Board of Trustees' approval should result from dialogue between the Chairman of the Board of Trustees, the Chairman of the Board of Directors and the Chairman of the Executive Committee, who should meet on a regular basis, for this purpose.

1.3 – In addition to legal and statutory competences, the Fiscal Board, through delegation in FFMS' financial director, must control the Reserve Fund, presently managed by the Board of Directors.



1.4 – The Salary Committee must approve the salary of the members of the various Boards, by proposal of the Board of Trustees Chairman.

1.5. – The Board of Directors:

- a) Ensures, to other FFMS bodies and Founders, the fulfillment of FFMS' mission and prosecution of the aims for which it was created;
- b) – Deliberates on the proposal of Strategy, Budget and Accounts to be submitted to the Board of Trustees

1.6. – In statutory terms, the Board of Directors acts through delegation of powers in the Executive Committee, concerning matters of FFMS' current management, within its scope of action, namely financial, defined by the Board of Directors itself.

1.7. – The Executive Committee does not detain its own power to approve the Strategy, the Budget, the outlines of the organic structure and FFMS' human resources policy, which are, accordingly with point 1.1., approved by the Board of Trustees, proposed by the Board of Directors.

1.8. – For purposes of the previous item, the Executive Committee shall develop the proposal projects of Strategy, Budget, outlines of FFMS' organic structure and human resource policy, and submit them to the Board of Directors. The latter has a special duty, towards the Board of Trustees, of supervision and control of the general guidelines of FFMS' various policies which may exceed the levels and limits defined by current management.

1.9. – The Executive Committee is responsible:

- a) – For FFMS' current management, within the defined financial limits;
- b) – For FFMS' scientific and cultural initiatives;
- c) – For compliance with approved policies and Budget implementation.

2 – OPERATION PRINCIPLES

2.1. – Principle of solidarity responsibility: FFMS' decisions must, as a rule, be made by two members of the Board of Directors and of the Executive Committee.

2.2. – Principle of the separation of powers: the persons in charge of the execution of policies and measures must not be the same as the ones in charge of their supervision and control.

2.3. – Principle of transparency: every situation of eventual conflict of interests, whether personal or functional, must be communicated to the Board of Trustees Chairman.

2.4. – Principle of budgetary discipline: every decision involving costs and expenditures must be budgeted and must comply with criteria of rigour, transparency and cost containment. For that purpose, reports of budget implementation and expenses must be made quarterly.

The budget items shall always include a small margin, not over 10% of the total, for unexpected expenditures. FFMS' general budget will also include an amount, between 5% and 10% of the total, for unexpected projects, activities and initiatives.

2.5. – Principle of intervention hierarchy: every decision, namely the authorization of project proposals and approval, cost execution and other decisions of the kind, must be approved by the entity hierarchically superior to the proponent, whether it is an individual entity or an organic FFMS unity.



Appendix IV

Declaration of Public Utility Status in 2010 and Confirmation in 2013

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 recognized 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 7th November 1977 (as amended by Decree-Law nr. 391/2007, dated 13th 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 of the Council of Ministers
João Tiago Valente Almeida da Silveira



Dispatch nr. 3294/2013

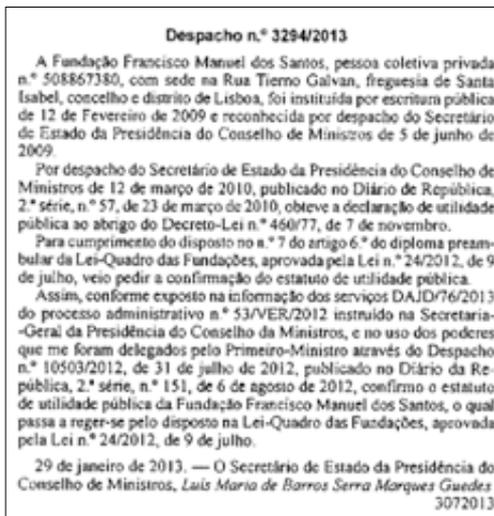
The Francisco Manuel dos Santos Foundation, private institution number 508 867 380, with registered offices in Lisbon, was incorporated by public deed on 12th February 2009, as was acknowledged by an order of the Secretary of State for the Presidency of the Council of Ministers dated 5th June 2009. The Foundation was granted the status of public interest entity, in compliance with Decree-Law 460/77 dated 7th November 1977, upon an order of the Secretary of State for the Presidency of the Council of Ministers, published on 23rd 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 9th 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 31st July 2012, published on 6th 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 9th July 2012.

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



Appendix V

FFMS' Activity Programme 2014-2016

EXECUTIVE SUMMARY

The Activity Programme for 2014-2016 is based on four vectors: concentrate, continue, develop and innovate. FFMS aims to concentrate its scientific effort in the “Public Institutions and Citizen” area. FFMS' present activities should be continued and further developed, subject to internal and external assessments, whenever it deemed necessary. FFMS' activity should be professionalized and internationalized, through innovation.

FFMS' activity programme for 2014-2016 is based on the following essential presupposition: occasional and organic renovation, with preservation and continuity of the project which determined FFMS' first years of activity. Renovation consists essentially in acknowledging lessons from past years and adjusting ambitions to existing possibilities, in both financial and human resources terms. In fact, the most visible aspect in FFMS' project renovation consists in concentrating resources in the more “profitable” activities (not financially, but rather in scientific and cultural terms), while supporting an effort of budget restraint. On the other hand, FFMS must follow a path of continuity, all the while acknowledging the excellent legacy of the outgoing Board of Directors in what concerns FFMS' name and national reputation and the achieved scientific quality and visibility.

The starting point of the new programme is, today, sufficiently different from the previous mandate. While the outgoing Board of Directors' challenge was to launch a new project in a complex economic and political context, we are now in a maturing phase which allows FFMS to take advantage of the learning curve and dedicate itself to new projects with lower risk and a larger capacity of intervention. It is also important to recognize the alterations in the economic and political context foreseen for 2014-2016 and endow FFMS with the ability to respond to new situations.

To renovate is a priority, since the next three years will be inevitably very different from the past years. And not less important, in this context, FFMS must be guided by budget restraint and by an organic structure which will give it long-term sustainability. Continuity is equally a priority, since FFMS' reputation, earned by the outgoing Board of Directors, is perhaps FFMS' most valuable asset at present.

Four essential vectors for FFMS' activity programme for 2014-2016 are hence proposed:

- (A) Concentrate
- (B) Continue
- (C) Develop
- (D) Innovate

In the Concentrate vector, the proposal is the effort of significant change of the present projects and studies, in order to render profitable FFMS' scientific, cultural and social impact. Given the country's situation and the more than predictable lack of the State's reform strategy and economic development post-intervention by international creditors, we defend that this should be the main guideline of projects and studies in 2014-2016.

Given the trivialization and emptiness, and even a negative connotation, of the expression "State's Reform", we feel it more opportune to assign the concentration effort to a wide area, entitled "Public Institutions and Citizen".

In practical terms, the concentrating of resources in the Public Institutions and Citizen area implies:

- (I) The nomination of a general coordinator (a member of the Executive Committee) who ensures the various projects' consistency in research and debates and in the proposal of new projects which fill in possible existing gaps;
- (II) The approval of all new projects should be subject to their framework in this area and should thus be evaluated in terms of quality, consistency and coherence from that perspective;
- (III) Progressive adjustment of other FFMS activities (essays and publications, meetings, annual magazine, portals, documentaries) to this concentration effort, without loss of individualized and distinct brands (such as Pordata or "The Foundation's Essays");

(IV) Systematic production and dissemination of a set of studies and activities at the end of 2015, which may be perceived as a new articulated and global contribution for debate on Public Institutions and Citizen, in 2016.

In this context, there will be a new articulation strategy for projects and studies. FFMS should have an extremely reduced set of large-scale projects, with multiannual budgets above one hundred thousand euros, fully inserted in the Public Institutions and Citizen area. Their presentation and dissemination should be extended in space and in time, avoiding the ephemerality of the occasional conference with full coverage by the media, but lacking subsequent continuity. FFMS' activities (essays and publications, meetings, annual magazine, portals, documentaries) will be exhaustively used, to derive the utmost profit from each of these large projects.

An example of this strategic line is the initiating of a project to specifically analyze the alterations or lack of alterations caused by the adjustment programme. It should supply clues on procedures and motivation for subsequent studies, to create a coherent and articulated set of studies. FFMS strives for an internal cohesion which overcomes its projects' present fragmentation (absolutely natural in a start-up phase). It is obviously not a matter of limiting FFMS' decisions of financing important projects, but rather of guiding those projects to priority areas.

FFMS may simultaneously participate in external projects as co-funding body; these will have limited funding and will possibly be subject to a period of call for projects (for example, from March 1 to 31 each year). These proposals may be envisaged in terms of matching funds (FFMS funding conditional upon obtaining additional funds) or matching seed money (projects already fully-funded outside FFMS). A strategy of area limitation is recommended, to avoid unnecessary multiplication of proposals. Given FFMS' relevance to co-finance activities, all these options deserve special reflection.

Even so, each call for projects or call for proposals must be preceded by a discussion at the Executive Committee on aims, scientific priorities, schedule opportunities and funding resources.

These projects' presentation and dissemination will not be necessarily or primarily funded by FFMS, but rather by other funding bodies or by the authors. The proposals must explicitly include the dissemination phase, to ensure that it rigorously complies with the agreement

and that FFMS' interests are protected. FFMS will typically participate in these projects with an amount below fifteen thousand euros. Nevertheless, FFMS is not prohibited to fund this type of proposals with superior amounts, when justifiable. FFMS will not closely monitor the projects and shall only safeguard their scientific quality if funds are affected. FFMS may participate in these projects at any phase, so long as the suitable conditions are met. FFMS will select all those projects already in a solid phase which will guarantee quality and relevance, with minimum funding risk.

FFMS will also try to pursue a set of projects following the model of joint partnership FFMS-Lisbon Trade Association for *Economic Justice*. FFMS will be responsible for the projects' scientific quality and dissemination, but the funding is essentially guaranteed by a third party. This type of project funding is also subject to the rationale behind the Public Institutions and Citizen area.

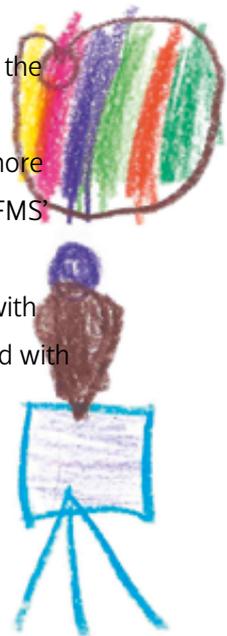
In the 2014 budget, projects represented approximately 21% of FFMS' expenditures, totaling close to 2 million euros. Project concentration should also generate important savings, reducing these expenditures to approximately 1.5 million euros in 2015. 50 to 75% of project allocated funds should be channeled to the Public Institutions and Citizen area.

The Continue vector applies to the set of activities that was essential to assure FFMS' reputation, external visibility and national impact for the past four years. Notably,

(I) Pordata

Maintaining current leadership, as well as the activity programme already idealized by the team in charge, three additional short-term goals are proposed:

- (a) To significantly improve the front office, not only to render the use of statistics more accessible to the general public, but also to convey the image that Pordata is still FFMS' priority;
- (b) To expand the set of indicators available to the general public systematically and with technical quality (i.e., privilege the work on already existing data, so that it is presented with new indicators, rather than privileging the production of new data);



(c) To involve students and specialists in the elaboration of new indicators and applications/ reflections on the data/indicators made available by Pordata (including a periodic thematic newsletter with short plural opinions on the data);

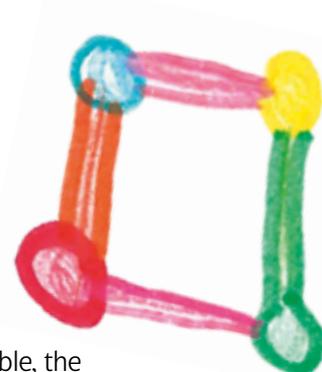
(d) To study the possibility of a monitoring board for Pordata.

At medium term, but beginning this next triennium, FFMS should reflect on the financial obligations required by Pordata and on the possibility of finding other funding sources.

This reflection should begin over 2014-2015, so that the proposed measures may be implemented at the end of 2016.

The estimated cost of Pordata for 2014 is about 850 thousand euros.

The aim for 2016 should be to reduce this value to 500 thousand euros and find alternative funding sources.



(II) Other portals

FFMS should maintain the present portals and estimate, as soon as possible, the corresponding medium and long-term financial obligations. The closing of portals should be avoided, but it is preferable to close a portal than to keep it outdated.

FFMS should not open new portals for the next three years.

FFMS should potentiate existing portals through projects and through better coordination with essays and documentaries (the possibility of periodically producing an essay, study and/ or documentary based on the various portals should be examined), the annual magazine (with various articles which can use the data and/ or the information from the various portals) and the annual meeting (develop sessions which use the data and/ or information from the various portals).

Any portals and data information and dissemination sources to be opened or developed in the coming years should result from projects supported by FFMS. They should also be produced and managed by the projects themselves and the people who run them, all the while recognizing FFMS' support and allowing accountability and monitoring throughout their duration.

The cost of portals for 2014 is budgeted in 1.4 million euros (about 17% of total expenditures), more than half, by Pordata. It seems that a reflection on the future

of FFMS' portals should focus on the need to effectively restrain expenditures in this context. There should be a follow up strategy of the new Portal of Rights and Duties which explicitly considers multiannual cost restraintment.

(III) Annual Magazine

The annual magazine XXI is presently subject to external assessment. With a new team, a new editorial board and a new project accordingly with the assessors' recommendations, the annual magazine should continue in 2014.

The annual magazine's assessment committee was made up by: Dr. *Zélia Gil Pinheiro* (journalist and attorney), Dr. *Henrique Burnay* (journalist and attorney) and Dr. *Pedro Braz Teixeira* (economist). The final assessment meeting took place on January 17th with the outgoing director *José Manuel Fernandes*. The present Executive Committee approved, at its meeting on March 31st, the continuity of the biannual magazine, with a more reduced number of pages (about one hundred).

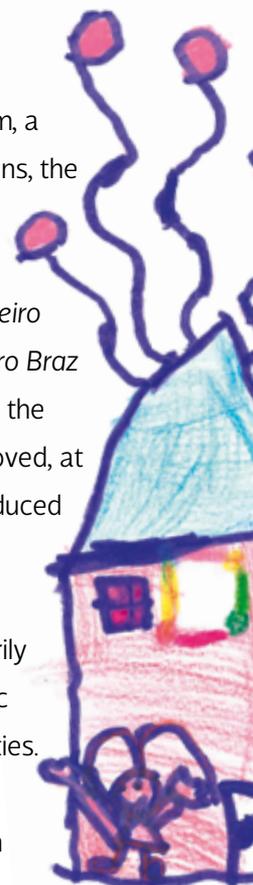
Even though we are still waiting for the conclusion of this procedure, we can preliminarily indicate that the magazine's next edition will clearly and globally reflect FFMS' scientific strategy, the plurality of authors and a better coordination with FFMS' remaining activities.

Total expenditures with publications and documentaries are budgeted in 1.2 million euros for 2014 (600 thousand euros for publications and 600 thousand euros for documentaries). This amount cannot be exceeded at the next biennium.

(IV) Annual meeting

Presently, FFMS' first and main goal is to assure the success of the 2014 meeting along the lines of previous meetings.

The Scientific Committee for the 2014 Meeting, in full function, is composed by Dr. *Jaime Gama* (national commissioner), Prof. *Maria João Valente Rosa*, Prof. *Marina Costa Lobo*, Prof. *José Tavares*, Dr. *José Penal do Amaral* and Prof. *Gonçalo Almeida Ribeiro*, as members.



The forecast of one million euros for 2014 (about 12% of the budget available) should determine a clear trend of expenditure reduction. Given the success of the meetings in disseminating FFMS' image, that budgetary restraint will likely be possible, since future meetings may profit from the notoriety already obtained in past years.

The model for 2015 and following years should take into account a reflection on the meeting's concept and aims, and rely on external suggestions for the job. Special attention will be given to the budgetary restraint effort and to a better coordination with FFMS' remaining activities.

This activity's methodology will soon be presented to the Board of Directors. The reflection committee on the meeting is made up by: Prof. *Ana Teresa Lehmann* (chairwoman and teacher at FEP), Dr. *Pedro Braz Teixeira* (economist), Prof. *Gonçalo Almeida Ribeiro* (attorney and teacher at FD UCP), Dr. *Jorge Portugal* (innovation advisor for the President of the Republic), Prof. *Felisbela Lopes* (political scientist and vice-rector of University of Minho) and Prof. *José António Salcedo* (physicist and engineer). A preparatory meeting between the Executive Committee and this reflection staff took place on January 16th; the first staff meeting to establish aims took place on April 1st. An eventual final report will be presented on November 15th 2014.

(V) The Foundation's Site

The Foundation's site should be fully reviewed (not just sporadically remodeled or modified), to reflect FFMS' scientific strategy and the primordial use of digital support for the publications and the dissemination of image contents (meeting, documentaries). As FFMS does not have the financial and human resources needed to maintain permanent media exposure, the site should be perceived as its main communication channel, rather than as storage of information on FFMS' activities. The site must be simultaneously simple and concise for the occasional user, and complete and consistent for the user who searches for information on a given FFMS programme. Initiatives, debates and new activities should be presented to whoever wishes to acquire quick information but also to those who wish to use FFMS as a source of knowledge.

In sum, it is a site which must be multipurpose and must be carefully reflected upon. An internal and external assessment for a new site will be made. The internal assessment should take into account the financial obligations as well as the implications of hiring new people to be in charge of its implementing and management.

The new Foundation's site should be operational during 2015, and Prof. *Carlos Fiolhais* has offered to coordinate this process.

(VI) Essays and other publications

The essays are one of FFMS' most visible projects. As all other FFMS' activities, the essays must be subject to assessment, which should take place when they reach sixty. Until then, the collection should continue exactly as scheduled (even if subject to possible new priorities taking the global strategy into account) and there should be a reinforcement of available resources, to promote further public intervention by the authors and higher impact of the essays. By reinforcement of available resources, we mean to resume priority of presentation events and of possible discussions of some essays in digital version and in the mass media. It may also be worth it to digitally update some of the essays, especially those which addressed topics more directly related to economic, social and political realities.

Essay production and publishing should be better coordinated with the annual magazine XXI and the annual meeting, to enhance topics which may be used for further discussion in FFMS' various intervention formats.

Digital support must be a priority in FFMS' publication strategy, especially in those collections which do not address the general public. Preference should be given to pdf versions which can be made available at the Foundation's site.

Any decision to close down activities, portals or publications, even if below the hundred thousand euros level, must be made by the Board of Directors.

The Develop vector groups the set of activities aimed at correcting what went less well in past years and at safeguarding possible developments, given the economic and social changes in Portugal.

As an essential priority, a global scientific and fiscal assessment programme throughout 2014, which enables better and adequately sustainable resource allocation.

Given the budgetary items for 2014, FFMS should aim for an expenditures reduction of around 20% for the following biennium. Financial planning will be consistent with that aim.

Any expansion to be carried out by FFMS, whether in human resources, financial or logistic terms, should only be carried out after an internal reflection on the rationalizing of existing resources.

(I) Professional management

This should be one of the essential changes to be implemented by the Executive Committee in 2014.

The first step to be taken shall be the nomination of the new Executive Committee, with two full-time members. The new Executive Committee should be installed in the autumn of 2014. The present physical space should be reorganized accordingly. The offices of the Chairman of the Board of Directors, the Chairman of the Executive Committee, the members of the Executive Committee and the CFO, five in total, should be located on the eighth floor. If necessary, the meeting rooms should be requested from the seventh floor and new ways of disposing the physical space must be studied and found to comply with FFMS' reorganization.

The general manager will be a member of the Executive Committee and coordinator of the present directors and remaining staff, in order to rationalize FFMS' structure.

FFMS' professional management will generate additional burdens with salaries and staff expenditures, which should be considered for budget control and financial planning.

In accordance with the concentration of resources in a target area and with FFMS' scientific organization approved by the FFMS bodies, there should be five complementary areas. Each area will have a coordinator, who will be in charge of managing the area's project portfolio

and who will answer to the Executive Committee. The area coordinators should present a plan of action for the next triennium, accordingly with FFMS' strategy, which necessarily goes through rationalizing costs and maximizing results. This action plan must be concluded at the end of 2014.

(II) Assess new projects

According to the proposal approved by the FFMS governing bodies, a new project assessment system will be implemented.

In the Innovate vector, we should highlight the internationalization effort made through collaboration with other foundations / European, American and Asian think tanks. In this section, it will be important and a priority, in 2014:

- (I) To study the role of FFMS' internationalization and globalization;
- (II) To choose a set of strategic partners with a similar mission to that of FFMS, with important scientific complementarities;
- (III) To introduce FFMS to those potential strategic partners;
- (IV) Integrate FFMS in a set of studies and/or international activities which may promote internationalization through scientific excellence, consistently with the concentration effort. FFMS will seek new debate venues, with the eventual collaboration of international specialists, as suggested by *Village Square* (<http://tothevillagesquare.org/>). However, the additional financial and human resources efforts such initiative may require must be taken into account.

Appendix VI

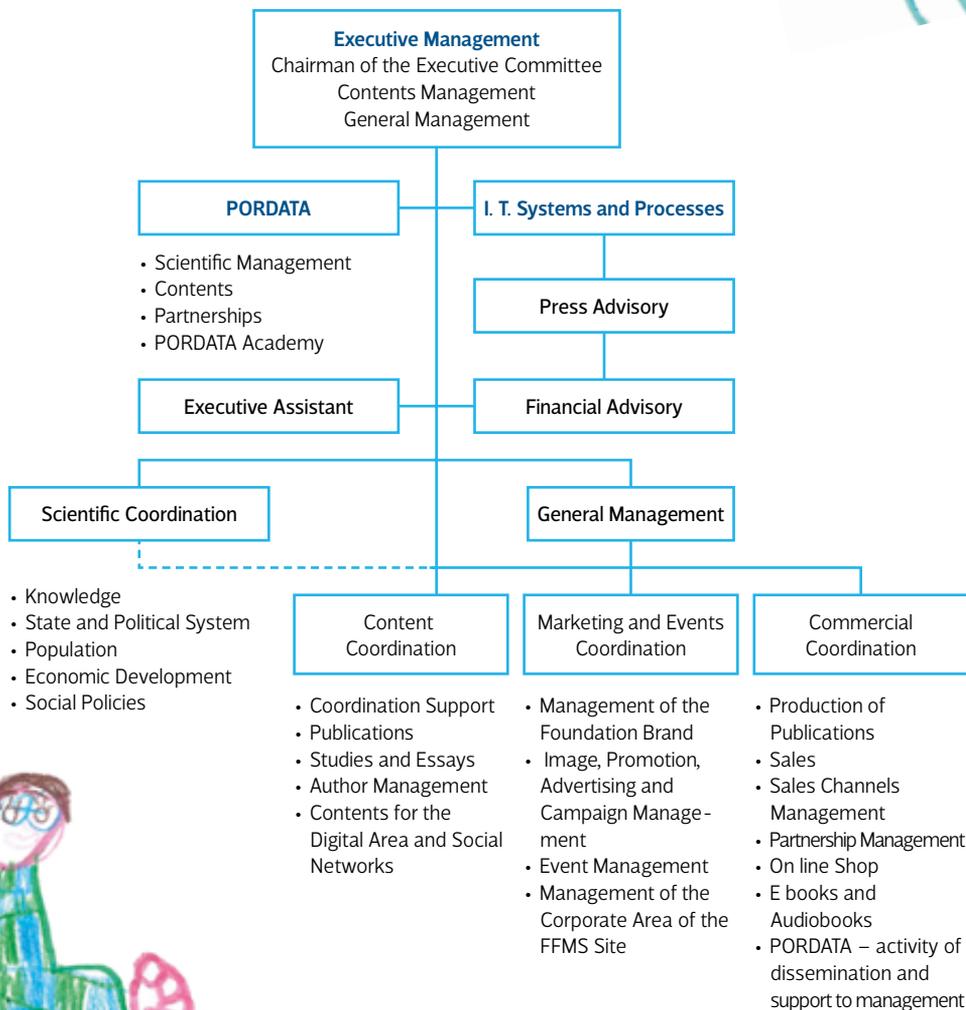
FFMS' Scientific Advisory Board

- 1) FFMS' Scientific Advisory Board is the Board of Directors' responsibility, as proposed by its Chairman, in accordance with the terms of number 1 of Article 19 of the Internal Regulations, following previous approval by the Board of Trustees.
- 2) Once FFMS' Scientific Advisory Board has been defined, the hiring of employees according to the terms in number 2 of Article 19 of the Internal Regulations will become the responsibility of the Executive Committee, as proposed by its Chairman.
- 3) The post of FFMS' scientific director is created in accordance with point a) of number 1 of Article 19.
- 4) FFMS' scientific director is in charge of FFMS' current scientific management and coordinates all the scientific projects.
- 5) The scientific director reports directly to the Executive Committee of the Board of Directors.
- 6) In accordance with point a) of number 1 of Article 19 of the Internal Regulations, five work and study areas are created:
 - a) Social Policies area, with responsibilities in the Health, Social Mobility, Social Security and Labor projects.
 - b) State area, with responsibilities in the Political System, Justice, European Union (Portugal in Europe and in the World) and Administration Reform projects.
 - c) Economic Development and Growth area.
 - d) Knowledge area, with responsibilities in the Science, Innovation, Culture and Education projects.
 - e) Population area, with responsibilities in the Fertility, Demography and Ageing projects.
- 7) Each work and study area will be led by an area coordinator.
- 8) Each area includes various theme projects. Each project will be run by someone who reports directly to the area coordinator.
- 9) The area coordinator:
 - a) Manages and coordinates the projects assigned to his area, in cooperation with the scientific director;

- b) Periodically informs the scientific director and the Executive Committee of ongoing projects, namely in terms of already accomplished aims and those yet to be accomplished;
 - c) Collaborates with the scientific director and the Executive Committee in budget control of the projects assigned to his area;
 - d) Suggests a work programme, as well as new projects in his area, to the scientific director and the Executive Committee;
 - e) Collaborates with the scientific director and the Executive Committee in the execution of his area's work programme;
 - f) Presents an annual area report for discussion at the Executive Committee and Board of Directors;
 - g) Presents a final area report per project, for discussion at the Executive Committee and Board of Directors;
 - h) Participates and supports FFMS' public activities.
- 10) The area coordinator cannot directly participate in ongoing projects.
- 11) The Executive Committee will meet with the scientific director and the five area coordinators when summoned by its Chairman, with the following purposes:
- a) To promote an integrated and sustained vision of ongoing projects, introducing a humanistic dimension in its reflection;
 - b) To recommend new projects;
 - c) To collaborate in the assessment of ongoing and completed projects;
 - d) To discuss the multiannual global schedule consistent with FFMS' scientific and cultural orientations, namely the essential mission to prepare a responsible, active, informed and competent citizenship;
 - e) To define joint perspectives in order to assess and disseminate results;
 - f) To consider such issues in due course.
- 12) In statutory terms, following the approval of the present document by the Board of Trustees, the Board of Directors will delegate FFMS' current scientific management onto the Executive Committee.

Appendix VII

FFMS' New Organizational Chart



Appendix VIII

Procedures for Assessment of FFMS' Activities

- 1) The assessment of FFMS' activities will be made according to the good governance principles, in accordance with number 5 of Article 2 of the Statutes, namely the adequacy to FFMS' aims and purposes; conformity with the Statutes, the Plans and Budgets; scientific, political and economic exemption and independence; social, political or cultural relevance; seriousness and frugality; and accountability.
- 2) The assessment of FFMS' activities aims to assist the Board of Directors and the Board of Directors Executive Committee in the fulfillment of their duties, in accordance with the Statutes and the Internal Regulations, namely in decision-making on the maintenance, development or ceasing of ongoing activities and publications.
- 3) Under no circumstance does the assessment of FFMS' activities inhibit the power of decision of the Board of Directors and Board of Directors Executive Committee, in accordance with the Statutes and the Internal Regulations.
- 4) The assessments can be internal and external.
- 5) The internal assessments will be periodic and based on the principles of internal responsibility and accountability.
- 6) The external assessments will be occasional and based on the principles of transparency, external consultation, exemption, independence and exogamy.
- 7) The assessment of FFMS' activities as an element of consultation and support to the decision will be the Executive Committee's responsibility, except when it involves an amount above one hundred thousand euros, in accordance with the Internal Regulations.
- 8) The Executive Committee will previously inform the Board of Directors of all the assessments it wishes to conduct and their progress, including the following formal elements:
 - a) Type of assessment
 - b) The assessment aims
 - c) The advisors' names
 - d) The assessment's reference terms

- e) The assessment schedule
- f) The assessment methodology
- g) The Executive Committee will inform the Board of Directors of all assessments conducted and concluded. The corresponding results and final reports will be supplied to any member of the Board of Directors who may request them.
- 10) In accordance with the Statutes and the Internal Regulations, the Board of Directors may request from the Executive Committee an internal or external assessment, with the specific aim of assisting the Board of Directors in its duties.

Appendix IX

Audiovisual and Multimedia at FFMS



To study and understand realities, with the ultimate goal of disclosing, disseminating and debating the results and proposed solutions with the general public seems to correspond to a synthesis of FFMS' aims.¹ As supports and instruments used in the attainment of those aims, FFMS has resorted to databases, information portals, publication of essays and studies, organization of conference and work meetings, book launchings, public discussion of studies, seminars and public presentations². The reflection now presented highlights the advantages of including all digital media and platforms in such supports and instruments. In so doing, it proposes ways of using those supports in a sustainable and systematical manner and defends that, as a rule, the resources allocated to these are selectively seen as an integral part of FFMS' projects, giving origin to new types of contents. If adequate and accessible, audiovisual and multimedia productions are presently a powerful and efficient way of disseminating knowledge, communicating proposals and sensitizing society to learn how to cope with their own problems. The possibilities opened

¹ FFMS, *Annual Report 2013*, «Introduction».

² *Idem*.

by the digital revolution allow great multiplicity in the handling of messages and ways of organizing them. Without excluding linear, conventional speech and the classic formats, which benefit from better definition through digital handling, digital renders possible the resource to interactive communication. The latter allows the public to control the progression of contents, to thoroughly examine information by layers, according to areas of interest³, or even to intervene and collaborate in the development of research projects through open structures. In addition to the high instrumental value, this is an innovative area with an enormous universe to be explored, which also fits into FFMS' aims and in which FFMS may have a relevant role.

As in all the transition phases to new technological thresholds which imply new techno-cultural forms, danger is in the extremes: either the resistance to innovation, which leads to stagnation in the «purism» of classic formats and to the denial of their relative limitations; or the awed submission to new technologies, which almost always leads to formalistic delusions, and, by inadequacy, to the erasing of the contents' meaning. The definition of which tools and formats are the most adequate to the disclosing and dissemination of the various projects and to sensitizing the public to their aims and proposals are more important than the quantity and intensity of new technologies used in the works to be produced.

In general, all audiovisual communication and multimedia tools can and should be presently considered, whether individually or combined⁴. In fact, all so-called new tools, from films and telefilms to documentaries, from classic audiovisual to interactive documentaries, to other multiplatform productions, including games and to more or less sophisticated digital infographics, can offer convenient solutions to research or reality survey projects programmed by FFMS⁵. With two linked conditions, essential for sustainability and efficacy: (a) that the audiovisual and multimedia production is perceived, as a rule, as an enrichment

3 See interactive documentary, available on Internet in: theguardian.com/firstworldwar

4 On this issue, see Doyle, Gillian, University of Glasgow, «From Television to Multi-platform», in *Convergence – The International Journal of Research into New Media Technologies*, 2010. Vol. 16(4), 1-19. Available on Internet in: <http://www.oecd.org/tad/services-trade/47559455.pdf>

5 On the multiplicity of solutions, also see Gaudenzi, Sandra, *The Living Documentary: from Representing Reality to Co-Creating Reality in Digital Interactive Documentary*, Goldsmiths, University of London, 2013. Available on Internet in: http://research.gold.ac.uk/7997/1/Cultural_thesis_Gaudenzi.pdf

factor embedded in FFMS' programming of its activities area; (b) that, safe in exceptional cases, it supposedly guarantees broader dissemination to the target audience of the various projects.

Compliance with the first condition presupposes a careful reflection on the communicational format's adequacy to the contents and on the cost-benefit ratio. If it is a matter of sensitizing society to behavioral matters, or of analyzing social realities with a strong subjective component, then a fiction film, even a short version, may be the most indicated type of communication. If the aim is to inform and document, it is preferable to use a linear or interactive documentary or an application of digital infographics. In any case, if the option is made at the project's early stages, costs are saved and richer contents, more in-tuned with the aims, are guaranteed.

The second condition cannot be dissociated from the first, since it is necessary for its full compliance and it contributes decisively to the ultimate purpose of FFMS' activity: disclosure, dissemination, debate and use of produced or collected knowledge. In my opinion, the second condition is the cornerstone of sustainability of the proposed strategy and can be summed up into a single concept: multiple partnerships.

The search for interesting and innovative digital contents by distributors and operators is broad and will keep getting broader. Even though technological progress has created the illusion of a "low-cost production", the production costs are the only brake to that search, especially in economies as weak as ours. In fact, while digital has rendered sound and image capturing more affordable, it has, on the other hand, rendered the investment in the quality of the captured sound and image more demanding, by raising the definition standards to the general public's hearing and sight. Thus, high-definition cameras, much cheaper than the previous generations, demand more careful and expensive personal and scenic image processing, since they expose, with much sharper definition, the damages and imperfections they may contain. The same could be applied to IT investment in digital infographics and in multiplatform production, when compared with pre-digital press graphics and illustrations.

On the other hand, the production's creative part, which professionals designated by call above the line, tends to become enriched in all the contents which convey knowledge. The statement «the entertainment was paid and the knowledge was little and free» isn't

completely outdated, but only in countries like Portugal, where the level of demand from the media is still very low. But the tendency to value the knowledge included in contents will evolve and all the more so, with higher incidence in the so-called stock or collection contents, as opposed to flux or ephemeral contents.

Upon consideration of the presence protagonists, it is verifiable that telecommunication operators control a decisive part in the communicational complex – the digital distribution platforms and networks. The so-called media groups explore segments of those platforms to develop the activities for which they are licensed, whether they are television, radio or digital press. All of them have state of the art digital tools but need loads of contents ... These are thus the grounds on which FFMS' multiple partnerships strategy should be based: to enhance and join the knowledge it produces and organizes with the various potential partners' production, audiovisual and multiplatform promotion and distribution know-how.

CONCLUSIONS

In practical terms, FFMS must (1) add to the scheduled projects a first screening to select those which may collect greater benefits from digital infographic, audiovisual and multimedia processing, for their development, for the innovative potential of the works they may originate, or for disclosure and dissemination; (2) proceed with a first conceptualization of the formats considered most adequate to the projects; (3) choose, among the existing media companies (telecommunication operators, social media groups and independent producers) those it deems most adjusted to the production and dissemination of the audiovisual, infographic or multimedia productions enhanced by each project; (4) establish partnerships in the early stages, to try to integrate production planning of the chosen formats in the projects' general development plans; (5) monitor the projects' production and participate in controlling their execution.

Appendix X



Internationalization Strategy

FFMS is statutorily mandated to “encourage the study of Portugal, in order to contribute to the development of its society, the improvement of its public institutions and the consolidation of its citizens’ rights.” We presently live in a globalized world, with important geostrategic challenges. Portugal isn’t and can’t be foreign to international context. The implementing of public policies, the evolution of citizens’ rights, the strengthening of public institutions and the future of the Portuguese society cannot be seen from a municipal perspective. The understanding of Portugal’s inclusion in global space is important for the future of the Portuguese society. FFMS’ compliance to the statutorily established aims compels an internationalization strategy which may assure the success of its studies and activities. FFMS’ internationalization isn’t, nor could it be, a process of mischaracterization of its mandate. FFMS does not wish, nor is it mandated, to be an international or multinational institution with global aims. FFMS is Portuguese, with a clear mandate to focus on Portuguese reality, and its internationalization is seen as a necessary means to reach that aim.

The reasons for an internationalization strategy are clear:

- 1) It unmistakably results from the reality in which we live and of the global world in which Portugal is included, where no effort to understand and know Portuguese reality may be successful without safeguarding the international perspective;
- 2) It is an essential part of FFMS’ activity, in the fulfillment of its mandate: a better future for Portugal can only be designed by analyzing global space;
- 3) It reflects the Founders’ experience and example: internationalization was and is a structural part of a successful strategy;
- 4) FFMS’ visibility and reputation as a credible institution in Portugal is strengthened by a well-designed internationalization;
- 5) It potentiates FFMS’ role as a tool for channeling the international know-how to issues of the Portuguese society.

In FFMS’ first cycle, for obvious reasons (start-up phase, lack of experience in Portugal with the type of institution FFMS wished to be, the need to direct resources to its

credibility in Portugal), the internationalization effort was casuistic, even fortuitous, and without a consistent strategy. We can thus say that, in the 2009-2014 period, there is progress in FFMS' internationalization, but it is essentially sporadic and not systematic. The internationalization effort in this period can be summarized as follows:

- 1) International participation of renowned speakers in the Event "Meeting the Present in the Future" and in the education and knowledge conferences;
- 2) Development of international projects, following an international call (study by *Alejandro Portes*) or by private contract (study by *Richard Rose* and *Alexander Trechsel*);
- 3) Some publications by foreign authors;
- 4) Presentation of the site and Pordata in English, with some visibility outside Portugal;
- 5) Production of a series of documentaries in English, "Freedom and Development";
- 6) Production of the Globalstat page.

For FFMS' second cycle, we propose a systematic and structured internationalization effort, with the main goal of promoting full compliance with the statutory mission. To do so, FFMS' new internationalization phase should equate:

- 1) Development of projects conceived under the new scientific direction (defined until the end of 2014), with the collaboration of international institutions;
- 2) Development of smaller-scale projects under the new scientific direction (defined until the end of 2014), with international workshops and publication in English;
- 3) An immediate communication policy using the Globalstate page to place FFMS in the international academic world (benefitting from the collaboration of our partner, the Florence European Institute);
- 4) Development of short-term contacts with foreign foundations, for joint relevant projects in areas or themes also important for Portugal (in preference to occasional individual invitations);
- 5) Assessment of the promotion of workshops on Portuguese themes (reflected in FFMS' work) in foreign universities;
- 6) Increasing of the participation of foreign authors in FFMS' publications (including Magazine XXI and a new collection entitled "A Very Short Introduction to", but excluding "The Foundation's Essays" and "The Foundation's Portraits");
- 7) Collaborate with the future Biedronka Foundation in common goals;
- 8) Avoid international calls for individual projects and give preference to other forms of association with foreign researchers.

Appendix XI

Protocols and Partnerships in force

Accenture

AMA, Augusto Mateus Associados

APEI, Associação Profissional de Educadores de Infância

Banco Alimentar (Food Bank)

Banco de Portugal (Central Bank of Portugal)

CML, Câmara Municipal de Lisboa (Lisbon Municipal Council)

Camões, Instituto da Cooperação e da Língua, IP (Camões, Institute of Collaboration and Language, IP)

Confidencial Imobiliário (Real-Estate Promoter)

DESTAK (Newspaper)

DGAI, Direcção Geral da Administração Interna (Directorate-General for Internal Affairs)

Escola Nacional de Saúde Pública da Universidade Nova de Lisboa (National School of Public Health of Lisbon's Nova University)

Faculdade de Economia da Universidade Nova de Lisboa (Faculty of Economics of Lisbon's Nova University)

FNAC

Gabinete de Estratégia e Estudos do Ministério da Economia e do Emprego (Cabinet of Strategy and Studies of the Ministry of Economics and Employment)

ICS da UL, Instituto de Ciências Sociais da Universidade de Lisboa (Social Sciences Institute of Lisbon's Nova University)

IE da UL, Instituto de Envelhecimento da Universidade de Lisboa (Ageing Institute of the Lisbon University)

IGP, Instituto Geográfico de Portugal (Portuguese Geographic Institute)

IM, Instituto de Meteorologia (Metereology Institute)

INE, Instituto Nacional de Estatística (Statistics Portugal)

Instituto de Informática, IP (Public Institute for Information Technologies)

Instituto do Desporto de Portugal, I.P. (Portuguese Sports Institute)

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))

Instituto Universitário Europeu, IUE, Florença (European University Institute, Florence)

ISEG, Instituto Superior de Economia e Gestão da Universidade Técnica de Lisboa (Management and Economics Higher Institute of the Lisbon Technical University)

ISEGI, Instituto Superior de Estatística e Gestão de Informação da Universidade Nova de Lisboa (Information Management and Statistics Higher Institute of Lisbon's Nova University)

Jerónimo Martins

Jornal i (Newspaper)

METRO (Newspaper)

Media Capital Rádios

Nielsen

Padaria Portuguesa (Portuguese Bakeries/Restaurants)

Porto Editora (Publishers)

Observador (Newspaper)

RBE, Rede de Bibliotecas Escolares (Network of School Libraries)

Rede UNICRE

Relógio d'Água Editores (Publishers)

Representação da Comissão Europeia em Portugal (Representation of the European Commission in Portugal)

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)

Universidade do Algarve, UA (University of Algarve)

Universidade de Coimbra, UC (University of Coimbra)

Universidade de Lisboa, UL (University of Lisbon)

Universidade do Minho (University of Minho)

Universidade do Porto, UP (University of Oporto)

Universidade de Trás-os-Montes e Alto Douro, UTAD (University of Trás-os-Montes e Alto Douro)

VASP



Appendix XII

FFMS' Governing Bodies, November 2013-April 2014

Board of Trustees

Alexandre Soares dos 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 dos 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 of the Board of Directors

António Barreto, Chairman

António Araújo

Nuno Garoupa

Appendix XIII

FFMS' Governing Bodies, since June 2014

Board of Trustees

Alexandre Soares dos 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 dos Santos, Chairman

Luís Valente de Oliveira

Maria Helena Nazaré

Board of Directors

Nuno Garoupa, Chairman

António Araújo



António Lobo Xavier

David Lopes

Jaime Gama

José Soares dos Santos

Luís Amado

Maria Manuel Leitão Marques

Mariana França Gouveia

Executive Committee of the Board of Directors

Nuno Garoupa, Chairman

António Araújo

José Soares dos Santos (until September 2014)

David Lopes (since September 2014)

Appendix XIV

Pordata, Training Activities

FFMS provides free training activities to all the schools, universities, companies and other institutions which express interest in increasing their knowledge on Pordata. They consist in about two-hour-long sessions, with the purpose of familiarizing potential users with Pordata; guaranteeing that the database users take full advantage of the portal's potentialities; promoting and discussing informed debate; and fighting our country's statistical illiteracy. Over 60% of the training activities have focused the education area, through schools and higher education institutes, followed by the mass media, who view Pordata as an essential tool for their work.

There is a close relation between the number of training activities and the number of visits to the site.

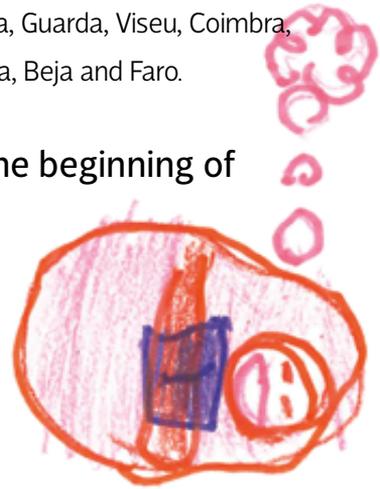
Municipalities covered: 194

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

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



| | Trainees | Training Activities |
|--------------|---------------|---------------------|
| 2010 | 1.070 | 70 |
| 2011 | 3.352 | 164 |
| 2012 | 3.644 | 136 |
| 2013 | 6.308 | 315 |
| 2014 | 10.717 | 486 |
| TOTAL | 25.091 | 1.171 |

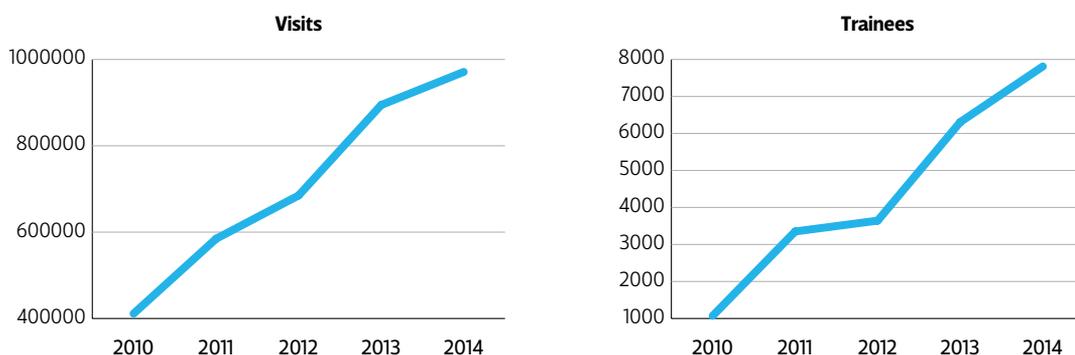


Trainees by type of activity, as a % of the total (aggregate, 2010 to 2014):

Training sessions by type (2014)

| | | |
|--|------------|-------------|
| Schools | 189 | 39% |
| Higher Education | 147 | 30% |
| Ministries, Political Parties and Municipalities | 42 | 9% |
| Mass media | 48 | 10% |
| Consulting Firms and Agencies | 8 | 2% |
| PSI 20 Companies | 3 | 1% |
| Others | 49 | 10% |
| Total | 486 | 100% |

Relation between the number of visits and trainees since 2010



Appendix XV

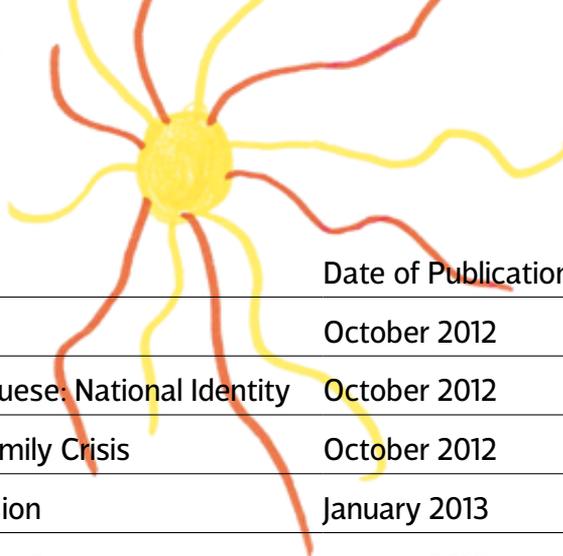
“The Foundation’s Essays” – Aggregate Sales 2010-2014

The collection of essays, the Foundation’s first collection, is undoubtedly the *ex-libris* of FFMS’ publications, now totaling 49 titles.

Similarly to “The Foundation’s Essays” collection, “The Foundation’s Portraits” collection and remaining FFMS publications are distributed in supermarkets and bookshops. However, the commercial area was reinforced in the last quarter of 2014, to increase the number of bookshops and of new points of sales, such as BP petrol stations and traditional markets. Diligences were also made to initiate sales at post offices (CTT) in 2015.

| N.º | Title | Date of Publication | Total |
|-----|--|---------------------|--------|
| 1 | Teaching Portuguese | June 2010 | 36.825 |
| 2 | Portuguese Economics: The Last Decades | June 2010 | 24.861 |
| 3 | Portugal: the numbers | June 2010 | 23.165 |
| 4 | Fiscal Justice | September 2010 | 30.927 |
| 5 | What's Difficult is Educating Them | October 2010 | 19.501 |

| N.º | Title | Date of Publication | Total |
|-----|---|---------------------|--------|
| 6 | Authority | October 2010 | 9.638 |
| 7 | Private Property: Between Privilege and Freedom | October 2010 | 8.942 |
| 8 | Live Philosophy | January 2011 | 22.742 |
| 9 | Social Security: The future mortgaged | January 2011 | 10.441 |
| 10 | Science in Portugal | January 2011 | 8.376 |
| 11 | Economics, Morals and Politics | April 2011 | 28.527 |
| 12 | Discrimination against the Aged | April 2011 | 7.496 |
| 13 | Corruption | April 2011 | 11.804 |
| 14 | Portugal and the Sea | April 2011 | 11.203 |
| 15 | Polls, Elections and Public Opinion | May 2011 | 5.836 |
| 16 | Television and Public Service | July 2011 | 4.195 |
| 17 | Judicial Delays | July 2011 | 5.045 |
| 18 | Death | July 2011 | 17.111 |
| 19 | Republican Essay | September 2011 | 4.831 |
| 20 | Justice Administration | September 2011 | 4.506 |
| 21 | Freedom of Information | September 2011 | 5.519 |
| 22 | The New Medicine | January 2012 | 8.379 |
| 23 | Middle Class: Rise and Fall | January 2012 | 7.830 |
| 24 | Portugal: Public Debt and Democratic Deficit | January 2012 | 11.121 |
| 25 | Armed Forces in Portugal | May 2012 | 5.303 |
| 26 | Ageing of Portuguese Society | May 2012 | 5.516 |
| 27 | Mathematics in Portugal, An Educational Issue | May 2012 | 4.807 |

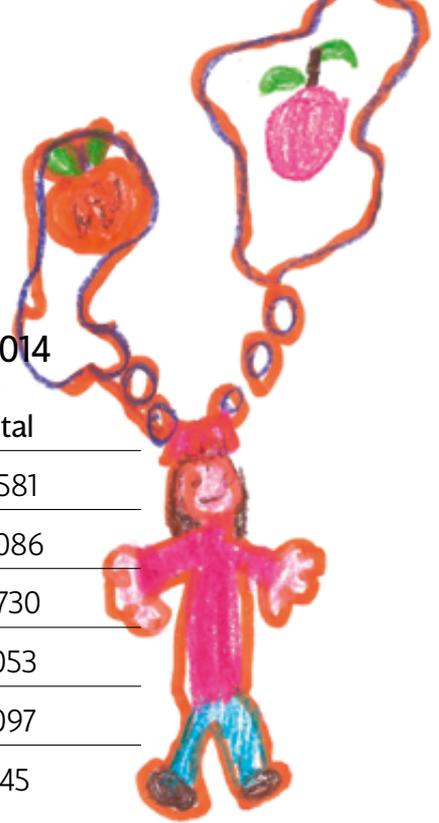


| N.º | Title | Date of Publication | Total |
|-----|--|---------------------|----------------|
| 28 | Teaching History | October 2012 | 2.729 |
| 29 | Portugal, the Portuguese: National Identity | October 2012 | 5.691 |
| 30 | Crisis, Family and Family Crisis | October 2012 | 4.066 |
| 31 | Labour, a Market Vision | January 2013 | 3.495 |
| 32 | The Future of Welfare State | January 2013 | 5.494 |
| 33 | For your health | January 2013 | 4.689 |
| 34 | Freedom of Speech | May 2013 | 3.130 |
| 35 | About death and dying | May 2013 | 2.586 |
| 36 | Sexuality | May 2013 | 2.578 |
| 37 | Public Investments in Portugal | October 2013 | 3.101 |
| 38 | Public-Private Partnerships | October 2013 | 3.617 |
| 39 | Portugal and Europe: the Numbers | October 2013 | 2.957 |
| 40 | European Cultural Identity | December 2013 | 6.489 |
| 41 | Shadow Economy | January 2014 | 2.720 |
| 42 | The Future of the Forest in Portugal | January 2014 | 2.896 |
| 43 | Education and Freedom of Choice | January 2014 | 2.876 |
| 44 | Sounds and Silence of the Portuguese Soundscape | May 2014 | 1.517 |
| 45 | Migrations and Citizenship | May 2014 | 1.583 |
| 46 | Cancer | May 2014 | 3.328 |
| 47 | The Portuguese and the World | October 2014 | 1.761 |
| 48 | Pseudoscience | October 2014 | 3.014 |
| 49 | Civil Society | October 2014 | 1.751 |
| | | TOTAL | 416.515 |

Appendix XVI

“The Foundation’s Portraits” – Aggregate Sales 2014

| N.º | Title | Date of Publication | Total |
|-----|-----------------------------|---------------------|---------------|
| 1 | Premature Babies | May 2014 | 2.581 |
| 2 | Portugal in Ruins | May 2014 | 7.086 |
| 3 | Far from the Sea | May 2014 | 2.730 |
| 4 | A Close Look at Portugal | October 2014 | 1.053 |
| 5 | Solid Ground | October 2014 | 1.097 |
| 6 | At the hospital emergencies | October 2014 | 1.145 |
| | Pack Portraits | November 2014 | 408 |
| | | TOTAL | 16.100 |



Appendix XVII

Magazine XXI, Editorial Team

Editor

António Araújo

Manager

António José Teixeira

Coordinator

João Morgado Fernandes

Editorial Board

Alexandre Quintanilha

António Mega Ferreira

Bárbara Coutinho

José Manuel Fernandes

Maria de Fátima Bonifácio

Mário Mesquita

Miguel Monjardino

Pedro Santos Guerreiro

Rosalia Vargas

Rui Vilar

Art Direction

Jorge Silva

Appendix XVIII

Magazine XXI – Aggregate Sales 2011-2014

| N.º | Title | Date of Publication | Total |
|-----|------------------------------------|---------------------|--------|
| 1 | Restless Days | November 2011 | 9.681 |
| 2 | Goodbye Freedom. Long live Freedom | November 2012 | 9.163 |
| 3 | European Paths | November 2013 | 6.944 |
| | | TOTAL | 25.788 |





FUNDAÇÃO

FRANCISCO MANUEL DOS SANTOS

www.ffms.pt

Francisco Manuel dos Santos Foundation would like to thank all the children of the school "O Parque" in Restelo who took part in this report with their drawings.



“I drew Portugal with the people, and they are thinking. I drew a gentleman thinking about money. I drew the Azores, over there on the islands, and a whale that is thinking about eating fish. Then I drew a book from the Foundation, thinking about the planet. Because the Foundation helps people think.”

Dinis (5 years old)

