



ACTIVITY AND ACCOUNTS REPORT

2019



**INSTITUTO
POLITÉCNICO
DO CÁVADO
E DO AVE**

TECHNICAL SHEET

DIRECTION

Maria José Fernandes

COORDINATION

Patrícia Gomes e Sofia Coelho

TRANSLATION

Manuela Cunha

PAGING

Natália Santos
IPCA Communication and Image Office

IMPRESSÃO

Graficamares



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IPCA

MARIA JOSÉ FERNANDES

PRESIDENT OF IPCA

PRESIDENT MESSAGE

The “IPCA 2019 - Activity and Accounts Report” reports the activity developed by IPCA within the scope of the mission and the various strategic axes that determine the Institution’s action, as well as the budgetary, economic and financial performance in 2019. The document also presents the evaluation of the IPCA Strategic Plan implementation for the period 2017 to 2019.

The year 2019 is marked by the celebrations of the IPCA’s 25th anniversary. A celebration that took place along the year based on a transversal academic, scientific, cultural and social program, which involved the entire IPCA community, the stakeholders and strategic partners. There were 25 years of history, people, events, activities and many projects that have brought the IPCA here. There are 25 years of success and consolidation of an educational and scientific project that added people and knowledge in favour of the society growth and development.

The 25th anniversary celebrations ended with a tribute ceremony to Professor João Carvalho, where the gratitude of this community for the work developed and his vision was publicly recognized and will always be the greatest reference of the IPCA in its 25 years of history.

The activity of teaching, research and cooperation with society followed the defined strategic objectives, having even surpassed in 2019 some of the goals set, namely in terms of student placement rates 1st year 1st time in the various levels of education, recognition by the FCT of the IPCA R&D units and the increase in the quality and quantity of activities developed for the internal and external community. In particular, the following main results in 2019 stand out:

- The total number of IPCA students exceeds 5000, which are divided into undergraduate courses (57%), Higher Professional Technical courses (24%), Master’s courses (17%) and other training (2%);
- The entry of 950 new undergraduate students, 686 new students from CTeSP and 375 new master students;
- The rate of placement in the national competition for access to degree courses approached 100%, and in CTeSP it reached 91.2%;

- Continuity of the faculty qualification policy, as more than 90% of full-time teachers have a doctorate or specialist title (by public tests);
- Very Good Evaluation attributed by FCT to three R&D units: the Accounting Research Center, the Applied Artificial Intelligence Laboratory and the Design, Media and Culture Research Institute (this in collaboration with the University of Aveiro and the University of Port);
- Increase in the number of teachers integrated in R&D units financed by FCT and in R&D projects and activities;
- Continuity of the sustainability and social responsibility strategy in all areas of intervention of the IPCA, with the implementation of various measures and projects aimed at environmental protection, sustainable mobility, implementation of energy efficiency measures, modernization procedures and administrative simplification, among other actions;
- Maintenance of a sustainable financial management policy, keeping the accounts balanced and the positive results of the management indicators, namely financial autonomy;
- Degree of execution of the Strategic Plan for the years 2017 and 2019 is around 71%.

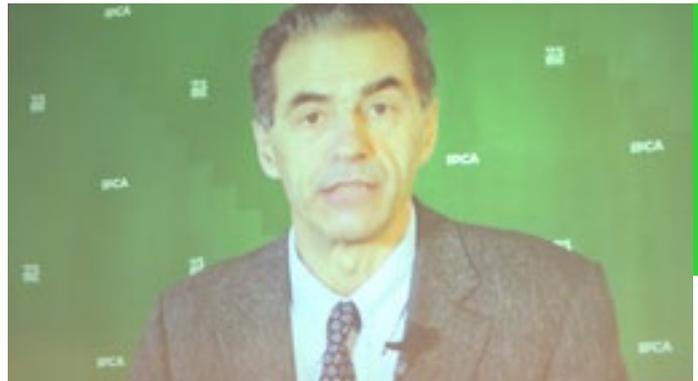
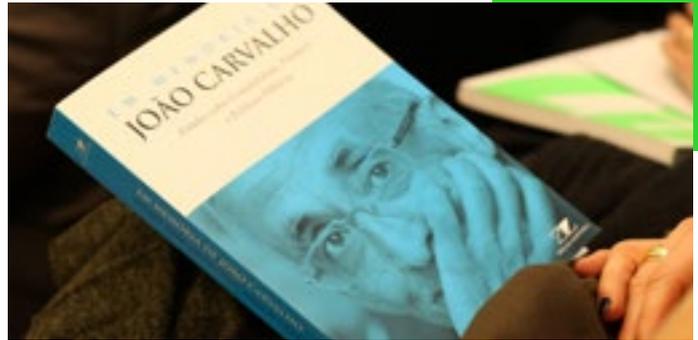
And by looking back and analyzing what has been done, we project the future and what remains to be done. And the challenges are many! We must take advantage of the opportunities that now arise. Without a doubt, 2020 will be marked by the impact of the COVID-19 pandemic on society in general, and on academic communities in particular. The social, economic, political and artistic impact will certainly have consequences for the activity that the IPCA will be able to develop in 2020. Overcoming the obstacles created with this context of uncertainty and insecurity, continuing the educational and scientific project of the IPCA, constituting an agent promoting the recovery of the economy and the life of societies, is a priority objective. We will certainly be up to the challenge, with the definition of measures and appropriate responses to the context, taking advantage of the opportunities that arise.

And with the collaboration of everyone, we will continue to anticipate the growth of the IPCA, both in terms of the number of new students, the number of international students, the number of students in short courses, the number of career teachers and specialists, the number and value of projects financed R&D, the number of courses, laboratories and equipment used in teaching and research activities.

I am sure that the motivation will continue to exist, the ambition will be great and with everyone we will be able to reach and even exceed the defined goals!

Tania José Fernandes

(President of Polytechnic Institute of Cávado and Ave)



IPCA IN NUMBERS

5015 • STUDENTS

8000 • ALUMNI

5 • SCHOOLS

3 • POLES

3 • R&D+i UNITS

14 • BACHELORS

22 • MASTERS AND POSTGRADUATES

23 • HIGHER PROFESSIONAL TECHNICAL COURSES

120 • INTERNATIONAL PARTNERSHIPS

360 • INTERNATIONAL STUDENTS

423 • TEACHERS, MANAGERS AND TECHNICAL STAFF

SECTION I

THE POLYTECHNIC INSTITUTE OF CÁVADO AND AVE

1. DESCRIPTION

The Polytechnic Institute of Cávado and Ave (IPCA), created in 1994, has developed the attributions provided for in the Law, contributing to the qualification increase of the Portuguese population, guaranteeing more training for more students, and reinforcing scientific activity and applied research, in direct connection with the business and industrial environment.

According to the vocation and available resources, the IPCA, aware of its purpose and responsibilities, defined as its mission

“IPCA is a public higher education institution, whose mission is to contribute to the sustainable development of society, to stimulate cultural creation, applied research and research, and to encourage reflective and humanistic thinking. Inserted in the European space of higher education, it provides areas of knowledge for the exercise of attractive professional activities at national and international levels, promoting mobility, employability and reciprocal relationships with the community.”

(art. 2, no. 1, of the IPCA statutes and art. 2 of the IPCA foundation statutes)

The IPCA's mission highlights the emphasis placed on contributing to society, through the quality and relevance of the training offer in the areas of business sciences, technologies, design and tourism, aimed at different audiences, which, based on applied research and innovation, creates, transmits and disseminates knowledge, in close articulation with the surrounding community.

With 25 years of existence and being present in four municipalities in the Vale do Cávado and Ave - Barcelos, Braga, Guimarães and Famalicão - and the undeniable contribution that the IPCA has made to the increase in the qualifications of the population and to scientific production with an impact in the social and economic development of the region and the country.

The Institution's performance has, in recent years, been more emphasized in 2019, also characterized by the incorporation of the socially responsible dimension, with concerns in terms of managing the impacts caused in the community in which it operates and involving the entire academic community in this management.

2. LEGAL FRAMEWORK

IPCA is a public polytechnic higher education institution, having been created by Decree-Law No. 304/94, of 19 December. It is headquartered at the IPCA Campus, in Barcelos, and also has geographically relocated units in other municipalities in the Vale do Cávado and Ave, more specifically, Braga, Famalicão and Guimarães.

As a higher education institution, IPCA complies with the provisions of the Legal Regime for Higher Education Institutions (RJIES), a diploma approved by Law No. 62/2007, of 10 September, which regulates, among others, its constitution, attributions and organization, the functioning and competence of its bodies and, also, the public supervision and supervision of the State over it, within the framework of its autonomy.

In 2018, through Decree-Law no. 63/2018, of 6 August, it was established as a public foundation under a private law regime, with the foundation's statutes as an attachment and an integral part of it.

IPCA has statutory, pedagogical, scientific, cultural, administrative, financial, patrimonial and disciplinary autonomy. IPCA Statutes are the fundamental norm for the institution's internal organization and functioning.

Thus, within the scope of its statutory autonomy and under public law, IPCA developed its statutes, approved by normative Order no. 21/2010, published in the Diário da República, 2nd series, no. 141, of July 22, 2010, having been amended and republished by normative Order No. 15/2014, published in the Diário da República, 2nd series, No. 214, of November 5, 2014, and also by Normative Order No. 20/2015, published in the Diário da República, 2nd series, No. 201, of October 14, 2015.

The transformation of the IPCA into a public foundation with a private law regime, implied a new revision of the Statutes that resulted in the respective ratification through normative Order no. 1-A / 2019, published in the Diário da República, 2nd series, n. 113, of July 14, 2019.

3. IPCA FOUNDATION

Under the terms of the Statutes, the bodies of the IPCA Foundation are (Article 7 of the Foundation's statutes):

Table 1 - Bodies of the IPCA Foundation

Board of Trustees
Single Auditor
Other bodies provided for in the law and in the IPCA statutes

Under the terms of paragraph 1 of article 8 of the statutes of the IPCA foundation; the Board of Trustees is composed of five personalities of high merit and professional experience, in the academic, business, cultural, international relations and scientific and technological innovation areas, recognized for this purpose as especially relevant, being appointed by the Government on a proposal from the Council General.

According to article 14 of the IPCA Statutes, the bodies of the IPCA are:

Governing Bodies

- General Council
- President
- Management Council

Advisory bodies

- School Board of Directors
- Academic Council
- Council for Evaluation and Quality
- Student Ombudsman

4. ORGANIC TEACHING AND RESEARCH UNITS

Considering the fulfillment of its mission as well as the specificities of the social, economic and cultural context in which it is inserted, IPCA has teaching and research organic units:

Table 2 - IPCA Teaching and Research Organic Units

Organic Teaching and Research Units	School of Management
	School of Technology
	School of Design
	School of Hospitality and Tourism
	Technical Higher Professional School

The Teaching and Research Organic Units, called Schools, are structures with their own bodies and staff, through which IPCA ensures the pursuit of its mission in each area of knowledge, with special emphasis on the dimensions of teaching and research.

4.1 School of Design

The School of Design (ESD) is a teaching and research organic unit, with academic autonomy and intends to continue as a national and international reference school. In the exercise of its autonomy, its mission is to intervene and develop graduate and postgraduate training, research and cooperation with society.

It offers 1st and 2nd cycle courses in the areas of communication design, industrial and product design, illustration and animation, and digital media.

With an eminently practical training, the conditions are met to prepare designers for the creation of innovative solutions through the integrated development of projects. A young school that generates ideas that promotes in its students and teachers that the effort and knowing how to do well, makes its scientific and training project a reference in the field of design in Portugal.



Future facilities of School of Design in the center of Barcelos

4.2 School of Management

The School of Management (ESG) is an organic teaching and research unit of IPCA, integrating itself into the Portuguese public higher education network, in terms of polytechnic education. Based in the city of Barcelos, its mission is to contribute to the development of society, stimulate cultural creation, applied research and research and foster reflective and humanistic thinking, providing areas of knowledge for the exercise of professional activities.

It started its pedagogical activity in the academic year 1996/1997, currently offering master's, undergraduate and graduate courses. Within its attributions, ESG also organizes short courses, preparation courses for exams to access professional orders, international seminars and congresses, within its areas of expertise.

The quality of the education given is stimulated by the successful application of the principles of the Bologna Declaration as well as the articulation with the business sector and the public sector, affirming ESG as a pillar of regional and national development.



Facilities of School of Management

4.3 School of Hospitality and Tourism

The School of Hospitality and Tourism (ESHT) started operating in the academic year of 2017/2018, as a result of a strategic purpose of affirming IPCA in the area of Tourism and in the Ave region, and soon will soon have its headquarters in the city of Guimarães.

A school oriented towards higher education and applied research in the areas of hospitality, tourism and food innovation, attentive to the evolution of training needs in an expanding sector, offers 1st and 2nd cycle courses.

ESHT is differentiated by its real-life learning model, based on the teaching model of some of the best international hotel and tourism schools. This distinctive element will be brought by the Hotel-Escola, which will provide students with an acquisition of transversal skills due to the fact that they experience the reality of hotels and tourism in different areas of intervention.



Future School of Hospitality and Tourism facilities at Quinta do Costeado, in Guimarães

4.4 School of Technology

The School of Technology (EST) started its activity in October 2004 and currently has an educational offer focused on Engineering, offering undergraduate, master's, postgraduate courses and advanced courses in the fields of computer science, digital games, computer graphics, electronics, automation, robotics, industrial management and artificial intelligence.

In recent years, EST has been focusing on digital entertainment as one of the main opportunities of economic and academic potential, both in Europe and in the rest of the world. As a result of this commitment, in 2009, the country's first Digital Game Development Engineering Degree course was created, and in 2014 the first Portuguese Research Center entirely dedicated to digital games, the "Digital Games Lab", was inaugurated. In 2018 the Research Center on Applied Artificial Intelligence

(2Ai) was created, accredited by FCT with the classification of “Very Good”.

In parallel to the teaching activity, EST regularly organizes educational and scientific extension activities such as workshops, lectures and seminars to disseminate knowledge.



Facilities of School of Technology

4.5 Technical Higher Professional School

The Technical Higher Professional School (ETESP) is the newest organic teaching unit of the IPCA, having started operating in the academic year 2019/2020. ETESP was born out of a strategic goal of IPCA's collaboration with the productive sector of Cávado and Ave region, responding to the training needs for higher professional technicians.

The school offers Higher Professional Technical Courses in the areas of Design, Management, Tourism and Technology, aimed at supporting the business fabric in the preparation of qualified labour.

ETESP is differentiated by its learning model in a real context, where collaboration with companies is essential, through partnerships that allow internships for all its students and also the teaching of Curricular Units in a company environment. The commitment to approach the business fabric of the Cávado and Ave region is assumed through the geographical presence in the municipalities of Braga, Barcelos, Guimarães and Vila Nova de Famalicão.



Facilities of Technical Higher Professional School

SECTION II

PEOPLE

People are the essence of IPCA and its greatest asset. Students, teachers, managers and technical and management personnel represent the academic community of the IPCA, and they are the basis of all the action developed by the institution.



1. STUDENTS

5.015

TOTAL NUMBER OF STUDENTS

Data reported as of December 31, 2019

NEW STUDENTS	950	375	686
	NEW BACHELOR DEGREE STUDENTS	NEW MASTER DEGREE STUDENTS	NEW TECHNICAL HIGHER PROFESSIONAL COURSES STUDENTS
GRADUATES 2019	573	80	293
	BACHELOR DEGREE GRADUATES	MASTER DEGREE GRADUATES	TECHNICAL HIGHER PROFESSIONAL COURSES GRADUATES
TOTAL OF SUBSCRIBERS	2860	846	1191
	BACHELOR DEGREE STUDENTS	MASTER DEGREE STUDENTS	TECHNICAL HIGHER PROFESSIONAL COURSES STUDENTS
	56	62	197
	STUDENTS UCI'S	POST GRADUATION STUDENTS	INTERNATIONAL STUDENTS

The distribution of students by different types of training remains similar to that of the last few years, with a higher prevalence of students in undergraduate courses (950), followed by students enrolled in technical higher professional courses (CTESP) (656) and master students (375).

In the current academic year, 197 international students attend frequented IPCA.

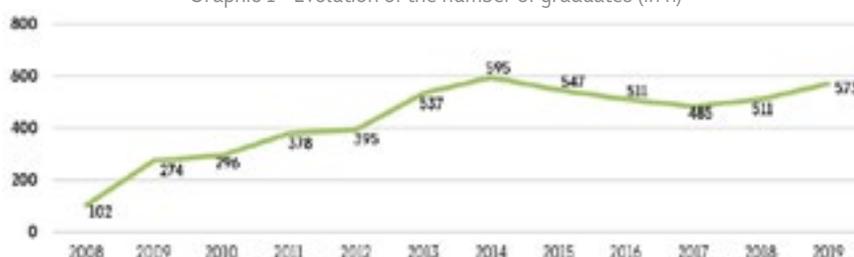
2. GRADUATES

In 2019 the total Higher Professional Technical Course (CTESP) graduates increased slightly compared to the total registered in 2018, a fact that is essentially due to the first CTESP graduates in Tourism, Nature and Adventure.

School	2016	2017	2018	2019	Total
School of Management	50	133	51	54	288
School of Technology	31	126	160	140	458
School of Design	--	20	50	72	143
School of Hospitality and Tourism		20	17	27	64
Total	81	299	278	293	953

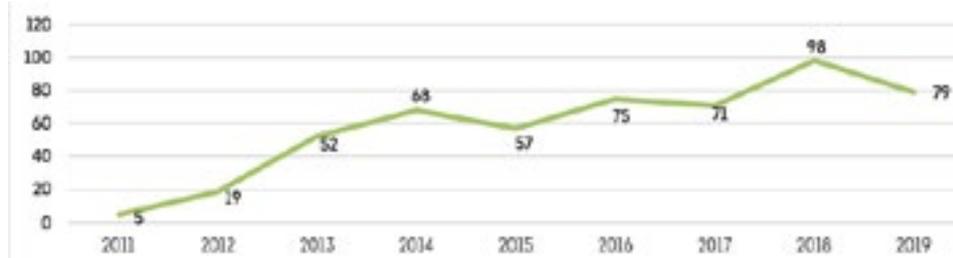
In 2019, 573 undergraduate students graduated from IPCA, registering a slight increase compared to the previous year.

Graphic 1 - Evolution of the number of graduates (in n)



In 2019, 80 students obtained their master's degree, registering a slight decrease compared to the previous year's total. The following graph shows the evolution of the number of master's graduates in recent years.

Graphic 2 - Evolution of the number of master's graduates (in n)



3. HUMAN RESOURCES

The IPCA human resources structure has experienced, over the years, variations due to the growth of the institution and changes in the training offer, reflecting a dynamic and flexible institution, capable of adapting human resources to its needs.

3.1 Teaching staff

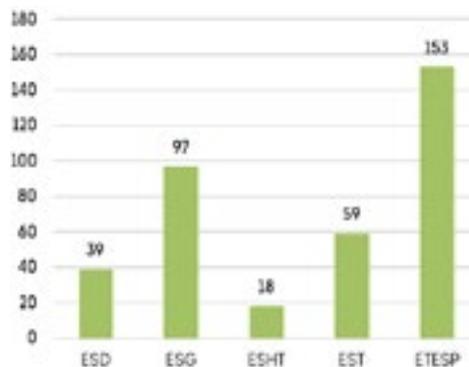
As of December 31, 2019, the human resources structure of the IPCA had a total of 266.9 elements in FTE (Full Time Equivalent), distributed by 208.9 teachers and 58 managers and technical and management personnel, representing, respectively, 78% and 22%.

There is an increase of 11% in the number of FTE and 21% in the number of managers and technical and management staff compared to the same period.

Over the years of pedagogical activity, the teaching staff has experienced variations in terms of the number of teachers who collaborate with the Institution, related to the increase and diversification of the courses taught and, consequently, with the number of students.

In 2019, the Teaching Staff is comprised of 366 teachers, corresponding to 208.9 FTEs, who are integrated in the five schools of IPCA.

Graphic 3 - Teaching staff by school in 2019



Under the terms of the Polytechnic Higher Education Teaching Staff Career, teaching staff is divided into careers, with an open-ended public service contract - Principal Coordinating Professor, Coordinating Professor and Adjunct Professor - and invited professors, with a fixed term contract in public functions.

The service provision regime is also divided into full-time and part-time. The percentage of collaboration on a part-time basis is based on the number of hours of teaching service provision.

In the general teaching staff is divided into the following categories and regimes:

Table 3 - Teaching staff by category and regime in 2018 and 2019

SERVICE PROVISION SCHEME	Principal Coordinating Professor		Coordinating Professor		Adjunct Professor		Invited Adjunct Professor		Assistant		Invited Assistant	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Full-time	2	2	12	11	61	65	3	6	2	2	5	--
Part time 90%	--	--	--	--	--	--	3	3	--	--	-	--
Part time 70%	--	--	--	--	--	--	1	3	--	--	-	--
Part time 60%	--	--	--	--	--	--	--	1	--	--	--	--
Part time 55%	--	--	--	--	--	--	3	4	--	--	66	84
Part time 50%	--	--	--	--	--	--	--	2	--	--	58	66
Part time 45%	--	--	--	--	--	--	2	--	--	--	6	4
Part time 40%	--	--	--	--	--	--	--	1	--	--	12	14
Part time 35%	--	--	--	--	--	--	1	2	--	--	5	6
Part time 30%	--	--	--	--	--	--	1	--	--	--	58	65
Part time 25%	--	--	--	--	--	--	--	--	--	--	9	10
Part time 20%	--	--	--	--	--	--	--	--	--	--	3	5
Part time 15%	--	--	--	--	--	--	--	--	--	--	14	10
Part time 10%	--	--	--	--	--	--	--	--	--	--	--	--
Total by category	2	2	12	11	61	65	14	22	0	2	236	264

Despite the number of invited assistants prevailing, it should be noted that, at the level of full-time professors, the percentage of career professors is over 90%, which shows a stabilization of the teaching staff. In a total of 86 full-time professors, 80 are career professors and only 6 are invited professors.

In the following table we can see the distribution of the teaching staff by academic training and service provision regime, respectively.

Table 4 - Teaching Service Scheme / Academic Qualifications 2017-2019

ACADEMIC QUALIFICATIONS	Full-time			Part-time			Total		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Doctorate	66	70	74	37	43	40	103	113	114
Specialist	3	6	8	7	9	14	10	15	22
Master's	11	8	4	91	104	121	102	112	125
Graduation	2	1	0	65	86	105	67	87	105
TOTAL	82	85	86	200	242	280	282	327	366

3.2 Managers and Technical and Management Staff

IPCA is endowed with a group of professionals who guarantee the normal functioning of the institution. In 2019, at the level of its managerial and technical and management personnel, 58 jobs were occupied, distributed among the different units and services, according to the tables below:

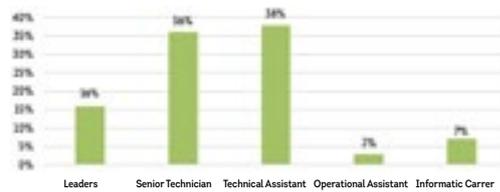
Table 5 - Management positions 2017-2019

UNITS / SERVICES	Senior Manager			Intermediate Manager			Total Managers		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Administrator	1	1	1	--	--	--	1	1	1
Social Welfare Services	1	1	1	--	--	--	1	1	1

Praxis 21 Unit	1	1	1	--	--	--	1	1	1
Flexible Cross-cutting Unit for Strategic Infrastructure Management	--	--	1	--	--	--	--	--	1
Teaching Unit for Higher Professional Technical Courses	1	1	--	--	--	--	1	1	--
Common Service	--	--	--	2		2	2	--	2
School of Design	--	--	--	--	--	1	--	--	1
School of Management	--	--	--	1	1	1	1	1	1
School of Technology	--	--	--	--	--	1	--	--	1
Total	4	4	4	3	1	5	7	5	9

Regarding the careers/professional categories of managerial and technical and management personnel, the most represented careers were Technical Assistant and Senior Technician, with 38% and 36%, respectively, as shown in the graph below:

Graphic 4 - % Workforce by Career / Category in 2019



SECTION III

EDUCATION AND TRAINING

	21				
	HIGHER PROFESSIONAL TECHNICAL COURSES				
TRAINING OFFER	14				
	BACHELORS				
	14				
	MASTERS				
	4				
	POSTGRADUATION STUDIES				
	10				
	SHORT COURSES				
LOCAL OPERATION	IPCA CAMPUS	POLE OF BRAGA	POLE OF GUIMARÃES	POLE OF FAMILICÃO	
	DAYTIME	NIGHT-TIME	DISTANCE TEACHING	B-LEARNING	

1. TRAINING OFFER

1.1 Higher Professional Technical Courses

The Higher Professional Technical Courses (CTeSP) are a short-term higher education that does not confer a degree. The completion of a course of this nature gives a diploma of "Higher Professional Technician".

This cycle of studies, with the duration of 4 academic semesters, given in the scope of polytechnic education, has a general and scientific training component, a technical training component and a training component in the work context, which is accomplished through an internship for a semester.

Table 6 - Higher Professional Technical Courses in 2019/2020

Designation	Date of registration	Local of operation		Regime of operation
		1 st year	2 nd year	
Mobile Applications	07-10-2014	Guimarães		daytime
Management Support	02-10-2014	Barcelos Vila Nova de Famalicão	Barcelos Braga	daytime
Electronic Trade	16-09-2016	Vila Nova de Famalicão	Braga	daytime
Accounting and Taxation	28-07-2015	Guimarães		daytime
Technical Drawing and Maquination	07-10-2014	Barcelos		daytime night-time

Web Development and Multimedia	16-09-2016		Barcelos	daytime night-time
Footwear Design	22-07-2015		Guimarães	daytime
Fashion Design	22-09-2016		Guimarães Vila Nova de Famalicão	daytime
Digital Media Design	22-09-2016		Guimarães	daytime
Electronics, Automation and Commands	06-10-2014	Vila Nova de Famalicão	Braga	daytime
Energy, Telecommunications and Domotics	16-05-2017	Vila Nova de Famalicão	Braga	daytime
Export and Logistics	26-09-2014	Vila Nova de Famalicão	Braga	daytime
Production's Industrial Management	16-09-2016		Barcelos	daytime
Illustration and Graphic Arts	22-09-2016		Guimarães	daytime
Industrial Maintenance	16-08-2018		Barcelos	night-time
Automobile Mechanics	22-07-2015		Barcelos	daytime night-time
Organization and management of events	23-07-2015		Guimarães	daytime
Networks and Informatics Security	08-09-2015		Barcelos	daytime night-time
Electronic Systems and Computers	16-09-2016	Vila Nova de Famalicão	Braga	daytime
Advanced Welding	17-09-2019	Braga*	n.a.	night-time
Tourism, Nature and Adventure	22-09-2016		Guimarães	daytime

* 1st semester of the course was taught at the pole of Braga and the 2nd semester is taught at the DST Bysteel Group company

1.2 Bachelors

The training offer of IPCA at the level of the 1st cycle is part of a logic of diversification of the offer of higher education with certified courses and adequate to the concrete needs of the labour market, as well as the increasing globalization that places the demand for a better qualification of human resources.

All degrees are taught at the IPCA Campus, in Barcelos.

Table 7 - Degree courses in 2019/2020

School	Designation	Date of Registration	Regime of Operation
School of Design	Graphic design	27.12.2016	daytime night-time
	Industrial Design	15.07.2016	daytime
School of Management	Accounting	19.06.2019	daytime night-time
	Finances	10.02.2020	daytime
	Taxation	19.07.2019	daytime night-time
	Business Management	22.05.2017	daytime night-time
	Public Management	02.05.2019	daytime e-learning
	Legal Studies [Solicitors]	19.12.2013	daytime night-time
	School of Hospitality and Tourism	Tourism Management	14.03.2014
School of Technology	Electrotechnical and Computer Engineering	12.05.2014	daytime
	Digital Games Development Engineering	19.05.2015	daytime
	Computer Systems Engineering	12.12.2016	daytime night-time
	Medical Informatics Engineering	12-07-2018	daytime
	Industrial Engineering and Management	23.05.2017	daytime

1.3 Masters

Of a professional nature and applied research, the 2nd cycle courses offered by the organic teaching and research units of the IPCA, provide an advanced professional training that prepares highly qualified staff and contributed to the initial research training.

All master's degrees are taught at the IPCA Campus, in Barcelos, on an after-work basis, with the exception of the Master's in Autarchic Management that works on a b-learning basis.

Table 8 - Master degrees on 2019/2020

School	Designation	Date of Registration	Regime of Operation
School of Design	Product Design and Development	15.07.2016	night-time
	Digital Design	15.03.2016	night-time
	Illustration and Animation	11.02.2016	night-time
School of Management	Auditing	19.07.2019	night-time
	Accounting and Finance	19.06.2019	night-time
	Taxation	12.07.2019	night-time
	Autarchic/Local Government Management	25.05.2011	B-learning
	Business Management	01.08.2013	night-time
	Legal Studies [Solicitors]	27.02.2014	night-time
School of Hospitality and Tourism	Tourism Management	24.04.2015	night-time
School of Technology	Electronics and Computer Engineering	01.04.2013	night-time
	Engineering of Digital Games Development	06.05.2014	night-time
	Informatics Engineering	19.08.2013	night-time
	Sistemas Integrados de Gestão OAS (Qualidade, Ambiente, Segurança)	12.08.2015	night-time

1.4 Participation in the PhD Program at the University of Aveiro

In 2019 IPCA collaborated in the 2nd semester of the 2nd edition and in the 1st semester of the 3rd edition of the PhD program in Accounting at the University of Aveiro (UA).

1.5 Postgraduate studies

The postgraduate courses in operation at IPCA are courses, not conferring a degree, which provide advanced training of a specialized nature in specific fields, whose successful completion leads to the award of a diploma.

Table 9 - Postgraduate Courses in 2019/2020

School	Designation	Edition
School of Design	Accounting Standardization Systems for Public Administrations	4 th edition
	Taxation	11 th edition
School of Hospitality and Tourism	Digital Marketing	1 th edition
School of Technology	Cyber Security and Forensics Informatics	1 th edition

2. ACADEMIC SUCCESS AND SCHOOL ABANDONMENT

The promotion of academic success and the fight against school dropout are strategic priorities for IPCA, within the scope of its Strategic Plan.

One of the measures of academic success is the percentage of students who obtained the degree in the number of years corresponding to the duration of the study cycle.

The data shows that, of the 866 students who graduated in 2019, 77.7% completed the course within the expected time, with the highest rate seen at the Escola Técnica Superior Profissional (89.8%).

Table 10 - Academic Success in Bachelor and CTeSP studies in 2019

	n		n+1		> n+1		TOTAL
	Nº	%	Nº	%	Nº	%	
ESD	92	88,5%	8	7,7%	4	3,8%	104
ESG	197	66,8%	44	14,9%	54	18,3%	295
ESHT	36	73,5%	7	14,3%	6	12,2%	49
EST	85	68%	23	18,4%	17	13,6%	125
ETESP	263	89,8%	25	8,5%	5	1,7%	293
IPCA	673	77,7%	107	12,3%	86	10%	866

*n years = 3 years in undergraduate courses

The creation of support structures for students, helping them to adjust their expectations and develop ways to deal with anxiety and diversified support in situations of economic need, are essential measures in the fight against school drop-out, in the social and economic context where we live. On the other hand, the monitoring and proximity of the academy, with a view to facilitating the integration / adaptation of new students to the institution, making them feel part of it, is a priority in retaining students, with more emphasis on the 1st year.

SECTION IV

RESEARCH, DEVELOPMENT AND INNOVATION

IPCA promotes a research, development and innovation (R & D + i) policy clearly aligned and articulated with the educational project in order to channel the resources available for the development of the institution's areas of specialization and to encourage the involvement of teachers, students and companies in R & D + i activities. In order to respond to societal challenges, IPCA operates following a collaborative and cooperative approach with all entities in the economic and social fabric of the region in order to enhance the R & D + i activities.

In 2019 stands out:

- The VERY GOOD rating attributed by the Foundation for Science and Technology (FCT) to three IPCA R&D units: the Accounting and Taxation Research Center (CICF), the Applied Artificial Intelligence Laboratory (2Ai) and the Research Institute in Design, Media and Culture (ID +);
- Increase in the percentage of teachers integrated in an R&D unit with a positive evaluation of FCT and, consequently, in the percentage of teachers involved in R&D activities;
- Increase in the number of projects and external financing obtained for the R & D + i activity;
- Increase in the value attributed by IPCA to professors in the scope of the incentive to scientific production prize;
- Increase in the number of ISI / Scopus indexed publications, as well as other reference publications in the various scientific domains of schools;
- Significant increase in the number of projects financed;
- High participation of IPCA professors in scientific events, either in the presentation of communications, or in participation in scientific commissions and commissions for organizing events;
- Continuation of the faculty qualification policy, in which the percentage of PhDs among full-time professors reaches 86%.

1. R&D UNITS

IPCA submitted to the Foundation for Science and Technology (FCT) the evaluation of three R&D units: the Accounting and Taxation Research Center (CICF), the 2Ai (Applied Artificial Intelligence Laboratory) and ID + (Design, Media and Culture Research Institute), in collaboration with the University of Aveiro and the University of Porto.

The three units were recognized for the quality of their R&D activities, having obtained a VERY GOOD rating. These units have the challenge of executing a strategic plan for 4 years, carrying out research with an impact on society and carried out in collaboration with the business and social sectors of the region. The following table summarizes the value of the base and programmatic financing approved by FCT for the following 4 years:

Table 11 - FCT financing for R&D+i Units

R&D Units	Basic financing	Programmatic financing
CICF	225.000€	135.000€
2Ai	165.000€	285.000€
ID+	195.000€	67.512,61€
Total	585.000€	487.512,61€

It should also be noted that, after the last evaluation process of R&D units by FCT, about 60% of IPCA's full-time teachers are integrated in R&D units with positive evaluation and financed by FCT.

1.1 Accounting and Tax Research Center (CICF)

The creation and promotion of the CICF has allowed the consolidation of the research produced in the areas of Accounting and Taxation. With the relations established between CICF and other institutions of national and international scientific research, it is intended to encourage and improve scientific research applied to the national context.

The CICF also intends to maintain permanent contact with economic agents, emphasizing the implementation of applied research projects in local regions. It is also a strategic objective of the CICF to maintain a relationship of cooperation and interaction with professional associations. National and international, representing the areas of Accounting and Taxation.

In order to promote applied research and deepen knowledge on the most relevant and emerging themes of Accounting and Taxation, adding value in the core areas of the CICF, it is structured in four research groups: (1) Public Accounting, (2) Accounting and Social Responsibility, (3) Financial and management accounting and (4) Taxation.

Currently, CICF is composed of a team of 21 integrated members, of which 4 are PhD students, 28 collaborating members, involving the IPCA and another 18 national higher education institutions.

1.2 Applied Artificial Intelligence Laboratory (2Ai)

2Ai features a team of multidisciplinary academic and scientific researchers from areas such as computer vision, cognitive systems, machine learning, language processing, serious games and robotics. That, it will seek to carry out applied research, with fundamental advances in the areas mentioned above, but particularly in the application of these transversal themes in the development of technically innovative solutions and services for health, industry, environment and safety.

2Ai intends to contribute scientifically to increase knowledge and information about systems and interaction between robots and humans, enhancing their performance in the impact areas of 2Ai.

To that end, machine learning techniques, which include natural language processing and computer vision, will be applied to extract information and to provide knowledge to automatic intelligent decision systems and collaboration systems between humans and AI. In 2Ai, game concepts will also be applied for the development of new intelligent training approaches, and for the development of natural and increased in the iteration and control of the environment.

2019 was a very special year for 2Ai, whose main challenge was to put the unit into operation, namely, to approve its regulations, elect its Director and define the internal rules of operation.

Currently, the integrated team of 2Ai comprises 14 integrated members (EST professors), 9 collaborating members and 12 PhD students.

1.3 Research in Design, Media and Culture (ID+)

The Research Institute for Design, Media and Culture ID + is a consortium made up of IPCA, the University of Aveiro and the University of Porto. At the IPCA pole, 13 career teachers are integrated members and participated in the last FCT assessment in which ID + was rated Very Good.

In terms of Design, ID + has as its mission the active intervention for the symbolic qualification of artifacts in their different contextual scales (local, regional, European, Portuguese, etc.), enhancing the nature of cultural and technological mediation that characterizes Design, not abdicating the social questioning and poetic innovation that Art provokes; to root Design and Art at a structuring level in the multidisciplinary definition of any credible scenario for sustainable growth and prosperity; validate Design and Art as ethical assumptions for a demanding, critical and participative citizenship, cultivating their appropriation and translatability at a social, cultural and economic level; scrutinize the contemporaneity of cultural heritage, overcoming the fixation on a georeferenced identity in favor of a map of differentiating virtues.

The ID + IPCA group is mainly focused on the relationship between Design and the creative industries with the business community, highlighting, in recent years, a set of applied research projects for design training for different companies and audiences. This group holds two international conferences - in the areas of illustration and animation and in digital design and communication - recognized by peers.

2. ONGOING R & D + I AND TECHNOLOGY TRANSFER PROJECTS

IPCA is still developing several R&D+i projects two technology transfer projects, in the area of technologies for health, presented in the tables below.

Project name	Financing body	Approved budget	Coordinating institution
IPSAS - The process of changing public accounting as a result of the adoption of IPSAS in the Iberian Peninsula	POCI, FCT	65 320,00 €	IPCA/CICF
ECF - Education and Tax Citizenship	FCT	8 187,95 €	IPCA/CICF
SmartORTHOSIS - Personalized intelligent orthosis for positional plagiocephaly	FCT	83 747,11 €	IPCA/2Ai
Maintenance4.0 - Intelligent and Predictive Maintenance Management in Production Systems	FCT	15 615,67 €	IPB
RnMonitor - Online Monitoring Infrastructure and Strategies of Active Mitigation of Radon Gas in Indoor Air in Public Buildings in the Northern Region of Portugal	POCI, FCT	20 009,49 €	IPVC
sBee - Smart Beekeeping	IFAP	149 023,50 €	IPCA/2Ai
SilkHouse - Development of an intelligent micro network based on renewable energy sources and a system of monitoring for Casa da Seda	POCI, FCT	17 084,66 €	IPB
Sono ao Volante 2.0: Information system for forecasting sleep while driving and detecting disturbance or deprivation chronic sleep	ANI, NOR-TE2020	205 086,77 €	OPTIMIZER
GROW: UP: Growing in border regions in Portugal: youth, educational pathways and agendas	POCI, FCT	15 485,67 €	IPCA/2Ai
TESTOR: TESTOR - The production and simplification of evidence	FCT	82 241,25 €	IPCA/ESG/EST

TrivPlat.: TrivPlat - Monitoring, management tool and evaluation of electronic public purchases (Trivago das platforms)	POCI, FCT	10 550 €	IPCA/ESG
Design Note: For a Design Observatory in Portugal: Models, Instruments, Representation and Strategies	POCI	14 652,51€	IPCA/ID+
HCTourism: Human Capital Profile and Trends in the Tourism Sector	FCT	107 173,38 €	IPCA/ESHT
Smart Active Mold.: Optimizing thermal performance injection molding	POCI, ANI	202 086,52 €	IPCA/ESD
ActiveRest.: Active and intelligent textile mattress cover for the prevention of pressure ulcers	POCI, ANI	112 031,38 €	IPCA/ESD
ECOBOND.: Development of new adhesives with isocyanate microcapsules with application in the food industry	POCI	192 474,3 €	IPCA/ESD
iTC4Silver: Development of digital technologies for respond to the needs of the elderly economy, or Silver Economy	INTERREG	145 000,00 €	IPCA/ESD
Technologies for Surgical Theater: development of artificial intelligence-based technologies for improving of surgical techniques and workflows.	KARL STORZ	320 000,00€	IPCA/2Ai

Table 12 - Technology transfer projects

Operation Designation	Project Manager	Financing body	Value	Entities
System for guiding minimally invasive surgical procedures	João Vilaça	KARL STORZ, Germany	Up Front + royalties*	IPCA(2Ai)/UM
Medical imaging tracking toolbox (MITT)	João Vilaça	Medviso AB, Sweden	royalties of 50% per license	IPCA(2Ai)/KU Leuven/UM

3. INTELLECTUAL PROPERTY

Within the scope of IPCA's intellectual property policy and the R&D and technology transfer activities that have been developed, researchers are encouraged to register the licensing, whenever possible, of patents that result from the results of the execution of projects that give rise to industrial property rights. In 2019 were registered 5 patents and licenses. During 2019, 3 technology transfer agreements were also licensed.

4. ORGANIZATION OF SCIENTIFIC EVENTS

IPCA promotes activities for the transfer of knowledge and technology, in conjunction with the scientific research and technological development ecosystem, in order to disseminate and disseminate the research results and promote debate and discussion in the areas of specialization it develops.

In addition to the participation of professors and researchers in various scientific events in 2019, the following are the scientific events organized by IPCA throughout the year:

- "Executive Action - An interdisciplinary and comparative view of the process"
- 18th International Conference on CSR and 9th Organisational Governance Conference
- 3rd Winter School on Artificial Intelligence for Games
- 7th International Conference on Serious Games and Applications for Health, IEEE SeGAH 2019
- Conference "Transparency and rigor of public accounts: the contribution of the SNC-AP"
- International Conference on Design and Communication (DIGICOM)
- International Conference on Illustration and Animation (CONFIA)

- Luso-Brazilian Congress on Human Rights and Artificial Intelligence
- GameDev Week
- Global Game Jam 2019
- II International Congress of Public Accounting
- International Conference on ENTERprise Information Systems (CENTERIS)
- International Symposium on Digital Forensic and Security (ISDFS)
- IPCA Game Jam 2019
- Week Industry 4.0, Big Data & Data Science
- V Conlubradec Congress - V International Congress of Business and Citizenship



18th International Conference on CSR and 9th Organisational Governance Conference, in the ESG, 10 a 13 de september of 2019, Barcelos.



II International Congress of Public Accounting, in the OCC facilities, 14 and 15 March 2019, Lisbon.

5. SCIENTIFIC PRODUCTION

Scientific production is one of the indicators that allows assessing the quality of the R&D activity carried out by the HEIs. The number of scientific publications published in the reference year is shown in the table below, organized into five essential categories. Noteworthy is the significant increase, compared to the same period in the year, of ISI or Scopus indexed publications, whether in magazines (80) or in conference proceedings (160). In a total of 318 publications, about 65% are indexed by ISI or Scopus, which represents a ratio of 1.82 publications indexed by each professor with PhD.

Table 13 - Number of Scientific Publications in 2019

	Papers in indexed journals (ISI / Scopus)	Papers in not indexed journals	Books	Book Chapters	Papers in conference proceedings
ESD	22	7	3	12	36
ESG	9	22	6	30	11
ESHT	15	10	1	8	16
EST	29	1	0	9	49
ETESP	5	2	0	1	14
Total	80	42	10	60	126

SECTION V

INTERACTION WITH SOCIETY

Like any other HEI, IPCA operates in an open and global system, where interacting with several agents and stakeholders, influencing each other mutually.

In this axis of interaction with society, IPCA proposes to achieve three strategic objectives: (1) to increase interaction with society and people, (2) to establish a culture of internationalization in teaching and research and (3) to develop student' capacities for entrepreneurship and innovation.

1. COOPERATION WITH SOCIETY

In 2019, partnerships and actions were formalized, as well as strategic projects, which allowed the consolidation of the IPCA's cooperation strategy with the surrounding society, namely in the Cávado and Ave regions, in the form of:

- Strategic partnerships with municipalities in the region
- Participation in regional school networks
- Participation in national and foreign higher education networks
- Strategic cooperation with the CIMs of Cávado and Ave and other entities in the region.

2. INTERNATIONALIZATION

Within the scope of the internationalization strategy and reinforcement of the international dimension of IPCA, the establishment of strategic partnerships, joint curriculum development and exchange are of particular importance, allowing the increase and maintenance of the quality of its teaching projects and of the institution itself in general.

The International Relations Office, integrated in the Praxis 21 Unit (GRI / Praxis21), ensures the monitoring and operational support of the internationalization of education initiatives, namely, within the scope of academic cooperation and mobility

2.1 Mobility of Students, Teaching Staff and Non-Teaching Staff

The largest flow of academic mobility activity occurred under the Erasmus + Program. The evolution of student flows in international study mobility in the period between 2011 and 2019 is shown in tables bellow.

Table 14 - IPCA students in study mobility under Erasmus + and other frameworks (outgoing)

Years	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total	25	31	29	29	34	34	32	34	36

Table 15 - IPCA Students in Internship Mobility (outgoing)

Years	2014	2015	2016	2017	2018	2019
Total	5	18	17	22	21	21

Table 16 - Foreign students in Mobility under Erasmus + and other frameworks (incoming)

Years	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total	25	35	71	136	94	84	89	83	95

In 2018/2019, 51 professors and employees of IPCA held a short-term international mobility, and 46 professors / employees / experts / invited professionals from foreign companies were at IPCA to teach, give lectures and workshops and share good practices.



2.2 Cooperation with Portuguese Speaking Countries

IPCA considers priority axes of its performance, cooperation and exchange not only with the European higher education space, but also with the African Countries of Official Portuguese Language (PALOP), Brazil and Macau, thus promoting interculturality and citizenship, and creating new opportunities for personal, academic and professional valorization.

In the 2018/2019 academic year, 88 students from Brazil, Timor-Leste and PALOP were regularly enrolled in IPCA. In 2019/2020, 240 students carry out their studies at IPCA, representing a 170% growth compared to the number achieved in the previous year and 93% of foreign students formally enrolled in IPCA for complete degree in the current academic year

2.3 Relevant Initiatives

Portugal Polytechnics

Following the SIAC project "Internationalization of Portuguese Polytechnic Higher Education", funded by the COMPETE 2020 Program, the Portugal Polytechnics brand continues to be promoted, under the coordination of CCISP.

In this context, IPCA participated in numerous international Student Fairs in Brazil.

RUN - Regional University Network



IPCA was challenged by the Polytechnic Institute of Leiria (IPL) to join the Consortium "RUN - The Regional University Network", which, among several initiatives, intends to submit an application to the Erasmus + Program, European Universities Action, in 2020.

Studying and Researching in Portugal

In order to promote knowledge and internationalization capacity of science, technology and higher education institutions, the Portuguese Government launched the Study & Research in Portugal initiative, where IPCA participated.

3. ENTREPRENEURSHIP, EMPLOYABILITY AND INSERTION IN ACTIVE LIFE

In order to promote and facilitate the transition to the job market of its students and graduates, in 2010, the G3E - Office for Employment, Entrepreneurship and Business Connection was created.

The main mission of the G3E is to promote entrepreneurship and the employability of its students and graduates, encouraging projects to create companies and employment itself, as well as the active search for jobs, by supporting the integration of finalist students and newcomers. IPCA graduates in the labor market. In 2015, G3E was integrated into the PRAXIS 21 Unit - Research Center for the Technical and Scientific Increment of Cávado and Ave.

3.1 Employment Promotion

In order to increase the employability potential of its student community and contribute to the rapid and adequate professional insertion of its graduates, the G3E / PRAXIS 21, throughout 2019, reinforced the strategy intervention based on: (1) permanent monitoring and personalized guidance and assistance, both for students and graduates; (2) promoting information and training in areas that are essential to a dynamic and responsible process of insertion into the professional market; (3) greater interaction with companies and external organizations, with a view to establishing more robust cooperation platforms.

Table 17 - Number of Job Offers / Internships Posted by school

2019	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total	
ESG	6	6	2	11	4	9	7	0	12	4	12	1	74	42%
EST	8	3	9	7	6	6	7	0	6	4	5	3	64	36%
ESD	2	0	2	3	3	4	2	0	2	0	0	3	21	12%
ESHT	1	0	2	5	1	4	0	0	1	0	3	0	17	10%
Total	17	9	15	26	14	23	16	0	21	8	20	7	176	100%

Table 18 - Type of offers posted in 2019 by school

TYPE OF OFFER	ESG	EST	ESD	ESHT	TOTAL	
Employment	42	51	16	12	121	69%
Internships	31	12	8	4	55	31%
TOTAL	73	63	24	16	176	100%

3.2 GrowUp | IPCA Job Fair



In order to increase the employability potential of its students and graduates and strengthen the cooperative relationship between the business / industrial universe and IPCA. GrowUp | IPCA's Job

Fair aims to create a complementary space for interaction, exposing the student community to the reality of the labor market, while promoting, together with companies, a more in-depth view of the skills acquired by students in different study cycles and courses.

3.3 Promotion of Entrepreneurship

Aimed at developing an entrepreneurial ecosystem and valuing knowledge and aware of its responsibility in raising the awareness of its academic community to entrepreneurship, IPCA promotes and recognizes actions, projects, practices, competitions and initiatives, of a curricular or extracurricular, institutional nature and / or individual, which enhance the generation of ideas, the promotion / interiorization of an entrepreneurial culture and the creation of self-employment. Praxis 21 ensures the monitoring and support of projects, in its different phases, and develops a set of workshops, seminars, and training workshops, with the close collaboration of the Schools and strategic external partners. Within the scope of this joint institutional support, Entrepreneurship Coordinators were appointed in each School.

Poliempreende

IPCA continues to participate actively and qualified in the Poliempreende network, enhancing the opportunity and advantages associated with this structured framework for the development of joint actions and institutional training at the level of Entrepreneurship.

The 16th edition took place in 2019, under the coordination of the Polytechnic Institute of Tomar. Within the scope of the Regional Contest, 20 business ideas were submitted, involving students, alumni and IPCA professors. Seven teams went through to the second local phase.

European Innovation Academy



For the second consecutive year, IPCA participated in the European Innovation Academy (EIA 2019), which took place in Cascais. EIA is the largest digital innovation program in Europe, having, in 2019, 600 participants and 90 mentors and speakers from 75 nationalities.

The ten representatives of undergraduate and master's degrees from IPCA had the opportunity to integrate an immersive entrepreneurship program, very practical, in the logic of learning by doing.

Forum do Estudante Partnership

In 2017, IPCA entered into a strategic partnership with Forum do Estudante (Student Forum), which allowed the consolidation and expansion of its image, notoriety and training offer, as well as responding to the urgent and constant need for innovation and professionalization of its human resources and areas of activity.

4. ALUMNI COMMUNITY

The 1st IPCA Alumni Meeting was part of IPCA's 25th anniversary celebration program, with the slogan "25 Years: You are part of this history!". As part of the strategic objective of developing, renewing and consolidating the relationship with its more than 6,000 graduates and former students, based on a set of structuring actions, this meeting emerged as a social, face-to-face and core moment in the dynamics of IPCA approach to its alumni.



5. CIED - EUROPE DIRECT INFORMATION CENTER

The Europe Direct Information Center of Minho (CIED Minho) is the result of an application submitted by IPCA to the European Commission Representation in Portugal. This project is an integral part of the Europe Direct Network and acts as an intermediary between European citizens and European institutions.

Headquartered on the IPCA Campus, with information skills in the Minho region, CIED Minho, is an information post specialized in European affairs, cooperating not only with European institutions, but also with other partners at national, regional and local level.

This section presents the main activities and actions developed by CIED Minho.



CIED Minho installations

Informative Activity

Within the scope of carrying out daily information work, CIED Minho responds to requests of a diverse nature and scope, such as: environment and climate change; European consumer rights; culture; development, humanitarian aid and civil protection; economic and monetary affairs; education, training, youth and sport; employment and social affairs; regional policy; research and innovation; community support for projects; intra-community goods and services transactions; EU budget; Rome treaty and history of the European project; europe program for citizens; the role of the EU in the world of European values.

From its physical space, CIED Minho provided a wide range of assistance to citizens at the local level, such as: information, guidance, assistance and answers to questions about EU institutions, legislation, policies, programs and funding possibilities; dissemination of information through its website and respective social networks (Facebook, Instagram and Twitter); promotion and production of diversified information materials, including, among others, the Electronic Bulletin / Newsletter (monthly), Opinion chronicles in newspapers, information flash, brochure on the European Solidarity Corps, and the video documentary on the European Body of Solidarity

Organization and Participation in Events

CIED Minho's role at local and regional level is not limited to seeking answers to citizens' questions and providing information through various communication tools.

It also assumes itself as an actor to promote activities of debate and reflection on the EU and its political priorities, while at the same time being the vehicle through which the general public can contribute with its ideas in the form of questions, opinions and suggestions. CIED Minho was responsible for organizing 42 events, of a diversified nature in which 9,779 participants were involved and actively participated in 9 events, in which 97 218 participants were involved.



European Information Antennas

The European Information Antennas aim, among other purposes, to decentralize the work of disseminating European information developed by CIED Minho, and to provide greater proximity to the citizen. During 2019, an informative work was carried out with the 7 European Information Antennas of CIED Minho, which involved the provision of information materials (brochures, maps, etc.) for free distribution to citizens, as well as the promotion of joint activities / events.

SECTION VI

EVALUATION AND QUALITY

1. IPCA INTERNAL QUALITY ASSURANCE SYSTEM - SIGQa-IPCA

1.1 Development and implementation of the IPCA Internal Quality Assurance System (SIGQa_IPCA)

The process of development and implementation of the SIGQa_IPCA is still ongoing, in a perspective of continuous improvement. In 2019 we highlight the following progress:

i. Students Report

The implementation of the 'Students Report' continued, per semester, in the undergraduate and master's courses, with the essential objective of involving students more in the monitoring of teaching, with a view to its improvement.

ii. Monitoring of Course Reports (RA-Course) and UC Reports (R_UC)

The Bachelor's and Master's Course Reports for the academic years 15/16, 16/17 and 17/18 were made available for completion at the end of 2019, as well as the Curricular Units report for the academic year 2018/2019

The RA-Course provides a set of information on the performance obtained in the course, based on which the director must make a global and critical assessment and, eventually, propose measures with a view to improving the results achieved.

iii. IPCA Portal, as an integrative information consultation platform

In 2019, the IPCA Portal was improved and consolidated by the Information Systems Department, as an integrating platform for the remaining information platforms used by other services and even by Schools, allowing GAQ to consult the outputs necessary for monitoring SIGQA_IPCA processes and subprocesses.

1.2 Internal assessment of teaching / learning processes



Pedagogical evaluation questionnaires - QAPa

The evaluation of the 'Functioning of the curricular unit' and the 'Teaching activity' is essential to obtain information that allows intervention and improves the teaching and learning process. The results of the pedagogical evaluation, after preparing the respective reports per course, are analyzed by the School Directors and Course Directors, in conjunction with the Office for Evaluation and Quality. With the analysis of the results, it is intended to identify good teaching / learning practices as well as less favourable performances that require the definition of improvement plans and actions.

Professors' self-assessment questionnaires

The Professors' Self-Assessment Questionnaire, completed at the end of each semester by the Professors(s) who taught the UC, comprises a set of questions related to its global functioning and another set of questions in which a self-assessment of the activity is requested.

1.3 Course reports and discourse reports

As mentioned before, this academic year a collective effort was made by the school boards, quality coordinators and GAQ, to be able to close the course reports for the academic years 15/16, 16/17 and 17 / 18, which for technical reasons, were not yet done.

2. EXTERNAL EVALUATION AND ACCREDITATION

2.1 Requests for prior accreditation of new study cycles

In October 2019, three requests for prior accreditation of new study cycles were submitted to the Higher Education Assessment and Accreditation Agency (A3ES), submitted by the School of Hospitality and Tourism and School of Management, as shown in the table below.

Table 19 - Requests for Accreditation of New Study Cycles in 2019

School	Degree
ESHT	Bachelor in Hotel management
ESHT+ESG	Master in Management
ESG	Master in Management

2.2 Evaluation and accreditation of study cycles in operation

In the academic year 2018/2019, the second A3ES assessment / accreditation cycle continued, which will run until 2021-2022, with the aim of evaluating and renewing the accreditation of study cycles in operation. In 2019, the self-assessment report of the Master's course in Integrated Systems for Quality, Environment and Safety Management, which is currently taking place, was submitted.

Regarding the accreditation renewal processes submitted in 2018, which had already received the visit of the External Evaluation Commissions in that year or received them in 2019, the respective decisions are shown in the table below

Table 20 - Accreditation decisions received in 2019

School	Degree	A3ES decision
ESG	Bachelor in Public Management	Accredited for 1 year
	Master in Local Government Management	Accredited for 3 years
	Bachelor in Accounting	Accredited for 6 years
	Master in Accounting and Finance	Accredited for 6 years
	Bachelor in Taxation	Accredited for 6 years
	Master in Taxation	Accredited for 6 years
	Master in Auditing	Accredited for 6 years
	Bachelor in Finance	Accredited for 6 years
	Bachelor in Legal Studies (Solicitors)	under analysis by A3ES
	Master in Legal Studies (Solicitors)	
ESHT	Bachelor in Tourism Management	Accredited for 1 year

3. REGISTRATION OF PROFESSIONAL SUPERIOR TECHNICAL COURSES

In August 2019, IPCA asked the General Direction of Higher Education (DGES) allocate CTeSP courses to ETESP, a newly created organic unit. In 2019, a request was also made to register the creation of the Higher Technical Course in Advanced Welding, which was approved by the DGES.

4. PERFORMANCE ASSESSMENT OF TEACHING, TECHNICAL AND MANAGEMENT STAFF

During 2019, the performance evaluation of teaching staff, as well as technical and management staff, was carried out, following the legal regulation.

4.1 Performance evaluation of full-time teaching staff

The following table summarizes the results obtained in the 77 processes analyzed and concluded on December 31 by school. Of the total assessed, it appears that 56% of the cases were rated "excellent" and 22% obtained a very relevant rating. Only 3% of the cases were mentioned as "little relevant".

Table 21 - Evaluation of full-time teaching staff by School

Years	Nº of processes	Nº of mentions	Nº	Mention	%
Total ESG	38	99	4	Little Relevant	4,0%
			25	Relevant	25,3%
			20	Very Relevant	20,2%
			50	Excellent	50,5%
Total EST	19	51	1	Little Relevant	2,0%
			3	Relevant	5,9%
			15	Very Relevant	29,4%
			32	Excellent	2,4%
Total ESD	14	42	1	Little Relevant	2,4%
			8	Relevant	19,0%
			9	Very Relevant	21,4%
			24	Excellent	57,1%

			0	Little Relevant	0,0%
			3	Relevant	16,7%
			3	Very Relevant	16,7%
			12	Excellent	66,7%
Total ESHT	6	18	6	Little Relevant	2,9%
			39	Relevant	18,6%
			47	Very Relevant	22,4%
Total	77	210	118	Excellent	56,2%

4.2 Performance evaluation of part-time teaching staff

About 53% of the processes were evaluated with the classification of "relevant".

Table 22 - Evaluation of full- time teaching staff by School

Years	Nº of processes	Nº of mentions	Nº	Mention	%
			8	Little Relevant	17,8%
			18	Relevant	40,0%
			10	Very Relevant	22,2%
			8	Excellent	17,8%
Total ESG	39	45	4	Little Relevant	7,1%
			35	Relevant	62,5%
			9	Very Relevant	16,1%
			5	Excellent	8,9%
Total EST	50	56	5	Little Relevant	20,8%
			15	Relevant	62,5%
			3	Very Relevant	12,5%
			1	Excellent	4,2%
Total ESD	21	24	7	Little Relevant	38,9%
			8	Relevant	44,4%
			1	Very Relevant	5,6%
			2	Excellent	11,1%
Total ESHT	14	18	24	Little Relevant	16,8%
			76	Relevant	53,1%
			23	Very Relevant	16,1%
Total	124	143	16	Excellent	11,2%

4.3 Performance evaluation of technical and management personnel

The technical and management personnel of IPCA are evaluated in accordance with the Integrated Management and Performance Assessment System in Public Administration, established by Law No. 66-B / 2007, of 28 December, being applicable to performance public services, their managers and other workers.

In this context, in 2019 the processes related to 43 workers were evaluated. Given the limitation of quotas imposed by law for the assignment of the classification of "excellent performance" and "relevant performance", only 2 workers were evaluated with the maximum classification, and 8 workers obtained the evaluation of "relevant performance". In total 14 workers saw their remuneration position changed in 2019.

SECTION VII

CROSS-INTERVENTION AREAS

1. LIBRARY AND DOCUMENTAL INFORMATION

1.1 Documentation Services

IPCA has a Documentation Service that constitute a service of scientific, technical and cultural information resources that encompasses all the functional units of library and bibliographic information. Its main mission is the universal dissemination of knowledge, being especially dedicated to supporting teaching and research for the entire community.

In terms of infrastructure, the Campus has a library, called Biblioteca José Mariana Gago, consisting of two reading floors, where three study cabins for groups of up to 4 users are also integrated, a study room for groups of 24 users, one auditorium with a capacity for 24 seats and two leisure areas.

Its documental fund consists of 14,589 monographs (titles), 501 journal titles (paper support) and 20,435 digital journal titles, made available by B-on (Biblioteca do Conhecimento Online).

In 2019, around 2,500 works were donated in the areas of law, accounting, auditing, finance, commercial law and tax law. These works were offered by the family of Barcelo's lawyer, Dr. Vasco de Carvalho, and by the family of Dr. Manuel Alexandre Fardilha. Editions offered by Diamang and the Eng. António de Almeida Foundation were also received in the areas of culture and philosophy.

1.2 Electronic Resources

One of the library's missions is to promote access to information in digital format, namely through permanent, temporary and subscribed electronic resources.

At this level, permanent electronic resources are available, namely, the Library's online catalog (NYRON), the national collective catalog (COLCAT), among others, RCAAP - Open Access Scientific Repository in Portugal and CiencIPCA - IPCA Scientific Repository, as well such as Open Access electronic resources, free trial resources, SABI database and resources made available at B-on.

2. INFORMATION SYSTEMS

Information systems are a strategic organizational component whose relative importance in the functioning of the most diverse institutions has been gaining increasing relevance. This increase in its preponderance is closely linked to the digital transformation processes imposed by a society based on information and knowledge.

IPCA has been investing heavily in the modernization of its information systems, not only at the financial level and in new technologies, but also at the organizational level. Thus, in order to define clear guidelines to guide the institution's performance in this area, the Management Board approved,

in June 2019, the document "Strategy for the management of IPCA's Information Systems", through which they are defined a set of strategic guidelines for the development of information systems in a perspective of creating an organizational and technical management model that allows it to enhance opportunities and be able to respond effectively to the challenges that a modern higher education institution faces.

In addition to this effort to improve planning and internal organization, IPCA is still making strong investments in terms of technological modernization.

3. COMMUNICATION AND IMAGE

The Communication and Image Office (GCI) of the IPCA is responsible for the development and planning of activities aimed at promoting the institution's image and training offer among the different target audiences. Inserted in the activities that are under the responsibility of the GCI are the actions whose main objective is to attract new students for the various teaching cycles that are taught at the IPCA.

The work carried out in terms of communication that contributed to the consolidation of the IPCA's image among the media and, consequently, the external audiences that daily contact this Institution stands out.



SECTION VIII

RESPONSIBLE CAMPUS

Responsible Campus is the name of the seventh and final strategic axis of the Strategic Plan 2017-2021, having clearly assumed the environmental dimension as a key factor in the institution's strategy and daily practice, with a commitment to managing its impacts, not only in the scope of infrastructures and physical spaces, but in the involvement of all members of the academic community and integrating sustainability concerns across the board.

IPCA recognizes its institutional responsibility in promoting sustainability, in a holistic and integrated manner, in line with the 17 Sustainable Development Goals (SDGs) of the United Nations Agenda 2030. Combining efforts, it converges, directly and indirectly, into the five dimensions of the SDGs (5P): People, where most of the social aspects are found; the Planet, adding primarily environmental aspects; Prosperity, which defends a broad view of the economic development of human communities; Peace, without which none of the other dimensions is attainable; and Partnerships, as a way to create and disseminate the best results.

1. GREEN, HEALTHY AND SAFE CAMPUS

Green, healthy and safe campus, it is based on these 3 vectors that the "Responsible Campus" strategic axis of IPCA Strategic Plan for the 2017-2021 period was developed. At this level, the IPCA is committed to policies and practices that minimize negative impacts on the environment, creating environmentally sustainable physical spaces, adapted to the development of educational and work activities, with respect for the health and well-being of students, teaching and non-teaching staff, as well as the surrounding community. There is also a concern to provide a safe environment, preventing the risk of accidents and reducing the impacts of crime, paying attention to the protection of the academic community.

As IPCA is an organization where many people study, work and socialize, there is ample potential for protecting the environment and promoting healthy lifestyles.

The work carried out over the past few years has been towards adopting responsible practices in mitigating negative impacts on the environment and in raising the academic community's awareness of behavioral changes.

2. INFRASTRUCTURES

2.1 The IPCA Campus

The IPCA Campus is located in the Union of Parishes of Barcelos, Vila Boa and Vila Frescaíha (São Martinho), in the west of the city of Barcelos, and extends over an initial area of 67,514.7 m², having been, in 2018, acquired a land adjacent to the Campus with an area of around 15,000 m², allowing the Campus to have a total area of 82,514.7 m².

The Campus is the IPCA headquarters, and it is in this space that most of the educational activity of the Institution is concentrated and where most of the units and transversal services and technical support to the Institution's activities are located.

Since the inauguration of the 1st building, in September 2008, there has been an increase in the built heritage of the Campus, in response to the growth of the institution. However, this growth has been made without compromising concerns about sustainability and protection of the environment and ensuring the best conditions for the entire academic community.

IPCA Campus is composed by the buildings listed below in chronological order of completion.

Table 23 - Buildings of IPCA Campus

Date of conclusion	Buildings
2018, September	School of Management, shared between ESG and ESHT
2009, September	School of Design
2010, October	Canteen
2013, December	Presidency and Central Services
2014, January	Research and Development Center - Digital Games Lab
2015, May	Unit PRAXIS 21
2018, May	Library José Mariano Gago
2018, December	School of Technology
2019, March	Mechatronics Factory Lab



2.2 Pole of Braga

Since October 2014, the IPCA pole in Braga is installed, in the building of Idite Minho - Institute of Development and Technological Innovation of Minho, in Braga. In April 2018, IPCA bought the building, thus becoming part of the institution's assets.

With the creation in July 2019 of the Higher Technical School, the building became the headquarters of this new organic unit. In this building, essentially, Higher Professional Technical Courses are taught, as well as short courses from other IPCA Schools.

In these facilities, all the existing facilities on IPCA Campus in Barcelos are guaranteed, such as the meal service, with the creation of a dining space where the canteen and bar works, a library, study rooms, student provider, among others.

In 2019, work continued to lead to the upgrading of spaces, adjusting them better to the real needs, and it is expected that these will end by October 2020.



2.3 Pole of Guimarães

In the 2015/2015 academic year, IPCA opened a new pole in Guimarães, in facilities provided by the Municipality of Guimarães, located at Avepark, thus fulfilling the purpose of extending the IPCA's action to Vale do Ave region, twenty years after the its creation.

These facilities occupy three buildings that were the subject of an intervention in order to adapt them to the teaching of higher professional technical courses and to the functioning of services. They were assigned to IPCA under a lending agreement signed with the Municipality of Guimarães which, from the first hour, gave great support to the installation of the Pole.



2.4 Pole of Famalicão

In September 2019, IPCA has the Pole of Famalicão, installed at CIIES - Center and Innovation, Research and Higher Education - in the old premises of the Cooperativa Didáxis School in S. Cosme - together with other institutions.

Like the Braga and Guimarães Poles, these facilities offer Superior Professional Technical Courses.



3. PROMOTION OF ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability is assumed at IPCA as a key factor in the institution's strategy and daily practice at the level of the campus and other facilities, where it seeks to improve environmental performance, comply with obligations and achieve the environmental objectives established.

In this area across the entire Institution, the following initiatives in 2019 stand out:

Installation of charging stations for electric vehicles on the IPCA Campus



The U-Bike project (bikes to IPCA academy)



SECTION IX

SOCIAL ACTION

Social action in higher education is a fundamental tool of social policy, capable of promoting equal opportunities and social equity in higher education, allowing access and frequency of this level of education to a group of young students from economically disadvantaged households.

IPCA has Social Action Services (SAS) that aim, in addition to the implementation of social action policies, to promote social and academic integration and the inclusion of students with special needs, to contribute to the development of transversal skills and facilitate access to a range of services that ensure the well-being of students and contribute to their academic success.

1. SOCIAL SUPPORTS

1.1 Scholarships

The scholarship is an annual financial benefit granted to the neediest students to participate in the costs of attending a course - undergraduate, master's, professional technician - or to carry out a mandatory professional internship. Its value is variable, depending on the household income. The rules governing the award of scholarships are enshrined in the Regulation for the Award of Scholarships to Higher Education Students.

The evolution of scholarships at IPCA are summarized in the following table:

Table 24 - Evolution of scholarships 2016/2017 - 2019/2020

Year	N.º of students	N.º of scholarships	Scholarship Average
2016/2017	4020	1534	154,75€
2017/2018	4065	1522	150,34€
2018/2019	4581	1558	142,42€
2019/2020	4702	1578	137,50€

1.2 Emergency Fund

In April 2012, a social support called the IPCA Emergency Fund was created. The Emergency Fund is intended to provide support to students with serious economic needs, namely, in situations that are not part of the scholarship award process, which are likely to affect their school career and even their livelihood. Support is granted on a non-refundable basis to support the student's own expenses considered eligible, namely: meals, transportation, school supplies and reprography, accommodation. During the year 2019, 33 IPCA students were supported.

1.3 Employee Scholarship

The Employee Scholarship is a support created in November 2012, through the Student Collaboration Regulations of IPCA.

The Employee Scholarship is a measure of social support, which works through the participation of students in appropriate activities of IPCA for this purpose and by attributing support proportional to the number of hours of collaboration provided monthly, with the main objectives:

- Support students who have economic needs and are committed to completing their course
- Combat school dropout
- Contribute to the development of transversal skills in students
- Promote the social and academic integration of students

In 2019, 23 collaborations were underway in several areas, namely service, computer assistance, disclosures, support for enrolment and support for events, involving a total of 52 IPCA students.

2. ACCESS TO SERVICES

2.1 Food Services

The Social Action Services, through the area of food, provide the academic community with meal service at social prices. Integrated in the food area there are also bars, which offer cafeteria, pastry and quick and light meals services, and vending machines for products distributed by the buildings of the IPCA Campus.

2.2 Hosting Services

Given that IPCA does not have a residence for students, in 2019 the Social Action Services provided information on private accommodation available in the areas bordering its facilities, being the link between landlords / real estate agents and students. The accommodation provided obeys to requirements considered essential to ensure the well-being of students.

2.3 Transport

In 2019 public passenger transport services were made available, either directly or through partnerships with public transport companies, which made the connection between the four cities in which IPCA is located - Barcelos, Braga, Famalicão and Guimarães.

2.4 Health care

Under a protocol signed between IPCA and the Barcelos Health Center, favorable conditions are provided to the entire Academic Community in access to health care provided by that Center. The protocol allows students to be integrated into the National Health Service, without the need to go to the respective family doctors from their homes of origin.

Thus, in 2019, any member of the IPCA community was able to benefit from general practice / family planning consultations, by prior appointment at Social Action Services.

3. PSYCHOLOGICAL SUPPORT AND INCLUSION

3.1 Psychological and Psychopedagogical Support

Psychological and psycho-pedagogical support for IPCA students is provided through the Psychology Office, which works to promote the well-being and quality of life of the academic population of IPCA, but also to prevent risky behaviors and optimize development personal and social development of students throughout their experience in higher education. All IPCA students can access this service for free.

3.2 Support for Students with Special Educational Needs

IPCA, as a public higher education institution, is linked to the implementation of an inclusion policy, forcing itself to eliminate obstacles to the full success and participation of Students with Special Educational Needs in academic, social and cultural life.

Support these students, namely those with disabilities, is one of the tasks of the Social Action Services, and these services, namely, through the Psychology Office, ensure that students with disabilities can attend and successfully complete their course in the IPCA.

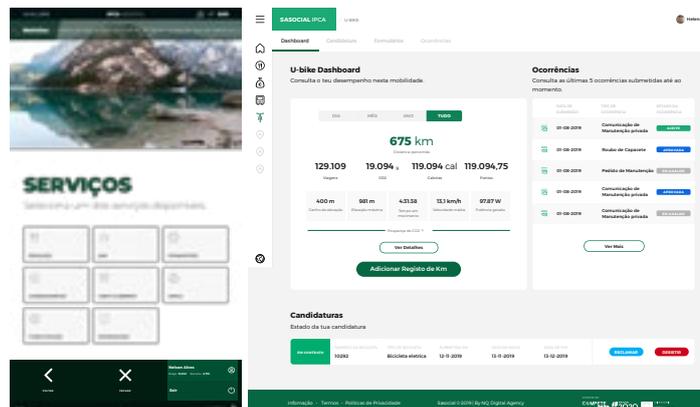
4. SUPPORT TO ASSOCIATIVE AND ACADEMIC GROUPS

The incentive and support for associations and academic groups are a strategic measure for IPCA, as a way of enhancing the academic environment among the student population and, furthermore, promoting the development of social, cultural and sporting activities among the academic community, providing the acquisition of extracurricular skills, namely collective and social participation.

IPCA actively collaborates with the Academic Association and Academic Groups to mobilize students, namely through their physical presence in enrollments and in the various activities that are carried out throughout the year and that allow to publicize their work.

5. DIGITAL SUPPORT SERVICES

The provision of digital student support services has been one of the areas worked on in recent years by Social Action Services, with a special increase in 2019. The work developed has been towards developing technological solutions that facilitate access to support and services provided, improving the closer relationship with students, increasing the quality of the service provided and, at the same time, ensuring gains in efficiency and effectiveness in its internal structures.



SECTION X

EVALUATION OF THE EXECUTION OF IPCA STRATEGIC PLAN 2017-2021

If it is true that planning is a central component of the management process of any type of public or private organization, with or without profit, in the current context of strong instability and uncertainty, this component of management is even more relevant, forcing a redoubled effort to assess and adjust strategic planning in the face of unexpected developments in the social and economic context where higher education institutions operate, with the current crisis resulting from the COVID-19 pandemic a clear example of this instability and uncertainty .

Although the period on which the work for evaluating the implementation of the Strategic Plan is based, that is, 2017 to 2019, has not been impacted by the “shock waves” of this pandemic, it is inevitable that in the second part of the execution of this strategic plan, the social and economic consequences of the worldwide spread of the COVID-19 strain will be a threat to the achievement of the IPCA's strategic objectives. Given the current context of change and high uncertainty, it is difficult and even inappropriate to proceed at this stage, as was initially envisaged, with the exercise of reviewing and changing the strategic plan for 2021. Thus, we chose in this document to present monitoring of the execution of the strategic plan reported in December 2019, with the new strategic guidelines and measures to be evaluated and incorporated into the new plan to be approved after 2021.

Thus, in view of the relevance that strategic planning presents for IPCA, this process of evaluating the execution of the Strategic Plan 2017-2021 is intended to ensure the necessary monitoring of indicators and targets, with the information being presented in a summarized and objective manner, with a view to facilitating the identification of constraints to the pursuit of strategic objectives and the measures defined for their implementation.

1. STRATEGIC PLAN 2017-2021

IPCA Strategic Plan for 2017-2021, was approved by the General Council, on November 24, 2017, and corresponds to the institution's medium-term action plan for the quadrennium the term of the president of the IPCA. It is based on this document that all the annual activity plans were, and will be based, through the definition of concrete activities aimed at the pursuit of the various objectives defined in its six strategic axes.

The IPCA 2021 Strategic Plan integrates six strategic axes that are aligned with the institutional mission and the 2021 strategic vision, namely:

- People;
- The governance model;
- Training and education;
- Research, development and innovation;
- Interaction with society;
- The responsible campus.

Table 25 - Axis and strategic objectives

STRATEGIC AXES					
Axis I	Axis II	Axis III	Axis IV	Axis V	Axis VI
<p>PEOPLE</p> <p>OE1 Promote a good organizational environment</p> <p>OE3 Ensure a good integration of students in the academic environment</p> <p>OE4 Stimulate humanistic and social values among the student community</p>	<p>GOVERNANCE</p> <p>OE5 Promote transparency and accountability</p> <p>OE6 Increase national and international awareness</p> <p>OE7 Increase efficiency and administrative modernization and dematerialization</p> <p>OE8 Ensuring financial sustainability</p>	<p>TRAINING AND EDUCATION</p> <p>OE6 To guarantee a quality training offer that is adequate to the expectations of the labor market</p> <p>OE10 Combat school dropout and promote academic success</p> <p>OE11 Attracting more and better students</p> <p>OE12 Increase employability levels</p>	<p>RESEARCH, DEVELOPMENT AND INNOVATION</p> <p>OE13 Increase the quality and quantity of scientific production</p> <p>OE14 Ensure the interaction and alignment of the research lines with the training offer</p> <p>OE15 Increase actions / initiatives for the transfer of scientific and technological knowledge</p>	<p>INTERACTION WITH SOCIETY</p> <p>OE16 Develop student skills for entrepreneurship and innovation</p> <p>OE17 Increase interaction with society and people</p> <p>OE18 Instituting a culture of internationalization, in teaching and research</p>	<p>RESPONSIBLE CAMPUS</p> <p>OE19 Provide the campus with the necessary and appropriate conditions for the development of its activities</p> <p>OE20 Promote a green, responsible and safe campus</p>

As a result of the strategic planning process, 6 strategic axes, 20 strategic objectives, 112 measures and 189 indicators were defined. The evaluation process, which is now taking place, focuses on assessing the degree of compliance with the goals defined for each of these 189 indicators.

2. STRATEGIC PLAN EVALUATION MODEL

For this strategic plan to be successful as a management tool and to be able to generate value for the various stakeholders of IPCA, there is a need to systematically monitor compliance with its objectives and goals.

The methodology used to evaluate the implementation of the Strategic Plan for the IPCA 2017-2021 was based on the involvement of the various Schools, Units and Services, and in particular those responsible for each objective / indicator for data collection.

The data collected refer to the period 2017-19, regarding the indicators whose assessment is carried out annually, these report to December 31, 2019.

3. ANALYSIS OF RESULTS

In terms of the analysis of the results obtained with this evaluation process, it appears that of the 189 indicators outlined in the strategic plan to measure the implementation of the 112 measures, 45 have targets for 2021 and 10 indicators are associated with measures that need to be revised, at least that in both cases it was considered that they do not meet the conditions to be measured.

Thus, 134 indicators were evaluated during this period, which, in turn, were associated with the respective strategic axes and contributed to measure the degree of execution of the strategic plan on December 31, 2019. Its goals were measured in order to presented as “overcome”, “achieved” and “not achieved”.

Table 26 – Analysis of achievement of goals by strategic axis

Strategic axes	Total indicators evaluated	Absolute values			Relative values	
		Overcome	Achieved	Not Achieved	Overcome / Achieved	Not Achieved
People	22	8	7	7	68%	32%
The governance model	20	4	4	12	40%	60%
Training and education	39	25	3	11	72%	28%
Research, development and innovation	13	9	4	0	100%	0%
Interaction with society	26	14	9	3	88%	12%
The responsible campus	14	3	5	6	57%	43%
Total	134	63	32	39	71%	29%

In general, from the analysis to the execution of the Strategic Plan IPCA 2021, on December 31, 2019, the following conclusions are drawn:

1. Despite the ambitious goals set for the period under analysis, the rate of execution of the plan shows a very positive result, reaching a level of compliance with the goals of 71%;
2. At the level of measures already closed, 96% of the targets have been reached or exceeded;
3. Of the total defined indicators, 24% have targets that can only be measured in 2021;
4. Only 4% of the measures defined in the strategic plan have yet to be implemented;
5. 10 measures / indicators were identified that need revision and / or elimination.

SECTION XI

ACCOUNTABILITY

This section presents an analysis of IPCA's budget, economic and financial performance for the year 2019. The economic and financial analysis was supported by the annual accounts presented by IPCA in the periods of 2018 and 2019.

In 2019, the financial management of IPCA, was characterized by a strict allocation of the resources available to the activities and projects developed, according to the priorities defined in the 2019 Activity Plan and IPCA 17-21 Strategic Plan, combining the levels of efficiency, effectiveness and economy. It should be noted that the year 2019 was marked by a great effort in attracting alternative revenues to transfers from the State Budget, namely community funds and revenues from tuition fees.

The policy of rationalization and containment of expenditure practiced in 2019 in line with what has been followed in recent years, coupled with a rigorous collection of revenues has made it possible to achieve the desirable budget balance while simultaneously increasing the level of activity developed, namely, in terms of the training offer and the realization of new projects.

The management indicators presented show, among other aspects, the continuity of the Institution's financial autonomy in the face of OE transfers and good solvency, fundamental indicators within the scope of the requirements inherent to maintaining the status of IPCA foundation, under the terms of the current legislation A The information contained in this report complies with the accounting policies and measurement criteria adopted by the entity in the period of 2019 and was consistent with those applied by the entity in the preparation of the financial and budgetary information for the previous period.

It is also informed that the statements contained in this report were subject to inspection and legal certification of accounts.

1. BUDGET ANALYSIS

1.1 Evolution of the Budget executed in 2019

The initial budget approved in 2019 amounted to 14,282,458 euros, representing an increase of 5.5% in its appropriations compared to 2018. The corrected budget amounted to 17,199,037 euros. This amount is justified by the integration of IPCA and SAS management balance (2,319,540 euros) and by the reinforcements to the revenue budget, carried out over the year, in special credits, amounting to 597,039 euros.

In budgetary terms, as in 2018, the amount of revenue collected (12,687,702 euros) was less than the expense paid (13,294,659 euros).

The revenue collected registered an increase of 1.9% compared to the year of 2018. Regarding the execution of the expenditure paid, this decreased by 7% compared to the same period last year.

Regarding the management balance, there was a reduction of 606,957, compared to the previous year.

Even so, the budgetary balance rule, provided for in article 25 of Law No. 91/2001, of August 20, in its current wording, applicable pursuant to paragraph 2 of article 7 of Law No. 151/2015, of September 11, carrying over to the year 2020, a management balance in the amount of 1,712,583 euros.

Graphic 5 - Budget Indicators



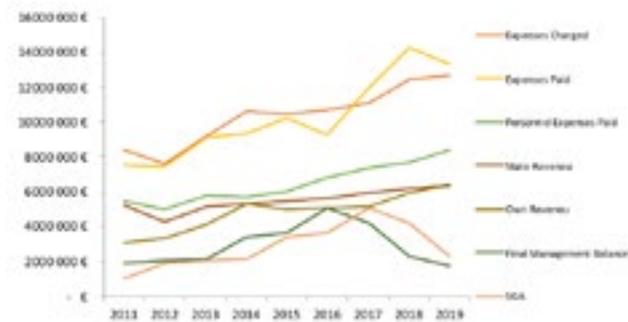
The table below presents a summary of revenue and expenditure executed in 2019, as well as its evolution over the last 10 years.

Table 27 - Evolution of revenue collected and expenses paid, and analysis of some ratios

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0 Opening Balance										
0a State Budget of operation	12 387	0	60 201	56 794	58 783	60 688	60 723	60 723	60 723	0
0c PIDDAC /Investment	1 655 281	493 678	493 678	493 678	493 678	538 509	538 509	538 509	472 987	0
0d ERDF	0	0	0	0	0	0	0	0	0	0
4b Other community funds	99 997	116 257	150 983	186 010	271 614	1 641 204	1 199 963	2 591 531	1 779 509	0
5b Own Revenue	226 215	418 106	1 172 456	1 285 551	1 301 778	1 139 418	1 853 699	1 904 756	1 850 482	2 319 540
Previous Management Balance	1 993 890	1 028 041	1 877 318	2 022 033	2 125 853	3 379 819	3 652 894	5 095 520	4 163 701	2 319 540
variation	124,8%	-48,4%	82,6%	7,7%	5,1%	59,0%	8,1%	39,5%	-18,3%	-44,3%
1 State Budget Income										
1a State Budget revenue for IPCA operation	4 797 372	5 261 495	4 241 052	5 106 624	5 277 613	5 491 621	5 654 430	5 920 283	6 192 308	6 303 510
variation	13,3%	9,7%	-19,4%	20,4%	3,3%	4,1%	3,0%	4,7%	4,6%	1,8%
Total state income	4 797 372	5 261 495	4 241 052	5 106 624	5 277 613	5 491 621	5 654 430	5 920 283	6 192 308	6 303 510
variation	13,3%	9,7%	-19,4%	20,4%	3,3%	4,1%	3,0%	4,7%	4,6%	1,8%
2 Own revenue										
2a Tuition	2 171 515	2 467 862	2 614 956	2 519 965	2 555 094	2 689 485	2 972 064	3 085 507	3 435 769	3 663 698
2b Fees, fines and other penalties	304 863	311 107	378 481	292 372	360 772	439 130	458 342	481 732	474 528	546 712
2c Other revenue	289 244	226 747	198 789	405 313	326 877	193 747	68 186	284 874	351 076	987 629
2d Community funds	164 846	113 286	148 769	878 909	2 083 506	1 654 020	1 537 865	1 292 120	1 995 320	1 185 953
Total Own Revenue	2 930 468	3 119 001	3 340 995	4 096 558	5 326 249	4 976 382	5 036 457	5 144 233	6 256 692	6 384 192
variation	-30,1%	6,4%	7,1%	22,6%	30,0%	-6,6%	1,2%	2,1%	21,6%	2,0%
3 Total Revenue Charge (1+2)	7 727 840	8 380 496	7 582 047	9 203 182	10 603 862	10 468 003	10 690 887	11 064 516	12 449 000	12 687 702
variation	-8,3%	8,4%	-9,5%	21,4%	15,2%	-1,3%	2,1%	3,5%	12,5%	1,9%
4 Current expenditure										
4a Personal Expenses	5 277 927	5 463 831	4 970 208	5 739 835	5 733 475	6 030 097	6 776 968	7 376 834	7 698 057	8 407 178
variation	15,1%	3,5%	-9,0%	15,5%	-0,1%	5,2%	12,4%	8,9%	4,4%	9,2%
4b Other current expenses	1 455 532	1 380 992	1 232 055	1 468 727	1 570 107	1 758 014	1 737 751	2 178 576	2 124 621	2 568 821
variation	8,3%	-5,1%	-10,8%	19,2%	6,9%	12,0%	-1,2%	25,4%	-2,5%	20,9%
Total Current Expenses	6 733 459	6 844 823	6 202 263	7 208 562	7 303 582	7 788 110	8 514 719	9 555 410	9 822 678	10 975 999
5 Capital Expenditure										
5a Expenses borne by own revenues	622 846	649 726	1 121 325	1 098 865	1 016 460	910 813	701 871	426 445	1 859 984	1 801 693
5b Expenditure borne by Community funds	1 337 374	36 672	113 742	791 793	1 029 853	1 496 005	31 670	2 014 479	2 610 499	516 968
Total Capital Expenses	1 960 220	686 398	1 235 067	1 890 659	2 046 313	2 406 818	733 541	2 440 924	4 470 483	2 318 660
variation	41%	-65%	80%	53%	8%	18%	-70%	233%	83%	-48%
6 Total Expenses Paid (4+5)	8 693 679	7 531 221	7 437 331	9 099 221	9 349 896	10 194 928	9 248 261	11 996 334	14 293 162	13 294 659
variation	18,7%	-13,4%	-1,2%	22,3%	2,8%	9,0%	-9,3%	29,7%	19,1%	-7,0%
7a Final Management Balance (0+3-6)	1 028 041	1 877 316	2 022 035	2 125 994	3 379 819	3 652 894	5 095 520	4 163 702	2 319 540	1 712 583
7b Amounts withheld for delivery to the State/other entities	395 457	316 919	447 198	280 060	260 672	478 269	311 625	376 530	302 722	295 119
8 Bank balance (7a+7b)	1 423 498	2 194 235	2 469 233	2 406 054	3 640 491	4 131 163	5 407 145	4 540 232	2 622 262	2 007 702
9 Number of students on December 31	3687	3773	3755	3467	3446	3910	4134	4236	4692	5015
10 No. of teachers (FTE)	135	140	139	134,8	128,65	145,15	170,55	159,64	188,5	208,9
11 No. of non-teachers	44	44	45	47	48	46	44	49	48	58
12 IPCA OE Revenue/No. of students	1 281	1 379	1 118	1 446	1 505	1 405	1 368	1 398	1 320	1 257
13 Total operating expenses/No. of students	1 826	1 814	1 652	2 079	2 119	1 992	2 060	2 256	2 093	2 189
14	62,1%	62,8%	55,9%	55,5%	49,8%	52,5%	52,9%	53,5%	49,7%	49,7%
15 No. of students /No. of FTE	27,39	26,97	27,04	25,72	26,79	26,94	24,24	26,53	24,89	24,01
16 No. of students /No. of non-teachers	83,80	85,75	83,44	73,77	71,79	85,00	93,95	86,45	97,75	86,47
7a Final Balance										
0a OE for operation	0	60 201	56 794	58 783	60 688	60 723	60 723	60 724	0	0
0c PIDDAC /Investment	493 678	493 680	493 680	493 619	538 509	538 509	538 509	472 987	0	0
0d ERDF	0	0	0	0	0	0	0	0	0	0
4b Community funds	116 257	150 983	186 010	271 614	1 641 204	1 199 963	2 591 531	1 779 509	0	0
5b Own revenue	418 106	1 172 456	1 285 551	1 301 778	1 139 418	1 853 699	1 904 756	1 850 482	2 319 540	1 712 583
Previous Management Balance	1 028 041	1 877 320	2 022 035	2 125 994	3 379 819	3 652 894	5 095 520	4 163 702	2 319 540	1 712 583

As can be seen from the analysis of graph below, since the year 2013, the IPCA budget has been growing steadily, following the growth of the training offer, the number of students, and the number of projects financed. In terms of paid expenses, this component has shown a less constant behaviour, a situation that is due to the high investments in capital and within the scope of financed projects, carried out in 2017, 2018 and 2019.

Graphic 6 - Evolutionary analysis of revenues and expenses

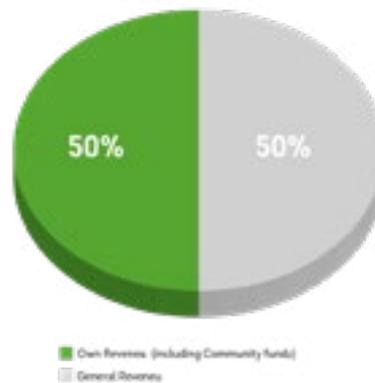


1.1.1. Revenue

Analysing the revenue structure, it appears that the transfers from the OE constitute an important source of financing for the IPCA (around 50%), as is the case with the vast majority of public higher education institutions in Portugal. In the case of the IPCA, own revenues represent 50% of total revenues, which include revenues from community funds.

The following figure shows the relative weight of the IPCA funding sources in 2019, excluding the balance from previous management.

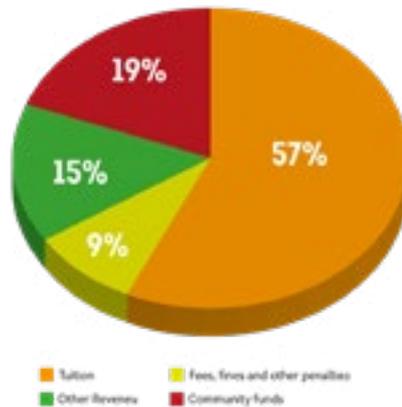
Graphic 7 - Sources of Financing



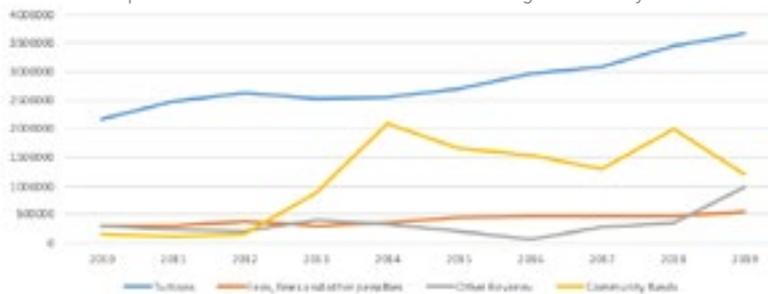
Regarding transfers from the State Budget in the economic period ended, there was an increase of 2% compared to 2018, which resulted from the reinforcements granted to IPCA throughout the economic year to support the increase in teaching activity and the increase in the remunerations paid to workers as result of legislative impositions.

In relation to own revenues from fees, fees and other own revenues for the year (including community funds), in 2019, the total amounted to 6,384,192 euros, representing an increase of 2% compared to the previous year, predominating, as if you can check the chart below, the own revenues from tuition fees (57%). This result is due to the increase in the number of students in the academic year 2019/2020, the increase in the value of tuition fees in undergraduate courses and an improvement in the fee collection process. On the other hand, revenue from community funds represents 19% of the total own revenue collected in 2019.

Graphic 8 - Structure of own revenues, including community funds



Graphic 9 - Evolution of own revenues, including Community funds



1.1.2. Expenses

Expenses paid in 2019 amounted to 13,294,659 euros, and their application is reflected in the following table. It should be noted that the invoiced and unpaid expenses reached only 846,514 euros. This figure refers to expenses with remuneration charges, IRS, Social Security and National Body of Retirements, VAT assessment for the 4th quarter, whose payments only occur in 2020 and other expenses of invoices received at the end of 2019, but in the impossibility of being paid in the calendar year, they were carried over to the following year.

Regarding the executed expenditure process, it should be noted that the amount executed in personnel expenses amounted to 8,407,177 euros, which translates into an execution rate compared to the initially approved budget of 92.0%. Personnel expenses increased by 709,121 euros, corresponding to a positive rate of change of 9%, representing approximately 63% of the total expenses paid.

Capital expenditures paid amounted to 2,318,660 euros (17%) and purchases of goods and services and other current expenses represented 19% of the total expenses paid.

Expenses with supplies and external services increased considerably, justified by the opening of the new Pole of Famalicão, by the increase in the number of R&D projects and activities carried out, by the operation of buildings to support classes and services (Complex C which includes the Library, Division Academic, Information Services Division, School of Technology and the M-Factor Lab Building), and for the events and activities organized within the scope of the 25 years of the IPCA.

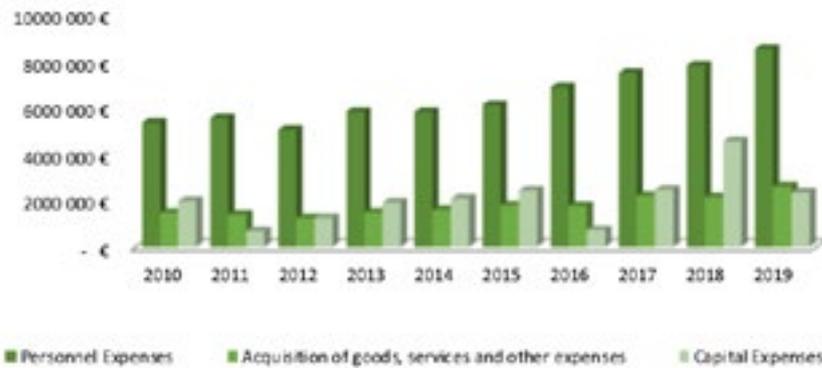
Expenses with supplies and external services increased considerably, justified by the opening of the new Pole of Famalicão, by the increase in the number of R&D projects and activities carried out, by the operation of buildings to support classes and services (Complex C which includes the Library, Division Academic, Information Services Division, School of Technology and the Mechatronics Building), and for the events and activities organized within the scope of the 25 years of the IPCA.

Table 28 - Expenditure

Description	Corrected Commitments	Appropriations	Obligations	Paid Net. Tot.	Obr. Unpaid	Execution degree
CURRENT						
Personnel Expenses	9 124 624,41	8 713 268,54	8 713 268,54	8 407 177,85	306 090,69	92,14%
Certain and permanent remuneration	7 295 696,00	6 895 687,85	6 895 687,85	6 732 522,15	163 165,70	92,28%
Variable or eventual allowances	193 036,00	190 315,03	190 315,03	164 458,32	25 856,71	85,20%
Social Security	1 635 892,44	1 627 265,66	1 627 265,66	1 510 197,38	117 068,28	92,32%
Acquisition of goods and services	2 475 480,00	2 059 353,75	2 059 353,75	1 955 538,10	103 815,65	79,00%
Current transfers and subsidies						
Current transfers						
Public Administrations	638 524,00	470 518,30	470 518,30	470 518,30	0,00	73,69%
Nonprofit sector entities	62 135,00	61 678,50	61 678,50	61 678,50	0,00	99,27%
Families	576 389,00	408 839,80	408 839,80	408 839,80	0,00	70,93%
Other current expenses	180 045,00	177 022,42	177 022,42	142 765,07	34 257,35	79,29%
Total Current	12 418 673,44	11 420 163,01	11 420 163,01	10 975 999,32	444 163,69	88,38%
CAPITAL						
Acquisition of capital goods	4 780 364,00	2 721 010,82	2 721 010,82	2 318 660,12	402 350,70	48,50%
Total Capital	4 780 364,00	2 721 010,82	2 721 010,82	2 318 660,12	402 350,70	48,50%
Total Geral	17 199 037,44	14 141 173,83	14 141 173,83	13 294 659,44	846 514,39	77,30%

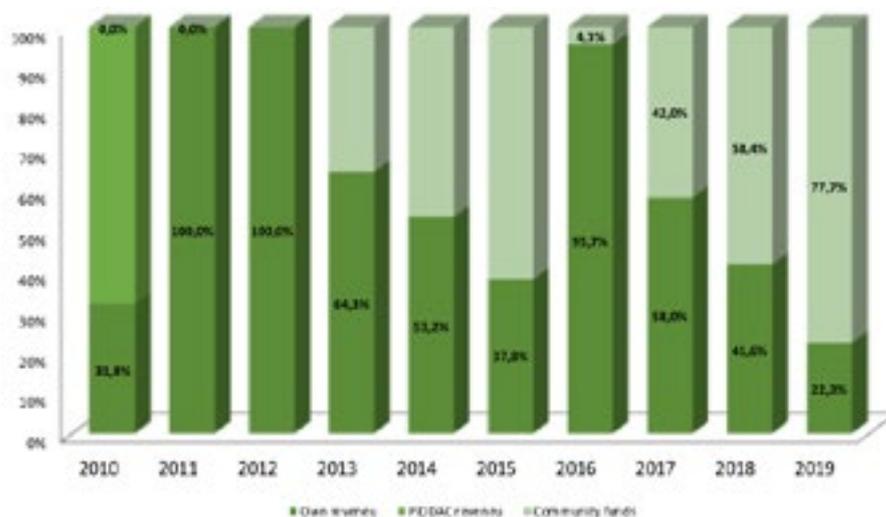
Through the analysis of graph 39 it is possible to verify the value of expenses has been growing steadily over the last few years, which is justified by the growth in the number of schools, courses and students.

Graphic 10 - Structure of paid expenditure



The following graph shows the capital expenditures by source of financing, noting that, as a rule, in the last 4 years, own income and income from Community funds as the main source of financing for this type of expenditure have predominated.

Graphic 11 - Sources of financing for capital expenditures



It is also important to highlight the growing weight of the source of financing from community funds in IPCA investment expenses, contributing, in 2019, to 77.7% of the same. In the last ten years, 2019 has had the lowest weight of own revenues in the financing of capital expenditures, which reveals a greater capacity of the institution to capture co-financed projects to face the investment plan.

2. ANALYSIS OF ECONOMIC AND FINANCIAL PERFORMANCE

2.1. Financial position analysis: Balance sheet

The structure of IPCA balance sheet, as at 31 January 2019, takes the form, illustrated by the graph below. The financial statements for the year 2019 reveal a positive balance sheet structure, which demonstrates a good financial performance, in addition to the good budget management already analyzed in the previous point. In general terms, IPCA's assets increased by 4% compared to 2018, net assets increased by approximately 2%, and liabilities increased by approximately 9%. It is also noted that the weight of net assets over total assets is very close to 75%, which indicates an adequate ratio of financial autonomy.

Graphic 12 - Balance Sheet Structure



2.1.1. Assets

The table below shows the values of the various components of the asset, for the year 2019, its relative weight and its variation compared to the year 2018. The net asset stood at 33,684,630 euros, having increased by 1,204,452 euros, which represents an increase of 4% compared to the previous year, mainly due to an increase in tangible and intangible fixed assets, as well as customers, taxpayers and users.

Of these components, the weight of tangible and intangible fixed assets stands out in the total of assets (71%), with a value greater than 23.8 million euros. Such increase is due to investments made in the acquisition of various equipment and improvement of infrastructures for teaching and research activities.

Table 29 - Assets

Active	2018	Weight	2019	Weight	Variation	
					Absolute	%
Tangible and Intangible Fixed Assets	22 796 913	70,19%	23 895 290	73,11%	1 098 377	4,82%
Debtors for transfers and grants non-refundable	4 959 426	15,27%	4 118 604	12,60%	-840 822	-16,95%
Customers, taxpayers and users	2 354 591	7,25%	2 659 391	8,14%	304 800	12,94%
Cash and Deposits	2 366 770	7,29%	2 007 702	6,14%	-359 068	-15,17%
Deferrals	2 477	0,01%	3 643	0,01%	1 166	47,05%
Total Assets	32 480 178	100%	32 684 630	100%	204 453	0,63%

2.1.2. Equity and Liabilities

In 2019, shareholders' equity reached 24,859,153 euros. There was an increase of about 2%, compared to 2018, as a result of the increase in retained earnings. On the other hand, the net result for the year of 2019 reached 538,828 euros, a value lower than that of 2018 by

1,353,141 euros, mainly justified by the value lower than expected in current transfers obtained and by the increase in expenses with personnel and supplies and services external.

Table 124 shows the various components of net and liability assets in 2019, their relative weight and their variation compared to 2018.

Table 30 - Equity and liabilities

Tangible Fixed Assets	2018	Weight	2019	Weight	Variation
Net Equity	24 395 485	75%	24 859 177	74%	463 693
Equity/Capital	224 081	1%	224 081	1%	0
Retained Earnings	8 347 903	26%	10 588 689	31%	2 240 786
Other changes in equity	13 931 532	43%	13 507 555	40%	-423 977
Net income for the year	1 891 969	6%	538 852	2%	-1 353 117
Current Liabilities	8 084 693	25%	8 825 453	26%	740 760
Provisions for risk and charges	0	0%	0	0%	0
Suppliers	241 211	1%	103 597	0%	-137 614
State and other public entities	252 781	1%	336 796	1%	84 015
Investment suppliers	446 090	1%	394 270	1%	-51 820
Other accounts payable	1 164 614	4%	1 643 206	5%	478 592
Deferrals	5 655 835	17%	6 347 584	19%	691 750
Other financial liabilities	324 162	1%	0	0%	-324 162
Total net equity and liabilities	32 480 178	100%	33 684 630	100%	1 204 453

In a more detailed analysis of shareholders' equity, it appears that the caption of other changes in shareholders' equity, decreased by 423,977 euros. This covers amounts related to subsidies received to finance capital expenditures, in the scope of research and development (R&D) projects and other investment financing, being transferred to income, under the heading of other income, in a proportion identical to the annual charges with the depreciation of subsidized assets.

On the other hand, the liabilities continue to have little weight in the balance sheet structure (26%), with 19% corresponding to deferrals to be recognized in subsidies and fees, reason why their values do not effectively translate debt to third parties.

We can see that debts to current account suppliers decreased by 137,614 euros compared to 2018, as well as debts to investment suppliers, in the amount of 51,820 euros. The decrease in debts to third parties was due to greater regularity in payments throughout the year and the fact that efforts were made to make payments during the economic period of 2019. It is noted that the IPCA continues to comply in a timely manner payments and commitments, with no record of late payments.

The item charges to the State and other public entities amounts to 336,796 euros, including amounts with charges on remuneration and the amount of VAT payable relating to the calculation of the 4th quarter of 2019. These amounts were, however, settled in January 2020.

Debts to other creditors, collateral provided by suppliers and debtors and creditors for accruals (economic periodization), suffered a positive variation of 478,616 euros, justified by the increase in accruals to be paid and the other financial liabilities, which changes to the balance sheet structure now incorporate this item.

The deferrals item in the amount of 6,347,584 euros, registered an increase of 12%, and represents the recognition of the right to receive in exercise future transfers and current subsidies obtained with conditions and tuition fees.

2.2. Analysis of financial performance: Income Statement

2.2.1 Evolution of Results

The table below shows the evolution of the economic results.

Table 31 - Evolution of results

Income Statement Summary	2018	2019
1 Results Before Depreciation and Financing Costs	3 059 984	1 771 921
2 Depreciation and amortization expenses/reversals	1 140 229	1 229 495
3 Operation Results (before financing expenses) (3)=(1)-(2)	1 919 755	542 426
4 Similar income/expenses supported	27 789	3 598
5 Earnings Before Taxes (5)=(3)-(4)	1 891 969	538 828
Net Profit for the Period	1 891 969	538 828

In summary, it appears that the Net Result of the Period remained positive, at 538,828 euros. EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) shows values above 1.7 million euros, which contributed significantly to the Net Profit for the Period. Depreciation expenses were 8% higher, resulting from the start-up of investments made in previous periods.

Although positive, it is worth highlighting the 72% reduction in net income for the period compared to 2018.

2.2.2. Income Structure

Table below shows the income structure for the year and the variation of these relative to 2018.

As can be seen in this table and in graph 43, income related to transfers and operating subsidies (namely transfers from the OE) are those that have the most significant weight in the income structure (58%), followed by income from taxes, contributions and fees (32%). This situation reflects what happened in previous years.

Table 32 - Income

Income and Gains	2018	Weight	2019	Weight	Absolute variation
Taxes and fees	3 676 121	28,02%	4 164 897	32,19%	488 777
Sales	1 954	0,01%	2 714	0,02%	760
Services	136 244	1,04%	45 205	0,35%	-91 039
Current transfers and subsidies obtained	8 366 776	63,77%	7 507 258	58,02%	-859 518
Impairment reversals	126 695	0,97%	92 559	0,72%	-34 136
Other income and gains	811 508	6,19%	1 125 435	8,70%	313 927
Total income and gains	13 119 297	100%	12 938 068	100%	-181 229

2.2.3 Expenses Structure

Personnel expenses and external supplies and services are largely responsible for the volume of spending in 2019, reaching approximately 70% and 16%, respectively, followed by depreciation expenses (10%).

Regarding expenses with supplies and external services, which include expenses with electricity, water, communications, insurance, surveillance and security, cleaning and hygiene, and comfort, there was an increase of 563,039 euros compared to the previous year, justified by the increase in personnel training expenses, other specialized jobs, consumables, gift items, hygiene and cleaning items, clothing and personal items, electricity and fuels, insurance and other services.

Personnel expenses also registered an increase of 833,886 euros justified by the end of thawing of careers and remuneration valuation by the performance evaluation, the opening of the new Famalicão Pole, which implied new hiring of technical and teaching staff.

Depreciation for the year registered an increase of 89,266 euros and the remaining items suffered a decrease.

Table 33 - Expenses and losses

Expenses and losses	2018	Weight	2019	Weight	Absolut Variation
Supply and External Services	1 408 083	12,54%	1 971 122	15,90%	563 039
Personnel Expenses	7 844 795	69,87%	8 678 681	69,99%	833 886
Current transfers granted	555 124	4,94%	379 961	3,06%	-175 163
Depreciation for the year	1 140 229	10,16%	1 229 495	9,92%	89 266
Impairments	74 611	0,66%	62 698	0,51%	-11 913
Other Expenses and Losses	176 700	1,57%	73 685	0,59%	-103 015
Interest and similar expenses	27 786	0,25%	3 598	0,03%	-24 188
Total Expenses and losses	11 227 328	100%	12 399 240	100%	1 171 912

2.3 Cash flows

In the cash flow statement, we can study the receipts and payments for the period ended, classified by operating, investing and financing activities.

In the table below we can see that the flow of operating activities was positive at 1,440,995 euros, with the receipts being higher than the payments in this amount, when in 2018 the cash flow showed the opposite direction with the value of the receipts below the payments in 1, 8 M €. In 2019, the positive balance of cash flows was mainly due to transactions that constitute the main source of generation of financial resources for IPCA: receipts from customers and users, receipts from transfers and current subsidies and in the part of payments reflected the payments to personnel, suppliers and other current expenses.

Regarding the flow of investment activities, this was negative by 2,047,952 euros, which corresponded to payments related to the acquisition of tangible and intangible fixed assets and receipts for investment subsidies.

Table 34 - Receipts and Payment Structure

RUBRIC	2019	2018
Cash flows from operating activities		
Receipts	12 416 994	11 340 554
Payments	10 975 999	13 213 820
Cash flows from operating activities (1)	1 440 995	-1 873 266
Cash flows from investment activities		
Receipts	270 708	227 061
Payments	2 318 660	434 210
Cash flows from investment activities (2)	-2 047 952	-207 150
Cash flows from financing activities		
Receipts		200 098
Payments	0	0
Cash flows from financing activities (3)	0	200 098
Variation in cash and cash equivalents (1 + 2 + 3)	-606 957	-1 880 318
Effects of exchange differences	0	-6
Cash and cash equivalents at the beginning of the period	2 366 770	4 247 514
Cash and cash equivalents at the end of the period	2 007 702	2 366 770

3. MANAGEMENT INDICATORS

On the map below are presented some management indicators that allow a complementary analysis of the economic and financial situation between 2014 and 2019.

From the analysis carried out, the following aspects stand out:

- a. Although there is evidence of a decrease in the ratio, which translates the ratio between the sum of own revenue and the previous management balance (SGA) and total revenue, compared to the previous year, it can be seen that there was an improvement in the revenue collection capacity own. The decrease in this ratio was mainly due to the decrease in the SGA compared to the previous year. On the other hand, the indicator that links own revenue to total revenue (excluding SGA) is evidenced, which remained stable and with the value of 50% in 2018 and 2019.
- b. Increase in the weight of tuition revenue compared to total revenue (excluding SGA), representing 29%. This indicator has been increasing over the years under analysis.
- c. The value of OE revenues was not sufficient to support all personnel expenses, a situation that has been repeated over the past six years.
- d. 9% increase in the weight of personnel expenses in total expenses, compared to 2018, justified by the decrease in the weight of capital expenses in total expenditure and the increase in personnel expenses.
- e. In 2019, the weight of current expenses in total expenditure increased by approximately 14% compared to the previous year, justified by the decrease in the weight of capital expenditures in total expenditure and the increase in expenditure on the acquisition of services.
- f. The financial autonomy ratio, suffered a slight decrease of one percentage point, compared to 2018. Reaching 74% in 2019. It should be noted that, in calculating this ratio, the amount related to investment subsidies was included in Shareholders' Equity taking into account the accounting treatment established in the Public Accounting Standards and which came into force in the Portuguese context as of January 2018. The fact that IPCA's financial autonomy of less than 75% in 2019 implied that this year the provisions of paragraph a), no. 1, article 7, of Decree-Law no. 63/2018, of August 6. The difference of one percentage point is justified by a cyclical situation, namely in the difficulty of project repayments. It appears that the IPCA has been increasing the number of approved projects, which entail expenses, and that in turn does not follow the respective reimbursements, in the same period. In other words, this ratio is negatively affected by the correct accounting of research projects and will tend to be affected by the dynamism in attracting new projects.
- g. Regarding the debt ratio, in 2019 it is 38%, which means that the limits set out in paragraph b), of no. 1, article 7, of Decree-Law no. 63/2018, of August 6.
- h. Current expenditure per student in 2019 increased compared to the previous year as a result of the opening of new academic years and the entry into operation of the Vila Nova de Famalicão Pole, which led to an increase in current expenses both in hiring teaching staff and non-teaching staff, or in expenses with facilities.

		2014	2015	2016	2017	2018	2019	
Budget Indicators	Own revenue + SGA revenue	=	59%	60%	61%	63%	63%	58%
	Total Revenue							
	OE Revenue	=	50%	52%	53%	54%	50%	50%
	Total Revenue (without EMS)							
	Own Revenue (includes community funds)	=	50%	48%	47%	46%	50%	50%
	Total Revenue (without EMS)							
	Tuition Fees	=	24%	26%	28%	28%	28%	29%
	Total Revenue (without EMS)							
	Personnel Expenses	=	61%	59%	73%	61%	54%	63%
	Total Expenses							
Capital Expenditure	=	78%	76%	92%	80%	69%	83%	
Total Expenses								
Current Expenses	=	2159	1992	2060	2256	2093	2189	
No. of Students								
Economic Indicators	Net Patrimony	=	87%	87%	87%	85%	75%	74%
	Active							
	Depreciation for the period	=	4%	6%	5%	3%	3%	4%
	Gross Fixed Asset Value							
	Availability	=					52%	38%
	Net indebtedness							
	Supply and External Services	=	15%	15%	14%	17%	14%	16%
	Total spend							
	Sale and provision of services	=	0%	1%	1%	1%	1%	0%
	Total spend							
Accumulated depreciation	=	20%	23%	28%	28%	25%	29%	
Gross Fixed Asset Value								

4. FINAL CONSIDERATIONS

The preparation of the 2019 accounts was carried out as expected and in accordance with the objectives defined. However, at the beginning of 2020, we witnessed the appearance of Covid-19, which delayed the approval of the 2019 accounts and their submission to the Court of Auditors.

4.1 Proposal for approval of accounts and application of results

The Management Council is convinced that the Management and Accounts Report, which were prepared in accordance with the SNC-AP, the instructions from CNC, UniLEO and the Court of Auditors, reflect in a true and appropriate way, in materially relevant aspects, the result of the IPCA's operations, as well as its financial position and performance and cash flows. Accordingly, and considering that in the year ended December 31, 2019, a positive net result was calculated, in the amount of 538,828.28 Euros, the Management Board proposes:

- That the Management Report and Accounts and the other accounting documents be approved.
- That the entire "Net income for the period" be transferred to "Retained earnings".

4.2 Impact of Covid-19

At the beginning of March 2020, there was a significant increase in the number of cases of COVID-19 infection registered mainly in the northern region. In view of this and despite the fact that no cases of infection were identified in members of the academic community, as a way to mitigate the risk of spreading the virus, on March 10, 2020, the President of IPCA, through the Dispatch (PR) No. 28/2020 defines "Measures to prevent the transmission of Covid-19.

This order determined the suspension of all classroom activities. However, on March 16, 2020, IPCA developed the Coronavirus / Covid-19 Contingency Plan.

Also, on March 16, Dispatch (PR) No. 30/2020 is published, which defines the Telework Regime at IPCA, as a way of minimizing contagion risks and guaranteeing the normal functioning of services.

As a result of the state of emergency in Portugal, through the Decree of the President of the Republic no. 14-A / 2020, of 18 March, IPCA adopts new measures published in Dispatch (PR) No 31/2020.

On April 3, 2020, in order to clarify the evaluation system during the period of suspension of classroom activities, Dispatch (PR) No. 37/2020 is published.

Finally, on April 30, Dispatch (PR) No. 43/2020 is published, which defined the guidelines and measures for the gradual return to face-to-face activities at IPCA.

Analysing the impact of COVID-19, in general, IPCA expects to continue its activity according to the activity plan for 2020 and the strategic plan for 2021.

On the one hand, in terms of liquidity, receipts related to fees, fees and fines have been monitored daily, and, compared to previous years, the amounts charged as bribes during this period have maintained identical standards, with a minor drop. On the other hand, also with regard to projects, another important source of revenue for IPCA to function, we have not identified changes resulting from the current state. It may happen, eventually, that there is a reassessment of applications in progress or that would be expected to open in 2020 and that, in the meantime, be channelled to R&D activities related to COVID-19.

Assuming that these are one of the main sources of revenue for IPCA, we do not expect impacts that will force us to reduce or suspend activity. Consequently, this will enable us to ensure the ability to honour commitments for the year 2020.

Carrying out an analysis and general reflection on the execution of the current budget, the activity has been carried out in order to continue the projects already outlined by the management body within at least one year.



Horwath & Associados, SROC, Lda.
 Registo na CROC nº 186
 Registo na CMVM nº 20161486
 Edifício Siza Vieira
 Rua do Aleixo, 53 - 3.º
 4150-043 Porto
 Portugal
 Tel: +351 220 133 482
 www.crowe.pt

CERTIFICAÇÃO LEGAL DAS CONTAS

RELATO SOBRE A AUDITORIA DAS DEMONSTRAÇÕES FINANCEIRAS

Opinião

Auditámos as demonstrações financeiras anexas do Instituto Politécnico do Cávado e do Ave (a Entidade), que compreendem o balanço em 31 de dezembro de 2019 (que evidencia um total de 33.684.630 euros e um total de património líquido de 24.859.153 euros, incluindo um resultado líquido de 538.828 euros), a demonstração dos resultados por natureza, a demonstração das alterações no património líquido, a demonstração dos fluxos de caixa, relativos ao ano findo naquela data, e o anexo às demonstrações financeiras que inclui um resumo das políticas contabilísticas significativas.

Em nossa opinião, as demonstrações financeiras anexas apresentam de forma verdadeira e apropriada, em todos os aspetos materiais, a posição financeira do Instituto Politécnico do Cávado e do Ave em 31 de dezembro de 2019, o seu desempenho financeiro e os fluxos de caixa relativos ao ano findo naquela data de acordo com o Sistema de Normalização Contabilística para as Administrações Públicas.

Bases para a opinião

A nossa auditoria foi efetuada de acordo com as Normas Internacionais de Auditoria (ISA) e demais normas e orientações técnicas e éticas da Ordem dos Revisores Oficiais de Contas. As nossas responsabilidades nos termos dessas normas estão descritas na secção "Responsabilidades do auditor pela auditoria das demonstrações financeiras" abaixo. Somos independentes da Entidade nos termos da lei e cumprimos os demais requisitos éticos nos termos do código de ética da Ordem dos Revisores Oficiais de Contas.

Estamos convictos de que a prova de auditoria que obtivemos é suficiente e apropriada para proporcionar uma base para a nossa opinião.

Ênfases

Conforme referido no parágrafo 1.2 do Anexo às demonstrações financeiras, os Serviços de Ação Social IPCA integraram o Instituto Politécnico do Cávado e do Ave em 2019, através de um processo de fusão. Contudo, a comparabilidade das demonstrações financeiras não foi afetada dada a pequena representatividade daquela Entidade.

Chamamos a atenção para a informação divulgada na nota 17 do anexo, relativa aos possíveis impactos do vírus COVID-19 na economia e, consequentemente, na atividade futura da Entidade.

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A nossa opinião não é modificada em relação a estas matérias.

Outras matérias

As demonstrações financeiras e orçamentais do Instituto Politécnico do Cávado e do Ave, relativas ao ano findo em 31 de dezembro de 2018, foram auditadas por outro auditor que expressou uma opinião sem reservas em 23 de abril de 2019.

Responsabilidades do órgão de gestão pelas demonstrações financeiras

O órgão de gestão é responsável pela:

- preparação de demonstrações financeiras que apresentem de forma verdadeira e apropriada a posição financeira, o desempenho financeiro e os fluxos de caixa da Entidade de acordo com o SNC-AP;
- elaboração do relatório de gestão e contas nos termos legais e regulamentares aplicáveis;
- criação e manutenção de um sistema de controlo interno apropriado para permitir a preparação de demonstrações financeiras isentas de distorção material devido a fraude ou erro;
- adoção de políticas e critérios contabilísticos adequados nas circunstâncias; e
- avaliação da capacidade da Entidade de se manter em continuidade, divulgando, quando aplicável, as matérias que possam suscitar dúvidas significativas sobre a continuidade das atividades.

Responsabilidades do auditor pela auditoria das demonstrações financeiras

A nossa responsabilidade consiste em obter segurança razoável sobre se as demonstrações financeiras como um todo estão isentas de distorções materiais devido a fraude ou erro, e emitir um relatório onde conste a nossa opinião. Segurança razoável é um nível elevado de segurança mas não é uma garantia de que uma auditoria executada de acordo com as ISA detetará sempre uma distorção material quando exista. As distorções podem ter origem em fraude ou erro e são consideradas materiais se, isoladas ou conjuntamente, se possa razoavelmente esperar que influenciem decisões económicas dos utilizadores tomadas com base nessas demonstrações financeiras.

Como parte de uma auditoria de acordo com as ISA, fazemos julgamentos profissionais e mantemos ceticismo profissional durante a auditoria e também:

- identificamos e avaliamos os riscos de distorção material das demonstrações financeiras, devido a fraude ou a erro, concebemos e executamos procedimentos de auditoria que respondam a esses riscos, e obtemos prova de auditoria que seja suficiente e apropriada para proporcionar uma base para a nossa opinião. O risco de não detetar uma distorção material devido a fraude é maior do que o risco de não detetar uma distorção material devido a erro, dado que a fraude pode envolver conluio, falsificação, omissões intencionais, falsas declarações ou sobreposição ao controlo interno;



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- obtemos uma compreensão do controlo interno relevante para a auditoria com o objetivo de conceber procedimentos de auditoria que sejam apropriados nas circunstâncias, mas não para expressar uma opinião sobre a eficácia do controlo interno da Entidade;
- avaliamos a adequação das políticas contabilísticas usadas e a razoabilidade das estimativas contabilísticas e respetivas divulgações feitas pelo órgão de gestão;
- concluímos sobre a apropriação do uso, pelo órgão de gestão, do pressuposto da continuidade e, com base na prova de auditoria obtida, se existe qualquer incerteza material relacionada com acontecimentos ou condições que possam suscitar dúvidas significativas sobre a capacidade da Entidade para dar continuidade às suas atividades. Se concluímos que existe uma incerteza material, devemos chamar a atenção no nosso relatório para as divulgações relacionadas incluídas nas demonstrações financeiras ou, caso essas divulgações não sejam adequadas, modificar a nossa opinião. As nossas conclusões são baseadas na prova de auditoria obtida até à data do nosso relatório. Porém, acontecimentos ou condições futuras podem levar a que a Entidade descontinue as suas atividades;
- avaliamos a apresentação, estrutura e conteúdo global das demonstrações financeiras, incluindo as divulgações, e se essas demonstrações financeiras representam as transações e acontecimentos subjacentes de forma a atingir uma apresentação apropriada;
- comunicamos com os encarregados da governação, entre outros assuntos, o âmbito e o calendário planeado da auditoria, e as conclusões significativas da auditoria incluindo qualquer deficiência significativa de controlo interno identificado durante a auditoria.

A nossa responsabilidade inclui ainda a verificação da concordância da informação constante do relatório de gestão e contas com as demonstrações financeiras.

RELATO SOBRE OUTROS REQUISITOS LEGAIS E REGULAMENTARES

Sobre as demonstrações orçamentais

Auditamos as demonstrações orçamentais anexas da Entidade que compreendem a demonstração do desempenho orçamental, a demonstração da execução orçamental da receita (que evidencia um total de receita cobrada líquida de 15.007.242 euros) e a demonstração da execução orçamental da despesa (que evidencia um total de despesa paga líquida de reposições de 13.294.659 euros) relativas ao exercício findo em 31 de dezembro de 2019.

O Órgão de gestão é responsável pela preparação e aprovação das demonstrações orçamentais no âmbito da prestação de contas da entidade. A nossa responsabilidade consiste em verificar que foram cumpridos os requisitos de contabilização e relato previstos na Norma de Contabilidade Pública (NCP) 26 do Sistema de Normalização Contabilística para as Administrações Públicas.

Em nossa opinião, as demonstrações orçamentais anexas estão preparadas, em todos os aspetos materiais, de acordo com a NCP 26 do Sistema de Normalização Contabilística para as Administrações Públicas.



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Sobre o relatório de gestão e contas

Em nossa opinião, exceto quanto às divulgações aplicáveis ao subsetor da educação, previstas na NCP 27 – Contabilidade de Gestão, o relatório de gestão e contas foi preparado de acordo com as leis e regulamentos aplicáveis em vigor e a informação nele constante é coerente com as demonstrações financeiras auditadas e demonstrações orçamentais, não tendo sido identificadas incorreções materiais.

Porto, 21 de maio de 2020

A handwritten signature in blue ink that reads "Carla Manuela Serra Geraldes".

Horwath & Associados, SROC, Lda.

representada por Carla Manuela Serra Geraldes (ROC 1127)