[PT07 – EEA FM] Contrato Programa

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Mecanismo Financeiro do Espaço Económico Europeu (MFEEE) dos EEA Grants para o período de 2009-2014

# **CONTRATO PROGRAMA**

entre

Ministério do Ambiente, Ordenamento do Território e Energia representando Portugal enquanto País Beneficiário e atuando pelo Ponto Focal Nacional (Unidade Nacional de Gestão) e

Comissão para a Cidadania e a Igualdade de Género adiante designado por "Operador do Programa"

relativo à Implementação do

Programa Integração da Igualdade de Género e Promoção do Equilíbrio entre o Trabalho e a Vida Privada adiante designado por o "Programa"

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[PT07 – EEA FM] Contrato Programa

Considerando o "Programme Agreement" celebrado entre o Ministro do Ambiente, Ordenamento do Território e Energia e o Comité do Mecanismo Financeiro ("FMC") 12 de Novembro de 2013 para o financiamento do Programa Integração da Igualdade de Género e Promoção do Equilíbrio entre o Trabalho e a Vida Privada no montante total estimado de  $\in$ 2.941.176 e com o montante máximo de financiamento de  $\in$  2.500.000 pelo Mecanismo Financeiro do Espaço Económico Europeu para o período 2009-2014 (MFEEE 2009-2014), a que corresponde o montante de cofinanciamento nacional de  $\in$  441.176.

**Ministro do Ambiente, Ordenamento do Território e Energia**, representando o Governo da República Portuguesa, sucedendo no mandato previsto na Resolução do Conselho de Ministros n.º 26/2012, de 14 de Março e no Memorando de Entendimento assinado em 29 de Março de 2012, enquanto tutela do Ponto Focal Nacional, a Unidade Nacional de Gestão do MFEEE 2009-2014 ("UNG") e neste ato atuando pelo referido Ponto Focal Nacional

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**Comissão para a Cidadania e a Igualdade de Género,** adiante designada por "Operador do Programa", nomeada pelo Governo Português como entidade responsável, com capacidade legal e competência para promover a implementação do Programa Integração da Igualdade de Género e Promoção do Equilíbrio entre o Trabalho e a Vida Privada representada neste ato pela sua Presidente **Maria de Fátima Abrantes Duarte** 

Acordam livremente o presente **Contrato Programa** (correspondente ao "*Programme Implementation Agreement*")

# CAPÍTULO 1 DISPOSIÇÕES GERAIS

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# Cláusula 1.1

#### Âmbito

O presente Contrato Programa estabelece os termos e as condições de implementação do Programa Integração da Igualdade de Género e Promoção do Equilíbrio entre o Trabalho e a Vida Privada e os papéis e responsabilidades da UNG, enquanto Ponto Focal Nacional, e o Operador do Programa.

# Cláusula 1.2

#### Quadro Legal

1. O presente Contrato Programa está sujeito ao Quadro Legal do MFEEE 2009-2014 aplicável a Portugal (adiante designado por "Quadro Legal") que é composto pelos seguintes documentos:

- (a) Protocolo 38b ao Acordo do EEE relativo ao MFEEE 2009-2014;
- (b) Regulamento relativo à implementação do MFEEE 2009-2014 e seus anexos, emitido pelos Estados Doadores, em conformidade com o n.º 8 do Artigo 8.º do Protocolo 38b (adiante designado por o "Regulamento");
- (c) Memorando de Entendimento relativo à implementação do MFEEE 2009-2014, celebrado entre os Estados Doadores e o Governo da República Portuguesa, em 29 de Março de 2012 (adiante designado por "MoU");
- (d) Resolução do Conselho de Ministros n.º 26/2012, de 14 de Março;
- (e) "Programme Agreement" celebrado em 12 de Novembro de 2013 entre o Comité do Mecanismo Financeiro (adiante designado por "FMC") e o Ministro do Ambiente, Ordenamento do Território e Energia;
- (f) Descrição dos Sistemas de Gestão e Controlo do MFEEE 2009-2014 adotados pela UNG, pela Autoridade de Auditoria e pela Autoridade de Certificação, nos termos do Artigo 4.8 do Regulamento (adiante designados por "Sistema Nacional de Gestão e Controlo"), e
- (g) quaisquer diretrizes adotadas pelo FMC, após consulta com a UNG, nos termos do Regulamento.

2. O Operador do Programa declara conhecer o conteúdo dos documentos elencados no número anterior, incluindo os seus anexos e reconhece os termos e condições de implementação do Programa que deles resultam.

3. A UNG e o Operador do Programa reconhecem que os anexos dos documentos mencionados no n.º 1 constituem parte integrante daqueles documentos e são igualmente vinculativos.

4. A UNG e o Operador do Programa comprometem-se a cumprir integralmente as disposições do Quadro Legal, incluindo quaisquer obrigações que permaneçam válidas após a conclusão do Programa.

5. Em caso de inconsistência entre o presente Contrato Programa e qualquer outro documento referido no n.º 1, prevalecem os documentos do Quadro Legal.

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6. Quaisquer alterações introduzidas nos documentos do Quadro Legal, incluindo a designação de entidades identificadas no MoU, e quaisquer alterações no *Programme Agreement*, são diretamente aplicáveis às Partes, sem necessidade de qualquer formalização.

7. Em todas as matérias que não se encontrem reguladas no presente Contrato Programa aplicam-se as normas constantes do Quadro Legal.

# Cláusula 1.3 Definições

1. Os termos empregues, as instituições e os documentos referidos no presente Contrato Programa devem ser entendidos como tendo o significado conforme com o Quadro Legal referido na Cláusula 1.2, em particular no Artigo 1.5 (Definições) do Regulamento.

2. Nos termos do Quadro Legal, as seguintes entidades devem ser entendidas como:

- a) Ponto Focal Nacional Unidade Nacional de Gestão (UNG);
- b) Autoridade de Auditoria Inspeção Geral de Finanças (IGF);
- c) Autoridade de Certificação Instituto Financeiro para o Desenvolvimento Regional (IFDR);
- d) Comité de Acompanhamento de acordo com o estabelecido nos termos da Resolução do Conselho de Ministros n.º 26/2012, de 14 de Março;

3. O Comité do Mecanismo Financeiro (FMC) e o Gabinete do Mecanismo Financeiro (FMO) serão referidos no presente Contrato Programa como "FMC/FMO" sempre que não exista distinção relevante para os efeitos do mesmo.

4. O termo "Partes" no presente Contrato Programa deve ser entendido como referindo-se à UNG, enquanto Ponto Focal Nacional, e ao Operador do Programa.

#### Cláusula 1.4

#### Anexos e hierarquia de documentos

1. Os seguintes Anexos constituem parte integrante do presente Acordo:

- a) Proposta do Programa, incluindo os seus anexos Anexo 1;
- b) Programme Agreement, incluindo os seus anexos Anexo 2;
- c) Sistema Nacional de Gestão e Controlo do Mecanismo Financeiro do EEE para o período de 2009-2014, adotados pela UNG, pela Autoridade de Auditoria e pela Autoridade de Certificação, incluindo os seus anexos – Anexo 3;
- d) Estrutura de Gestão do Programa Anexo 4;
- e) Comprovativo da responsabilidade financeira pelo cofinanciamento e Compromissos
   Financeiros Plurianuais do Operador do Programa Anexo 5.

2. As disposições dos Anexos do Contrato Programa elencadas no número anterior devem ser interpretadas de forma consistente com os documentos do Quadro Legal referido na Cláusula 1.2 *supra*.

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3. O Anexo 1 contém a Proposta do Programa e os seus anexos, subscrita pelo Operador do Programa em 21 de Novembro de 2012 e submetida ao FMC/FMO, em 22 de Novembro de 2012, através do "Sistema de Documentação, de Relatórios e de Informações (adiante designado por "DoRIS") e toda a correspondência e comunicações subsequentes entre os FMC/FMO e o Operador do Programa, em data anterior à decisão sobre o Programa.

4. Os compromissos, declarações e garantias, explícitos e implícitos na Proposta do Programa são vinculativos para o Operador do Programa, salvo disposição contrária nos anexos do *Programme Agreement* (Anexo 2) e desde que tais compromissos, declarações e garantias estejam em conformidade com o Regulamento.

5. Em caso de inconsistências entre o Anexo 1 (Proposta do Programa) e o Anexo 2 (*Programme Agreement*), prevalece o Anexo 2.

#### Cláusula 1.5

#### Princípios da Implementação do Programa

1. As Partes devem cumprir as suas obrigações e prosseguir os objetivos estabelecidos no presente Contrato Programa, num quadro de estreita cooperação.

2. As Partes acordam em fornecer prontamente todas as informações necessárias ao bom funcionamento do Programa, em especial informando-se mutuamente relativamente a quaisquer circunstâncias que possam interferir com o êxito da implementação do Programa.

3. As Partes devem ainda cooperar no fornecimento atempado de informações adequadas a qualquer entidade designada no âmbito da implementação do MFEEE 2009-2014, tendo em vista assegurar o cumprimento das suas obrigações, conforme previsto no Quadro Legal.

4. As Partes comprometem-se a combater práticas corruptas na implementação do presente Programa, declarando ainda para esse efeito não aceitar, direta ou indiretamente, qualquer espécie de pagamento ou benefício que seja ou possa vir a ser interpretado como uma prática ilícita. Cada Parte deve informar imediatamente a outra relativamente a qualquer indício de corrupção ou uso inadequado de recursos relacionados com a implementação do Programa.

5. O Operador do Programa deve implementar o Programa assegurando o mais elevado grau de transparência, responsabilização e eficiência de custos, bem como o respeito dos princípios da boa governação, desenvolvimento sustentável, igualdade de género, igualdade de oportunidades e tolerância zero em relação à corrupção.

6. O Operador do Programa compromete-se a assegurar que a implementação do Programa é feita em conformidade com a legislação nacional e da União Europeia (UE) aplicável, em todas as suas fases, com especial incidência nas matérias de proteção ambiental, contratação pública, concorrência e auxílios estatais.

#### Cláusula 1.6

#### Comunicações

1. O Operador do Programa deve cumprir prontamente as suas obrigações em matéria de comunicação identificadas no Quadro Legal e no presente Acordo.

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2. As informações relativas ao Programa, a serem fornecidas pelo Operador de Programa à UNG ou ao FMC/FMO, devem ser prestadas em língua inglesa.

3. O Operador do Programa deve comunicar à UNG todas as informações relevantes fornecidas diretamente ao FMC/FMO em matéria de implementação do Programa.

4. Caso a UNG esteja sujeita a um prazo para a transmissão de informações ao FMC/FMO, a serem fornecidas pelo Operador do Programa, em resultado do Quadro Legal, do presente Contrato Programa ou de um pedido direto do FMC/FMO, o Operador do Programa deve fornecer as informações em causa dentro do prazo fixado pela UNG, ou caso a UNG não fixe um prazo, deve fazê-lo dentro de um prazo de 10 dias úteis.

5. Em caso de erros ou ambiguidades nas informações prestadas pelo Operador do Programa, a UNG pode solicitar o fornecimento de alterações no prazo de 5 dias úteis.

6. O Operador do Programa deve tomar todas as medidas apropriadas no sentido de assegurar junto dos seus Promotores e Parceiros de Projetos o cumprimento das suas obrigações de comunicação, em conformidade com a presente cláusula.

#### Cláusula 1.7

#### Estrutura de Gestão do Programa

1. O Anexo 4 do presente Contrato Programa apresenta o guadro de informações sobre a estrutura de gestão atribuída pelo Operador do Programa para a implementação do Programa, listando os contactos, as responsabilidades e funções da equipa designada, identificando o Responsável do Programa e o seu substituto e discriminando o(s) responsável(eis) pelas áreas jurídica, financeira, técnica e de comunicação.

2. Os contactos da UNG são os seguintes:

Praça do Comércio 1149-010 LISBOA Tel.: +351 21 323 48 46 Fax: +351 21 323 46 01 geral@eeagrants.gov.pt

3. Quaisquer alterações ou correções futuras no quadro do Anexo 4 e nos contactos apresentados no número anterior, devem ser comunicados pelas Partes, por escrito, com a maior brevidade.

4. O Operador do Programa assegura que a estrutura de gestão apresentada no Anexo 4 salvaguarda o princípio da segregação de funções, em particular a segregação das funções de seleção de Projetos e de pagamentos de quaisquer outras funções.

5. O Operador do Programa deve ainda transmitir á UNG as informações relevantes sobre a estrutura de gestão em relação aos Parceiros ao nível de Programa e de Projeto e em relação ao Comité de Cooperação, quando aplicavel.

#### Cláusula 1.8

#### Reuniões e Eventos

1. O Operador do Programa deve desenvolver todos os esforços no sentido de participar nos eventos e reuniões do MFEEE 2009-2014, ao nível de representação recomendado.

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 2. O Operador do Programa deve estar representado na Reunião Anual referida no Artigo 2.3 do Regulamento pelo seu Responsável de Programa ou, na sua ausência, pelo seu substituto.
 3. O Operador do Programa deve prestar à UNG todas as informações sobre a implementação do Programa, necessárias para a preparação das reuniões, dos eventos e da Reunião Anual.
 4. O Operador do Programa deve informar a UNG a respeito de quaisquer eventos promovidos no âmbito da implementação do Programa.

#### Cláusula 1.9

#### Informação e Publicidade

1. O Operador do Programa deve cumprir os Requisitos de Informação e Publicidade estabelecidos no Anexo 4 do Regulamento e o Plano de Comunicação constante da Proposta do Programa (Anexo 1).

2. O Operador do Programa deve criar e manter atualizado um sítio web dedicado ao Programa, em Português e em Inglês, de acordo com o cronograma estimado apresentado na Proposta do Programa (Anexo 1), ou no prazo de 3 meses após a assinatura do presente Acordo, consoante o que for mais cedo.

3. O Operador de Programa deve prestar à UNG informação atualizada em Português e Inglês sobre a implementação do Programa, adequada para efeitos de publicação nos sitios web do MFEEE 2009-2014 nacional e geral, incluindo, mas não limitado, aos convites para apresentação de candidaturas.

4. O Operador do Programa deve assegurar o cumprimento por parte dos Promotores de Projetos das suas obrigações em matéria de informação e publicidade, em conformidade com o Quadro Legal.

# CAPÍTULO 2 PROGRAMA

#### Cláusula 2.1

#### Implementação do Programa e Informação

1. O Operador do Programa é responsável pela implementação do Programa em conformidade com os objetivos do MFEEE 2009-2014, com o Quadro Legal, em particular o Artigo 4.7 do Regulamento, e com o presente Acordo, incluindo quaisquer obrigações que permaneçam válidas após a conclusão do Programa, devendo ainda assegurar que a implementação do Programa cumpre em todas as suas fases a legislação nacional e da UE aplicáveis.

2. O Operador do Programa deve garantir a qualidade da implementação do Programa de acordo com os principios da economia, eficiência e eficácia e o acompanhamento e avaliação rigorosa e permanente dos resultados (*outcomes*), ações (*outputs*) e indicadores (*indicators*) do Programa, estabelecidos no Anexo I do Programme Agreement (Anexo 2), devendo assegurar a disponibilidade e acesso à informação relevante a todo o momento.

3. O Operador do Programa deve registar sistematicamente na base de dados DoRIS os dados estatísticos relativos ao Programa e aos Projetos implementados no âmbito do Programa, nos

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termos do Capítulo 6 do Manual do Operador do Programa, apresentado no Anexo 9 do Regulamento.

4. O Operador do Programa deve fornecer à UNG, no prazo de 30 dias a contar do final de cada trimestre, as informações e os dados relativos ao estado da implementação do Programa, em particular:

- a) Avaliação do estado de progresso, qualidade, risco da implementação do Programa e da sua conformidade com o Quadro Legal e com a legislação relevante a nível nacional e da UE;
- b) Em conformidade com os requisitos do Sistema Nacional de Gestão e Controlo (Anexo 3), as informações e os dados para o acompanhamento e avaliação dos progressos realizados, tendo em vista os resultados (outcomes) e as ações (outputs), de acordo com os indicadores (indicators) e os requisitos financeiros acordados e especificados no Programme Agreement, inter alia, através de avaliações e verificações in loco dos projetos, levadas a cabo por amostragem aleatória;
- c) Cumprimento das obrigações em matéria de informação e publicidade.

5. Sem prejuízo das avaliações de risco e das obrigações de apresentação atempada de relatórios, nos termos do Quadro Legal e do presente Contrato Programa, o Operador do Programa compromete-se a notificar imediatamente a UNG e o FMC/FMO relativamente a quaisquer circunstâncias que, de algum modo, possam comprometer o êxito da implementação do Programa.

6. O Operador do Programa deve fornecer e disponibilizar informações a nível do Projeto, de acordo com a Cláusula 3.10 do presente Acordo.

7. O Operador do Programa deve arquivar e manter disponível toda a documentação relativa ao Programa durante a sua implementação e ainda durante 5 anos contados a partir da aprovação pelo FMC do Relatório Final do Programa referido na Cláusula 2.6 infra.

#### Cláusula 2.2

#### Programme Agreement

1. Nos termos do Artigo 5.3 do Regulamento, as condições estabelecidas pelo FMC/FMO na decisão de aprovação do Programa encontram-se listadas no Anexo I do *Programme Agreement* (Anexo 2) e, quando adequado, são referidas nas cláusulas do presente Contrato Programa.

2. As obrigações da UNG relativas à implementação do Programa previstas no *Programme Agreement* aplicam-se ao Operador do Programa.

#### Cláusula 2.3

#### Taxa Máxima de Apoio e Cofinanciamento

1. A taxa máxima de apoio ao financiamento do Programa, o montante do apoio e a sua repartição entre as despesas elegíveis listadas no Artigo 7.1 do Regulamento estão fixados no Anexo I do *Programme Agreement* (Anexo 2).

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2. O Operador do Programa é responsável por assegurar o cofinanciamento para a implementação do Programa no montante de € 441.176, assim como todas as despesas e custos não elegiveis necessários á sua completa implementação.

3. Os termos dos compromissos financeiros plurianuais para o cofinanciamento a cargo do Operador do Programa são regulados na Cláusula 4.9 infra.

4. O Operador do Programa é responsável por assegurar que os fundos e todos os ativos que façam parte do Programa são usados exclusivamente para os fins do Programa e seus Projetos e em conformidade com o Quadro Legal.

5. O Operador do Programa deve assegurar que qualquer financiamento de Projetos desenvolvidos ao abrigo do Programa é realizado em todo o momento em cumprimento da legislação nacional e da UE aplicável, em particular todas as regras processuais e materiais em matéria de auxílios estatais, bem como todas as regras aplicáveis em matéria de contratação pública, concorrência e proteção ambiental.

6. O Operador do Programa deve manter registos escritos de todas as consultas e avaliações feitas relativamente ao cumprimento das regras em matéria de auxílios estatais, concorrência e contratação pública, particularmente em relação a decisões de concessão de apoios ou financiamento e de fixação de taxas de apoio, devendo estes registos ser facultados à UNG ou ao FMC/FMO, quando solicitados.

#### Cláusula 2.4

#### Programas de Parceria com Doadores

1. Caso o Programa corresponda a um Programa de Parceria com Doadores (*Donor Partnership Programme*), o Operador do Programa deve cumprir todas as disposições aplicáveis e previstas no Quadro Legal, em particular no Regulamento.

 O Operador do Programa deve informar a UNG a respeito de qualquer reunião do Comité de Cooperação, devendo facultar à UNG a respetiva agenda de trabalhos e documentos, incluindo as atas das reuniões realizadas.

#### Cláusula 2.5

#### Modificação do Programa

1. O Programa pode ser modificado, mediante aprovação prévia do FMC, nos termos das disposições fixadas no Artigo 5.9 do Regulamento.

2. O Operador do Programa deve fornecer à UNG, para aprovação provisória, uma descrição e justificação da proposta para a modificação do Programa, assim como o resultado quanto ao cumprimento da legislação nacional e da UE, os potenciais impactos financeiros, as avaliações de risco, os resultados (*outcomes*), ações (*outputs*) e indicadores (*indicators*) do Programa modificado.

3. Caso uma modificação do Programa implique uma alteração do Operador do Programa aplicar-se-á a Cláusula 5.4 *infra*, não se considerando, para efeito da presente cláusula, como alteração do Operador do Programa as alterações decorrentes de reestruturações da organização da Administração Pública.

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#### Cláusula 2.6

# Relatório Anual e Relatório Final do Programa

1. O Operador do Programa deve submeter ao FMC/FMO e à UNG um Relatório Anual do Programa, nos termos das disposições do Artigo 5.11 do Regulamento e conforme descrito no respetivo Anexo 9, o mais tardar até 15 de Fevereiro de cada ano.

2. Para além dos requisitos indicados no Regulamento, o Relatório Anual do Programa deve ainda incluir o seguinte:

a) análise sobre os resultados (outcomes), as ações (outputs) e os indicadores (*indicators*) para as relações bilaterais e uma avaliação da contribuição do Programa para o reforço das relações bilaterais com os Estados Doadores;

 b) análise sobre a contribuição do Programa para a redução das disparidades sociais e económicas.

3. O Relatório Anual deve reportar-se ao ano civil anterior e o primeiro Relatório Anual do Programa deve ser submetido o mais tardar até 15 de Fevereiro de 2014.

4. O Operador do Programa deve ainda submeter ao FMC, através da Autoridade de Certificação, um Relatório Final do Programa, referente à totalidade do prazo do Programa, nos termos do Artigo 5.12 do Regulamento e conforme previsto no respetivo Anexo 9, o mais tardar até 30 de Abril de 2017, exceto se uma extensão temporal excecional tiver sido concedida pelo FMC.

5. O Operador do Programa deve notificar a UNG do envio do Relatório Final do Programa submetido ao FMC.

#### **CAPÍTULO 3**

#### PROJETOS

#### Cláusula 3.1

#### Projetos

1. O Operador do Programa é responsável pela implementação dos Projetos e deve assegurar que estes contribuem para os objetivos globais do MFEEE 2009-2014 e que alcançam os resultados (*outcomes*), as ações (*outputs*) e os indicadores (*indicators*) do Programa definidos no *Programme Agreement*.

2. O Operador do Programa deve assegurar que os Projetos cumprem o Quadro Legal, o presente Contrato Programa e a legislação nacional e da UE e, ainda, que os promotores dos Projetos têm capacidade para executar os Projetos.

3. Os Projetos são selecionados através de convites à apresentação de candidaturas, em conformidade com o Regulamento e outros documentos relevantes do Quadro Legal e nos termos das disposições da Cláusula 3.5 infra.

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# Cláusula 3.2 Projetos Predefinidos

1. Sem prejuízo da regra referida na Cláusula anterior, podem ser identificados Projetos predefinidos no âmbito do Programa sem recurso ao convite para apresentação de candidaturas, quando estes estejam identificados no MoU ou no *Programme Agreement* (Anexo 2).

2. Previamente a celebrar um Contrato de Projeto para um projeto predefinido e, em conformidade com o parágrafo 3 do Artigo 5.5 do Regulamento e os requisitos fixados no *Programme Agreement*, o Operador de Programa deve assegurar a realização de uma avaliação desse projeto, de modo a verificar a sua qualidade e contribuição para os objetivos do Programa, assim como o cumprimento da legislação nacional e da UE.

3. O Operador do Programa, antes de celebrar o respetivo Contrato de Projeto, deve notificar a UNG sobre os resultados da avaliação mencionada no número anterior.

4. O Operador do Programa deve publicitar no sítio web referido na Cláusula 1.9 supra, o contexto, a justificação e toda a informação relevante a respeito da existência de qualquer projeto predefinido no âmbito do Programa.

#### Cláusula 3.3

#### Regimes de Apoios Reduzidos

Para além das disposições aplicáveis previstas no Quadro Legal, em particular o Artigo 5.6 do Regulamento, caso o *Programme Agreement* estabeleça regimes de apoios reduzidos (*Small Grant Schemes*), os Sistemas de Gestão e Controlo do Operador do Programa referidos na Cláusula 4.7 *infra* devem determinar os termos e as condições da sua gestão e implementação.

#### Cláusula 3.4

#### Elegibilidade dos candidatos

1. Qualquer entidade, pública ou privada, comercial ou não-comercial e organizações nãogovernamentais constituídas como pessoas coletivas com sede legal em Portugal, assim como organizações intergovernamentais a operar em Portugal, são considerados candidatos elegíveis para beneficiar dos apoios do Mecanismo Financeiro do EEE 2009-2014.

2. Pessoas singulares que sejam residentes legais nos Estados Doadores ou em Portugal são candidatos elegíveis ao abrigo dos programas de bolsas de estudo e de componentes de bolsas de estudo no âmbito do Programa.

3. Quaisquer limitações em matéria de elegibilidade dos candidatos referidos nos n.ºs 1 e 2 supra e no Regulamento, aprovadas pelo FMC e previstas no *Programme Agreement*, devem ser expressamente justificadas e referidas em todas as informações públicas relevantes relativamente à seleção de Projetos, nomeadamente nos anúncios dos convites à apresentação de candidaturas.

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#### Cláusula 3.5

#### Convites à apresentação de candidaturas

1. Os convites à apresentação de candidaturas devem ser organizados e lançados pelo Operador do Programa, em conformidade com o Quadro Legal e o presente Acordo, e em particular, com os requisitos fixados no Artigo 6.3 do Regulamento e no *Programme Agreement*.

2. Nos termos do Artigo 6.3 do Regulamento, o anúncio público dos convites à apresentação de candidaturas só pode ser realizado, no mínimo, 4 semanas após a comunicação desse anúncio ao FMC/FMO e à UNG e desde que o FMC/FMO não suscite quaisquer objeções relativamente à sua conformidade com o Quadro Legal.

# Cláusula 3.6

#### Procedimentos de Seleção e Comité de Seleção

1. O Operador do Programa deve adotar o processo de seleção de acordo com o Quadro Legal, em particular com o Artigo 6.5 do Regulamento e com o *Programme Agreement* e de acordo com a legislação nacional e da UE aplicável.

2. Para a seleção das candidaturas o Operador do Programa deve, nos termos do Artigo 6.4 do Regulamento, constituir um Comité de Seleção composto no mínimo por três pessoas com competência relevante na área em questão, que deve recomendar os Projetos a serem financiados pelo Programa.

3. O FMC/FMO e a UNG devem ser convidados a participar nas reuniões do Comité de Seleção, na qualidade de observadores e o Operador do Programa, quando necessário, deve fornecer ao FMC/FMO assistência em termos de tradução e interpretação e um resumo das atas das reuniões, em língua inglesa, o mais tardar duas semanas após a realização das reuniões.

4. O Operador do Programa deve prevenir qualquer conflito de interesses, atual ou potencial, no processo de seleção, devendo resolver qualquer conflito de interesses que ocorra, impedindo que este afete o processo de seleção.

5. O Operador do Programa deve seguir a Recomendação do Conselho de Prevenção da Corrupção, de 7 de Novembro de 2012, publicado no sítio web oficial to Tribunal de Contas de Portugal (<u>http://www.tcontas.pt/</u>), relativamente à gestão de conflitos de interesse no sector público.

#### Cláusula 3.7

#### Contrato de Projeto

1. O Operador do Programa deve celebrar um Contrato de Projeto com o Promotor do Projeto, para cada projeto aprovado, em conformidade com o Artigo 6.7 do Regulamento e com a legislação aplicável, dentro de um prazo de dois meses após a decisão final sobre a subvenção do projeto.

2. O Contrato de Projeto deve estabelecer os termos e as condições para a atribuição do apoio financeiro, assim como o papel e a responsabilidade das Partes, devendo prever em particular

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disposições que assegurem que o Promotor do Projeto se compromete a cumprir integralmente as disposições do Quadro Legal referidas na Cláusula 1.2 supra e os princípios referidos na Cláusula 1.5, incluindo qualquer obrigação válida que subsista após a conclusão do projeto.

3. O Contrato de Projeto deve ainda incluir uma cláusula precisando que este será executado pelo Promotor do Projeto e, se for o caso, pelo Parceiro de Projeto, em conformidade com as melhores práticas internacionais na prevenção e no combate à corrupção e aos crimes associados a esta.

4. O Operador do Programa é responsável por assegurar que as obrigações do Promotor do Projeto, ao abrigo de cada Contrato de Projeto, são válidas e vinculativas nos termos da legislação aplicável.

5. Sem prejuízo de outros requisitos estabelecidos no presente Contrato Programa, no Quadro Legal, em particular no Regulamento e no *Programme Agreement* (Anexo 2), o Operador do Programa deve assegurar que o Contrato de Projeto inclui disposições que assegurem que:

a) o Promotor do Projeto estabelece e mantém um conta bancária separada para cada projeto, em conformidade com a Cláusula 4.10 infra;

 b) o Promotor do Projeto estabelece e mantém um registo contabilístico separado para cada projeto;

c) o Promotor do Projeto e os Parceiros de Projeto devem cobrir todos os custos não elegíveis no âmbito do projeto;

 d) o Promotor do Projeto e os Parceiros de Projeto devem assegurar o pleno acesso para efeitos de avaliações, controlos e auditorias, nos termos previstos na Cláusula
 4.13 infra e cumprir as recomendações dela decorrentes;

e) caso o *Programme Agreement* preveja uma exceção da regra geral contida no parágrafo 1 alínea c) do Artigo 7.3º do Regulamento, o Promotor do Projeto deve cumprir as condições específicas fixadas no Anexo I do *Programme Agreement*;

f) o Projeto é executado com um elevado nível de desempenho em matéria de proteção ambiental e, em particular, caso as atividades dos projetos sejam geradoras de resíduos, que o seu tratamento seja assegurado.

6. O Operador do Programa deve assegurar que o prazo mínimo de operação do projeto após a conclusão, a ser determinado no Contrato de Projeto, reflita o objetivo de promover a sua sustentabilidade e que o projeto seja gerador dos máximos benefícios para o público-alvo e beneficiários finais, sem prejuízo do Artigo 7.15 do Regulamento relativamente a Projetos que envolvam investimento em bens imobiliários e/ou terrenos.

7. O Operador do Programa deve assegurar que cada Contrato de Projeto se mantém em vigor e é aplicável no mínimo durante 5 anos após a aprovação pelo FMC do Relatório Final do Programa referido na Cláusula 2.6 supra, de forma a regular quaisquer obrigações que se mantenham válidas após a conclusão do projeto.

8. O Operador do Programa deve fornecer à UNG uma cópia de cada Contrato de Projeto celebrado.

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#### Cláusula 3.8

#### Parceiros de Projeto e Acordos de Parcerias

1. Caso um projeto seja implementado envolvendo parcerias, o Operador do Programa deve assegurar que o Promotor do Projeto celebra um Contrato Programa de Parceria com os Parceiros de Projeto, em conformidade com o Artigo 6.8 do Regulamento e que o mesmo cumpre a legislação aplicável, em particular, relativamente a contratação pública.

2. O Operador do Programa deve assegurar que o Promotor do Projeto celebra o Contrato Programa de Parceria antes da celebração do Contrato de Projeto e que os seus termos e condições satisfazem os requisitos do Regulamento.

3. Quando aplicável por força do *Programme Agreement*, o Operador de Programa deve assegurar que os custos incorridos pelos Parceiros de Projeto num projeto predefinido são cobertos pelo orçamento do Projeto.

#### Cláusula 3.9

#### **Conformidade Legal**

O Operador do Programa deve assegurar ao nível de projeto que o Quadro Legal, em especial o Artigo 7.16 do Regulamento e que a legislação nacional e da UE aplicável, designadamente a relativa aos auxílios estatais, á concorrência, à contratação pública e à proteção ambiental é cumprida em todas as fases da implementação do Programa e dos Projetos por todas as partes envolvidas.

#### Cláusula 3.10

#### Informação ao nível de Projetos

1. O Operador do Programa deve compilar e manter atualizada informação ao nivel dos projetos, de modo a cumprir as suas obrigações em matéria de reporte e para responder a qualquer pedido de informações da UNG ou do FMC/FMO.

2. O Operador do Programa deve assegurar a existência de um sistema de informação específico para cada Projeto, em conformidade com o Anexo 9 do Regulamento.

3. O Operador do Programa é responsável pela elaboração e disponibilização de informações e dados que, no mínimo, contenham:

a) Os resultados da implementação do Plano Anual de Monitorização apresentado na Proposta do Programa (Anexo 1), que devem incluir avaliações e verificações *in loco* de uma amostra de projetos selecionados com base na avaliação do risco e com base em amostras aleatórias, em conformidade com o Artigo 4.7 do Regulamento;

 b) Recolha de dados pormenorizados sobre os convites para apresentação de candidaturas, referidos na Folha 1 do Anexo 1 do Sistema Nacional de Gestão e Controlo (Anexo 3);

 c) Relatórios de monitorização operacional e financeira, baseados nos dados coligidos, em conformidade com a Folha 2 do Anexo 1 do Sistema Nacional de Gestão e Controlo (Anexo 3); e

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d) Em conformidade com o Sistema Nacional de Gestão e Controlo (Anexo 3), a identificação e caracterização do indicador, do alvo, da fórmula de cálculo, das variáveis elementares, a fonte de recolha de dados e a sua periodicidade (anual, trimestral, mensal), a entidade responsável e outros dados relevantes, necessários para avaliar os resultados (outcomes) e ações (outputs) do Programa.

4. Sem prejuízo das demais obrigações de informação e reporte previstas no Regulamento e no presente Contrato Programa, o Operador do Programa deve prestar à UNG as informações previstas no número anterior, no prazo de 30 dias após o termo de cada trimestre.

# CAPÍTULO 4 GESTÃO E CONTROLO FINANCEIRO

#### Cláusula 4.1

#### Elegibilidade e Comprovação de Despesas

1. As despesas elegíveis do Programa estão previstas no Anexo I do *Programme Agreement* (Anexo 2) e no Quadro Legal, em particular, no Artigo 7.1 do Regulamento.

2. Os comprovativos das despesas e dos custos incorridos pelo Operador do Programa, pelo Promotor do Projeto e pelos Parceiros de Projeto devem respeitar o Regulamento, em particular com o disposto no Artigo 7.13 do Regulamento.

#### Cláusula 4.2

#### Custos de Preparação dos Programas e Custos de Gestão

1. Os custos incorridos pelo Operador do Programa diretamente relacionados com a preparação do Programa podem ser elegíveis, nos termos e condições previstos no Regulamento, em particular, no Artigo 7.9, e no presente Contrato Programa.

2. A primeira data de elegibilidade dos custos de preparação do Programa é a data em que o Operador do Programa foi designado, de acordo com as disposições do Quadro Legal, correspondendo a 30 de Março de 2012.

3. A última data de elegibilidade dos custos de preparação do Programa é 11 de Abril de 2013, correspondendo à data anterior à data de aprovação do Programa pelo FMC, de acordo com o registo na DoRIS, nos termos do parágrafo 2 do Artigo 7.9 do Regulamento.

4. Os custos de gestão do Operador do Programa podem ser elegíveis nos termos e condições previstos no Regulamento, em particular no Artigo 7.10 e no presente Contrato Programa.

5. Os custos de gestão do Operador do Programa são elegíveis desde a data de aprovação do Programa pelo FMC, registado no DoRIS, correspondendo a 12 de Abril de 2013.

6. Sem prejuízo do disposto nos parágrafos 4 e 5 do Artigo 7.14 do Regulamento, a data final de elegibilidade dos custos de gestão será 30 de Abril de 2017, salvo se o *Programme Agreement* (Anexo 2) indicar outra data.

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#### Cláusula 4.3

#### Elegibilidade de Pagamentos a Projetos

1. As despesas elegíveis dos Projetos são as que forem efetivamente incorridas pelo Promotor do Projeto e que cumprem todos os critérios fixados no Quadro Legal, em particular os critérios referidos nos Artigos 7.2, 7.3, 7.4, 7.5, 7.6 e 7.14. do Regulamento.

2. O Operador do Programa deve verificar se todas as despesas declaradas pelo Promotor do Projeto foram efetivamente incorridas e se satisfazem os requisitos do Quadro Legal, do presente Contrato Programa e do Contracto do Projeto.

3. O Operador do Programa deve assegurar que os pagamentos aos promotores dos projetos são efetuados atempadamente.

4. O período de elegibilidade das despesas dos projetos decorre entre a data da decisão final do Operador do Programa sobre a atribuição do apoio financeiro ao projeto e a data fixada nessa decisão e no Contrato do Projeto, a qual não deve ultrapassar um ano após a data prevista para a conclusão do projeto, ou 30 de Abril de 2016, conforme a data que ocorrer primeiro.

5. Em casos excecionais e devidamente justificados, o FMC pode prorrogar o prazo de elegibilidade até 30 de Abril de 2017, em conformidade com o Artigo 7.14 do Regulamento.

6. No caso previsto no número anterior, a proposta a ser submetida ao FMC deve ser enviada pelo Operador do Programa, através da UNG, o mais tardar até 6 meses antes da data final de elegibilidade.

7. Caso um projeto não esteja concluído na data final de elegibilidade, o Operador do Programa é responsável pelos custos e despesas necessários à conclusão do projeto apoiado, sob pena do reembolso ao FMC pelo valor da contribuição financeira concedida ao projeto, de acordo com o parágrafo 6 do Artigo 7.14 do Regulamento.

#### Cláusula 4.4

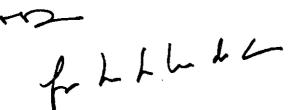
#### Fundo para Relações Bilaterais

1. O Operador do Programa deve promover a cooperação e facilitar a criação de parcerias com entidades dos Estados Doadores, ao nível de projetos, quando apropriado.

2. O orçamento do Fundo para Relações Bilaterais, no Programa, encontra-se especificado no Anexo I do Programme Agreement (Anexo 2).

3. As categorias de despesas elegíveis previstas no orcamento encontram-se indicadas no Artigo 7.7 do Regulamento.

4. Caso o presente Programa corresponda a um Programa de Parceria com os Países Doadores (Donor Partnership Programme), a utilização e criação do Fundo para Relações Bilaterais deve ser decidida em consulta com o Comité de Cooperação referido na Cláusula 2.4 supra.



# Cláusula 4.5

#### Fundo para Ações Complementares

1. O orçamento para Ações Complementares ao abrigo do Programa encontra-se especificado no Anexo I do *Programme Agreement* (Anexo 2).

2. As categorias de despesas elegíveis ao abrigo do orçamento para Ações Complementares encontram-se indicadas no Artigo 7.11 do Regulamento.

3. Caso o presente Programa corresponda a um Programa de Parceria com os Países Doadores (*Donor Partnership Programme*), o plano de atividades ao abrigo do fundo para Ações Complementares deve ser decidido em consulta com o Comité de Cooperação referido na Cláusula 2.4 supra.

#### Cláusula 4.6

# Sistema Nacional de Gestão e Controlo

1. O Sistema Nacional de Gestão e Controlo (Anexo 3) descreve em pormenor a organização e os procedimentos referentes à aplicação do MFEEE 2009-2014 em Portugal envolvendo a UNG, a Autoridade de Certificação, a Autoridade de Auditoria e os Operadores do Programa e são complementados pelos Sistemas de Gestão e Controlo do Operador de Programa.

2. O Sistema Nacional de Gestão e Controlo é aplicável e vinculativo para o Operador do Programa.

#### Cláusula 4.7

# Sistemas de Gestão e Controlo do Operador do Programa

1. O Operador do Programa deve definir os Sistemas de Gestão e Controlo, de acordo com o disposto no parágrafo 2 do Artigo 4.8 do Regulamento, assegurando que a implementação do Programa está de acordo com os princípios da economia, eficiência e eficácia e que o apoio financeiro será utilizado exclusivamente para cumprir os objetivos do Programa e dos respetivos Projetos, conforme previsto no *Programme Agreement*.

2. Os Sistemas de Gestão e Controlo do Operador do Programa devem garantir o cumprimento do princípio da segregação de funções e a existência de um sistema eletrónico distinto para registo e armazenamento dos registos contabilísticos de cada projeto ao abrigo do Programa, devendo ainda garantir que os dados relativos à implementação, necessários para a gestão financeira, relatórios, monitorização, verificações, auditorias e avaliações, podem ser compilados e disponibilizados quando solicitados.

3. Os Sistemas de Gestão e Controlo do Operador do Programa devem incluir em particular:

- a) o sistema de verificação de pedidos de pagamento, nomeadamente, a descrição dos procedimentos para receber, verificar e validar pedidos de pagamento antecipado e reembolso e para a autorização, execução e registo de pagamentos a beneficiários;
- b) os sistemas de auditoria e supervisão;
- c) o sistema de prevenção, mitigação, deteção, reporte e resolução de irregularidades;
- d) o sistema estabelecido para a manutenção e registo de todas as atividades/projetos apoiados para efeitos de auditoria;

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- e) a descrição dos procedimentos de seleção e aprovação de Projetos e a garantia de que estão em conformidade com o Quadro Legal e com a legislação nacional e da UE ;
- f) a descrição dos procedimentos de avaliação e verificação dos projetos;
- g) a descrição do processo de reporte de informação às entidades envolvidas no Sistema Nacional de Gestão e Controlo;
- h) a descrição dos sistemas de contabilidade e informação a serem utilizados na gestão financeira do Programa.

4. O Operador do Programa, de acordo com o Artigo 4.8 do Regulamento, deve apresentar à Autoridade de Auditoria, através da UNG, os seus Sistemas de Gestão e Controlo, antes de apresentar o primeiro Relatório Financeiro Intercalar à Autoridade de Certificação, nos termos da Cláusula 4.8 infra e de acordo com o Sistema Nacional de Gestão e Controlo (Anexo 3).

5. A UNG deve submeter ao FMC/FMO os Sistemas de Gestão e Controlo do Operador do Programa, juntamente com o relatório e o parecer emitidos pela Autoridade de Auditoria, referidos nos parágrafos 3 e 4 do Artigo 4.8 do Regulamento.

#### Cláusula 4.8

#### Relatórios e Certificação Financeira

1. O Operador do Programa deve apresentar à Autoridade de Certificação todas as declarações de despesas sob o formato de Relatórios Financeiros Intercalares ("IFR"), nos termos do Artigo 8.3 do Regulamento e do modelo previsto no Anexo 11, com a informação necessària sobre os procedimentos e as verificações realizadas relativamente às despesas, fornecendo em particular as informações de acordo com o formato apresentado nos Anexos 3, 4, 5 e 6 dos Sistema Nacional de Gestão e Controlo (Anexo 3).

2. O Operador do Programa deve apresentar o primeiro IFR após a emissão do relatório e parecer favorável da Autoridade de Auditoria referidos nos parágrafos 3 e 4 do Artigo 4.8 do Regulamento.

3. De acordo com o Artigo 8.5 do Regulamento, o Operador do Programa deve apresentar à Autoridade de Certificação uma estimativa dos pagamentos previstos ("forecast of likely payments"), utilizando para esse efeito o modelo do Anexo 7 do Regulamento.

4. Caso o Operador do Programa não apresente o IFR até 8 meses após o termo do período de reporte em que as despesas tenham sido incorridas, as despesas nele apresentadas e relativas a esse período devem ser consideradas não elegíveis e canceladas, sendo o Operador do Programa responsável pelos respetivos custos e despesas.

#### Cláusula 4.9

#### Cofinanciamento

1. O cofinanciamento do Programa é calculado com base na taxa de financiamento prevista no Anexo I do Programme Agreement.

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2. O Operador do Programa é responsável pelo cofinanciamento, de acordo com o sistema de financiamento proporcional previsto no parágrafo 5 do Artigo 8.1 do Regulamento, devendo complementar para esse efeito os apoios financeiros pagos pelo FMC no prazo de um mês.

3. O comprovativo da responsabilidade financeira pelo cofinanciamento e a assunção dos compromissos financeiros plurianuais do Operador do Programa encontram-se expressos no Anexo 5 do presente Contrato Programa.

4. O Operador do Programa é responsável por todos os custos e despesas não elegiveis necessários à plena execução e conclusão do Programa.

#### Cláusula 4.10

#### Contas e Juros Bancários

1. O Operador do Programa deve abrir e manter uma conta bancária separada, reservada para os fundos destinados aos apoios financeiros no âmbito do Programa.

2. De acordo com a Cláusula 3.7 supra, o Operador do Programa deve assegurar que cada Promotor de Projeto abre e mantém uma conta bancária separada para cada projeto, exceto se existir entendimento diferente por parte da Autoridade de Certificação e/ou da Autoridade de Auditoria.

3. Os juros gerados nas contas bancárias referidas na presente Cláusula devem ser considerados como sendo um recurso do FMC e devem ser declarados à Autoridade de Certificação para reembolso ao FMC, de acordo com os procedimentos previstos no Artigo 8.7 do Regulamento, utilizando para esse efeito o modelo apresentado no Anexo 8 do Regulamento.

#### Cláusula 4.11

#### **Custos Indiretos**

De acordo com a subparágrafo b) do parágrafo 1 do Artigo 7.4 e com parágrafo 4 do Artigo 7.13 do Regulamento, o Operador do Programa deve apresentar ao FMC/FMO, através da UNG, a metodologia utilizada no cálculo da taxa fixa aplicável aos custos elegíveis indiretos (custos de estrutura), dentro do prazo estabelecido no *Programme Agreement.* 

#### Cláusula 4.12

#### Transparência e disponibilidade de documentos

1. O Operador do Programa deve manter um registo, para efeitos de auditoria, de todas as operações relacionadas com a implementação do Programa e garantir igualmente junto do Promotor de Projeto e dos Parceiros de Projetos a existência desse registo, que permitam em particular:

- a reconciliação da despesa certificada pela Autoridade de Certificação nos relatórios financeiros intercalares, assim como no relatório final do Programa e nos documentos originais de suporte a vários níveis administrativos; e
- b) a verificação da afetação e transferência do apoio do MFEEE 2009-2014 e da contribuição financeira nacional.

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2. O Operador do Programa deve garantir que todos os comprovativos de despesas e os documentos relativos à auditoria do Programa são mantidos no seu formato original ou em versões certificadas dos documentos originais em suportes de dados geralmente aceites.

3. O Operador do Programa deve manter os documentos disponíveis para o FMC e para o Conselho de Auditoria da EFTA por um período mínimo de três anos após a aprovação do Relatório Final do Programa por parte do FMC, de acordo com o Regulamento.

#### Cláusula 4.13

#### Acesso para Avaliações, Auditorias e Monitorizações Externas

1. O Operador do Programa deve facultar a todo o momento o acesso imediato, total e sem impedimento a todas as informações, documentos, pessoas, locais e instalações, públicas ou privadas, que sejam relevantes para avaliações, auditorias, verificações *in loco* e monitorizações no âmbito da implementação do Programa às pessoas que efetuem tais avaliações, auditorias, verificações *in loco* e monitorizações em nome de qualquer entidade envolvida na implementação do MFEEE 2009-2014, incluindo o FMC, o Conselho de Auditoria da EFTA, a UNG, a Autoridade de Certificação, a Autoridade de Auditoria ou qualquer entidade autorizada para atuar em seu nome.

2. O Operador do Programa deve garantir que os Promotores de Projetos e os Parceiros de Projetos disponibilizam total acesso a qualquer avaliação, auditoria ou monitorização realizada ao nível dos projetos.

3. O Operador de Programa deverá garantir que todas as recomendações produzidas pelas avaliações, auditorias e monitorizações externas sobre a implementação do Programa e sobre os projetos são implementadas adequadamente.

#### Cláusula 4.14

#### Irregularidades

1. As Partes devem desenvolver todos os esforços para prevenir, detetar e anular os efeitos de quaisquer eventuais casos de irregularidades.

2. Quaisquer casos de suspeitas ou efetivas irregularidades, detetados pelo Operador do Programa devem ser imediatamente comunicados à UNG e devem ser investigados atempada e eficientemente, assim como devem ser adequadamente corrigidas, incluindo através das correções financeiras que possam ser apropriadas.

3. As Orientações para a determinação das correções financeiras a aplicar às despesas cofinanciadas pelos fundos estruturais e pelo fundo de coesão em caso de incumprimento das regras em matéria de contratos públicos (COCOF 07/0037/03-PT) devem ser tomadas em consideração pelo Operador de Programa na resolução dos casos de irregularidades por incumprimento de regras de contratação pública.

4. Quaisquer montantes pagos indevidamente devem ser recuperados e reembolsados de acordo com o Quadro Legal.

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5. O Operador do Programa deve comunicar à UNG as medidas tomadas para corrigir e resolver as irregularidades detetadas, dentro de um prazo de 30 dias, após conhecimento das evidências dessas irregularidades, suspeitas ou efetivas.

6. O Operador do Programa deve apresentar dentro de um prazo de 30 dias após o final de cada trimestre um relatório de progresso da investigação e resolução das irregularidades comunicadas, incluindo as principais conclusões obtidas a nível administrativo ou judicial, de acordo com o Artigo 11.5 do Regulamento.

7. O Operador do Programa deve utilizar o modelo de relatórios de irregularidades predefinido no Anexo 5 do Regulamento, sem prejuízo da possibilidade da UNG solicitar informação adicional.

#### Cláusula 4.15

#### Suspensão de Pagamentos, Correções Financeiras e Reembolsos

1. As regras e procedimentos aplicáveis a correções financeiras, em particular as que decorram de casos de irregularidades, devem estar previstas e desenvolvidas nos Sistemas de Gestão e Controlo do Operador de Programa referidos na cláusula 4.7 supra e em conformidade com o Quadro Legal.

2. A UNG pode suspender pagamentos ou impor correções financeiras e solicitar o reembolso de fundos ao Operador do Programa, caso seja tomada uma decisão nesse sentido por parte do FMC/FMO ou da UNG, de acordo com o Quadro Legal, em particular, as disposições do Capítulo 12 do Regulamento, o *Programme Agreement* (Anexo 2) e o Sistema Nacional de Gestão e Controlo (Anexo 3).

3. O Operador do Programa pode igualmente suspender pagamentos ou impor correções financeiras aos Promotores dos projetos e solicitar reembolso dos fundos, caso detete irregularidades de aplicação dos fundos, devendo informar o FMC/FMO e a UNG das circunstâncias que motivam a suspensão, correção financeira e/ou o reembolso.

4. O Operador de Programa é responsável por qualquer obrigação financeira decorrente da suspensão de pagamentos, correções financeiras e reembolsos no âmbito do Programa, incluindo juros de mora devidos pelo atraso nos reembolsos, nos termos do parágrafo 5 do Artigo 12.5 do Regulamento e fornecerá os montantes para reembolso requerido pelo FMC no prazo definido pela UNG.

#### Cláusula 4.16

#### Reafectação de Apoios Financeiros

1. Os apoios financeiros a projetos que, com a conclusão dos mesmos, não tenham sido totalmente utilizados, assim como os apoios financeiros a projetos que tenham sido cancelados devido a irregularidades ou quaisquer outros motivos, devem ser reafectados, nos termos do Artigo 6.9 do Regulamento, a futuros convites para apresentação de propostas dentro do âmbito do Programa ou a atividades adicionais de Projetos já aprovados, na condição de que as referidas atividades adicionais contribuam para os objetivos desses Projetos.

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2. De acordo com o Artigo 6.9 do Regulamento, qualquer decisão para reafectação de fundos a projetos já aprovados, deverá basear-se em recomendações do Comité de Seleção.

# **CAPÍTULO 5 DISPOSIÇÕES FINAIS**

# Cláusula 5.1

# Responsabilidade

O Ponto Focal Nacional não será responsável perante gualquer entidade pelo incumprimento das obrigações do Operador de Programa, dos Promotores ou Parceiros dos Projetos ou por eventuais danos ou riscos decorrentes das atividades ou projetos do Programa, que resultem de qualquer ação ou omissão do Operador do Programa, ou dos Promotores de Projetos ou dos Parceiros.

# Cláusula 5.2

# Modificações

1. Sem prejuízo do número 6 da Cláusula 1.2 supra, o presente Contrato Programa pode ser modificado por acordo das Partes.

2. As Partes aceitam desde já alterar o presente Contrato Programa sempre que uma decisão do FMC e devidamente notificada á UNG deva ter esse efeito.

# Cláusula 5.3

# Resolução de Litígios

1. As Partes comprometem-se a resolver amigavelmente qualquer litigio que decorra da implementação do presente Contrato Programa.

2. Para os efeitos no número anterior, as Partes devem reunir no prazo máximo de 30 dias, a contar da ocorrência que originou o litígio, e lavrar uma ata dessa reunião.

3. Caso o litígio não seja solucionado dentro do prazo indicado, deverão as Partes comunicar essa situação às respetivas tutelas.

4. Sem prejuízo do número anterior, passados 60 dias da data da reunião referida no número 2. da presente clàusula sem que esteja resolvido o litígio em causa, devem as Partes submeter a questão ao membro de Governo com tutela da área do Desenvolvimento Regional para efetuar uma recomendação sobre a resolução do mesmo.

# Cláusula 5.4

# Resolução do Contrato Programa

1.0 presente Contrato Programa pode ser revogado por acordo mútuo entre as Partes, após consulta ao FMC/FMO.

2. O presente Contrato Programa pode ser resolvido, após consulta ao FMC/FMO, nomeadamente nas seguintes situações:

a) no caso de resolução do Programme Agreement,

 b) no caso de falha persistente por parte do Operador de Programa no cumprimento atempado e efetivo das obrigações definidas no Quadro Legal e no presente Contrato Programa.

3. A resolução do presente Contrato Programa não invalida as obrigações e responsabilidades do Operador de Programa decorrentes do Quadro Legal que se mantenham válidas após a resolução.

4. Em caso de resolução do presente Contrato Programa o Operador de Programa continua obrigado a remeter à UNG todas as informações e documentos que esta ou o FMC/FMO requeiram, devendo fazê-lo no prazo máximo de um mês após solicitação para o efeito.

# Cláusula 5.5

# Entrada em vigor e duração

1. O presente Contrato Programa entra em vigor na data da última das suas assinaturas.

2. O presente Contrato Programa mantém-se em vigor cinco anos após a data de aceitação do Relatório Final do Programa referido no Artigo 5.12 do Regulamento, em conformidade com a cláusula 5.4 do *Programme Agreement* (Anexo 2).

3. Caso a UNG cesse funções, nos termos da Resolução de Conselho de Ministros n. 26/2012, de 14 de Março, antes do termo do presente Contrato Programa referido no número 2 anterior, quaisquer obrigações remanescentes daquela, ao abrigo do presente Contrato Programa e do Quadro Legal, serão assumidas pelo organismo onde esteja inserida organicamente a UNG.

Pelo Ponto Focal Nacional

Ministro do Ambiente, Ordenamento do Território e Energia Pelo Operador de Programa

Comissão para a Cidadania e Igualdade de Género

Assinado em Lisboa, 29 de Mandra 2013

(Jorge Moreira da Silva)

Assinado em Lisboa, AS de Novanha 2013

with more and

(Maria de Fátima Abrantes Duarte)

Contrato Programa

# Anexo 1

# Proposta do Programa PT07

(incluindo comunicações subsequentes de acordo com informação prestada pelo Operador do Programa)

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# Programme proposal template

EEA and Norwegian Financial Mechanisms 2009 – 2014

PA: Mainstreaming Gender Equality and Promoting Work-Life Balance

PO: Commission for Citizenship and Gender Equality (CIG)



Commission for Citizenship and Gender Equality (CIG), PPT (21/11/2012)

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# **Programme proposal**

# 1.1 Executive summary

The planned Programme is clearly focused on contributing to the reduction of economic and social disparities in Portugal, as part of the European Economic Area.

This overall objective of the EEA Financial Mechanism shall be pursued through the development of projects on a number of relevant topics which correspond to national priorities but were not previously met, or were addressed before but are demanding for revision and up-date in order to better correspond to the current challenges and needs.

The strengthening of bilateral relations between the Donor States and Portugal as Beneficiary State either facilitated and promoted by the Programme Operator (PO) or through the projects will constitute a major success factor for the implementation of the planned Programme.

The planned Programme includes some projects focusing on mainstreaming gender equality and some other focusing on work-life balance as a condition for gender equality. Therefore, it is in line with the overall objective of the Programme area, gender equality and work-life balance promoted.

This Programme proposal includes two pre-defined projects and four open calls, each of them in a direct correspondence to the main challenges and needs identified.

One of the pre-defined projects shall focus on 'Harassment at the workplace'. It will be developed by the CITE (Commission for Equality in Labour and Employment) in partnership with the KS (Norwegian Association of Local and Regional Authorities). The project's main objectives are: i) to make the diagnosis and characterisation of moral and sexual harassment in the labour market, in Portugal; ii) to raise awareness regarding harassment at the workplace – sexual as well as moral; and iii) to exchange experiences and best practices between Portugal and Norway on harassment at the workplace and workplace cultures.

The other pre-defined project shall consist in the preparation and launching of the statistical operation, as well as in the results analysis and reporting, of the 'National survey on time use by men and women'. This will be developed by the INE (Statistics Portugal) in partnership with the CITE. Time use and work life balance, in a gender equality perspective, shall be one of the major areas in this Survey.

The four open calls to be held, along the duration of the Programme, will focus on the following topics:

- Impact evaluation of legislative measures on the promotion of gender equality.
- White paper on the role of men and women in work-life balance.
- Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap.
- Gender mainstreaming at the local level: capacity-building on planning for gender equality.

These calls will be clearly oriented towards the delivering of the expected results, namely the elaboration and testing of methodologies and tools for gender mainstreaming and gender equality. These will build on relevant developments in the body of knowledge but will be practice oriented. The methods and tools will be thus made available to a number of target groups, e.g. public bodies, companies, and local authorities.

The delivering of the expected results will be facilitated by the involvement of entities in the Donor State(s), allowing for the exchange of relevant national policies and best practices.

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# 1.2 **Basic information**

- name of the Programme: Mainstreaming Gender Equality and Promoting Work-Life Balance
- name of Programme area addressed (refer to the MoU):

F. Programme Area: Mainstreaming Gender Equality and Promoting Work-Life Balance

• name of the Programme Operator:

Secretary of State for Parliamentary Affairs and Equality (SEAPI) / Commission for Citizenship and Gender Equality (CIG)

name and country of origin of Programme partner(s) (not applicable)

# 1.3 Relevance of the Programme

the overall objectives of the EEA Financial Mechanism or the Norwegian Financial Mechanism

The planned Programme is comprehensive but clearly focused on contributing to the reduction of economic and social disparities in Portugal, as part of the European Economic Area.

This overall objective of the EEA Financial Mechanism shall be pursued through the development of projects on a number of relevant topics which correspond to national priorities but were not previously met, or were addressed before but are demanding for revision and up-date in order to better correspond to the current challenges and needs.

The strengthening of bilateral relations between the Donor States and Portugal as Beneficiary State either facilitated and promoted by the Programme Operator (PO) or through the projects will constitute a major success factor for the implementation of the planned Programme.

#### the overall objective of the relevant Programme area

The planned Programme includes some projects focusing on mainstreaming gender equality and some other focusing on work-life balance as a condition for gender equality. Therefore, it is in line with the overall objective of the Programme area, gender equality and work-life balance promoted.

#### • legislation and national priorities

The planned Programme is informed by the IV National Action Plan for Equality - Gender, Citizenship and Non-Discrimination, 2011-2013 (*Plano Nacional para a Igualdade – Género Cidadania e Não-Discriminação, 2011-2013*, PNI).

It is thus in line with the national priorities, as defined by:

- The Constitution of the Portuguese Republic, which states in article 9 h that the promotion of equality between men and women is a fundamental task of the State; and in article 13 assumes the principle of equality namely on the grounds of sex.

The Labour Code, which transposes, totally or partially, EU directives on equal treatment between men and women, protection of safety and health at work of pregnant women or who have recently given birth or are breastfeeding, as well as on the general framework of equal treatment in employment and occupation.

- The XIX Government Programme, which states that the Government shall ensure the implementation of public policies in the area of citizenship and gender equality promotion, namely through the enforcement of the IV PNI. Still according to the Government Programme, gender equality should be valued not only as a rights and social justice issue but also as a pre-condition for reaching the objectives of sustainable growth, employment and solidarity.

In the Major Planning Options 2012 -2015 (Law 64-A/2011 of 30 December) the Government assumes as an option the deepening of public policies that promote and consolidate gender equality. The gender mainstreaming in central and local public policies, the decrease of the gender pay gap, the improvement of the gender balance in decision-making in companies, and the prevention and combat to sexual harassment at the workplace, are among the priorities defined.

# 1.4 **Programme motivation and justification**

# 1.4.1 Challenges and needs analysis

Progress has been made concerning gender equality in Portugal. However, several needs remain to be met and challenges ('old' but also 'new' challenges, namely raised by the current crisis) ask to be addressed.

Some crucial challenges and needs closely relate to the planned projects within this Programme:

1) Regarding harassment at the workplace:

- The only study on the topic was commissioned and published by the Commission for Equality in Labour and Employment (*Comissão para a Igualdade no Trabalho e no Emprego*, CITE) back in 1994 (Amâncio and Lima, 1994). This was based on a national survey on sexual harassment in the labour market. According to the findings of this study, 25.5% of the workers had suffered some form of sexual harassment by their co-workers, 13.6% by superiors, and 7% by customers or suppliers of the company. A relationship between being a victim of sexual harassment and having a precarious labour situation was also found, namely among female workers.

- There is no national data available on moral harassment at the workplace.

- Complaints on the grounds of harassment at the workplace are rarely made to the competent authorities.

2) Regarding the gendered use of time:

- Since the late 1990's the national mechanisms for gender equality have been developing several initiatives on this topic giving place to a number of publications (Perista, 1997; Perista, coord., 1999; Perista, 2002).

- The Time Use Survey 1999 (Inquérito à Ocupação do Tempo 1999, IOT) was the first and only national time use survey in Portugal. It was conducted by Statistics Portugal (Instituto Nacional de Estatística, INE) in partnership namely with the CITE) in the context of a Eurostat initiative. One of the chapters of the publication on the the IOT main results focus on work-life balance for men and women (Perista and Guerreiro, 2001).

- The IOT findings show a strong assymetry in the gendered time use patterns, mainly regarding unpaid work in 1999. Even when considering people in employment only, in average terms in each day, men spend one hour more than women in paid work; and women spend three more hours than men in unpaid domestic and care work (Perista, 2002).

- Data from the 4th European Working Conditions Survey show that the situation in Portugal did not change significantly in 2005: in average terms in each week, men spend 2h24m more than women in paid work; and women spend 16 hours more than men in unpaid work (CITE, 2012).

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- Several studies addressing work-life balance in Portugal also conclude for a strong assymetry of men's and women's roles in the provision of unpaid care and domestic work (Wall, coord., 2000; Torres, coord., 2004; Amâncio and Wall, 2004; Wall, org., 2005; Perista, 2009).

- A new national time use survey is thus of crucial importance.

# 3) Regarding gender impact assessment of legislative measures:

The Commission for Equality and Women's Rights (*Comissão para a Igualdade e para os Direitos das Mulheres*, CIDM) (now Commission for Citizenship and Gender Equality – *Comissão para a Cidadania e Igualdade de Género*, CIG) commissioned and published a study on gender impact assessment of policy measures in 2005 (Perista and Silva, 2005). This was inscribed in the II National Action Plan for Equality. One of the outputs of this study was a tool for policies' gender impact assessment.

The Rules of Procedure of the Council of Ministers of the XIX Constitutional Government (Resolution of the Council of Ministers 29/2011 of 11 July) states that the legislative instrument drafts shall include the evaluation of eventual impact for gender equality.

However, a gender impact assessment of policies and legislative measure is still hardly conducted in Portugal.

# 4) Regarding work-life balance:

The articulation of work with the family and personal life still constitutes a hard challenge for many men and women, in particular (for further details, please refer to the information provided above under the topic on time use).

Several efforts though have been made aiming at a better work-life balance and a more balanced gender distribution of care responsibilities in Portugal (CITE, 2012):

- Following legislative developments on parental leave, including specific incentives to paternity, fathers have been making a wider use of their parental rights. However, the take-up ratio of parental rights by fathers is still below the mothers' one. Parental duties and caring for children thus remain a women's main task and responsibility.

- The coverage rates of crèches, kindergartens and pre-school education for children; home-care services, day-care centres and residential homes for older people; residential homes, autonomous residencies, occupational activities centres and home care services for people with disabilities; and the provision of integrated long-term care for people in a dependency situation have been improving. However, the provision of accessible, affordable and quality care services and facilities all over the country remains, in many cases, below the defined targets. On the other hand, the current situation of severe financial and economic crisis and budget cuts may jeopardise progress in this area.

#### 5) Regarding gender equality in companies:

Two major issues regarding gender equality in companies refer, on the one hand, to the gender balance on company boards and, on the other hand, to the gender pay gap.

Recent data show that:

- There is no woman as President in the largest publicly listed companies in Portugal. The female percentage of members of the highest decision making bodies of those companies range from 5% to 7%.

Commission for Citizenship and Gender Equality (CIG), PPT (21/11/2012)

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- A research conducted by the Government on 104 companies of the public sector, women totalize 27.2% of board members, 16.7% of the Presidents of boards and 36.1% of fiscal members. On the other hand, in 26 private companies quoted on the stock market women totalize 9.5% of board members and 6.9% of fiscal members.

- The gender pay gap reaches 18% when considering the average basic wage, and 21% when considering all the earnings, in private companies in 2010.

Companies operating in Portugal may apply for funding to the Human Potential Operational Programme of the National Strategic Reference Framework (*Progroma Operacional Potencial Humano do Quadro de Referência Estratégica Nacianal*, POPH / QREN), under Axis 7 – Gender Equality – Typology 7.2 to develop Plans for Equality. This typology aims at providing financial support for the promotion of Plans for Equality in public and private institutions, namely Central and Local Public Administration bodies, Private Companies, Business Associations. These are internal and external Plans and aim to promote an effective equality between women and men at the work place, including by fostering the reconciliation between professional, family and private life. Up to now, 48 Private Enterprises, Business Associations and Associations of Development have been supported and implemented plans over the last years.

6) Regarding gender equality at the local level:

A significant investment on the promotion of gender equality at the local level has been made by the CIG (formerly CIDM) over the years. Reference should be made to projects dating from the late 1990's, such as Trampolim / Reda and Bem-Me-Quer, and to the more recent European project *Toking Gender Equality to Local Communities*, in 2006-2007.

Some data on the current situation:

- 17 municipalities have nominated a local advisor for equality, 3 of those during 2012.
- 82 protocols between the CIG and municipalities were signed up to 2010.

- With the funding from POPH – Typology 7.2, 13 municipal plans for equality were already finished and 51 are on-going.

- 17 municipal plans for equality were approved.

- Four municipalities got the award and six other a special mention in the context of the Living in Equality Award (*Prémio Viver em Igualdade*), 1<sup>st</sup> edition – 2012-2013, promoted by the CIG. This award aims at giving recognition to municipalities with good practices concerning the integration of gender, citizenship and non-discrimination either in their organisation or functioning or in the activities they develop.

However, further efforts are required i) to enlarge the number of municipalities with a local plan for equality, and ii) to consolidate the planning, implementation and assessment of the existing plans and other on-going activities in this area.

The planned Programme addresses several and diverse direct target groups: policy makers; central and local public administration, and their staff; national mechanisms for gender equality, and their staff; ministerial and local advisors for equality, and members of the interdepartmental teams; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; NGOs and/or their umbrella organisations, and their staff; universities and research centres, and their staff; and ultimately men and women in Portugal.

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Planned impacts on the target groups include improvements in terms of:

- the body of knowledge on gender mainstreaming, gender equality, and work-life balance;

- the ability to formulate policy recommendations and / or policy measures on gender equality and work-life balance;

- the ability to propose legislative measures on gender mainstreaming, gender equality and worklife balance;

- the ability to define, implement and assess gender equality measures and policies;

- the ability to mainstream gender equality across policies and practices and to assess their gender impact;

- the ability to promote direct intervention on gender equality and work-life balance;
- a better awareness on gender equality and work-life balance;
- the change of traditional gender values and norms; and
- the change of traditional gender attitudes and behaviours.

#### List objective sources of verification:

1) Regarding harassment at the workplace:

Amâncio, L. e Lima, M. L. (1994) Assédio sexual no mercado de trabalho. Lisboa: CITE.

2) Regarding the gendered use of time:

Amâncio, L. and Wall, K. (2004) "Família e Papéis de Género: Alguns Dados Recentes do Family and Gender Survey (ISSP)". Comunicação ao VIII Congresso Luso-Afro-Brasileiro de Ciências Sociais, Coimbra, Setembro 2004.

CITE (2012) Relatório sobre o Progresso da Igualdade de Oportunidades entre Mulheres e Homens no Trabalho, no Emprego e na Formação Profissional 2011.

Perista, H. (1997) "O Uso do Tempo". In CIDM, *Indicadores para a Igualdade – uma Proposta Inadiável.* Lisboa: Comissão para a Igualdade e para os Direitos das Mulheres: 55-73.

Perista, H. (coord.) (1999) Os Usos do Tempo e o Valor do Trabalho – Uma Questão de Género. Lisboa: DEPP-CIDES.

Perista, H. (2002) "Género e Trabalho Não Pago: Os Tempos dos Homens e os Tempos das Mulheres", Análise Social, vol. XXXVII (163): 447-474.

Perista, H. (2009) *Living with Science: Time for Care and Career Progression* – A Gendered Balance?. Ph.D. Thesis. University of Leeds.

Perista, H. and Guerreiro, M.D. (2001) "Trabalho e Família". In INE, *Inquérito à Ocupação do Tempo: Principais Resultados*. Lisboa: Instituto Nacional de Estatística: 75-107.

Torres, A. C. (coord.) (2004) Homens e Mulheres entre Família e Trabalho. Lisboa: DEEP-CID.

Wall, K. (2000) *Famílias no Portugal Contemporâneo: Estruturas, Dinâmicas e Solidariedades*, CIES/ISCTE e ICS/Universidade de Lisboa (documento policopiado).

Wall, K., org. (2005) Famílias em Portugal. Lisboa: ICS – Imprensa de Ciências Sociais.

Commission for Citizenship and Gender Equality (CIG), PPT (21/11/2012)

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3) Regarding gender impact assessment of legislative measures:

Perista, H. and Silva, A. (2005) Impacto em função do género. Avaliação de medidos de política. Lisboa: Comissão para a Igualdade e para os Direitos das Mulheres, Colecção Bem Me Quer, nº 10.

4) Regarding work-life balance:

CITE (2012) Relatório sobre o Progresso da Igualdode de Oportunidades entre Mulheres e Homens no Trabalho, no Emprego e na Formação Profissional 2011.

Further sources of verification are mentioned above under the topic of time use.

5) Regarding gender equality in companies:

#### www.ec.europa.eu/justice/gender-equality/files/database/037 en.xls.

Secretária de Estado dos Assuntos Parlamentares e da Igualdade (2012) 'Equilíbrio entre mulheres e homens em conselhos de administração de empresas', 31 August 2012, available at: www.portugal.gov.pt/pt/os-ministerios/ministro-adjunto-e-dos-assuntos-parlamentares/mantenha-se-atualizado/20120830-seapi-igualdade.aspx.

GEP / MSSS, Quodros de Pessoal 2010.

6) Regarding gender equality at the local level:

Romão, I. and Santos, S. (2000) *Receitas para o Mainstreaming*. Lisboa: Comissão para a Igualdade e para os Direitos das Mulheres, Colecção Bem-me-quer, n.º 7.

Perista, H. and Silva, A. (2009) *Igualdade de género na vida local. O papel dos municípios na sua promoção*. Lisboa: Comissão para a Cidadania e Igualdade de Género.

CIG (2012) IV Plano Nacional para a Igualdade -- Género, Cidadania e Não-Discriminação, 2011-2013 --Relatório intercalar 2011.

#### Describe funding gaps, existing complementary funding and any previous experience with funding.

The Commission for Citizenship and Gender Equality (CIG) had a previous experience on the EEA Grants Fund 2004-2009. On June 2007 was selected as an Intermediary of the NGO Fund- Social Area to manage the implementation of this Fund in Portugal. The main purpose of this Fund was support local small-scale projects that promote gender equality and active citizenship. The  $\leq$  1 079 056 fund allowed CIG to work in a broader range of matters related to citizenship and gender equality. After the evaluation process, CIG (management team) and the Steering Committee selected 14 projects to be financed. According to the purpose of *Capacity building and strengthening of the NGO sector*, for the first-time we had a public funding to support lesbian/gay associations in Portugal and it was possible to strength staff resources and created places of employment. However, one of the funding gaps identified was the difficulty to find partners, namely Norwegian NGOs, but also the failure to clearly define and mutually understand the roles of each institution in the management of the NGO Fund, because financial flows were a critical factor for NGO during the project implementation in a crisis periods.

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About complementary funding, CIG is responsible for Axis 7 – Gender Equality – Typology 7.2 to develop Plans for Equality- Human Potential Operational Programme of the National Strategic Reference Framework (*Programa Operacional Potencial Humano do Quadro de Referência Estratégica Nocional*, POPH / QREN). This typology aims to provide financial support for the promotion of Plans for Equality in public and private institutions, namely Central and Local Public Administration bodies, Private Companies, Business Associations. However this Fund just permits to finance internal and external Plans for Equality, and isn't eligible studies, surveys, elaboration and testing of methodologies and tools for gender mainstreaming and gender equality.

#### 1.4.2 Public and private structures relevant to the Programme area

At the public administration level, first of all the national mechanisms for gender equality:

- **CIG:** The CIG is a central service of the direct administration of the State, part of the Presidency of the Council of Ministers, acting under the authority of the Secretary of State for Parliamentary Affairs and Equality, which mission is to ensure the implementation of public policies in the context of citizenship and the promotion and defence of gender equality. The CIG is responsible for the coordination, among others, of the IV National Plan for Equality, Gender, Citizenship and non-Discrimination, 2011 -2013 (IV PNI), whose areas 1 "Mainstreaming gender in Public Administration, Central and Local, as a requirement of good governance" and 2 "Economic independence, labour market and reconciliation of work, private and family life" intersect with the goals of the Programme area nº 14, of the EEA Grants, "Mainstreaming Gender Equality and Promoting Work-Life Balance".

- **CITE:** The CITE was established in July 1979 (Decree-Law 392/79, of 20 September), on the basis of a government decision with the support of the social partners. The CITE is a Portuguese equality entity with a tripartite and equilateral composition, having 4 members from the State, 4 members from the trade union confederations (CGTP-IN e UGT) and 4 members of the employers' confederations (CCP, CIP, CAP e CTP), whose mission is the promotion and monitoring of equality and non-discrimination between women and men in labour, employment and in vocational training, and the protection of maternity and paternity and reconciling work and family life, in both the private and public sectors, as well as the promotion and monitoring of social dialogue on gender equality.

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But also the Ministries and their representatives in the CIG's Advisory Council – Inter-Ministerial Section deserve a specific mention. (Detailed information is available at: http://195.23.38.178/cig/portalcig/bo/documentos/Interministeria\_7Novembro2011.pdf)

Still at this level, the INE deserves special mention. Statistics Portugal is the entity responsible for ensuring the production and dissemination of official statistical information against the background of independence and permanent vigilance with regard to the emergence of new requirements, in a society where such information has become a prerequisite for economic and social development. Statistics Portugal is a public institution which has legal personality, administrative autonomy and technical independence in the exercise of its official statistical activity. The law also confers on Statistics Portugal statistical authority and legal obligation to confidentiality.

At the non-governmental sector level, the Women's Rights NGOs and other NGOs represented in the CIG's Advisory Council – Non-Governmental Organisations Section, in a total of 40, will be particularly relevant to this Programme area. (Detailed information is available at: http://195.23.38.178/cig/portalcig/bo/documentos/ONG2011.pdf)

#### **1.4.3 Legislation relevant to the Programme area** At the EU level:

Amsterdam Treaty of 1997, namely: Art. 2 and 3 (elimination of inequalities and promotion of equality between women and men), Art. 13 (anti-discrimination), and Art. 141 (equal pay).

Strategy for equality between women and men (2010-2015) which translates the principles set out in the European Commission's Women's Charter: the Programme complies in particular with most of main priorities listed in this Strategy: equal economic independence; equal pay for equal work and work of equal value, equality in decision-making; and dignity, integrity and an end to gender-based violence. It also complies with the horizontal issues focused by the Strategy like gender mainstreaming, and gender roles and the inclusion of men into the work on promoting gender equality.

European Pact for Gender Equality (2011-2020), adopted by the Council on 7th March 2011: the Programme complies in particular with the following commitments: close the gender gaps in employment and social protection, including the gender pay gap; promote better work-life balance for women and men throughout the life-course; and combat all forms of violence against women in order to ensure the full enjoyment by women of their human rights and to achieve gender equality, including with a view to inclusive growth.

Several EU Directives are also relevant to the Programme, such as: Directive 92/85/CEE of the Council of 19 October 1992; Directive 2006/54/CE of the European Parliament and the Council of 5 July; and Directive 2010/18/EU of the Council of 8 March.

#### At the national level:

*IV PNI*: The IV PNI includes several measures in areas that were defined as priority areas in this Programme:

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- Measure 10: a) To promote training on gender equality to jurists responsible for the legislative process, including impact evaluation; b) To evaluate the gender impact of legislative initiatives;

- Measures 17, 18 and 19: To mainstream gender equality and citizenship in the local public administration as a requisite for good governance, through municipal plans for equality, the appointment of local advisors for equality, and training addressed to those local advisors for equality;

- Measure 26: To promote gender equality good practices, namely those that contribute to the reduction of the gender pay gap, in the public sector and private companies (...);

Measure 27: To promote the use of parental leave by men;

- Measure 28: Give visibility to the value of unpaid family care work, through the conduction of a national survey on time use by men and women;

- Measure 60: To prevent and combat the sexual and moral harassment at the workplace through awareness-raising and information actions.

Reference should also be made to several relevant Resolutions of the Council of Ministers, such as: Resolution of the Council of Ministers 161/2008 of 22 October; Resolution of the Council of Ministers 39/2010 of 25 May; and Resolution of the Council of Ministers 19/2012 of 8 March.

#### 1.4.4 State aid and public procurement

The national legislation on public procurement does not apply to the pre-defined projects or to the open calls. However, public procurement rules should apply to the project promoters, being required in terms of cost submission, according to their nature and Article 7.16 of the Regulation.

The PO, due to its own nature, must comply in all areas of its activity with the public procurement legislation.

Questions regarding state aid are not relevant to the Programme.

#### 1.4.5 Justification for the Programme strategy

The Programme strategy was defined by the PO, in dialogue namely with the CITE and the INE, and validated by the Secretary of State for Parliamentary Affairs and Equality.

This strategy is guided by the terms established in the Memorandum of Understanding on the Implementation of the EEA Financial Mechanism 2009-2014, between Iceland, Liechtenstein, Norway and Portugal, as well as in the Programme Area Policy Paper.

The Programme strategy is informed by the IV National Action Plan for Equality - Gender, Citizenship and Non-Discrimination, 2011-2013 (IV PNI). This strategy shall thus facilitate and improve the effective implementation of the IV PNI.

It shall also allow for adequate compliance with other national and EU relevant legislation.

The Programme strategy is based on two pre-defined projects and four open calls, each of them in a direct correspondence to the main challenges and needs identified above.

One of the pre-defined projects shall focus on 'Harassment at the workplace'. It will be developed by the CITE in partnership with the Norwegian Association of Local and Regional Authorities (KS). The project's main objectives are: i) to make the diagnosis and characterisation of moral and sexual harassment in the labour market, in Portugal; ii) to raise awareness regarding harassment at the workplace – sexual as well as moral; and iii) to exchange experiences and best practices between Portugal and Norway on harassment at the workplace and workplace cultures.

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The other pre-defined project shall consist in the preparation and launching of the statistical operation, as well as in the results analysis and reporting, of the 'National survey on time use by men and women'. This will be developed by the INE in partnership with the CITE. Time use and work life balance, in a gender equality perspective, shall be one of the major areas in this Survey.

The four open calls to be held, along the duration of the Programme, will focus on the following topics:

- Impact evaluation of legislative measures on the promotion of gender equality.
- White paper on the role of men and women in work-life balance.
- Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap.
- Gender mainstreaming at the local level: capacity-building on planning for gender equality.

These calls will be clearly oriented towards the delivering of the expected results, namely the elaboration and testing of methodologies and tools for gender mainstreaming and gender equality. These will build on relevant developments in the body of knowledge but will be practice oriented. The methods and tools will be thus made available to a number of target groups, e.g. public bodies, companies, and local authorities.

The delivering of the expected results will be facilitated by the involvement of entities in the Donor State(s), allowing for the exchange of relevant national policies and best practices.

The involvement of the target groups, in different phases of the strategy implementation, will also constitute a key success factor.

As to the Programme area specificities:

- A decision was made by the PO that small grant schemes would not be included in the Programme strategy.
- The civil society shall be actively involved as target group in terms of the dissemination strategy as well as potential project promoters in the open calls. Civil society organisations will benefit from the expected results of this Programme strategy, concerning the 'National survey on time use by men and women' and the 'White paper on the role of men and women in work-life balance', in particular.
- The small and medium-sized enterprises (SMEs), and their umbrella organisations, shall be actively involved as target group in terms of the dissemination strategy as well as potential project promoters in the open calls. Furthermore, the SMEs shall benefit from the expected results of this Programme strategy, concerning the projects on 'Harassment at the workplace' and 'Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap', in particular.

# 1.5 **Programme objectives and indicators**

Please refer to the Article 1.5 of the Regulations for definitions of a Programme and projects.

Refer to chapter 2 of the POM for definitions of the objective, expected outcome, outputs and indicators.

The objective, expected outcome(s), outputs and indicators are key elements in identifying the priorities of a Programme. For this reason, when a call is held (ref. section 3.14.3 of the POM) the identified objective, outcome(s), outputs and indicators will be a decisive factor in the Programme Operator's selection of project proposals.

#### **1.5.1** Objective of Programme (expected impact)

Provide the Programme area: Mainstreaming Gender Equality and Promoting Work-Life Balance

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Provide the Programme objective: Gender equality and work-life balance promoted

# 1.5.2 Programme expected outcome

### Provide the Programme's expected outcome(s) and indicator(s):

<b>#</b>	Outcome	Indicator	Description	Indicat	or value.	Source of verification
1	1401 Gondor	Number of policies	Gender mainstreaming is the	Baseline	Target	
	Gender issues across policies and practices mainstream ed	and practices that are gender mainstreamed	(re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and all stages, by the actors normally involved in policy-making. Gender mainstreaming cannot replace specific policies which aim to redress situations resulting from gender equality. Specific gender equality policies and gender mainstreaming are dual and complementary strategies and must go hand in hand to reach the goal of gender equality. (Council of Europe)	D	1	CIG: National Action Plan for Equality annual and final implementation reports; National Action Plan for Equality external evaluation report
2	1402	Attitudes towards	Measured by survey	Baseline	Target	Survey's results. At the start and at the end of the
	Awareness raised and research on gender issues promoted	gender roles (survey)	(questionnaires) at the start and again at the end of the programme implementation period.	0	1	implementation.
3	1403	Number of	Organisation of peer reviews	Baseline	Target	Project's interim and final reports.
	Successful national policies and best practices on gender equality exchanged	transnational policy level peer reviews organised	for exchanging national policies and best practices between Portugal and the Donor State(s)	0	8	
4	1404 Balanca	Number of	Policies to help people	Baseline	Target	CITE. Annually.
	Balance between work, private and family life improved	comprehensive and integrated policies, aiming at promoting work-life balance implemented	articulating their professional, private and family life improve quality of life for both women and men; increase participation in the labour market, particularly for women; and increase men's participation in family care work.	a	1	
S	1405	Percentage of	The companies covered are	Baseline	Target	www.ec.europa.eu/justice/gender-

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	Gender balance on company boards improved	women among members of executive boards of firms publicly quoted on the national stock exchange	the largest publicly listed companies in each country. Publicly listed means that the shares of the company are traded on the stock exchange. Positions covered: Members of the board of directors (supervisory board in case of separated supervisory and executive functions). Count includes the chairperson.	5	6	<u>equality/files/database/037_en.xls</u> .Annually.
6	1406	Gender pay gap	The average difference	Baseline	Target	GEP / MSSS, Quadros de Pessoal 2010, Annually.
	Gender pay gap reduced		between men's and women's monthly earnings.	21%	20%	

#### Describe why and how the defined indicators were chosen for each outcome.

The indicators were chosen from the List of Standard Indicators. As to the Outcome 1404, the indicator chosen is the one that fits better to the Programme strategy concerning work-life balance.

At presen there is no available information are acting the baseling value of two indicators (Quicomes 1401, and 1404). The forescen outputs are expected to deliver methods, tools and improvements in the body of knowledge allowing for a sound measurement of progress in these formatins. The option was therefore to include 0, as baseline, indicating hele of information and is assigned, indicating existence of information.

# If the PO chooses qualitative indicator(s), please specify the indicator and the means of verification here.

Regarding the Outcome 1402, the indicator is a qualitative one and it was also chosen from the List of Standard Indicators: Attitudes towards gender roles (survey). This indicator shall be measured by survey (questionnaires) at the start and again at the end of the programme implementation period.

In terms of the indicator value, the same criterion as above (concerning Outcomes 1401 and 1404) was adopted the Oras baseline, indicating lack of information; and 1 as target, indicating existence of information

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#### **Programme outputs**

Define at least 2 Programme outputs with attached indicators for each expected outcome. If there is a DPP connected to the programme, include at least one output that describes the expected output of the cooperation between the PO and the DPP.

Outcome	Output	Output Indicator		ndicator value	Source of verification 1
1401 Gender issues across policies and practices mainstreame d	The gender impact of legislative measures evaluated	<ol> <li>Method and tool for the impact evaluation of legislative measures on the promotion of gender equality developed</li> <li>Nº of days of training on the method and tool for the impact evaluation of legislative measures on the promotion of gender equality provided</li> <li>Nº of policy makers, ministerial advisors to equality and members of the interdepartmental teams attending the training</li> <li>Nº of ministries where the method and tool for the impact evaluation of legislative measures on the promotion of gender equality were implemented</li> <li>Holding of the dissemination event</li> </ol>	Baseline 1.0- A first attempt to develop a method and a tool for gender impact assessment of policy measures in Portugal done in 2005. However, the gender impact assessment of policies and legislative measures is still hardly conducted in Portugal. 2- 0- The current ministerial advisors to equality and members of the interdepartmen tal teams only had a short awareness- raising session on the need of gender impact assessment. 3.0 4.0 5.0	<ul> <li>Target</li> <li>1. 1- The gender impact assessment of legislative measures in Portugal.</li> <li>2. 18- A total of 18 days of training: 6 days of training on gender impact assessment in two moments (4 days + 2 days), for three groups of trainees, addressed to the ministerial advisors for equality and to the members of the interdepartmental teams, and including central level policy makers as much as possible</li> <li>3. 24- All ministerial advisors for equality and all members of the interdepartmental teams, and as many as possible central level policy makers</li> <li>4. 11- All ministries</li> <li>5. 1- at national level</li> </ul>	Project's interim and final reports; National Action Plan for Equality annual and final implementation reports: National Action Plan for Equality external evaluation report

Capacity- building	1. Method and tools for planning for gender equality at the local	Baseline	Target	Project's interim and final reports
on	level developed	1. 0- Some	1. 1- A method including	National Action Plan for
planning for gender	2. Nº of days of training on the	methods and tools were	tools for diagnosis; definition of the plan; monitoring and	Equality annual and final

<sup>1</sup> It will be the PO responsibility to assess progress made towards the expected results through the identified sources of verification and according to these sources' respective regularity.

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the local level improved 3. Nº of local authorities elected members, local advisors for equality, and other local authorities' staff, attending the training 4. Holding of 7 dissemination events	previously developed in Portugal but these need to be revised and up-datedevaluation of the plan 2. 21- A total of 21 day training: 3 days of tra 5 areas of Portugal M plus 2 in the Autonor Regions of Azores and gender equality addre to local advisors for e authorities' staff2. 0- Some training has been providedMadeira, on planning gender equality addre to local advisors for e authorities' staff3. 0- Some training to local advisors for equality, and other local authorities'3. 74- All local advisor staff members, has been provided but this should be 	ining, in lainland nous d g for essed quality, ars for eneral s of the s inland nous d
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1402 Awareness	Project on	1. Up-dated survey data on sexual and moral	Baseline	Target	Project's interim and final reports. National Action Plan for Equality annual and final implementation reports.
raised and 3search on gender issues promoted	harassm ent at the workpla ce complet ed	<ul> <li>barassment at the workplace</li> <li>2.Comparative report</li> <li>1994-2013</li> <li>3. Number of harassment at the workplace reported cases</li> <li>4. Number of vocational training actions on harassment at the workplace</li> <li>5. Number and profile of the men and women attending the vocational training</li> </ul>	<ol> <li>1- A 1994 national survey on sexual harassment at the workplace; no national data on moral harassment at the workplace</li> <li>2.0- No comparative report</li> <li>3.26- Nº of reported cases to CITE in 2011</li> <li>4. 0- Number of vocational</li> </ol>	<ol> <li>1. 1- Up-dated diagnosis of moral and sexual harassment at the workplace in Portugal</li> <li>2. 1- One comparative report</li> <li>3.100- N<sup>p</sup> of reported cases to CITE in 2015</li> <li>4.10- Number of vocational training actions on harassment</li> </ol>	National Action Plan for Equality external evaluation report.

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actions on harassment at the workplace 6. Holding of the dissemination event	training actions on harassment at the workplace 5. <b>O</b> - Number and profile of the men and women attending the vocational training actions on harassment at the workplace <b>6. 0</b>	at the workplace 5. 160- Number and profile of the men and women attending the vocational training actions on harassment at the workplace 6. 1- at national level		
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	Survey on gender roles, concerning work-life balance in particular, at the start and again at the end of the programme implementati on period conducted	<ol> <li>Survey data base</li> <li>Survey findings analysis report</li> </ol>	Baseline 1. 0- Not existing 2. 0- Not existing	Target     1. 1-     completed     2. 1-     completed	Project's on 'White paper on the role of men and women in work-life balance' interim and final reports
1403 Successful national policies and	Project on harassment at the workplace completed	Number of peer- reviews between Portugal and Norway	Baseline 0	Target 3	Project's interim and final reports
best practices on gender equality exchanged	White paper on the role of men and women in work-life balance completed	Number of peer- reviews between Portugal and Norway	0	2	Project's interim and final reports
	Other projects completed, except the National Time Use Survey	Number of peer- reviews between Portugal and the Donor State(s)	0	3	Project's interim and final reports
1404 Balance between work, private and family life improved	White paper on the role of men and women in work-life balance completed	<ol> <li>'White paper on the role of men and women in work-life balance' elaborated, published and disseminated</li> <li>Number of policy</li> </ol>	Baseline 1. 0- Not existing 2. 0- Not existing 3. 0- Not existing 4. 0	Target 1. 2- Publication in paper version and on-line version; 1 disseminatio	Project's interim and final reports

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1405 Gender	National survey on time use by men and women conducted Methods for	recommendations 3. Number of policy proposals aimed at promoting work-life balance 4. Holding of the dissemination event 1. Survey data base 2. Survey findings analysis report 1. Methods for	1. O- Not existing 2. O- Not existing Baseline	n event 2. 10 3. 2 4. 1 -at national level 1. 1- Completed 2, 1- Completed	Project's interim and final reports
1405 Gender balance on company boards improved	Methods for improving the percentage of women on company boards developed	<ul> <li>improving gender balance in company boards created</li> <li>2. Nº of days of training on methods for improving gender balance in company boards provided</li> <li>3. Nº of companies, entrepreneurs and firms' staff members, attending the training</li> <li>4. Nº of companies where the methods for improving gender balance in company boards were implemented</li> <li>5. Holding of the dissemination event</li> </ul>	<ol> <li>D- Encouraging legal framework for the application of these methods in Portugal</li> <li>O- Some training has been provided but this should be increased in number of initiatives and improved in contents and focus</li> <li>O- Some companies have been involved in training on improving gender balance in company boards but its number, as well as its dimension, sector and geographical coverage should be increased and diversified</li> <li>O</li> <li>O</li> </ol>	1. 10 companies adopting the methods for improving gender balance in company boards. 2. 12- A total of 12 days of training: 6 days of training on improving gender balance in company boards in two moments (4 days + 2 days), for two groups of trainees 3. 10 companies, 3 entrepreneur s, and 20 staff members 4. 10 companies implementin g the methods 5. 1 at national level	
	Tools for	1. Tools for improving	1. <b>0-</b> Encouraging	1. 10	Project's interim and final reports

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	improving the percentage of women on company boards developed	gender balance in company boards created 2. Nº of companies where the tools for improving gender balance in company boards were implemented <u>Note:</u> The output Indicators nº 2, 3 and 5, mentioned for the output 'Methods for improving gender balance in company boards' are common to this outcome	legal framework for the application of these methods in Portugal 2. <b>0</b>	companies adopting the tools for improving gender balance in company boards. 2. <b>10</b> companies implementin g the tools	
1406 Gender pay gap reduced	Methods for reducing gender pay gap developed	<ol> <li>Methods for reducing gender pay gap created</li> <li>Nº of days of training on methods for reducing gender pay gap provided</li> <li>Nº of companies, entrepreneurs and firms' staff members, attending the training</li> <li>Nº of companies where the methods for reducing gender pay gap were implemented</li> <li>Holding of the dissemination event</li> </ol>	Baseline 1. 0- No specific methods developed in Portugal 2. 0-Some training has been provided but not specifically on methods for reducing gender pay gap 3. 0-Some companies have been involved in training on gender equality but not specifically on methods for reducing gender pay gap 4. 0 5. 0	Target 1. 10- companies adopting the methods for reducing gender pay gap 2. 12- A total of 12 days of training: 6 days of training on methods for reducing gender pay gap in two moments (4 days + 2 days), for two groups of trainees 3. 10 companies, 3 entrepreneur s, and 20 staff members 4. 10 companies implementin g the methods 5. 1- at national level	Project's interim and final reports
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Tools for reducing gender pay gap developed	<ol> <li>Tools for reducing gender pay gap created</li> <li>N<sup>o</sup> of companies where the tools for reducing gender pay gap were implemented</li> <li><u>Note:</u> The output indicators n<sup>o</sup> 2, 3 and 5, mentioned for the output 'Tools for Improving gender balance In company boards' are common to this outcome</li> </ol>	Baseline 1. O- No specific tools developed in Portugal 2. O	Target 1. 10- companies adopting the tools for reducing gender pay gap 2. 10 - companies implementin g the tools	Project's interim and final reports
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# Describe why and how the defined outputs were chosen for each outcome, and how and why the output indicators were chosen for each output.

The definition of the outputs for each outcome was done in accordance to the challenges and needs identified. These later fit to the national policy priorities and the policy instruments in the area of gender equality and work-life balance, namely the IV PNI. The choice of the output indicators for each output was made with the aim of proposing sound indicators, verifiable through existing sources as much as possible, and capable of measuring progress towards the desired results.

# 1.6 **Target groups of the Programme**

Identify the target groups for each outcome and describe how the target groups are being consulted during planning and implementation.

Outcome and target groups:

• **Gender impact of legislative measures evaluated**: policy makers; central public administration, and their staff; national mechanisms for gender equality, and their staff; ministerial advisors for equality, and members of the interdepartmental teams; men and women in Portugal.

• **Capacity-building on planning for gender equality at the local level improved**: policy makers; local advisors for equality; NGOs and/or their umbrella organisations, and their staff; men and women in Portugal.

 Project on harassment at the workplace completed: policy makers; national mechanisms for gender equality, and their staff; central and local public administration, and their staff; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; men and women in Portugal.

Survey on gender roles, concerning work-life balance in particular, at the start and again at the end of the programme implementation period conducted: policy makers; national mechanisms for gender equality, and their staff; ministerial and local advisors for equality, and members of the interdepartmental teams; universities and research centres, and their staff; men and women in Portugal.

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• White paper on the role of men and women in work-life balance completed: policy makers; central and local public administration, and their staff; national mechanisms for gender equality, and their staff; ministerial and local advisors for equality, and members of the interdepartmental teams; universities and research centres, and their staff; NGOs and/or their umbrella organisations, and their staff;

men and women in Portugal.

• National survey on time use by men and women conducted: policy makers; central and local public administration, and their staff; national mechanisms for gender equality, and their staff; ministerial and local advisors for equality, and members of the interdepartmental teams; universities and research centres, and their staff; NGOs and/or their umbrella organisations, and their staff; men and women in Portugal.

• Methods for improving the percentage of women on company boards developed: policy makers; national mechanisms for gender equality, and their staff; central and local public administration, and their staff; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; universities and research centres, and their staff; men and women in Portugal.

• Tools for improving the percentage of women on company boards developed: policy makers; national mechanisms for gender equality, and their staff; central and local public administration, and their staff; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; universities and research centres, and their staff; men and women in Portugal.

Methods for reducing gender pay gap developed: policy makers; national mechanisms for gender equality, and their staff; central and local public administration, and their staff; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; universities and research centres, and their staff; men and women in Portugal.

• **Tools for reducing gender pay gap developed**: policy makers; national mechanisms for gender equality, and their staff; central and local public administration, and their staff; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; universities and research centres, and their staff; men and women in Portugal.

During planning relevant actors were consulted and actively involved: this is the case of the CITE, the INE and the KS, all involved in the pre-defined projects.

The target groups shall be consulted in several ways during the implementation: either directly by the PO, namely through its Advisory Councils – inter-ministerial and non-governmental sections, or by the project promoters during the design of the activities and its assessment and evaluation.

The consultation of companies, entrepreneurs and/or their umbrella organisations as well as of the social partners representing the workers shall be mainly facilitated by the CITE, given its tripartite composition.

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### 1.7 **Risk and uncertainty**

Identify and assess the relevant risk factors that may affect the achievement of the Programme's expected outcome(s). List each risk factor, the analysis in respect of the risk, and the risk mitigation plan.

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1	1401 Gender issues across policies and practices mainstreamed	Given the current situation of financial crisis, budget cuts may occur impacting on the PO's possibility to ensure the co- funding from 2014 onwards	//iigbj	high	Political negotiations and commitment at the highest level
1	1401 Gender issues across policies and practices mainstreamed	The mainstream policy priorities are not currently focusing on gender equality issues which may hamper efforts and initiatives in this area and therefore the achievement of the expected results	medium	medium	Political negotiations and commitment at the highest level
1	1401 Gender issues across policies and practices mainstreamed	The full accomplishment of bilateral relations may be constrained by unexpected problems concerning partnership with entities in the Donor States	low	high	Cole cooperation of the PO with the NFP, the FMO, the FMC, the Donor States and other relevant partners
2	1402 Awareness raised and research on gender issues promoted	Given the current situation of financial crisis, budget cuts may occur impacting on the PO's possibility to ensure the co- funding from 2014 onwards	low	, high	Political negotiations and commitment at the highest level
2	1402 Awareness raised and research on gender issues promoted	The mainstream policy priorities are not currently focusing on gender equality issues which may hamper efforts and initiatives in this area and therefore the achievement of the expected results	low	medium	Political negotiations and commitment at the highest level
2	1402 Awareness raised and research on gender issues promoted	The full accomplishment of bilateral relations may be constrained by unexpected problems concerning partnership with entities in the Donor States	low	high	Cole cooperation of the PO with the NFP, the FMO, the FMC, the Donor States and other relevant partners
3	1403 Successful national policies and best practices on gender equality	Given the current situation of financial crisis, budget cuts may occur impacting on the PO's possibility to ensure the co-	low	hígh	Political negotiations and commitment at the highest level

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	exchanged	funding from 2014 onwards			
3	1403 Successful national policies and best practices on gender equality exchanged	The mainstream policy priorities are not currently focusing on gender equality issues which may hamper efforts and initiatives in this area and therefore the achievement of the expected results	low	medium	Political negotiations and commitmen at the highest level
3	1403 Successful national policies and best practices on gender equality exchanged	The full accomplishment of bilateral relations may be constrained by unexpected problems concerning partnership with entities in the Donor States	low	high	Cole cooperation of the PO with the NFP, the FMO, the FMC, the Donor States and other relevant partners
4	1404 Balance between work, private and family life improved	Given the current situation of financial crisis, budget cuts may occur impacting on the PO's possibility to ensure the co- funding from 2014 onwards	low	high	Political negotiations and commitmer at the highest level
4	1404 Balance between work, private and family life improved	The mainstream policy priorities are not currently focusing on gender equality issues which may hamper efforts and initiatives in this area and therefore the achievement of the expected results	medium	medium	Political negotiations and commitmer at the highest level
4	1404 Balance between work, private and family life improved	The period for development of the National Time Use Survey proposed by the INE is very long. The on-time completion of this project depends on the timely approval of the Programme proposal	low	mediu <b>m</b>	Good and timely cooperation among the PO, the NFP and the FMO / FMC
4	1404 Balance between work, private and family life improved	The full accomplishment of bilateral relations may be constrained by unexpected problems concerning partnership with entities in the Donor States	low	high	Cole cooperation of the PO with the NFP, the FMO, the FMC, the Donor States and other relevant partners
5	1405 Gender balance on company boards improved	Given the current situation of financial crisis, budget cuts may occur impacting on the PO's possibility to ensure the co- funding from 2014 onwards	low	high	Political negotiations and commitmen at the highest level
5	1405 Gender balance on company boards improved	The mainstream policy priorities as well as the companies' priorities are not currently focusing on gender equality issues which may hamper efforts and initiatives in this area and therefore the	medium	medium	Political negotiations and commitmen at the highest level, concerning policy makers and social partners

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		achievement of the expected results			
5	1405 Gender balance on company boards improved	The full accomplishment of bilateral relations may be constrained by unexpected problems concerning partnership with entities in the Donor States	low	high	Cole cooperation of the PO with the NFP, the FMO, the FMC, the Donor States and other relevant partners
6	1406 Gender pay gap reduced	Given the current situation of financial crisis, budget cuts may occur impacting on the PO's possibility to ensure the co- funding from 2014 onwards	low	high	Political negotiations and commitment at the highest level
6	1406 Gender pay gap reduced	The mainstream policy priorities as well as the companies' priorities are not currently focusing on gender equality issues which may hamper efforts and initiatives in this area and therefore the achievement of the expected results	medium	medium	Political negotiations and commitment at the highest level, concerning policy makers and social partners
6	1406 Gender pay gap reduced	The full accomplishment of bilateral relations may be constrained by unexpected problems concerning partnership with entities in the Donor States	low	high	Cole cooperation of the PO with the NFP, the FMO, the FMC, the Donor States and other relevant partners

#### 1.8 Bilateral relations

# 1.8.1 Donor programme partner(s)

Not applicable.

#### 1.8.2 Donor partnership projects

The Norwegian Association of Local and Regional Authorities, KS, is identified as a partner in the predefined project on 'Harassment at the workplace'. KS is a membership organisation for all Norwegian 429 local and 19 regional authorities, and the only organisation of its kind in Norway. KS represents the interests of the members at the national and international arena, and is also a partner in social dialogue and tripartite negotiations. The KS international department is coordinating and participating in international activities, including EEA and Norway funded programs and projects in 12 of the 15 eligible EU countries. KS has a Head Quarter in Oslo, 6 regional offices, as well as an office in Brussels with a total of 220 staff members.

For further details on the KS role and relevance to the project, please refer to the information included in the Annex II.

Describe and justify which of the measures under the bilateral partnership fund will be applied to the fund. Justify the proportion used between the two measures.

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The PO will make use of both measures foreseen in the Programme Operators' Manual, article 3.8, under the bilateral partnership fund. The fund will be equally shared between the two measures: a) search for partners for donor partnership projects prior to or during the preparation of a project application, the development of such partnerships, and the preparation of an application for a Donor partnership project; and/or b) networking, exchange, sharing and transfer of knowledge, technology, experience and best practices between Project Promoters and entities in the Donor State(s).

Describe the operational and information measures envisaged (e.g. selection procedures, grant rate, maximum grant amount, information work, advice in respect of public procurement and state aid etc).

The PO shall have a facilitation role and shall encourage bilateral relations between Portugal and the Donor State(s):

- Information shall be provided to potential applicants on potential partners in the Donor State(s).
- The calls for proposals shall include bilateral relations as a requisite.

#### 1.9 **Pre-defined projects**

The information on the pre-defined projects shall be provided as an Annex to the Programme proposal. Identify and present any planned pre-defined projects and how they fit into the relevant Programme outcome.

3.9.1 The pre-defined project on 'Harassment at the workplace' shall be developed by the CITE in partnership with the Norwegian Association of Local and Regional Authorities (KS).

As mentioned above, the project's main objectives are: i) to make the diagnosis and characterisation of moral and sexual harassment in the labour market, in Portugal; ii) to raise awareness regarding harassment at the workplace – sexual as well as moral; and iii) to exchange experiences and best practices between Portugal and Norway on harassment at the workplace and workplace cultures.

This pre-defined project shall contribute to the EEA Grants expected outcomes: 1402 Awareness raised and research on gender issues promoted; 1403 Successful national policies and best practices on gender equality exchanged.

3.9.2 The pre-defined project 'National time use survey by women and men' shall be developed by the INE in partnership with the CITE.

This project aims at the conduction of a statistical operation which will allow for up-date and sound, nationally representative data on time use and work life balance, in a gender equality perspective. The analysis of this data shall contribute to the definition of policy measures to better articulate paid work with private and family life of men and women.

This pre-defined project shall contribute to the EEA Grants expected outcome 1404 Balance between work, private and family life improved.

#### 1.10 Small grant schemes

This Programme area will not include small grant schemes.

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#### 1.11 Cross cutting issues

#### 1.11.1 Good governance

Describe the specific measures envisaged to ensure that the principles of good governance are integrated in the planning and implementation of the Programme, as well as in projects supported through the Programme.

- Participation and inclusiveness: As mentioned above, the target groups and other relevant stakeholders were not directly consulted during planning due only to time constraints. However, the target groups and other relevant stakeholder shall be consulted in several ways during the implementation: either directly by the PO, namely through its Advisory Councils interministerial and non-governmental sections, or by the project promoters during the design of the activities and its assessment and evaluation. The consultation of companies, entrepreneurs and/or their umbrella organisations as well as of the social partners representing the workers will be mainly facilitated by the CITE, given its tripartite composition.
- Accountability: The PO shall be accountable namely through the promotion of information activities or the encouragement and facilitation of several other dissemination events, through the projects, in various stages of the implementation period. It shall also promote workshops among the different projects in order to encourage exchange of views, orientations and practices.
- Transparency: The information / dissemination events and the projects workshops shall ensure transparency. On the other hand, all the information on the Programme shall be made freely
- available and directly accessible by the PO, namely through the Programme web area. The links to be created to the NFP EEA Grants website as well as to the 'portal para a Igualdade' will also ensure transparency.
- Effectiveness and efficiency: The definition of the Programme strategy meets the needs of the society while making the best use of the available resources. The methodology for the monitoring of the projects shall also contribute to the fulfilment of this principle.
- Rule of law: The PO shall be impartial in the enforcement of a fair legal framework, respecting human rights and adopting a zero tolerance towards corruption.

Applicants shall be required to include in their applications to the calls details on how they intend to ensure good governance at the project level.

#### **1.11.2 Environmental considerations**

Assess how the Programme, as well as in projects supported through the Programme, positively or negatively affects the environment. Describe the specific measures that have been / will be put in place to ensure that the environment is not harmed, and how this will be verified.

The PO shall make use and encourage the projects to make use of environment friendly practices that minimise environmental impact and risks, e.g. using recycled paper and adopting waste separation procedures.

Applicants shall be required to include in their applications to the calls details on how they intend to ensure environmental sustainability at the project level.

#### 1.11.3 Economic sustainability

Describe how the economic sustainability of the projects will be ensured.

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Given the nature of the outputs, the economic sustainability of the projects included in this Programme area shall be ensured through the completion of the outcomes and their continued usage after the end of the project.

Applicants shall be required to include in their applications to the calls details on how they intend to ensure economic sustainability at the project level.

#### 1.11.4 Social sustainability

#### Describe how the social sustainability of the projects will be ensured.

Given the nature of the outputs, the social sustainability of the projects included in this Programme area is ensured.

The projects, in a more or less direct way according to the specific project, have clear impacts in terms of: building social capital; promoting equality and non-discrimination; contributing to the fight against poverty and social exclusion; facilitating access to education and skills training.

Respect for fundamental rights and for the principles of social cohesion, tolerance, anti-discrimination and equality, namely of men and women, shall thus be ensured in the Programme, at all levels, and actively promoted.

Applicants shall be required to include in their applications to the calls details on how they intend to ensure social sustainability at the project level.

#### 1.11.5 Gender equality

Describe the specific measures envisaged to ensure that gender equality is integrated into the planning and implementation of the Programme, as well as in projects supported through the Programme. Describe how the Programme positively affects gender equality.

This Programme area is specifically focused on the promotion of gender equality. Its PO is a national mechanism for gender equality. The management structure includes both women and men.

Applicants shall be required to include in their applications to the calls details on how they intend to ensure the integration of the principles of equal rights and opportunities for men and women at the project level.

#### 1.12 Project monitoring by the Programme Operator

The PO shall be responsible for monitoring of projects under the Programme.

The methodology for project monitoring was defined in order to ensuring the quality of the implementation of the programme and verifying the projects' progress towards expected outcomes.

The annual monitoring of a sample of projects, selected based on risk assessment and including random samples will be conducted, through on-the-spot verification of projects and reviews.

The project site visits will be carried out on a sample basis and will be performed by internal and external representatives of the PO.

The reviews will focus on operational aspects of the projects, and their progress and results compared to the plan. These will be carried out by joint teams, with internal and external representatives of the PO.

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Additionally, the PO shall also, as said before, promote workshops among the different projects. These workshops will constitute a monitoring tool.

The project promoters will be responsible for timely reporting to the PO, at interim and final phases, both on implementation and financial issues.

The proposed monitoring system shall focus mainly on results, but also on processes including the integration of the cross-cutting issues mentioned above in the projects.

Please see the Monitoring plan for the first year of the Programme's operations in the Annex III.

#### 1.13 Information and publicity

Include a Communication Plan, in accordance with the Article 4.7.2 of the Regulations, and the Regulations' Annex 4 'Information and Publicity Requirements'. For advice on how to develop the plan, consult the Communication and Design Manual and the guidance note on how to develop the Communication Plan (both available for download on <u>www.eeagrants.org</u>).

Please see the Communication Plan in the Annex IV.

#### 1.14 Management

#### **1.14.1 Management structure**

A Technical Management Team (TMT) shall be constituted to carry out and monitor all activities of the Project.

Please see the Management Structure in Annex V, and the list of qualified key personnel, with current CVs in Annex VI.

In case of Programme partners, describe their role, the added value provided by the Programme partner, the division of roles and their respective responsibilities.

There are no Programme partners.

#### If relevant, describe the operation of the Cooperation Committee,

There is no Cooperation Committee.

#### 1.14.2 Timeline

# Provide a chart and explanations of the timeline showing all major steps in the implementation of the Programme.

Please see the Programme Timeline in Annex VII.

The proposed timeline follows about the same structure in each of the four years of the Programme's operation with the necessary adaptations to the various phases of operation: preparation, launching, implementation, monitoring, reporting, information, and bilateral relations.

The duration of the projects versus the period of eligibility of expenditures was a key element in the definition of the timeline. This is particularly the ease regarding the Availonal time uses usy by women and man. Given the expected duration of this pre-define (sproject) is timely completion depends on the commencement of the statistics in (Verdi) 2018

Information, monitoring and reporting activities shall deserve proper attention.

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#### 1.14.3 Calls

**Give information about the number of calls and their planned timing, as well as** the indicative amount being made available in each call. Describe and justify any minimum and maximum grant amounts, as well as the grant rate(s) used in respect of each call.

Four calls shall be held with the followings amounts:

1. Impact evaluation of legislative measures on the promotion of gender equality	390.233,16 €
2. White paper on the role of men and women in work- life balance	390.233,16€
3. Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap	390.233,16€
4. Gender mainstreaming at the local level: capacity- building on planning for gender equality	390.233,16 €

Two of these calls shall take place in September - October 2013, thus having two months duration.

The other two calls shall take place in September - October 2014, thus having two months duration.

Each call shall apply at national level, including Madeira and Azores Autonomous Regions.

#### Describe the publicity measures, and justify any restrictions envisaged.

The calls will be widely publicised in order to reach all potential applicants and ensure visibility to the Programme and its objectives. Several publicity measures will be adopted:

- The planned calls will be first announced in the Programme launching information event.
- The Programme web area will contain relevant and up-dated information in Portuguese and in English on the calls.
- Other web based tools, as well as specialised publications and national media shall be used as relevant.
- Some key-stakeholders, as described in the Communication plan, will be invited to act as dissemination partners, e.g. local authorities' umbrella organisations concerning the call on 'Gender mainstreaming at the local level: capacity-building on planning for gender equality'.

# Describe the eligible applicants, and justify any restrictions placed on eligibility of applicants and/or project partners.

Any entity, public or private, commercial or non-commercial and non-governmental organisations, established as a legal person in Portugal as well as inter-governmental organisations operating in Portugal shall be considered eligible applicants of projects.

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According to the scope and the nature of the expected outputs of each call for proposals, specific guidelines may be included in the call concerning suggested project partners, e.g. companies, SMEs in particular, and/or their umbrella organisations in the call on 'Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap'. This does not represent however any restriction placed on eligibility of applicants and/or project partners.

The call for proposals shall also require the involvement of partners in the Donor States.

#### 1.14.4 Project selection

#### Provide an overview of the project selection structure, processes and procedures.

a) The selection procedures are in line with the procedure foreseen by Articles 6.4 and 6.5 of the *Regulation*:

1. The PO shall review the applications for compliance with administrative and eligibility criteria. Applicants may be required to submit additional information during the administrative and eligibility assessment. Applicants whose applications are rejected at this stage shall be informed and given a reasonable time to appeal that decision.

2. Each application that meets the administrative and eligibility criteria shall be reviewed by two independent and impartial experts appointed by the PO.

3. The experts shall separately score the project according to the selection criteria published with the call for proposals. For the purposes of ranking the projects, the average of the scores awarded by the experts shall be used.

4. If the difference between the scores given by the two experts is more than 30% of the higher score, a third expert shall be commissioned by the PO to score the project independently. In such cases the average score of the two closest scores shall be used for the ranking of the projects.

5. The PO shall provide the Selection Committee with a list of projects ranked in accordance with paragraphs 3 and 4. It shall at the same time provide the FMC with the ranked list in English. The Selection Committee shall review the ranked list of projects. It may modify the ranking of the projects in justified cases. The justification for the modifications shall be detailed in the minutes of the meeting of the Selection Committee. If such a modification results in a project's rejection, the affected applicant shall be informed in writing about the justification for the modification. The Selection Committee shall submit the list of projects to the PO.

6. The PO shall verify that the selection process has been conducted in accordance with the Regulation and that the recommendations from the Selection Committee comply with the rules and objectives of the programme. Following such verification the Programme Operator shall, based on the decision of the Selection Committee, make a decision on which projects shall be supported. If the PO modifies the decision of the Selection Committee, it shall inform the applicants affected and provide them with a justification.

7. The PO shall notify the applicants about the results of the selection process within a reasonable time and publicise the results.

8. The PO shall store all documents related to the selection procedures for at least three years following the approval of the final programme report by the FMC.

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The Selection Committee will be composed by three persons possessing the relevant expertise. Two of them are internal to the PO and one is external to the PO, according to Article 6.4 of the *Regulation*.

Independence of the Selection Committee from the two experts foreseen in paragraph 2, above, shall be ensured. The two independent experts will be chosen taking into consideration their curriculum and previous experience in relevant domains.

Sub-projects selection criteria:

General criteria:

- (1) The overall technical quality of project purpose is duly justified;
- (2) The project will contribute to the overall implementation of the FMs;
- (3) Expected results are in compliance with proposed activities;
- (4) Activities are clearly defined;
- (5) Time schedule is relevant to the proposed activities;
- (6) Budget of the project is relevant to the proposed activities;
- (7) Budget items are relevant.

b) The selection criteria and the respective score shall be as follows:

Selection criteria	<u>Score</u>
- Compliance with the identified objective, outcome(s) and outputs	20
- Inclusion of partner entities of the Donor Sates(s)	20
- Integration of the cross-cutting issues	15
- Specific criteria according to the specificities of the project*	15
- Expertise and previous experience of the applicant organisation and of partners	10
- Expertise and previous experience of the project's team	10
- Budget	10
	(100)

\* According to the specificities of the project specific selection criteria will be defined, e.g. the training methods and tools proposed in the case of the project on 'Impact evaluation of legislative measures on the promotion of gender equality.

c) Administrative and eligibility compliance shall be met with the use of an Admission Check-list. Documents such as statutes, fulfilment of tax and social security obligations certificates, VAT number, will be required and checked.

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d) The appraisal of projects will be ensured in close co-operation between the two independent and impartial experts appointed by the PO, the Selection Committee and the PO and its Management Structure.

The projects' on-site visits as well as the reviews and the projects workshops may give valuable contribution to the process of projects appraisal, namely to define any necessary modifications.

With the aim of improving the quality control of the process and besides the regular co-operation and information mechanisms that will be in place along the implementation of the Programme between the PO, the NFP and the FMC, the FMC and the NFP shall be invited to participate in the meetings of the Selection Committee as observers.

- e) Communication with applicants: The rules for procedures of the Public Administration, including notification, with interested parties shall apply.
- f) Appeal processes and conflict of interest situations: The rules for procedures of the Public Administration, including notification, with interested parties shall apply.

#### 1.14.5 Financial management

Describe the financial management of the Programme, in respect to the generation of economic benefit, maintenance of separate bank accounts, rules on the eligibility of in-kind contribution, arrangements for payments to the Project Promoters and payment claim verification procedures.

#### 1.14.6 Modification of projects

Explain the procedures envisaged to handle project modifications.

In case this situation occurs, specific procedures will be defined according to the project.

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# 1.15 Budget

# 1.15.1 Budget headings

	. EECARXI	i <u>Nationali</u> Golinanting	ាតានាសារ	expenditure	. Non-elizible : - expenditure : (C)	Torlerrendiure (e)=(e)∗ (d)
	(1)	<u>((</u> ))	(O)=(C	)#(0)		
	€	€	€	% of total	€	E
Programme management	250.000,00€	44.117,65€	294.117,65 €	10,00%	0,00€	20 建铁的复数式铁铁的
Pre-Defined_National Survey on time use by men and women	483.207,25€	85.271,87€	568.479,12€	19,33%	0 <b>,00</b> €	<b>366</b> 479,126
Pre-Defined_5exual harassment at the workplace	340.000,00 €	60.000,00€	400.000,00€	13,60%	0,00€	41610-01010-016 (2
Impact evaluation of legislative measures on the promotion of gender equality	331.698,19 €	58.534,97€	390.233,16 €	13,27%	0,00€	<b>39/02/18</b> .06 <i>0</i>
White paper on the role of men and women in work-life balance	331.698,19€	58.534,97€	390.233,16€	13,27%	0,00€	<b>396233.1</b> 74
Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap	331.698,19€	58.534,97€	390.233,16€	13,27%	0,00€	990223,417 (
Gender mainstreaming at the local level: capacity-building on planning for gender equality	331.698,19€	58.534,97€	390.233,16 €	13,27%	0,00€	59672E) (6 (
Funds for bilateral relations	37.500,00€	6.617,65€	44.117,65€	1,50%	0,00€	44 <u>.11</u> 74 <b>3</b> 547
Complementary action	50.000,00€	8.823,53€	58.823,53€	2,00%	0,00€	St 223 536
Preparation of Programme proposal	12.500,00 €	2.205,88€	14.705,88 €	0,50%	0,00€	14 7/05/884
Reserve for exchange rate losses	0,00€	0,00€	0,00€	0,00€	0,00€	0,010\5
TOTAL	2.500.000,00 €	441.176,47€	2.941.176,47 €	100,00%	0,00€	2.941.176,47€

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#### Annual breakdown of the EEA Financial Mechanism contribution:

Encadering	-2015i	201F	200E	2010	2015	2016	2007	Total
Programme management	0,00€	0,00€	37.500,00€	62.500,00 €	62.500,00€	87.500,00€	0,00€	250.000,00,€
National Survey on time use by men and women	0,00€	0,00€	72.481,09€	120.801,81€	120.801,81€	169.122 <b>,5</b> 4€	0,00€	265207425C
5exual harassment at the worplace	0,00€	0,00€	51.000,00€	85.000,00€	85.000,00 €	119.000,00€	0,00€	340.000,001E
Impact evaluation of legislative monsures on tlromotion of gender equalit	0,00€	0,00€	49.754,73€	82.924,55€	82.924,55€	116.094,37€	0,00€	331.698,19 €
White paper on the role of men and women in work-life balance	0,00€	0,00€	49.754,73€	82.924,55€	82.924,55€	116.094,37€	0,00€	<sup>2</sup> 331.698,19`€
Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap	0,00€	0,00€	49.754,73€	82.924,55 €	82.924,55 <b>€</b>	116.094,37€	0,00€	331.698,19 €
Gender mainstreaming at the local level: capacity- bu ng on planning for gender equality	0,00€	0,00 €	49.754,73€	82.924,55 €	82.924,55€	116.094,37€	0,00€	331.698,19€
Funds for bilateral relations	0,00€	0,00€	5.625,00€	9.375,00€	9.375,00€	13.125,00 €	0,00€	37.500,00 €
Complementary action	0,00€	0,00€	7.500,00€	12.500,00 €	12.500,00€	17.500,00€	0,00€	50.000,00€
Preparation of Programme proposal	0,00€	12.500,00€	0,00€	0,00€	0,00€	0,00 €	0,00€	12,500,00€.
Reserve for exchange rate losses	0,00€	0,00€	0,00€	0,00€	0,00€	0,00€	0,00 €	0,00 €
TOTAL	10,00 €	121500,0016	373.125,00 €			870.625,00.€	1.0,00 €	5

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#### Detailed budget for the management costs of the Programme Operator

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Preparation of Programme implementation	0,00€	0,00€	20.000,00€	60.000,00€	20.000,00€		0,00€	100.000,00€
Project appraisal and selection	0,00€	0,00 €	19.200,00€	19.200,00€			0,00€	38.400,00€
Payment claim verification, transfer of payments	0,00€	0,00€	2.880,00€	11.520,00€	11.520,00€	2.880,00 €	0,00€	28.800,00€
Monitoring of projects	0,00€	0,00€	15.360,00€	23.040,00€	23.040,00 €	15.360,00€	0,00 €	76.800,00€
Audits and on-the-spot verification of projects	0,00€	0,00€	6.211,28€	9.316,91€	9.316,91€	6.211,28€	0,00€	31.056,38€
Promotion and information	0,00 €	0,00€	3.918,38€	2.612,25€	2.612,25€	3.918,38€	0,00€	13.061, €
Reporting to donors and national authorities	0,00 €	0,00 €	1.000,00€	1.500,00€	1.000,00€	1.500,00€	0,00€	5.000,00€
Establishment and operation of bank accounts	0,00€	0,00€	200,00 €	200,00€	200,00€	400,00€	0,00€	1.000,00€
Overheads	0,00€	0,00 €	0,00€	0,00€	0,00€	0,00€	0,00€	0,00 €
toel	0,00€		68.769,66.€	127,389,17€	67.689,17€	30.269,66 €	0,00€	-294:117,65 €.

### Detailed budget for preparation of Programme proposal:

CONTRACTORY	Units	Unit cost	Amount (E)
Salaries of staff of the Programme Operator			14,705,88
Travel and subsistence allowance			0,00€
Feasibility studies, including expert fees			0,00€
Translation costs			0,00€
Preparation for public procurement and state aid			0,00 €
Public consultation			0,00€
Total			14.705,88 €

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#### 1.15.2 Advance payment

Amounts calculated based on funding EEAGRANTS programme area in eight months (2013)

Brigation	Advancencepesied (G)
Programme management	25.000,00€
National Survey on time use by men and women	48.320,73 €
Sexual harassment at the worplace	34.000,00 €
Impact evaluation of legislative measures on the promotion of gender equalit	33.169,82 €
White paper on the role of men and women in work-life balance	33.169,82 €
Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap	33.169,82€
Gender mainstreaming at the local level: capacity- building on planning for gender equality	33.169,82 €
Funds for bilateral relations	3.750,00 €
Complementary action	5.000,00 €
Preparation of Programme proposal	1.250,00 €
Reserve for exchange rate losses	0,00 €
TOTAL <sup>2</sup>	250.000,00.€

### 1.16 Overview of annexes required to the Programme proposal

- I. List of abbreviations
- II. Information on pre-defined projects (Applicable)
- III. Monitoring plan
- IV. Communication Plan
- V. Chart(s) showing the management structure
- VI. CVs of key personnel
- VII. Maps and figures (if relevant) Not relevant
- VIII. Statistical attachment Not relevant

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#### 1.17 Signatures For the Programme Operator

I certify that I am duly authorised to sign this proposal on behalf of the Programme Operator, that I have thoroughly reviewed all statements and information provided in this proposal, and that they are correct and accurate. I confirm that this Programme will be carried out as described in this proposal and that the grant requested reflects correctly what is reasonably needed as a minimum for the Programme to proceed and to be completed.

I accept that the FMO may publish a summary of this Programme proposal on its website

and that the proposal may be subject to disclosure under the Freedom of Information Acts of the EEA EFTA states.

				Optional second signature				
Name Fátima Duarte					Teresa Almeida			
Position	President				Vice-President			
Organisatio n	Commission for Citizenship and Gender Equality (CIG)				Commission for Citizenship and Gender Equality (CIG)			
Signature	بوه	in Green	ait		Maria	Teusa Chives	H-eida	
	Day	Month	Year		Day	Month	Year	
Date	21	November	2012		21	November	2012	

#### For the Programme Partner (not aplicable)

I certify that I am duly authorised to sign this proposal on behalf of my organisation, and that this organisation agrees to participate in the implementation of this Programme. I have thoroughly reviewed all statements and information provided in this proposal, and they correctly and accurately describe my organisation's roles and responsibilities towards this Programme.

				Optio	onal second s	ignature
Name						
Position						
Organisation						
Signature						
	Day	Month	Year	Day	Month	Year
Date						

Commission for Citizenship and Gender Equality (CIG), PPT (21/11/2012)

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#### For the National Focal Point

I certify that I am duly authorised to sign this Programme proposal on behalf of the National Focal Point, that I have reviewed all statements and information provided in this proposal, and that I confirm that it is in accord with the Memorandum of Understanding.

				Optional second signature			
Name							
Position							
Organisation							
Signature							
	Day	Month	Year	Day	Month	Year	
Date				-			

#### Annex I. List of abbreviations

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CAP - Portugal Farmers Confederation (Confederação de Agricultores de Portugal)

CCP - Portugal Commerce and Services Confederation (Confederação do Comércio e Serviços de Portugal)

CGTP-IN - General Confederation of Portuguese Workers - National Trades Union (Confederação Geral dos Trabalhadores Portugueses - Intersindical Nacional)

CIDM – Commission for Equality and Women's Rights (*Comissão para a Igualdade e para os Direitos das Mulheres*)

CIG – Commission for Citizenship and Gender Equality (*Comissão para a Cidadania e Igualdade de Género*)

CIP – Portugal Business Confederation (CIP – Confedreção Empresarial de Portugual)

CITE - Commission for Equality in Labour and Employment (*Comissão para a Igualdade no Trabalho e no Emprego*)

CTP - Portuguese Tourism Confederation (Confederaçãa do Turismo Português)

GEP / MSSS - Office for Strategy and Planning / Ministry for Solidarity and Social Security (Gabinete de Estratégia e Planeamento / Ministério da Solidariedade e Segurança Social)

INE - Statistics Portugal (Instituto Nacional de Estatística)

IOT - Time Use Survey (Inquérito à Ocupação do Tempo)

IV PNI - IV National Action Plan for Equality – Gender, Citizenship and Non-Discrimination 2011-2013 (*Plano Nacional para a Igualdade – Género Cidadania e Não-Discriminação* 2011-2013)

PO - Programme Operator (Operador de Programa)

POPH / QREN - Human Potential Operational Programme of the National Strategic Reference Framework (*Programa Operacional Potencial Humano do Quadro de Referência Estratégica Nacional*)

SMEs - Small and medium-sized enterprises (Pequenas e Médias Empresas)

UGT - General Union of Workers (União Gerol de Trabalhadores)



# EEA GRANTS PORTUGAL INFORMATION ON PREDEFINED PROJECT

<u>Programme area 14:</u> Mainstreaming gender equality and promoting worklife balance

<u>EEA GRANTS Expected outcomes:</u> 1402 Awareness raised and research on gender issues promoted; 1403 Successful national policies and best practices on gender equality exchanged

# PREDEFINED PROJECT DESCRIPTION

# **GENERAL INFORMATION**

# **Project Title**

Sexual and moral harassment in the workplace

# **Project implementation period**

2013-2014

# **Project Promoter**

NAME: Comissão para a igualdade no Trabalho e no Emprego – CITE (Commission for Equality in Labour and Employment)

ADDRESS: Rua Viríato, N.º 7, 1º, 2º e 3º, Lisboa, Portugal

#### **CONTACT PERSON:**

Name: Sandra Ribeiro Position: President Contacts: +351 21 780 37 16; <u>Sandra.Ribeiro@cite.gov.pt</u>

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# A.BACKGROUND AND JUSTIFICATION FOR THE PROJECT

# **Project Focus**

The workplace is a context where sexual and moral harassment situations often take place due to the existence of close and constant social interactions, and the hierarchy ties and the economic and professional dependence that happen therein.

Because of its effects and consequences, preventing and combating harassment, mainly at work, has been incorporated as a priority of modern societies. The harassment is an obstacle to quality of life in the workplace, resulting in a serious limit of the productivity of workers and organizations, in particular because of systematic or prolonged absences from the workplace.

Among the effects generated by the harassment, the shorter duration of the professional career, including early retirement situations, is one to highlight. In this sense, the economic and social costs are evident even if they are difficult to quantify and relate to its effective or real causes.

In Portugal, the need for a study on harassment (in its moral and sexual forms) in the labour market, after almost 25 years past from the first and only national survey about sexual harassment in the labour market, held in Portugal, is quite obvious.

EU studies, as baselines, will certainly be very useful, especially on the grounds of the context of vulnerability to moral and sexual harassment, nevertheless, it will not be sufficient for the purpose of the study.

For this study, and after the definition of the analysis matrix and the methodology, because of the nature of the work and the lack of human resources of the project partners, it is necessary to outsource the questionnaire survey application, which will allow to update the data, comparing the last survey results with the current reality and understand the transformations of the phenomenon since the first study on the subject.

This update survey will allow us to create tools that can facilitate the actions of public authorities, employers, as well as workers and their representatives, at various levels – local and central administration and also private sector – to preventing and combating harassment in the labour market.

For this reason, and on one hand, the national partners of CITE in this project lies in a wide and diverse universe of coverage in order to ensure a crosscutting dissemination of its results.

Therefore, CITE brings together in this project the following partners: CIEG (Interdisciplinary Centre for Gender Studies), as the first and only Portuguese interdisciplinary research centre fully dedicated to gender studies; CEJ (Centre for Judicial Studies), OA (Bar Association) and ACT (Authority for the Working Conditions),

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for their mission, duties and powers of legal intervention and inspection action; the Municipality of Lisbon and GRAFE Company, for their availability, interest and ability to integrate, as a pilot experience, policies and practices aimed at preventing and combating harassment in the workplace.

On the other hand, the great advantage of EEAGrants co-financing is that the project can rely on the contribution of Norwegian knowledge and practices, namely through KS (Norwegian Association of Local and Regional Authorities) partner, thereby enhancing the quality and appropriateness of the instruments for the prevention and combat of sexual and moral harassment to be built in the project, resulting from the exchange of experiences and good practices that will be a key part of the work and as well as of mutual need to develop effective strategies in this area in both countries.

# Link to previous EEA Grants project in Portugal

The former EEA project period 2008-2011 included a 3 year project partnership between Portugal and Norway focusing on work life balance with a total budget of 1 million euro. The Portuguese Association for Large Families was the project promoter, the Catholic University in Lisbon the project manager. In additional there was 5 other Portuguese partners, the Portuguese Association of Municipalities as well as two municipalities, Faro and Leiria, as well as two private enterprises, Rolear in Faro and InCentea in Leiria. The coordinator on the Norwegian side was KS, with 4 partners, two municipalities' as well two private enterprises. The project focused on the mapping of work life balance situation and measures in the two countries as well as specific measurement in the four Portuguese entities through joint study tours and conferences. Towards the end of the project, the Norwegian partners were introduced to CIG and CITE, and realized that those two organizations would be very relevant partners in possible new project cooperation. Being CIG and CITE public national organisations and institutions, that have gender issues and work life balance as part of their permanent mandate, this may help to achieve substantial and sustainable results, with impacts in public policies.

# **Relevant EU policies and legislation**

The Convention 111- against discrimination in employment of ILO, published on 1958, was the first international instrument to considers sexual harassment as the larger and more violent forms of discrimination on women workers; In 1989, the United Nations Convention on the Elimination of all forms of discrimination against women (CEDAW), adopted a declaration which expressly agrees that all States should eliminate all forms

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of discrimination against women, with particular emphasis on sexual harassment; In 1995, the Declaration and programme of action adopted at the United Nations Women's Conference held in Beijing, establishes as one of the objectives to be attained, the development of actions to defend women's rights including combating female sexual harassment.

Under the European Commission, is important to underline the recommendation of the Commission of the European Communities of November 27, 1991, on the protection of the dignity of women and men at work; the recommendation 92/131/EEC; the approval of several directives on equal treatment in access to employment, vocational training and promotion and working conditions, in particular the directive 2002/73/EC of the European Parliament and of the Council, September 23, 2002, amending the Directive 76/207/EEC on the implementation of the principle of equal treatment between men and women as regards the access to employment, vocational training and promotion and working conditions, and the Directive 2004/113/EC of 13<sup>th</sup> December 2004 implementing the principle of equal treatment between in the access to goods and services.

In 2002, the changes on the Directive nº76/207/EEC make the turning point from which the fight against sexual harassment at work in the European Community came to be seen as a calamity to eliminate, leading to the harmonization of legislation in all Member States.

In this policy, the term " harassment: where an unwanted conduct related to the sex of a person occurs with the purpose or effect of violating the dignity of a person, and of creating an intimidating, hostile, degrading, humiliating or offensive environment" and "sexual harassment: where any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment".

# Relevant national policies, legislation and situation for Portugal

The Directive No. 76/207/EEC of February 9, 1976, as amended by Directive 2002/73/EC of 23 September 2002, was transposed at the time of the adoption of the labour code by law No. 99/2003 of 27 February, which expressly prohibits sexual harassment and classify it as a form of sex discrimination.

In 2009, a review of the labour code established on article 29 that "harassment is the unwanted behaviour, in particular the one based on a discrimination factor, practiced upon access to employment or at employment, work or vocational training, with the purpose or effect of upset or embarrass the person, affect their dignity or creating an

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COMISSÃO PARA A IGUALDADE NO TRABALHO E NO EMPREGO

intimidating, hostile, degrading, humiliating or offensive environment". The law further stated expressly that sexual harassment is an unwanted verbal, non-verbal or physical behaviour of sexual nature. Although the harassment at work is not considered a crime in the National Legal system, it is considered a very serious infraction.

It should also be mentioned that under the labour code, art. 127, n. 9 1, sub-paragraph c) stipulates that the employer must: "(...) provide good working conditions from physical and moral point of view." which comprises the duty of the employer to prevent situations of harassment and fight them whenever they might occur. However, failure to comply with this duty does not imply any infraction (lack of legal provision).

Sexual harassment at work, which only in the 70'<sup>s</sup> of the 20th century came to be regarded as a social issue, continues to be an actual problem in the workplace, although almost always invisible, and therefore irrelevant from a statistical point of view.

Rarely complaints are presented to the competent authorities, although a national survey on sexual harassment in the labour market commissioned by the Commission for Equality in Labour and Employment (CITE), published in the now distant year of 1994, found that 25.5% of workers surveyed had suffered some form of sexual harassment by their co-workers, 13.6% by superiors and 7% by customers or suppliers of the company. This investigation also concluded that the majority of women victims of sexual harassment are linked by term employment contracts or in a precarious labour situation.

The comparison of the official data and the findings of that survey shows that sexual harassment at work is a common phenomenon but that the victims try to minimize it or even hide, probably for fear of either losing their jobs or of social judgments that may suffer.

#### **Relevant national policies, legislation and situation for Norway**

Norway is generally speaking relatively advanced when it comes to gender issues. There is a high percentage of women in politics and formal labour life, a low percentage of unemployment for both women and men, and a high nativity rate. This is believed to be linked to the extensive welfare system. Norway is a rich country and has so far – compared to other European countries –been little affected by the present economic crisis in Europe. Gender equality as well as work life balance is seen as a basis for a positive social and economic development.

When it comes to sexual harassment, the Gender Equality Act, the Anti-Discrimination Act and the Working Environment Act all include a ban on harassment. With respect to

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sexual harassment, the courts are in charge of deciding whether the law has been broken.

The ban goes beyond sexual harassment; the Anti-Discrimination Act defines harassment as actions, omissions or statements that are perceived as, or intended to be, offensive, frightening, hostile, degrading or humiliating.

Employers and the management of organizations or educational institutions are obliged to prevent and stop harassment. The Equality and Anti Discrimination Ombud shall contribute to enforcement of the regulations prohibiting harassment. In general, the Ombud has a broad equality focus – including men and women – as well as religious, ethnic and sexual aspects.

The law enforcement role of the Ombud includes making statements in connection with complaints regarding violations of laws and regulations that are within the working scope of the Ombud, and providing advice and guidance concerning this legislation.

#### **B. OBJECTIVES AND EXPECTED OUTCOMES OF THE PROJECT**

#### The project main objectives are:

• Make the diagnosis and characterization of moral and sexual harassment in the labour market, in Portugal

• Raise awareness regarding harassment at the workplace – sexual as well as moral

• Exchange experiences and best practices between Portugal and Norway on harassment at the workplace and workplace cultures

#### The project expected outcomes/indicators/ outputs are:

**<u>1.Outcome</u>**: Updated diagnosis and characterization of the Portuguese situation concerning moral and sexual harassment in the labour market;

<u>Indicators:</u>

- updated data on harassment at workplace 2013;
- report with comparative analysis with the last survey done in 1994.

#### <u>Outputs:</u>

- survey 2013;
- report on the results of the updated survey with a portrait of the Portuguese situation on harassment at the workplace;
- recommendation lines for public policies.



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**<u>2.Outcome</u>**: Increase awareness regarding harassment at the workplace on the victims or potential victims as well as all agents related with working conditions environment, such as labour inspectors, public prosecutors, judges, employers and workers representatives

#### Indicators:

- number of reported cases to ACT/ CITE/ PP;
- number of cases taken to court and number of convicted cases;
- number of training materials;
- number of professional training actions;
- number of trained persons on these matters as actors in the field.

#### Outputs:

- increased number of reported cases,
- Training materials for labour inspectors, public prosecutors, judges, local administration and companies;
- Training plan of labour inspectors, public prosecutors, judges, local administration and companies;
- Flyer and other information materials.

**<u>3.Outcome</u>**: Exchange experiences and promote mutual learning between Portugal and Norway on harassment at the workplace.

#### <u>Indicators:</u>

- number of meetings;
- number of exchange visits and study tours;
- number of conferences and seminars;
- number of exchanged working papers on this subject.

#### <u>Outputs:</u>

- bilateral conferences, seminars and workshops;
- study tours;
- exchange of best practices

#### C. INFORMATION ON THE PROJECT PROMOTER AND PARTNERS

#### Information on CITE and Portuguese partners:

CITE – Comissão para a Igualdade no Trabalho e no Emprego (Commission for Equality in Labour and Employment)

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COMISSÃO PARA A IGUALDADE NO TRABALHO E NO EMPREGO

The Commission for Equality in Labour and Employment (CITE) was established on July 1979 (Decree-Law No. 392/79 of 20th September), on the basis of a government decision with the support of the social partners. CITE, is a Portuguese equality entity with a tripartite and equilateral composition, having 4 members from the State, 4 members from the trade union confederations (CGTP-IN e UGT) and 4 members of the employers' confederations (CCP, CIP, CAP e CTP), whose mission is the promotion and monitoring of equality and non discrimination between women and men in labour, employment and in vocational training, as well as protection of maternity and paternity and reconciling work and family life, in both the private and public sectors, as well as the promotion and monitoring of social dialogue on gender equality.

CITE is a combined mechanism as its structure is between a single headed equality body and a collegiate headed body, as it has a President and a vice-president nominated by the prime-minister and the minister responsible for the Employment/Labour area and has also a Board with 12 members who are nominated by the government and by the social partners.

CITE, in its tripartite composition, does not constitute a service of direct administration or an indirect administration body. Is under the supervision and oversight of the Ministry of Economy and Employment, whose organic law exactly qualifies CITE as another structure (art. 7.º of the Decree-Law No 126-C/2011 of 29th December).

CITE is devoid of an organic structure or personnel according to the provisions of Law No. 4/2004 of January 15.

The duties, responsibilities, composition, deliberations, financial and human resources and operations are regulated by Decree-Law No. 76/2012 of March 26.

It is for the President to chair the Tripartite Commission and internally direct human and financial resources.

The technical and administrative support are provided by the Institute of Employment and Vocational Training (IEFP), and the personnel costs and operation of CITE are supported by the budget of the Institute (art. 11. <sup>o</sup> of the Decree-Law No. 76/2012 of March 26).

CITE was created in order to fight discrimination and promote equality between women and men in labour, in employment and in vocational training.

CITE main responsibilities are to promote:

- Equality and non-discrimination between women and men in labour, in employment and in vocational training;
- Protection of parentality (maternity, paternity and adoption);
- Reconciliation of professional, personal and family life.

CITE is a quasi-judicial body and also a promotion-type equality body spending a bulk of its time and resources hearing, investigating and deciding on individual instances of discrimination brought before it and on a broader mix of activities that includes



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supporting good practice in organisations, raising awareness of rights, developing a knowledge base on equality and non-discrimination, and providing legal advice and assistance to individual victims of discrimination".

ISCSP – Instituto Superior de Ciências Sociais e Políticas (School of Social and Political Sciences)/CIEG – Centro Interdisciplinar de Estudos de Género (Interdisciplinary Centre for Gender Studies)

The Institute of Social and Political Sciences, a school of the Technical University of Lisbon, is a school oriented to teach and research in the area of Social and Political Sciences.

ISCSP is a public university founded in 1906. It has as aims the human, cultural, scientific and technical training and teaching in the area of Social and Political Sciences; conducting basic and applied research; international cooperation and exchange in the area of Social and Political Sciences; provision of services to the community.

The ISCSP will participate in this project through the CIEG. The Interdisciplinary Centre for Gender Studies (CIEG), created in February 2012, is a recent but already very dynamic research centre within ISCSP, of the Technical University of Lisbon (UTL). Besides its Executive Committee - with 9 researchers from ISCSP (5), from other Portuguese universities (2), from the UK (1) and from Brazil (1) - it gathers already more than 25 associate researchers, most of them distinguished experts in the field of gender studies from several academic fields (sociology, psychology, law, economy, media studies, anthropology, etc.) http://cieg.iscsp.utl.pt/.

CIEG's recent and notorious success is mainly explained by the fact that it is the first research centre in Portugal completely dedicated to gender studies and with an interdisciplinary approach. This was also clearly the conclusion drawn from the international conference where it was launched in 24, 25 May 2012. Convening, besides two international guests, speakers and participants from different Portuguese regions, and having gender studies as their main research topic or interest, it involved more than 60 persons in two lively days of debate. As it was stated by almost everyone involved, the initiative of creating the centre was very much welcomed.

CIEG has already secured collaborations with a range of foreign Universities, including the University of Oviedo (through CIFEM – Centro de Investigaciones Feministas, which offers postgraduate programmes in Gender and Diversity and is a partner Erasmus Mundus GEMMA programme), the University of Leeds (though the Centre for Interdisciplinary Gender Studies), the University of York (Toronto) and the Federal University of Pampa (Unipampa, Campus 5ão Borja).

The Centre has also Institutional Partners among national and international research centres dedicated to the study of gender. At this stage, they include the Sexuality and Gender Thematic Section of the Portuguese Sociological Association, the Portuguese

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Women's Studies Association (APEM), the Association of Women Scientists, Amonet, the MA programmes in Women's Studies in the Department of Social and Management Sciences of the Universidade Aberta, and the Faculty of Social and Human Sciences and the Faculty of Law of the Universidade Nova de Lisboa, as well as the Cape Verde Institute for Equality and Gender Equality- ICIEG. There are also several co-organized conferences with the Institute for Social Science of the University of Lisbon foreseen and an International Conference on Gender and AIDS scheduled for the 6 December in ISCSP, co-organized by CIEG and by the Faculty of Law of the New University of Lisbon.

The current project about moral and sexual harassment in Portugal not only benefits from CIEG's interdisciplinary character but also from its national and international partnerships and the unique expertise gathered by its members (institutional members, researchers and associate researchers). Moreover, Ligia Amancio, one of the researchers coordinating the first study about Sexual Harassment in Portugal, supported by CITE, is also a collaborator of CIEG.

The nature of the project about moral and sexual harassment in Portugal is also directly in line with two main aims of the Centre: to research (promote and develop research projects) and to disseminate (create a platform that will allow for the presentation and circulation of the findings of research projects, design a dissemination and knowledge transfer methodology). Moreover, the overall aims of this project are also central issues of CIEG's research strand policies, institutions and citizenship (a line of research concerned with public policies; equality, law and rights; democracy and political institutions).

#### ACT – Autoridade para as Condições de Trabalho (Authority for Working Conditions)

The Authority for Working Conditions (ACT), as a service under the direct administration of the State, has the mission to promote the improvement of working conditions through the enforcement of standards on labour and the enforcement of health and safety laws, as well as promoting policies on preventing occupational hazards and accidents, both the public in and private sectors. ACT comes under the authority of the Ministry of Economy and Employment. Its mission and competences are set by the Decree no. 9 47/2012 of 31 July (Organic Law of the ACT) and Decree-Law no. 126-C/2011 of 29 December.



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#### **CEJ - Centro de Estudos Judiciários (Centre for Judicial Studies)**

The main mission of the Centre for Judicial Studies is to train judges and public prosecutors. It is, therefore, CEJ's responsibility to provide initial and ongoing training for judges and public prosecutors for courts of law and for administrative and tax courts.

As regards the training of foreign judges and public prosecutors and foreign future judges and public prosecutors, it is CEJ's responsibility to carry out training activities within the framework of networks or of other international training organisations of which it is a member, and in agreement with cooperation protocols established with similar foreign entities, particularly those in countries where Portuguese is an official language. It is also the CEJ's responsibility to implement international assistance and cooperation projects regarding the training of judges and public prosecutors, and technical cooperation agreements on judicial matters entered into by the Portuguese State.

It is also the CEJ's mission to carry out research activities and studies on judicial matters and to provide legal and judicial training activities for lawyers, legal agents and agents of other sectors of the justice system, as well as to cooperate in the training activities of other institutions.

#### OA - Ordem dos Advogados (Bar Association)

The Portuguese Bar Association is, since 1926, the public professional association representative of the advocacy. Currently The Portuguese Bar Association has more than 47,000 registered members.

This institution, under its statutory duties, in addition to the regulation of the profession of lawyer, takes on the task of defending the rule of law and human rights, freedoms and guarantees of citizens, being an essential element for the proper functioning of the Justice administration

#### CML – Câmara Municipal de Lisboa (Municipality of Lisbon)

Is the executive collegial body of the municipality of Lisbon, the capital, composed by a President and 16 town councillors (5 of them being women). The municipality of Lisbon has 84 km2 and its resident population is 545 254 inhabitants (2011 Census).

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#### GRAFE Company

The G (Grafe Advertising) is an Agency of Communication and Advertising established in 1984. It is a private company with limited liability, whose registered capital is 200 000 Euros. Currently have 38 employees and permanently an internship program that includes 1 intern in the multimedia department, 2 interns in the artwork department and 3 interns in the creative department.

Since October 2002, the G is one of the few advertising agencies in Portugal with Quality Certification, which implies an improvement in the internal organization to provide better services to customers and compliance with the guidelines of the European Union and the Portuguese State that requires consulting certified companies for tendering procedures relating to advertising and communication, as stated in Article 27 of Decree-Law 330/90. It is also a company with corporate social responsibility concerns.

The G participated in the EQUAL project "Social Dialogue and Equality within Companies". This project had as main objective to strengthen the mechanisms for recognition, monitoring and dissemination of good practices on equality and non-discrimination between women and men.

G was classified as SME Excellence in 2000 and 2001; and SME Leader in 2008 and 2011. In 2001, 2003 and 2009 G was recognised with the honour prize of the "Equality is Quality" Award.

#### Information on Norwegian Partners:

#### KS - Norwegian Association of Local and Regional Authorities

The Norwegian Association of Local and Regional Authorities, KS, is a membership organisation for all Norwegian 429 local and 19 regional authorities, and the only organisation of its kind in Norway. KS represents the interests of the members at the national and international arena, and is also a partner in social dialogue and tripartite negotiations. The KS international department is coordinating and participating in international activities, including EEA and Norway funded programs and projects in 12 of the 15 eligible EU countries. KS has a Head Quarter in Oslo, 6 regional offices, as well as an office in Brussels with a total of 220 staff members.

For practical reasons, KS will be the only formal Norwegian partner, but KS will ensure the contact with relevant organisations and institutions in Norway, including:

- The Equality and Anti Discrimination Ombudsman

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- The Norwegian Union of Municipal and General Workers, the largest Norwegian trade union
- FAFO, a Norwegian research Institute focusing on the labour market.
- The Labour Inspection Authority
- A Municipality

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- A private company

#### **Other Beneficiaries of the Project**

Other institutions/organisations, Portuguese and Norwegian, may be brought in to the project for specific activities, when relevant and according to the nature of both the activity and the institutions/organisations.

The possible inclusion in the project of other institutions/organisations besides the partners may require costs regarding the participation of these beneficiaries, such as travel expenses and subsistence allowances, costs related with allocation of salaries, and other necessary and relevant expenses.

## D. RESULT OF THE FEASIBILITY STUDY

There has not been a proper feasibility study. However, the former project included contact between Spain and Portugal, as KS was a partner in EEA projects on work life balance in both countries. The two projects showed that that there is a potential for exchange of experience between Spain and Portugal when it comes to gender issues as the two countries represent some similarities when it comes to history, traditions, cultures and languages

The same similarities are found between the five countries in the Nordic region, and there is little doubt that exchange of experience between these countries have contributed to the overall positive status when it comes to gender issues in the whole Nordic region

The specific possibilities and initiatives for exchange between the new EEA gender programs and projects in Spain and Portugal will be discussed when the programs and predefined projects are formally approved.

We may also verify that **harassment at the workplace** is relevant for both Portugal and Norway and the two countries have a common interest in mutual exchange of experiences and learning regarding harassment at the workplace.

It is possible to use English as a joint project language and thereby have a direct and close communication between the partners.

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The articulation chosen and the kind of partners acting on the previous project showed some potential for improvement. The previous project focused mainly on changes at the local entity level, municipalities and private companies. The results may seem to indicate that the present economic crisis in Portugal represents an impediment to changes at entity level. This may imply that it is necessary to anchor future projects in strong public national organisations and institutions that have gender issues, working conditions and work life balance as part of their permanent mandate to achieve substantial and sustainable results.

#### E. WORK PLAN AND TIMETABLE FOR IMPLEMENTING THE PROJECT

#### Work plan

The project will be developed through the following activities with the involvement of the partners and human resources listed below:

Type of Activity	Partners	Human Resources
Partnership bilateral meetings.	CITE (resp.)	3
	CIEG	1
	KS (resp.)	2
Partnership national meetings (Portuguese partners)	CITE (resp.)	3
6 meetings during the project lifetime, every 3 months.	CIEG	4
These meetings will last up to 3 hours each.	ACT	1
	CEJ	1
	OA	1
	CML	1
	Grafe	1
Partnership national meetings (Norwegian partners)	KS (resp.)	3 (KS and non- formal Norwegian partners
Diagnosis and characterization of the Portuguese	CIEG (resp.)	4
situation concerning moral and sexual harassment in the labour market through the application of a questionnaire survey. This study will make the picture of sexual and moral harassment in the context of labour relations in	CITE	3

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Type of Activity	Partners	Human Resources
Portugal, featuring its protagonists, identifying harassment situations and its effects on the lives of individuals, as well as the generating mechanisms of harassment. This diagnosis will also assess and evaluate the policies and protection mechanisms available to the victims of harassment		
Moral and sexual harassment questionnaire survey. The questionnaire survey will be applied to a representative sample of 1800 employed people, stratified by region and by gender, economic sector and size of company they work for.	This activity will be outsourced to a market research company. CITE will be responsible for the procurement procedures. CIEG will follow up the survey application	1(CITE) 1(CIEG)
Analysis of situation concerning moral and sexual harassment in the labour market in Norway	KS (resp.)	1
Study visit to Oslo to exchange information and visit to key institutions	KS (resp.)	3
	CITE	3
	CIEG	2
	ACT	1
	CEJ	1
	OA	1
	CML	1
	Grafe	1
Comparative analysis of the results of the survey with	CIEG (resp.)	4
the last survey results, done in 1994 in Portugal. This comparative analysis allows clarifying the evolution and transformation of moral and sexual harassment at work in Portugal since the end of the 80's of the twentieth century, what are the differences recorded in how this phenomenon manifests itself and the changes in the harassment generating mechanisms and factors.	CITE	3
Comparative analysis of the Portuguese and Norwegian	CIEG (resp.)	4
situation concerning moral and sexual harassment in the	CITE (resp.)	3
labour market. This <u>comparative analysis</u> allows the transfer of	KS (resp.)	2

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Type of Activity	Partners	Human Resources
knowledge and practices between Portugal and Norway about the phenomenon of sexual and moral harassment in the workplace, as well as looking for common trends on the subject in both countries.		
Workshop on the findings of the diagnosis and	CITE (resp.)	3
characterization of the Portuguese situation concerning	CIEG	4
moral and sexual harassment in the labour market.	KS	4
Targeting the HR involved in the project and also others from the partnership members.	ACT	1
nom the partnersmp members.	CEJ	1
	OA	1
	CML	1
	Grafe	1
Development of curricula and training material on	CITE (resp.)	3
harassment in the labour market for labour inspectors,	CIEG (resp.)	4
public prosecutors, judges, municipalities and	KS	2
companies.	ACT	1
	CEJ	1
	OA	1
	CML	1
	Grafe	1
Development and implementation of the training plan.	CITE (resp.)	3
The training will allow the transfer and appropriation of	CIEG	4
knowledge about sexual and moral harassment in the	ACT	1
workplace, by labour inspectors, public prosecutors,	CEJ	1
judges, as well as public administration and companies.	OA	1
	CML	1
	Grafe	1
Project final seminar, in Lisbon.	All	12
	Portuguese	
	partners	
	CITE (resp.)	
	KS	4
Dissemination of results: written material as well as	All	14
participation in meetings, workshops and other public events.	Portuguese	
The dissemination of the results allows the knowledge transfer in order to better-informed and effective	partners and KS	



Type of Activity	Partners	Human Resources
actions. The dissemination of the results also serves as important support to public debate about the moral and sexual harassment in the workplace. Dissemination of results in Norway through KS meetings and publications	CITE (resp.)	
Administrative and financial management	CITE (resp.)	2
	KS	2

#### Human Resources allocated to the project

Partners	Human Resources			
CITE <sup>(1)</sup>	4 (president, 2 officers, 1 accounting			
	officer (in outsource).			
KS <sup>(2)</sup>	2			
	4 (1 researcher coordinator, 2 senior			
CIEG	researchers; 1 junior researcher; 1 grant			
	holder)			
ACT	1			
CEJ	1			
OA	1			
CML	1			
GRAFE Company	1			

(1) Apart from the accounting officer, CITE's expenses with the human resources allocated to this project will not be charged to the project budget. The financial management of the project has to be outsourced because in CITE this kind of technical expertise is not available. The decision of not charging CITE's HR to the project budget is based on the fact that the core of the project matches completely with CITE's mission and competences and the officers allocated to the project are already developing work in this field.

(2) Although KS is the only Norwegian formal project partner, other institutions will be brought in to the project for specific activities, when relevant, and according to the nature of both the activity and the institutions/organisations.

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#### Implementation of the Work plan

The coordination of the project will be CITE's responsibility and in some specific activities in co-coordination with other partners, such as CIEG in everything that has to do with the questionnaire survey, the diagnosis and characterization of the Portuguese situation concerning moral and sexual harassment in the labour market, the comparative analysis and the development of *curricula* and training materials; KS in everything related with the bilateral meeting, comparative analyses between the harassment situation in Portugal and Norway, and dissemination of project outcomes and outputs.

The project activities will be developed in working groups, in which all project partners will be actively involved, although in different degree depending on the nature of the work. The working groups will develop the work in face-to-face meetings and other forms of information exchange, making use of IT.

The *curricula* and training materials developed in the project will be tested in several training actions targeting labour inspectors, public prosecutors, judges, as well as public local administration and companies. These training actions will be promoted by the project partners ACT, CEJ, OA, CML and Grafe Company.

#### Tasks and roles of project partners

The main tasks of <u>CITE – Comissão para a Igualdade no Trabalho e no Emprego</u> (Commission for Equality in Labour and Employment), referred to as the Project Promoter, are summarised as follows:

- project management;
- organise the partnership national meetings and bilateral meetings that will be held in Portugal;
- tendering process for the selection of the market research company for the questionnaire survey application;
- provide inputs for the diagnosis and characterization of the Portuguese situation concerning moral and sexual harassment in the labour market, for the comparative analysis with last survey held in Portugal as well as the comparative analysis between Portugal and Norway regarding harassment in the labour market;
- organise the workshops and project's final seminar;
- participate on international ex-change of experience and best practices;
- co-responsible for the development of *curricula* and training materials on harassment in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies;

- participate in the organisation of the implementation of the training plan;
- publish reports and materials produced during the project;
- participate in the dissemination of the project's outcomes and outputs.

The main tasks of **ISCSP/CIEG**, referred to as Partner 1, are summarized as follows:

- responsible for the diagnosis and characterisation of the Portuguese situation concerning moral and sexual harassment in the labour market; for comparative analysis of the results of the update survey with the last survey results, held in 1994 in Portugal; for the comparative analysis of the Portuguese situation concerning moral and sexual harassment in the labour market with the Norwegian situation;
- co-responsible for the development of *curricula* and training material on harassment in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies;
- participate on the target groups training;
- provide inputs to the of workshops and project's final seminar;
- participate in the project meetings (partnership national meetings, working groups meetings and bilateral meetings);
- collaborate in the dissemination of the project's outcomes and outputs;
- participate on international ex-change of experience and best practices;

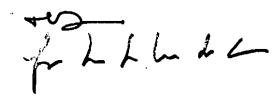
The main tasks of <u>KS - Norwegian Association of Local and Regional Authorities</u>, referred to as Partner 2, are summarised as follows:

- participate on the project management and bilateral meetings;
- organise the partnership bilateral meetings that will be held in Norway;
- coordinate the Norwegian participating institutions and organisations;
- responsible for the analysis of situation concerning moral and sexual harassment in the labour market in Norway;
- co-responsible for the comparative analysis between Portugal and Norway concerning moral and sexual harassment in the labour market;
- give input to the project theme based on experiences from KS specialists in the fields of harassment in workplace;
- provide input from and contact with Norwegian institutions that have experience in the fields of harassment in workplace;
- organise the study visits in Norway;
- participate on international ex-change of experience and best practices;
- provide inputs to the project's final seminar;
- collaborate in the dissemination of the project's outcomes and outputs;

The main tasks of <u>ACT - Autoridade para as Condições de Trabalho</u> (Authority for Working Conditions), referred to as Partner 3, are summarised as follows:

- participate in the project meetings (partnership national meetings and working groups meetings);
- participate on international ex-change of experience and best practices;

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- provide inputs for the development of *curricula* and training materials on harassment in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies;
- organise a target group training in ACT;
- provide inputs to the of workshops and project's final seminar;
- collaborate in the dissemination of the project's outcomes and outputs.

The main tasks of <u>**CEJ**</u> - <u>**Centro de Estudos Judiciários**</u> (Centre for Judicial Studies), referred to as Partner 4, are summarised as follows:

- participate in the project meetings (partnership national meetings and working groups meetings);
- participate on international ex-change of experience and best practices;
- provide inputs for the development of *curricula* and training materials on harassment in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies;
- organise a target group training in CEJ;
- provide inputs to the of workshops and project's final seminar;
- collaborate in the dissemination of the project's outcomes and outputs.

The main tasks of <u>OA – Ordem dos Advogados</u> (Bar Association), referred to as Partner 5, are summarised as follows:

- participate in the project meetings (partnership national meetings and working groups meetings);
- participate on international ex-change of experience and best practices;
- provide inputs for the development of *curricula* and training materials on harassment in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies;
- organise a target group training in OA;
- provide inputs to the of workshops and project's final seminar;
- collaborate in the dissemination of the project's outcomes and outputs.

The main tasks of <u>CML – Câmara Municipal de Lisboa</u> (Municipality of Lisbon), referred to as Partner 6, are summarised as follows:

- participate in the project meetings (partnership national meetings and working groups meetings);
- participate on international ex-change of experience and best practices;
- provide inputs for the development of *curricula* and training materials on harassment in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies;
- organise a target group training in CML;
- provide inputs to the of workshops and project's final seminar;
- collaborate in the dissemination of the project's outcomes and outputs,
- integrate, as pilot experience, the recommendations for employers regarding preventing and combating harassment in the workplace resulting from the



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diagnosis and characterisation of the Portuguese situation concerning moral and sexual harassment in the labour market.

The main tasks of **<u>GRAFE</u>** (Company), referred to as Partner 7, are summarised as follows:

- participate in the project meetings (partnership national meetings and working groups meetings);
- participate on international ex-change of experience and best practices;
- provide inputs for the development of *curricula* and training materials on harassment in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies;
- organise a target group training in Grafe;
- provide inputs to the of workshops and project's final seminar;
- collaborate in the dissemination of the project's outcomes and outputs;
- integrate, as pilot experience, the recommendations for employers regarding preventing and combating harassment in the workplace resulting from the diagnosis and characterisation of the Portuguese situation concerning moral and sexual harassment in the labour market.

### **Timetable for Implementing the Project**

Activit	<u>Y</u>	Month
1.	First Project bilateral team meeting, in Lisbon: Detailed planning of the project activities and timetable for implementation.	1
2.	Tendering process for selection of the market research company for the questionnaire survey application.	1-2
3.	Diagnosis and characterization of the Portuguese situation concerning moral and sexual harassment in the labour market through the application of a questionnaire survey.	2-14
4.	Survey application (by the market research company).	4-6
5.	Analysis of situation concerning moral and sexual harassment in the labour market in Norway.	1-7
6.	Second Project bilateral team meeting in Oslo and study visit to exchange information and visit to key institutions.	6
7.	Comparative analysis of the results of the survey with the last survey results, done in 1994 in Portugal.	9-14
8.	Comparative analysis of the Portuguese and Norwegian situation concerning moral and sexual harassment in the	9-10

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Activity		Month
	labour market.	
9.	Third project bilateral team meeting, in Oslo to discuss the	9
	comparative results between Portugal and Norway.	
10.	Workshop on the findings of the diagnosis and	15
	characterization of the Portuguese situation concerning moral	
	and sexual harassment in the labour market, in Lisbon.	
11.	Development of curricula and training material on	15-18
	harassment in the labour market for labour inspectors, public	
ļ	prosecutors, judges, municipalities and companies.	
12.	Development and implementation of the training plan.	19-21
13.	Final Project bilateral team meeting and	22
	Final seminar in Lisbon.	
14.	Dissemination of results.	2013-2014
15.	Partnership national meetings (Portuguese partners)	every 3 months
16.	Partnership national meetings (Norwegian partners)	1 or 2 a year
17.	Administrative and financial management.	Whole period

#### **F. FINANCING PLAN**

The project's planned budget is 400 000.00€.

85% of the contribution, i.e. 340 000.00€ is expected from the EEA Financial Mechanism.

The remaining 15%, 60 500.00€ is the national co-funding contribution from the Programme Operator, i.e. CIG.

#### **Division of activities and budgets between partners**

The budget is divided between the following categories of expenses:

S = salaries of project partner staff

T = travel, accommodation and subsistence allowances

M = management costs

**CS** = Costs of services (external expertise, translations, interpretations, reproduction and publications)

**AC** = Administration costs (hire of rooms, hire of interpreting booths and other equipments, coffee-breaks and meals in workshops and conferences)



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	Activity	Partners	Туре	Budget €	Comments
1	First Project bilateral	Responsible: CITE		0,00	
	team meeting, in Lisbon: Detailed planning of the project activities and timetable	KS	S:	4 968,00	S: €4 968.00 (3 days [2 days travelling and 1 day participation] x €828.00 x 2 persons)
	for implementation		T:	2 480,00	T: Flight ticket: €1 400.00 (€700 x2 persons); hotel: €600.00 (€150.00/night x 2 nights x 2 persons); per diem: €480.00 ( €80.00 x 3 days x 2 persons)
3	Diagnosis and characterization of the Portuguese situation concerning moral and sexual harassment in the labour market	Responsible: CIEG	S: T:	65 646,48	S: €65 646.48 (1 researcher coordinator: €1 662.46 month x 12 months= €19 949.52; 2 senior researchers: €1 146.04 month x 12 months x 2 persons = €27 504.96; 1 junior researcher (grant holder): €1 089.00 month x 12 months= €13 068.00; 1 grant holder: €854.00 month x 6 months= €5 124.00 (This activity includes the following tasks: (i) literature review; (ii) questionnaire guidelines; (iii) qualitative interviews guideline; (iv) quantitative data analysis; (v) qualitative data analysis.) T: €3 410.00 (field work:
					travel expenses in Portugal for qualitative interviews in Oporto

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	Activity	Partners	Туре	Budget €	Comments
					and Faro)
			AC:	1 290,00	AC: €1 290.00 (acquisition of equipment: 1 Laptop)
4	Survey questionnaire	Responsible: CITE (procurement procedures for the selection of a market research company)	CS:	77 429,00	CS: €77 429.00 (62 950.00 + 23% VAT) (to be paid to the market research company contracted for the survey questionnaire application)
5	Analysis of situation concerning moral and sexual harassment in the labour market in Norway	Responsible:KS	S:	4140,00	S: 5days x €828.00 x 1 person
6	Second Project bilateral team meeting, in Oslo, and study visit to exchange information and visit to key institutions.	Responsible:KS	S:	12 420,00	S: Preparation: €8 280.00 (€828.00 x 5 days x 2 persons); Participation: €4 140.00 (€828.00 x 2.5 days x 2 persons)
		CITE	T:	5 750,85	T: Flight ticket: €2 100,00 (700€ x 3 persons); hotel: €2 400,00 (€200,00/night x 4 nights x 3 persons); per diem: €1 250.68 (€83,39 [€119.13 x 70%] x 5 days x 3 persons)
		CIEG	T:	3 833,90	T: Flight ticket: €1 400,00 (700€ x 2 persons); hotel: €1 600,00 (€200,00/night x 4 nights x 2 persons); per diem: €839.90 (€83,39 [€119.13 x 70%] x 5 days x 2 persons)
		ACT	T:	1 633,56	T: Flight ticket: €700,00 (700€ x 1 persons); hotel: €600,00

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	Activity	Partners	Туре	Budget €	Comments
					(€200,00/night x 3 nights x 1 person); per diem: €333.56.17 (€83,39 [€119.13 x 70%]
		CEJ	T:	1 633,56	x 4 days x 1 person) T: Flight ticket: €700,00 (700€ x 1 persons); hotel: €600,00 (€200,00/night x 3 nights x 1 person); per diem: €333.56.17 (€83,39 [€119.13 x 70%]
		GRAFE	T.	1 633,56	x 4 days x 1 person) T: Flight ticket: €700,00 (700€ x 1 persons); hotel: €600,00 (€200,00/night x 3 nights x 1 person); per diem: €333.56.17 (€83,39 [€119.13 x 70%] x 4 days x 1 person)
		CML	T:	1 633,56	T: Flight ticket: €700,00 (700€ x 1 persons); hotel: €600,00 (€200,00/night x 3 nights x 1 person); per diem: €333.56.17 (€83,39 [€119.13 x 70%] x 4 days x 1 person)
		OA	T:	1 633,56	T: Flight ticket: €700,00 (700€ x 1 persons); hotel: €600,00 (€200,00/night x 3 nights x 1 person); per diem: €333.56.17 (€83,39 [€119.13 x 70%] x 4 days x 1 person)
7	Comparative analysis of the results of the survey with the last survey results, done in 1994 in Portugal	Responsible: CIEG	S:	22 695,93	S: €22 695.93 (1 researcher coordinator: €1 662.46 month x 4.5 months = €7 481.07; 2 senior researchers: 1146,04€ month x 4.5

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COMISSÃO PARA A IGUALOADE NO TRABALHO E NO EMPREGO

	Activity	Partners	Туре	Budget €	Comments
					months x 2 persons = €10 314.36; 1 junior researcher: €1 089.00 month x 4.5 months = €4 900.50)
8	Comparative analysis of the Portuguese and Norwegian situation	Responsible: CITE		0,00	
	concerning moral and sexual harassment in the labour market.	Responsible: CIEG	S:	2 521,77	S: €2 521.77 (1 researcher coordinator: €1 662.46 month x 0.5 months = €831.23; 2 senior researchers: € 1 146.04 month x 0.5 months = €1 146.04; 1 junior researcher: €1 089.00 month x 0.5 months = €544.50)
		Responsible: KS	S:	16 560,00	S: €828.00 x 10 days x 2 persons
9	Third project team meeting, in Oslo, to discuss the comparative results between Portugal and Norway	Responsible: CITE	T:	4 050.51	T: Flight ticket: €2 100,00 (700€ x 3 persons); hotel: €1 200,00 (€200,00/night x 2 nights x 3 persons ); per diem: €750.51 (€83,39 [€119.13 x 70%] x 3 days x 3 persons)
		Responsible: KS	S:	6 624,00	S: Preparation: €3 312.00 (€828.00 x 2 days x 2 persons) S: Participation: €3 312.00 (€828.00 x 2 days x 2 persons)
		Responsible: CIEG	T:	2 700,34	T: Flight ticket: €1 400,00 (700€ x 2 persons); hotel: €800,00 (€200,00/night x 2 nights x 2 persons ); per diem: €500.34 (€83,39 [€119.13 x 70%] x 3 days x 2 persons)

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	Activity	Partners	Туре	Budget €	Comments
10	Workshop on the findings of the diagnosis and characterization of the Portuguese	Responsible:	CS:	1 107,00	CS: €1 107.00 (Interpretation €900.00 + 23% VAT x 1 day workshop)
	situation concerning moral and sexual harassment in the labour market, in Lisbon	CITE	AC:	2 915,50	AC: €1 353.00 (hiring of interpretation booths: €1 100.00 + 23%VAT x 1 day workshop); €922.50 (hiring of room: €750.00 + 23% VAT x 1 day workshop); €640.00 (40 people x 2 coffee break x €8.00)
		KS	S:	7 452,00	S: €7 452.00 (3 days [2 days travelling, and 1 day participation] x €828.00 x 3 persons)
	 		T:	4 960,00	T: Flight ticket: €2 800.00 (€700 x 4 persons); hotel: €1 200.00 (€150.00/night x 2 nights x 4 persons); per diem: €960.00 ( €80.00 x 3 days x 4 persons)
11	Development of <i>curricula</i> and training material on harassment	Co-Responsible: CITE		0,00	
	in the labour market for labour inspectors, public prosecutors, judges, municipalities and companies	Co-Responsible: CIEG	S:	5 043,54	S: €5 043. 54 (1 researcher coordinator x 1 month = €1 662.46; 2 senior researchers: €1 146.04 month x 2 persons = €2 292.08; 1 junior researcher x 1 month = €1 089.00)
		KS	S:	3312,00	S: €828.00 x 2 days x 2 persons
			Т;	820,00	T: hotel: €600.00 (€150.00/night x 2 nights x 2 persons); per diem: €320.00 ( €80.00 x 2 days x 2 persons)

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	Activity	Partners	Туре	Budget €	Comments
					(meeting the days after the workshop - activity 11 – so the flight costs are included in the activity 11)
12	Development and implementation of the training plan	Responsible: CITE		0,00	
		ACT	AC:	120,00	AC: €120.00 (20 people x 1 coffee break x €6.00)
		CEJ	AC:	120,00	AC: €120.00 (20 people x 1 coffee break x €6.00)
		GRAFE	AC:	120,00	AC: €120.00 (20 people x 1 coffee break x €6.00)
		CML	AC:	120,00	AC: €120.00 (20 people x 1 coffee break x €6.00)
		ΟΑ	AC:	120,00	AC: €120.00 (20 people x 1 coffee break x €6.00)
13	Final Project bilateral team meeting, in Lisbon	Responsible: CITE		0,00	
		KS	S:	4 968,00	S: €4 968.00 (3 days [2 days travelling and 1 days participation] x €828.00 x 2 persons)
			T:	2 940,00	T: Flight ticket: €1 400.00 (€700 x2 persons); hotel: €900.00 (€150.00/night x 3 nights x 2 persons); per diem: €640.00 ( €80.00 x 4 days x 2 persons) (includes the expenses

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Activity	Partners	Туре	Budget €	Comments
				with accommodation and per diem related also with the participation in the final conference, that will take place the day before or the day after
Project final seminar, in Lisbon	Responsible:CITE	CS:	1 107.00	the meeting) CS: €1 107.00 (Interpretation €900.00 + 23% VAT x 1 day final seminar)
		AC:	5 743.00	AC: €1 353.00 (hiring of interpretation booths: €1 100.00 + 23%VAT x 1 day final seminar); €1 230.00 (hiring of room: €1 000.00 + 23% VAT x 1 day final seminar); €960.00 (80 people x 2 coffee break x €6.00); €2 200.00 (80 people x 1 lunch x €27.50)
	KS	S:	4 140.00	S: €1 656.00 (1 day participation x €828.00 x 2 persons); €2 484.00 (3 days [2 days travelling and 1 days participation] x €828.00 x 1 person)
		T:	2 480,00	T: Flight ticket: €1 400.00 (€700 x2 persons); hotel: €600.00 (€150.00/night x 2 nights x 2 persons); per diem: €480.00 ( €80.00 x 3 days x 2 persons)

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COMISSÃO PARA A IGUALDADE NO TRABALHO E NO EMPREGO

<u> </u>	Activity	Partners	Туре	Budget €	Comments
14	Dissemination of results	Responsible: CITE	CS:	18 500,00	CS: €18 500.00 (publication of the report on the Portuguese situation concerning harassment in the labour market: 1500 copies x €9.00 = €13 500.00; flyers: 1000 copies x €1.00 = €1 000.00; translations: 100 pages x €40.00/page = €4 000.00)
16	Partnership national meetings (Norwegian partners)	Responsible: KS	S:	12 420,00	S: €828.00 x 5 days x 3 persons (KS and non- formal Norwegian partners)
17	Administrative and financial management	Responsible: CITE	CS:	18 450,00	CS: €18 450.00 (external accounting officer: 15 000.00 + 23% VAT)
		Responsible: KS	S:	37 120,00	S: €33 120.00 (€828.00 x 20 days x 2 years x 1 person); €4 000 (€2 000 x 2 years - External audit)
	Overheads:	CIEG		20 742.85 (= 7.4% of the total direct	€15 091.16 (15% of the total direct eligible costs of CIEG budget)
		CITE		eligible costs of the project budget, excluding its direct eligible costs for subcontracting)	€5 651.69 (10% of the total direct eligible costs of CITE budget)
tota	al			399.509.47	



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#### **Basis for budget calculations**

<u>Portugal</u>

The per diem for Portugal per person is &83.39 ( $\&119.13 \times 70\%$ ) (Decree-law n.<sup>9</sup> 106/98, of the 24<sup>th</sup> of April, and Decree n.<sup>9</sup> 1553-D/2003, amended by the Decree-law n.<sup>9</sup> 137/2010, of the 28<sup>th</sup> of December)

Ticket prices between Lisbon and Oslo vary, the price is calculated to 700 Euro.

The fee per day for CIEG is calculated upon:

Human resources	Month	Value (Euros)	Value p/month Salary	Observations s
Project coordinator	18 months	29924,28	1.662,46	Researchers in charge of all the tasks of the Project CIEG
Senior researcher	18 months	20628,72	1.146,04	
Senior researcher	18 months	20628,72	1.146,04	
Junior researcher	18 months	19602,00	1089,00	
Assistant researcher	6 months	5124,00	854,00	During 6 months this assistant will help in the transcription of the interviews and on database analysis (i) Quantitative data analysis (3 months); (ii) Qualitative data analysis (3 months). On the scope of the activity "Diagnosis and characterization of the Portuguese situation concerning moral and sexual harassment in the labour market'.
Total (HR) Management costs (total without overheads)		95 907,72	-	

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Field work	3410,00	114 € per	Includes 20 in-depth qualitative interviews (1/3 of
(travei		day -	total interviews) on the scope of the activity.
expenses in			Diagnosis and characterization of the Portuguese
Portugal for			situation concerning moral ond sexual harassment
qualitative			in the labor market':
interviews)			Interviews to be held in Oporto (10), (lodgement
			15 days*80€=1200€+per day
			15*30€=450€+transportation 60€ =Total= 1710€
			Interviews to be held in Algarve (Faro) = 15
			days*80€=1200€+ per day 30€=450+transportation
			50€=total=1700
			Total 3410€ for 1 month activity (15days+15 days)
			114€per day
Equipments	1.290,00	-	.Expenses with lap top.
(lap tops and			Laptop Samsung 900X3C-A01PT,Core i5-3317U
software			4GB   128GB SSD   HD 4000   13,3"
licensing)			Task Diagnosis and characterization of the
			Portuguese situation concerning moral and sexual
			harassment in the labour market'.
Total	4700,00	<u> </u>	
(management			
Costs )without			
overheads)			
Total (Salaries	100 607,72		
+management			
costs)			
Overheads	15 091,16	-	
ISCSP (15%)			
TOTAL	115 698,88		

# Specification of Professors' salaries and Grant holders

Professors	Category	Value /H Normal	CGA/M 15%	SR/H	Value/H	№ Hours /M 30%	Value Month 30%	N° Hours/Day 30%	Value/day
Anália Torres	Full Professor (30%)	30,76	4,61	0,61	35,98	46,20	1.662,46	2,10	75,57
Dália Costa	Assistant Professor (30%)	21,04	3,16	0,61	24,81	46,20	1.146,04	2,10	52,09
Helena Sant'ana	Assistant Professor (30%)	21,04	3,16	0,61	24,81	46,20	1.146,04	2,10	52,09



Grant Holder at	Category	Values month la	-SSV/M -20124	Total monther	Value 7/Hi	N <sup>®</sup> Hours/Day	Value day
Grant Holder	Full time	980,00	109,00	1.089,00	7,07	7	49,50
(Masters)			_				
Grant Holder	Full time	745,00	109,00	854,00	5,55	7	38,82
(Licenc.)		_				_	

<u>KS</u>

The KS department for international projects is not funded by the members but through projects. The KS fee is reasonable by Norwegian comparison, but will be very high in an international perspective as salaries in Norway are high.

The following rates are based on an exchange rate 1 Euro = 8 NOK

The KS fee is 33.100 NOK per week of 5 days and 40 hours, i.e. Euro 4138 per week or Euro 828 per day.

#### Other Norwegian representatives

For practical reasons, the KS fee is used for all Norwegian representatives – even though representatives from Norwegian local authorities may very often not need to be paid.

#### Travels between Norway and Portugal

Costs for travels are for practical purposes budgeted according to Norwegian state regulations, "Statens Reiseregulativ", even if it often be possible to make cheaper arrangements:

- The maximum price for hotel in Lisbon per person per night is NOK 1900, Euro 238
- The per diem for Norway per person per day is NOK 640, Euro 80.
- All meals provided are deducted from per diem, breakfast 10%, lunch 40%, and dinner 50%.
- Receipts must be provided for hotels, tickets and taxis, but not for meals
- All tickets must be economy class.
- Ticket prices between Lisbon and Oslo vary, the price is calculated to 700 Euro.

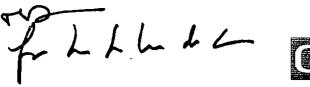
In many cases, the costs for Norwegian participation may be lower than stipulated, because hotels or tickets may be found at a lower price, because meals that are included in the program are deducted from per diem and because Norwegian local government participants may not need to be paid.

#### G. ADDITIONAL INFORMATION

#### **<u>Risk analysis and mitigation</u>**

**Economic crisis** 

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The present economic crisis in Portugal represents risks to the project at several levels:

- CITE who is leading the project could experience budget cuts in 2013 or 2014;;
- CIG, who is the programmer operator, may experience cuts in budget which may have an impact on its co-financing ability.

#### **Human resources**

The project will depend on the availability of competent human resources. CITE is subject to strict state regulations regarding hiring of new staff and will therefore have to contract a market research company to do the questionnaire survey application and include in the project, as a partner, a gender issues research centre to do the analysis of situation concerning moral and sexual harassment in the labour market in Portugal. Also is necessary to contract a firm to guarantee the financial management. However, the involvement and support of CITE and KS in the project follow up, implementation and management is total.

#### **Communication and language**

The formal and informal communication between the Portuguese and Norwegian participants may be reduced because of communication problems. The only possible common language is English, and the majority of the persons from local governments involved in project from Norway and Portugal are not used to using English in professional communication. The project will encourage both the Portuguese and Norwegian partners to elaborate written documents and presentations in English. In addition, the project will motivate the Norwegian participants, as well as the Portuguese participants to use English during the exchange visits.

For all those involved this will be an advantage. In Europe today, being able to use English as a working language represents an advantage, at the individual as well as the institutional level.

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# EEA GRANTS PORTUGAL INFORMATION ON PREDEFINED PROJECT

<u>Programme\_area 14:</u> Mainstreaming gender equality and promoting work-life balance

Outcome 1404 Balance between work, private and family life improved

#### National survey on time use by men and women

This project will be developed by Statistics Portugal (*Instituto Nacional de Estatística*, INE) in partnership with the Commission for Equality in Labour and Employment (*Comissão para a Igualdade no Trabalho e no Emprego*, CITE).

Time use and work life balance, in a gender equality perspective, shall be one of the major areas in the Survey.

# (a) Background and justification for the project including reference to relevant national priorities

Since the late 1990's the national mechanisms for gender equality have been developing several initiatives on this topic giving place to a number of publications (Perista, 1997; Perista, coord., 1999; Perista, 2002).

The Time Use Survey 1999 (*Inquérito à Ocupação do Tempo 1999*, IOT) was the first and only national time use survey in Portugal. It was conducted by the INE in partnership namely with the CITE) in the context of a Eurostat initiative. One of the chapters of the publication on the IOT main results focuses on work-life balance for men and women (Perista and Guerreiro, 2001).

The IOT findings show a strong asymmetry in the gendered time use patterns, mainly regarding unpaid work in 1999. Even when considering people in employment only, in average terms in each day, men spend one hour more than women in paid work; and women spend three more hours than men in unpaid domestic and care work (Perista, 2002).

Data from the 4th European Working Conditions Survey show that the situation in Portugal did not change significantly in 2005: in average terms in each week, men

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spend 2h24m more than women in paid work; and women spend 16 hours more than men in unpaid work (CITE, 2012).

Several studies addressing work-life balance in Portugal also conclude for a strong asymmetry of men's and women's roles in the provision of unpaid care and domestic work (Wall, coord., 2000; Torres, coord., 2004; Amâncio and Wall, 2004; Wall, org., 2005; Perista, 2009).

A new national time use survey is thus of crucial importance. This will comply with the national priorities namely as defined in the *IV National Action Plan for Equality* – *Gender, Citizenship and Non-Discrimination 2011-2013*, Measure 28: To give visibility to the value of unpaid family care work, through the conduction of a national survey on time use by men and women.

#### (b) Objectives and expected outcome(s) of the project

- 1. To design the national time use survey in accordance with the Eurostat guidelines on the harmonization of time use surveys in the EU, in order to ensure international comparability of the data.
- 2. To ensure comparability with the outcomes of the 1999 time use survey.
- 3. To adopt the following criteria in this statistical operation:
  - Target-population: resident population aged 6 or over;
  - Regional representativeness for the metropolitan areas of Lisboa and Porto;
  - Distribution of the sample and of the data collection along 52 weeks.
- 4. To foresee the need to revise/adapt the questionnaires, taking into account the previous experience in 1999 and the best practices of other statistical offices.
- 5. Total sample: 5,000 households.

#### (c) Information on the Project Promoter and Project Partner

#### **Project Promoter**

Statistics Portugal is the entity responsible for ensuring the production and dissemination of official statistical information against the background of independence and permanent vigilance with regard to the emergence of new requirements, in a society where such information has become a prerequisite for economic and social development. Statistics Portugal is a public institution which has

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legal personality, administrative autonomy and technical independence in the exercise of its official statistical activity. The law also confers on Statistics Portugal statistical authority and legal obligation to confidentiality.

#### **Project Partner**

The CITE was established in July 1979 (Decree-Law 392/79 of 20 September), on the basis of a government decision with the support of the social partners. The CITE is a Portuguese equality entity with a tripartite and equilateral composition, having 4 members from the State, 4 members from the trade union confederations (CGTP-IN e UGT) and 4 members of the employers' confederations (CCP, CIP, CAP e CTP), whose mission is the promotion and monitoring of equality and non-discrimination between women and men in labour, employment and in vocational training, and the protection of maternity and paternity and reconciling work and family life, in both the private and public sectors, as well as the promotion and monitoring of social dialogue on gender equality.

#### Main tasks of the project partner CITE:

- To contribute to the design of the questionnaire survey on time use by men and women, namely ensuring the inclusion of contents and specific variables that are related with or can contribute to the analysis of issues of work-life balance;

- To contribute to the definition of the plan for the statistical calculations of the survey results;

- Responsible for the analysis of the specific results related with work-life balance, which will be included, in a summary version, in the INE publication "Destaque" that will be issued during the project lifetime;

- Responsible for the elaboration of an in-depth report about work-life balance based on the survey results, making comparisons with the results of the last survey on time use held in 1999.

#### (d) Timetable for implementing the project

Please see timetable in annex.

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(e) Financing plan

#### **Budget of the Project Promoter**

Total		463 632 €
٠	Collection of information	265 786€

• Design, execution and calculations 197 846 €

A detailed budget of the Project Promoter is included in annex.

#### **Budget of the Project Partner**

Task	Budget	Comments
Design of the	€2 423.38	1 month work x 2 persons
questionnaire		x 50% (50% x €2 386.55 [€1
		940.29 + IVA 23%] x 1
		month) (50% x €2 460.00
		[€2 000.00 + IVA 23%] x 1
		month)
Definition of the plan for	€2 423.38	1 month work x 2 persons
the statistical calculations		x 50% (50% x €2 386.55 [€1
of the survey results		940.29 + IVA 23%] x 1
		month) (50% x €2 460.00
		[€2 000.00 + IVA 23%] x 1
		month)
Analysis of the specific	€100 000.00	Due to lack of HR, CITE will
results related with work-		outsource this report to a
life balance, which will be		research centre with
included, in a summary		expertise in this area.
version ("Destaque")		
Elaboration of an in-depth		
report about work-life		
balance		
Total	€104 846.76	

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**Note:** To include on CITE budget management costs or overheads according to the percentage accepted/defined by the PO.

#### References

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Wall, K. (2000) Famílias no Portugal Contemporâneo: Estruturas, Dinâmicas e Solidariedades, CIES/ISCTE e ICS/Universidade de Lisboa (documento policopiado). Wall, K., org. (2005) Famílias em Portugal. Lisboa: ICS – Imprensa de Ciências Sociais.

for L L h h h h 2016 M A M I ..... ٥ 2 0 .... ۷ 22 F M A M J \_ e w a s a i i a s o w o 2014 Timetable F M A M J J A S O N D 2013 Provision of the statistical data required to the ellaboration of In-depth report on work-life Design, distribution and selection of sample Execution of the IT application for the management of data collection and storage information sessions for the interviewees Main results dissemination + 'Destague' Execution of the IT application for the questionnaire Eliaboration of the training manual Specifications of the IT application Data codification and register Design of the questionnaire Sampling errors calculation Catabase anonymisation Data coherence analysis Definition of contents Weights calculation Data collection balance

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NATIONAL TIME USE SURVEY

# NATIONAL TIME USE SURVEY

Budget

Cattering and a states	765 765 11
TOURSECTION AND HADENINGS	19,001.001
Rating instruments	3,694,47
Postal costs	2,211,55
Travel and accomodation costs	12.629,83
Salary costs with the intervices	234,493,71
Subtistance expenses	6.824,05
Information sessions	5.932,80
Design, preparation, execution and calculations	197.845,95
DMSI	30.027,44
DRI	56'500'TET
DES	36.812,55
TOTAL	463.632,36

Annex III. Monitoring plan for the first year of the Programme's operations

Feb 2013 – Jan 2014 Febr 13	March April May	/ June	July	August Sept 1	Octob	Dec 13   Jan 14
On-site visits						
Reviews						

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#### **Annex IV - Communication Plan**

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#### 1. Strategic overview

The Grant scheme Programme is not well known among potential beneficiaries and relevant stakeholders.

Complementary to the fundamental objectives set, this communication plan is informed by five specific objectives.

Target audiences shall include a number of public and private key groups.

#### 2. Situation analysis

The Grant scheme Programme is not well known among potential beneficiaries and relevant stakeholders, as well as among the general public. Given the previous experience with the EEA Grants, NGOs may have a greater awareness of the Grant.

The SEAPI / CIG as PO may though positively contribute to the information and communication activities, given namely their facilitated access to the media.

The current situation of financial crisis and the lack of funding sources may raise the interest of potential applicants and project partners on this kind of Grant scheme.

The financial crisis may also constitute a threat to be taken into consideration. As a matter of fact, eventual budget cuts may compromise the capacity of CIG to the accomplish all the objectives of the communication strategy.

#### 3. Objectives

This Communication Plan is in line with the two fundamental objectives of the communication activities at the PO level:

- to ensure that the funding is made available in a transparent manner by informing potential beneficiaries of the available opportunities for applying for funding and by making the procedures accessible; and
- to increase public awareness of the existence, the objectives, the possibilities for and actual bilateral cooperation with Donor States entities, the implementation of the Programme, and the overall impact of support from the financial mechanisms to the key stakeholders and the general public.

Emphasis in communication shall be placed on expected actual benefits and changes results and achievements, due to the Programme and the financial mechanisms support.

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The PO shall ensure that the project promoters fulfil their information and publicity obligations.

Five specific objectives will inform this communication plan:

- 1. To organise one launching activity informing the general public and the key stakeholders in particular about the Programme, the bilateral cooperation and the financial mechanisms. About 80 people will be targeted by this activity.
- 2. To organise two information activities informing the general public and the key stakeholders in particular about the results and impact of the Programme. One of these information activities will take place in the final phase of the projects' development, focusing on progress made and results achieved by the projects; and the other in the closing of the Programme implementation period, focusing on final results and impact of the Programme. About 120 people will be targeted by each of these activities.
- 3. To create and maintain, with monthly up-dates and whenever relevant, a specific area dedicated to the Programme in the PO website. This area will be easily found and ensure transparent access to information in particular to potential beneficiaries but also to the general public and relevant stakeholders. To make a link in the PO website to the Programme Area in the NFP EEA Grants website as well as a link to the existing 'Portal para a igualdade'.
- 4. To disseminate information on the Programme, the available opportunities for applying for funding, progress and results achieved, in print, using the existing and widely distributed magazine 'Notícias', published every six months by the PO (in on-line version also). Printed fact-sheets on the Programme and its projects will also be used.
- To create and disseminate media-related communication tools, once per year and whenever relevant, in order to improve media outreach of the Programme, the bilateral cooperation, the financial mechanisms, and its results and impact.

For a clear and systematic view on how these objectives relate to the target groups and the proposed tactics, please see the table included in 6, below.

#### 4. Audiences

Three broad categories for information and publicity measures are defined:

- potential and actual project promoters;
- potential and actual partner entities from the Donor States; and
- the general public.

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Among these, specific target groups are defined regarding potential beneficiaries: policy makers; central and local public administration, and their staff; national mechanisms for gender equality, and their staff; ministerial and local advisors for equality, and members of the interdepartmental teams; NGOs and/or their umbrella organisations, and their staff; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; universities and research centres, and their staff; men and women in Portugal.

The media shall also be a specific target audience of the information and communication activities.

The PO shall involve relevant entities that can widely disseminate the information such as: national, regional, and local authorities; development agencies; trade and business associations; social partners; non-governmental organisations; educational institutions; information centres on Europe; and embassies and other representatives of the Donor States.

The PO shall ensure that the information and publicity measures are implemented in accordance with the Communication Plan and that they aim to reach the widest possible audience, including key stakeholders at the appropriate territorial level(s).

Organisers of information events shall undertake to make explicit and visible the support of the financial mechanism.

#### 5. Messages

Three key messages will target different target audiences:

1. To policy makers; central and local public administration, and their staff; national mechanisms for gender equality, and their staff; ministerial and local advisors for equality, and members of the interdepartmental teams; men and women in Portugal:

#### Não há políticas neutras!

As iniciativas legislativas têm impactos diferentes sobre mulheres e homens

(There is no such thing as neutral policies!

The legislative initiatives have different impacts on women and men)

2. To policy makers; NGOs and/or their umbrella organisations, and their staff; companies, entrepreneurs and/or their umbrella organisations, and their staff; social partners, and their staff; universities and research centres, and their staff; men and women in Portugal:

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#### A igualdade compensa!

As empresas e organizações melhor sucedidas têm uma participação equilibrada de mulheres e de homens nos cargos de decisão

(Equality pays!

The more successful companies and organisations have a balanced participation of women and men in decision-making posts)

3. To policy makers; central and local public administration, and their staff; national mechanisms for gender equality, and their staff; ministerial and local advisors for equality, and members of the interdepartmental teams; men and women in Portugal:

#### Igualdade - condição para o desenvolvimento sustentável!

A igualdade de género construída em todos os domínios promove a qualidade de vida de homens e de mulheres

(Equality - condition for sustainable development!

Gender equality built in all the domains promotes the quality of life of men and women)

#### 6. Tactics

The communication activities to be developed take into consideration the different target audiences and the objectives to be achieved, as follows:

Objectives	Target groups	Tactics
To organise one launching information activity	Policy makers; central and local public administration; national mechanisms for gender equality; ministerial and local advisors for equality, and members of the interdepartmental teams; NGOs and/or their umbrella organisations; companies, entrepreneurs and/or their umbrella organisations; social partners; universities and research centres; men and women in Portugal; media organisations	A seminar informing about the Programme, the bilateral cooperation, the financial mechanisms, and the possibilities for applying for funding. About 80 people will be targeted by this activity.

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To organise two information activities informing about the results and impact of the Programme	Policy makers; central and local public administration; national mechanisms for gender equality; ministerial and local advisors for equality, and members of the interdepartmental teams; NGOs and/or their umbrella organisations; companies, entrepreneurs and/or their umbrella organisations; social partners; universities and research centres; men and women in Portugal; media organisations	One seminar will take place in the final phase of the projects' development, focusing on progress made and results achieved by the projects. The projects promoters and projects partners will be actively involved in this seminar. About 120 people will be targeted. One closing event, at the end of the Programme implementation period, focusing on final results and impact of the Programme. About 120 people will be targeted.
To create and maintain a specific area dedicated to the Programme in the PO website. To make a link to the Programme Area in the NFP EEA Grants website and a link to the Portal para a Igualdade	Policy makers; central and local public administration; national mechanisms for gender equality; ministerial and local advisors for equality, and members of the interdepartmental teams; NGOs and/or their umbrella organisations; companies, entrepreneurs and/or their umbrella organisations; social partners; universities and research centres; men and women in Portugal; media organisations	The web area shall include information in Portuguese and in English in line with the Information and Publicity Requirements, regarding the PO. It shall also include downloadable templates, as included in the Communication and Design Manual. The web area shall be with monthly and whenever relevant up-dated. The projects promoters will be required to add a new area on the Programme to their existing site.
To disseminate information on the Programme in print (and on-line)	Policy makers; central and local public administration; national mechanisms for gender equality; ministerial and local advisors for equality, and members of the interdepartmental teams; NGOs and/or their umbrella organisations; companies, entrepreneurs and/or their umbrella organisations; social partners; universities and research centres; men and women in Portugal; media organisations	The existing and widely distributed magazine 'Noticias', published every six months by the PO, will include a specific section on the Programme, the available opportunities for applying for funding, progress and results achieved Fact-sheets on the Programme and its projects will be printed and disseminated
To create and disseminate media- related	Media organisations	Press releases will be issued, once a year and whenever relevant, in order to improve media outreach of

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communication tools	the Programme, the bilateral
	cooperation, the financial
	mechanisms, and its results and
	impact

Besides the key events described above a transversal concern of this Communication Plan shall be internal communication among all the PO staff members and not only those directly involved in the Programme's management. This will have a dual aim: to improve their own information about the Programme and to engage them as potential sources of dissemination.

Attending other relevant events, e.g. organised by relevant stakeholders, shall also be a strategy for raising awareness on the Programme and networking.

All information and publicity material related to the financial mechanisms from the PO and the projects promoters shall be in line with the Communication and Design Manual, and the technical requirements set out in this Manual.

#### 7. Media

The media relevant for the Programme and the journalists that CIG has been in contact with that have a basic knowledge of the grant scheme and relevant knowledge about Gender Equality are:

AGÊNCIA LUSA: agenda@lusa.pt; sbranco@lusa..pt; svenceslau@lusa.pt;

**TSF**: agenda@tsf.pt; sofia.morais@tsf.pt

**ANTENA 1**: agenda.rdp@rtp.pt; maria.sao.jose@rtp.pt; maria.flor.pedroso@rtp.pt; vilma.vieira@rtp.pt; rodrigues.oliveira@rtp.pt

**RR**: agenda@rr..pt; ana.lisboa@rr.pt; filomena.barros@rr.pt; angela.roque@rr.pt; eunice.lourenco@rcom.pt

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JN: agenda@jn.pt; sociedade@jn.pt; paula.ferreira@jn..pt;

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A 'press book' with the articles on the Programme and/or its projects will be compiled by the PO.

#### 8. Being on brand

The potential beneficiaries shall include a Publicity Plan in their project application. The project promoters shall take an active, open and accessible line towards media, stakeholders and the general public.

The PO will ensure follow-up to project promoters to make sure that they fulfil their obligations, i.e. they are 'on brand' by communicating the EEA Grants correctly: e.g. correct logo use and properly acknowledging the support.

Downloadable templates shall be made available by the PO to project promoters through the web Programme area to foster greater consistency in the messages and modes of communicating the EEA Grants.

The monitoring plan and the reporting by the project promoters along the implementation period will also facilitate this follow-up process.

#### 9. Timeline

2013	March	April	May	June	July	August	Sept	Octob	Nov	Dec
Launching seminar of the Programme									_	
Communication activities										
- Development and maintenance of the										
web area										
				w <b>Lakerta</b> ns						
line) material - Up-date of the										
communication plan										

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formation activities Seminar on projects' rogress and results Seminar on rogramme's results nd impact							
ommunication ctivities Maintenance of the eb area Press-releases Printed (and/or on- ne)material							

The definition of clear responsibilities concerning the implementation of the communication activities is due to the CIG's Documentation and Information Division.

Deadlines for executing specific tasks shall be defined in the specific Annual Communication Plans.

Besides the key events identified above, the PO shall also take other communication opportunities that may emerge from the actions of other actors working on the implementation of the EEA Grants scheme in Portugal.

#### 10. Budget

Information and publicity activities	2013	2016
Launching seminar of the Programme	2.500,00€	
Printed (and/or on-line) materia)	2.031,27€	3.530,00€
Seminar on projects' progress and results Seminar on Programme's		2.500,00€ 2.500,00€
results and impact Total:	4.531,27	8.530,00

#### 11. Evaluating success

To verify and measure to what extent this Communication Plan worked and why, and to show to what degree the aims of transparency and public awareness have been achieved, evaluation criteria shall be adopted by the PO, such as:

- number of communication activities implemented;
- number and profile of the people who attended the information activities;
- number of project proposals presented and by whom;
- number of news included in the 'Noticias';
- number of fact-sheets printed;
- number of articles / news on the Programme and/or its projects published / edited in the media;
- number of other relevant events attended as a form of awareness raising and networking.

The 'press book' with the articles on the Programme and/or its projects to be compiled will provide proof and enable a better evaluation of the Programme's communication efforts.

#### **12.** Responsible people

Names and contact details of the persons responsible for implementing the communication plan.

- Fernanda Santos +351217983068
- Paula Brito +351217983054 / +351912944584

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#### **ANNEXE V: Management structure**

A Technical Management Team (TMT) shall be constituted to carry out and monitor all activities of the Project.

Composition:	% of allocation to the PA:	Responsibilities, roles and obligations:
Programme coordinator (CIG)	50%	<ul> <li>ensure that projects contribute to the overall objectives of the EEA Financial Mechanism 2009-2014 and the specific programme outcome(s);</li> <li>ensure the quality of the implementation of the programme.</li> <li>reporting to the National Focal Point; participate in the steering committee.</li> </ul>
Technical Manager (with relevant experience on the EEA Grants 2004-2009- CIG)	38% allocation to the PA	<ul> <li>preparate and launch the open call collect applications, select projects to be funded, ensure that payments of the project grant are made in a timely manner;</li> <li>verify the projects' progress towards expected outcomes;</li> <li>ensure that there is a system for recording and storing in computerised form accounting records for each project;</li> <li>draw up and submit the interim, financial reports, the annual programme report, the final programme report and reports.</li> </ul>
Technical Manager (with relevant experience in communication and publicity)	35% allocation to the PA	<ul> <li>collect applications and selecting projects to be funded;</li> <li>ensure a communication plan for the programme;</li> <li>ensure at least two major information activities on progress in the programme and its projects;</li> <li>create a dedicated web presence that ensures transparent access to information and can easily be found in CIG's official page, in Portuguese and in English.</li> </ul>
Administrative Labour	24% allocation to the PA	- administrative services.
Accountant (external)	100% allocation to the PA	<ul> <li>verify the project outputs and the expenditure declared by the Projects Promoters;</li> <li>ensure that the financial contribution is used exclusively for the purpose of the programme and its projects;</li> <li>ensure that Project Promoters maintain either a separate accounting system or an adequate accounting code for all transactions relating to the project;</li> <li>ensure that the Certifying Authority receives all necessary information on the procedures and verifications carried out in relation to expenditure for the purpose of certification.</li> </ul>
Expert Panel (external)	100% allocation to the PA	-Will be an element of the 5election Committee.
Expert Panel (external)	100% allocation to the PA	-Will be an element of the Selection Committee.
Expert Panel (external- from the academic setting)	100% allocation to the PA	- for advisement of the TMT.

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#### Maria João Lois

De:	Joana Marteleira [joana.marteleira@cig.gov.pt]
Enviado:	quinta-feira, 14 de Fevereiro de 2013 12:35
Para:	'THORSNES Maria'
Cc:	'HRISTOV Elin Emilov'; 'JONET Lisa'; 'KRZECZUNOWICZ Pawel'; 'Fátima Duarte'; 'Teresa Chaves Almeida'; heloisa.perista@cesis.org; 'Fernanda Santos'; 'Manuel Barroso'
Assunto:	RE: PT07 - follow-up from phone conference
Anexos:	PT07_Information_ Pre-Defined_and_calls.doc

Importância:

Dear Maria,

We had a look at your suggestion and fill the call for proposals and the small grants scheme (at yellow). Please see also the budget already reviewed. Can you see it and give us your feedback a.s.a.p?

Best regards,

Joana Marteleira

Commission for Citizenship and Gender Equality Tel: +351217983000 / FAX:+351217983098 joana.marteleira@cig.gov.pt www.cig.gov.pt

Alta



De: THORSNES Maria [mailto:Maria.THORSNES@efta.int]
Enviada: quarta-feira, 13 de Fevereiro de 2013 15:51
Para: Joana Marteleira
Cc: HRISTOV Elin Emilov; JONET Lisa; KRZECZUNOWICZ Pawel; 'Fátima Duarte'; 'Teresa Chaves Almeida'; heloisa.perista@cesis.org; 'Fernanda Santos'; 'Manuel Barroso'
Assunto: RE: PT07 - follow-up from phone conference

Dear Joana,

Further to our phone conversation earlier today, I am attaching a suggestion for the call for proposals and the small grants scheme. As mentioned during our phone conversation, the small grants scheme will allow for smaller projects and thereby make the funding more broadly available.

Please have a look at this suggestion and get back to us with comments/questions/changes to the table as soon as possible, preferably by Friday afternoon if possible (this is a very tight deadline, just let me know if this is not feasible). As you can see I am asking that you suggest the maximum project duration in the table.

Regarding the bilateral issue, our colleague in the bilateral team has agreed to discuss with you the bilateral fund and any other questions you may have on bilateral cooperation. Would you be available for a phone meeting tomorrow afternoon, at 14.00 (Brussels time)?`

Furthermore, on the financial issues raised by Elin in our meeting, he will summarise these in an email to you, including any follow-up points.

Thank you for taking the time to discuss the programme with us today and we look forward to hearing from you.

Best,

FLLLLL Maria

From: Joana Marteleira [mailto:joana.marteleira@cig.gov.pt]
Sent: 13 February 2013 10:54
To: THORSNES Maria
Cc: HRISTOV Elin Emilov; JONET Lisa; KRZECZUNOWICZ Pawel; 'Fátima Duarte'; 'Teresa Chaves Almeida'; heloisa.perista@cesis.org; 'Fernanda Santos'; 'Manuel Barroso'
Subject: RE: PT07 - follow-up from phone conference
Importance: High

Dear Maria,

I will be available for a phone meeting today at 14.00 (Brussels time)!

Kind regards,

Joana Marteleira

Commission for Citizenship and Gender Equality Tel: +351217983000 / FAX:+351217983098 joana.marteleira@cig.gov.pt www.cig.gov.pt



De: THORSNES Maria [mailto:Maria.THORSNES@efta.int]
Enviada: quarta-feira, 13 de Fevereiro de 2013 8:05
Para: Joana Marteleira
Cc: HRISTOV Elin Emilov; JONET Lisa; KRZECZUNOWICZ Pawel; 'Fátima Duarte'; 'Teresa Chaves Almeida'; heloisa.perista@cesis.org; 'Fernanda Santos'; 'Manuel Barroso'
Assunto: RE: PT07 - follow-up from phone conference

Dear Joana,

Further to my email below, could you please confirm whether you will be available for a phone meeting today at 14.00 (Brussels time)?

Kind regards,

Maria

From: THORSNES Maria
Sent: 11 February 2013 17:33
To: 'Joana Marteleira'
Cc: HRISTOV Elin Emilov; JONET Lisa; KRZECZUNOWICZ Pawei; 'Fátima Duarte'; 'Teresa Chaves Almeida'; heloisa.perista@cesis.org; 'Fernanda Santos'; 'Manuel Barroso'
Subject: RE: PT07 - follow-up from phone conference

Dear Joana,

Thank you for your reply. Do you have time for a phone meeting on Wednesday 13 February at 14.00 (Brussels time) to discuss your answers?

We will go through each of the questions with you and explain where additional clarification is needed.

One thing I would like to mention already now, which we have repeated several times, is that you need to reduce the number of outcomes. The current focus of the programme is too broad considering its limited size. Please note that the expected outcome is defined as the likely short-term and medium-term effects of the Programme. At least one expected outcome shall be selected for each programme. The outputs, on the other hand, are defined as the Programme deliverables that can be guaranteed by the Programme. They are the products or services that are expected to be delivered by the Programme and which contribute to the achievement of the expected outcome(s). You are free to develop several outputs.

Based on your programme information it could be suggested that the outcome <u>"Awareness raised and research on</u> <u>gender issues promoted</u>" is selected as the overall outcome for the programme, and that you develop a number of outputs which will then contribute to the achievement of this outcome. We are happy to assist you in this process.

It is recommended that you reconsider this issue in time for our meeting on Wednesday, to avoid delays. Feel free to call me tomorrow if you have questions regarding the outcomes.

Kind regards

Maria Maria Egeland Thorsnes Sector Officer Gender Equality and Social Inclusion

EEA and Norway Grants

E-mail: <u>mth@efta.int</u> | Web/newsletter: <u>www.eeagrants.org</u> Tel: +32 2 211 18 30 | Fax: +32 2 211 18 89 Financial Mechanism Office | Bd du Régent 47-48 (visit) | Rue Joseph II 12-16 (mail) | B-1000 Brussels

From: Joana Marteleira [mailto:joana.marteleira@cig.gov.pt]
Sent: 08 February 2013 19:34
To: THORSNES Maria
Cc: HRISTOV Elin Emilov; JONET Lisa; KRZECZUNOWICZ Pawel; 'Fátima Duarte'; 'Teresa Chaves Almeida'; heloisa.perista@cesis.org; 'Fernanda Santos'; 'Manuel Barroso'
Subject: RE: PT07 - follow-up from phone conference
Importance: High

Dear Ms Maria Thorsnes,

Please find attached the answers to the questions required in the RAI, according to the phone conference on 24Jan2013.

Next Monday, 11Feb, we will send the detailed information about the pre-defined project "White paper on the role of men and women in work-life balance" (Annex II), and also the template about the "Bilateral Indicators".

Please feel free to call or email in case of questions.

Kind regards,

Joana Marteleira

Commission for Citizenship and Gender Equality Tel: +351217983000 / FAX:+351217983098 joana.marteleira@cig.gov.pt www.cig.gov.pt

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De: THORSNES Maria [mailto:Maria.THORSNES@efta.int] Enviada: quinta-feira, 31 de Janeiro de 2013 7:06 Para: joana.marteleira@cig.gov.pt Cc: HRISTOV Elin Emilov; JONET Lisa; KRZECZUNOWICZ Pawel Assunto: PT07 - follow-up from phone conference

#### Dear Joana,

Thank you very much for taking the time to discuss your programme with us last week. Please find attached a summary of the follow-up points for each of the questions we discussed. Please contact us immediately should you require any clarifications. In order to be able to proceed with the appraisal of the programme, I would appreciate if you could get back to me as soon as possible, and preferably by 6 February 2013. I am aware this is a very tight deadline, so please let me know if this is not feasible.

Have a nice day and kind regards,

Maria

Maria Egeland Thorsnes Sector Officer Gender Equality and Social Inclusion

EEA and Norway Grants

E-mail: <u>mth@efta.int</u> | Web/newsletter: <u>www.eeagrants.org</u> Tel: +32 2 211 18 30 | Fax: +32 2 211 18 89 Financial Mechanism Office | Bd du Régent 47-48 (visit) | Rue Joseph II 12-16 (mail) | B-1000 Brussels

#### PT07 programme proposal, "Gender equality and work-life balance" (Programme Area 14)

The programme proposal will include 3 pre-defined projects:

- 1. 'Harassment at the workplace'- developed by CITE and KS;
- 2. 'National survey on time use by men and women'- developed by INE and CITE;
- 3. "Men's Roles in Gender Equality Perspective"- developed by CITE.

And two open calls:

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1. In the first open call:

Call for proposals / Small Grant Scheme	Link to output / outcome	Total budget allocated (in euro)	Minimum and Maximum grants to projects (in euro)	Eligible Applicants	Grant rate at project level (%)	Date of launch of call (by quarter)	Call duration	Maximum project duration (months)	Supported activities
Awareness raising and research on gender equality issues	Outcome: Awareness raised and research on gender issues promoted Outputs: -development of methods and tools for companies for improving the percentage of women on company boards developed. Research studies on gender issues developed	€390,233,16	€170,000 - €300,000	Any entity, public or private, commercial or non-commercial and non- governmental organisations, established as a legal person in Portugal as well as inter- governmental organisations operating in Portugal	-100% (90% for non-governmental organisations)	Q3 2013	Two months from the date of the publication of the call	24 months	Activities that contributes to the outcome "Awareness raising and research on gender equality issues", including but not limited to to: creation of methods and tools for improving gender balance in company boards; training, research studies,

ge de	aining modules on ender issues eveloped and aplemented				awareness raising activities, information, campaigns and more.

2. In the second open call:

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Call for proposals / Small Grant Scheme	Link to output / outcome	Total budget allocated (in euro)	Minimum and Maximum grants to projects (in euro)	Eligible Applicants	Grant rate at project level (%)	Date of launch of call (by quarter)	Call duration	Maximum project duration (months)	Supported activities
Awareness raising and research on gender equality issues	Outcome: Awareness raised and research on gender issues promoted Outputs: - focusing on capacity- building on planning for gender equality at the local level. Research studies on gender issues developed Training modules on gender issues developed and implemented	€390,233,16	€170,000 - €300,000	Any entity, public or private, commercial or non-commercial and non- governmental organisations, established as a legal person in Portugal as well as inter- governmental organisations operating in Portugal	-100% (90% for non-governmental organisations)	Q1 2014	Two months from the date of the publication of the call	24 months	Activities that contributes to the outcome "Awareness raising and research on gender equality issues", including but not limited to to: creation of methods and tools for planning for gender equality at the local level, training for members of local authorities, local authorities, local authorities, local authorities' staff, dissemination events, research

#### 1.1 Budget

#### 1.1.1 Budget headings

	EEA FM	+National cofinancing	Totaleligible	expenditure)	Non-eligible expenditure transformer	$\frac{\text{Total}}{\text{expenditure}}$
	e E	E		% of total	<u>ininininininininininininininininininin</u>	€ •
Programme management	250.000,00.€	44.117,65 €	294.1117,65 €	10,00%	0,00 €	<i>1</i> 94607 <b>65</b> 6
Pre-Defined_National Survey on time use by men and women	483.207,25 €	85.271,87 €	568.479,12€	19,33%	0,00€	568479/200
Pre-Defined_Sexual harassment at the worplace	340.000,00 €	60.000,00 €	400.000,00 €	13,60%	0,00€	470000,003
Pre-Defined_ Men's Roles in Gender Equality Perspective	331.698,19 €	58.534,97 €	390.233,16 €	13,27%	0,00€	8M2XH.(66
1 st Open Call: Awareness raised and research on gender issues promoted- development of methods and tools for companies for improving the percentage of women on company boards developed.	331.698,19 €	58.534,97 €	390.233,16 €	13,27%	 0,00€	SF0.265.263

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									awareness raising act informatio campaigns more.
And a Sn	nall grants scheme:								
Awareness raising and research on	Outcome: Awareness raised and research on gender issues	€390,233,16	€10,000 - €170,000 -	Any entity, public or private, commercial or	100% (90% for non- gov <b>e</b> rnmental	Q1 2014	Two months from the	24 months	Activities that contributes to the outcome "

#### And a Small grants scheme:

Awareness	Outcome: Awareness	€390,233,16	€10,000 -	Any entity,	100% (90%	Q1	Two	24 months	Activities that
raising and	raised and research on		€170,000 -	public or private,	for non-	2014	months		contributes to
research on	gender issues			commercial or	governmental		from the		the outcome "
gender equali	ty promoted			non-commercial	organisations)		date of the	1	Awareness
issues	Outputs:			and non-			publication		raising and
(Small grants				governmental			of the call		research on
scheme)	Method and tool for			organisations,					gender equality
schemer	the impact evaluation			established as a					issues",
	of legislative measures			legal person in					including but
	on the promotion of			Portugal as well					not limited to to
	gender equality.			as inter-					research
	Awareness raising			governmental					studies,
	campaigns			organisations					awareness
	implemented			operating in					raising
				Portugal					activities,
	Research studies on								training on
	gender issues								gender issues,
	developed								information
	Training modules on						1		campaigns,
	gender issues								advocacy
	developed and								activities, and
	implemented								more.

2 st Open Call: Awareness raised and research on gender issues promoted- focusing on capacity-building on planning for gender equality at the local level.	331.698,19 €	58.534,97 €	390.233,16€	13,27%	<b>0,00.€</b>	5900Z5B,066
Small grants scheme- Awareness raised and research on gender issues promoted- Method and tool for the impact evaluation of legislative measures on the promotion of gender equality.	331.698,19 €	58.534,97 €	390.233,16€	13,27%	0,00€	3999,2353,4666
Funds for bilateral relations	37.500,00 €	6.617,65€	44.117,65€	1,50%	0,00€	ASANTAS C
Complementary action	50.000,00 €	8.823,53 €	58.823,53€	2,00%	0,00€	
Preparation of Programme proposal	12.500,00 €	2.205,88 €	14.705,88€	0,50%	0,00€	167054336
Reserve for exchange rate losses	0,00 €	0,00€	0,00 €	0,00 €	0,00 €	0.0DC
TOTAL	2.500.000,00 €	441.176,47 €	2.941.176,47 €	100,00%	£0,00€	2006.076/176

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Annual breakdown of the EEA Financial Mechanism contribution:

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#### 2011 Budget heading 2012 2013 2014 2015 6**2016**.a 2017 Total 0,00 C 573,529/41 6 102.941,186 444117765.7 73 529 41 3 Programme management DODE 1944-66626356 ()(0)) Pre-Defined\_National Survey ED THE TR on time use by men and 0,00G (15, 77A, 177) 162,000,723,6 0,00€ 103.077/69.3 0003 978/170/1926 3 women **Pre-Defined Sexual** 00,000,000 COMMON 0006 200,000,003 140.000,003 0000 400,000,000 0,00 € harassment at the worplace 6 Pre-Defined\_ Men's Roles in 67/ (44), 72) ÓM 395-907-5 0:00 € 67,550,793 APTS FRAGE 0000 em second Gender Equality Perspective 1 st Open Call: Awareness raised and research on gender issues promoteddevelopment of methods and 97/558:29) 0000 FEFERED (C ÓÓÓ 0.00 € I 97,558,703 936 591 61 6 390/2334160 tools for companies for improving the percentage of 韵闻 women on company boards 6 A (6 developed. 2 st Open Call: Awareness $-\frac{1}{2}$ a line s lab. raised and research on gender issues promoted-focusing on 0753320 ÖÖÖB 33334973 0,00 € 97/85322)3 SIGS FOLGERS. () (OK) EDIVERSIGO capacity-building on planning γ. for gender equality at the di be local level. Small grants schemein history Awareness raised and l. research on gender issues 9745553,20 0,000 5359.073 ගැසිය වැනිය. promoted-Method and tool 0.00.€ MARING C 0000 390.23 for the impact evaluation of is offe legislative measures on the (haid) promotion of gender equality. AG **072**9 (G 660,650 Funds for bilateral relations 0000 0000 0,00€ 10,000,000 15099.180 11100 4505 **Complementary** action 0,00 € BEFERE 0,000 0,006 19703033 201733200 58-825-55 **Preparation of Programme** 14.705,88 00000 0,00€ 0000 0003 0.000 ÖDDC proposal Reserve for exchange rate Ì H B B 0,000 0003 0,0003 0000 0,00€ 0000 0,00 0,00€ losses 14.705,88 731.617,65 1.024.264.71 0000 438,970,59 € TOTAL 731.617,65€ 0,00 €

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2.941.176,47 €

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#### 1.1.2 Advance payment

Amounts calculated based on funding EEAGRANTS programme area in eight months (2013)

Budget heading	Advancerequested (E)
Programme management	25.000,00€
Pre-Defined_National Survey on time use by men and women	48.320,73€
Pre-Defined_Sexual harassment at the worplace	34.000,00€
Pre-Defined_ Men's Roles in Gender Equality Perspective	33.169,82 €
1 st Open Call: Awareness raised and research on gender issues promoted- development of methods and tools for companies for improving the percentage of women on company boards developed.	33.169,82€
2 st Open Call: Awareness raised and research on gender issues promoted- focusing on capacity-building on planning for gender equality at the local level.	33.169,82 €
Small grants scheme- Awareness raised and research on gender issues promoted-Method and tool for the impact evaluation of legislative measures on the promotion of gender equality.	33.169,82 €
Funds for bilateral relations	3.750,00 €
Complementary action	5.000,00€
Preparation of Programme proposal	1.250,00 €
Reserve for exchange rate losses	0,00€
TOTAL	250.000.00€

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Lisbon, 10 January 2013

### Subject: Answer to the Request for additional information concerning PT07 programme proposal, "Gender equality and work-life balance" (Programme Area 14)

Dear Ms Maria Thorsnes,

Please find attached the answers to the questions required in the RAI:

1. According to the programme proposal, "national legislation on public procurement does not apply to pre-defined projects or to the open calls". Please clarify the meaning of this sentence. Public procurement rules must be complied with at all stages of the programme implementation, including at project level. Please explain who within the PO shall verify that public procurement rules are complied with at all stages of the programme implementation.

As to the PO the national legislation on public procurement does not apply to pre-defined projects or to the open calls given that the PO does not sign any contract for project development.

As to the project promoters (cf. article 7.16) either of pre-defined projects or of the projects to be implemented through open call for proposals, the national legislation on public procurement will fully apply: this will be a clear requirement in the calls for proposals, a condition for application and a criterion for the cost eligibility assessment.

2. According to the programme proposal, "target groups and other relevant stakeholders were not directly consulted during planning due to time constraints". The EEA Grants encourages relevant target groups and stakeholders to be involved in the programme development, both in order to create understanding about the programme among those it will likely affect or interest, and to discuss the content of the programme. It is therefore recommended that the PO at their earliest convenience explores the possibility of arranging a stakeholder meeting for relevant entities. The meeting should allow for stakeholders to provide input to the programme focus. It is further recommended that the Norwegian Embassy in Portugal is invited to participate in the meeting.

As mentioned in the programme proposal, 'The Programme strategy was defined by the PO, in dialogue namely with the CITE (Commission for Equality in Labour and Employment) and the INE (Statistics Portugal)' (see page 12), and 'During planning relevant actors were consulted and actively involved: this is the case of the CITE, the INE and the KS (Norwegian Association of Local and Regional Authorities), all involved in the pre-defined projects' (see page 22).

The preliminary programme strategy was also presented and discussed during a meeting on 21/09/2012 at the MAMAOT. Besides the representatives of the NFP (National Focal Point), CIG, CITE, and of KS, Vibeke Rysst-Jensen and Pawel Kzueczunowicz on behalf of the FMO, as well as a representative of the Norwegian Embassy in Portugal participated in this meeting.

The proposed meeting with other relevant target groups and stakeholders will be scheduled by the PO at the earliest convenience.

On the other hand, the launching of the open calls for proposals will be preceded by information sessions addressed to relevant target groups and stakeholders.

The Norwegian Embassy in Portugal will be invited to attend all the key meetings and events in order to encourage their permanent involvement in the design and monitoring of the programme.

3. We kindly ask the PO to provide additional information on the open calls. Please clarify whether the calls for proposals are intended as:

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(a) Calls for proposals in which potential project promoters submit their project ideas within the given subject field (e.g. work-life balance), or

(b) Calls for tender, in which the project ideas are pre-decided and the PO is looking to identify project promoters for pre-defined projects.

The answer is (a). As mentioned in several parts of the programme proposal, this includes two pre-defined projects (the project promoters being pre-defined also) and four open calls (see, for instance, page 3).

In case the answer is (a), the FMO notes that the focus of each call is very specific, and that the amount for each call is low. It is recommended that the PO considers reducing the number of calls to one call for proposals. The call should be eligible for a broader variety of projects than what is currently foreseen.

This programme strategy was previously discussed and validated by the FMO. Following previous recommendations, the number of open calls was already reduced from 6 to 4.

Reducing the number of calls to one call for proposals is not a feasible option namely at the financial level. The constraints about the amount of national co-funding may only be dealt using the kind of programming proposed, where one project on a specific topic (in line with specific challenges and needs identified) will be selected in each call for proposals.

On the other hand, taking into account average prices in the Portuguese context, the amount for each call is not low.

Further to question number 2, the PO should consider taking on board stakeholder input when/if redesigning the open call. When available, please provide the FMO with the following information on the call(s): Title, relevant output / outcome, total budget allocated, minimum and maximum grants to projects, eligible applicants, grant rate at project level (%), date of launch of call (by quarter) and call duration.

The stakeholder input, as well as the input from the Norwegian Embassy in Portugal in particular, will duly be taken on board, as detailed above.

As to the required information on the calls (and according to the programme proposal, see for instance pages 14, 16-21, 30):

Title	Relevant output / outcome	Total budget allocated (€)
1. Impact evaluation of legislative measures on the promotion of gender equality	The gender impact of legislative measures evaluated 1401 Gender issues across policies and practices mainstreamed; 1403 Successful national policies and best practices on gender equality exchanged	390.233,16
2. White paper on the role of men and women in work-life balance	White paper on the role of men and women in work-life balance completed; Survey on gender roles, concerning work-life balance in particular, at the start and again at the end of the programme implementation period conducted; 1402 Awareness raised and research on gender issues promoted; 1403 Successful national policies and best practices on gender equality exchanged; 1404 Balance between work, private and family life improved	390.233,16
3. Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap	Methods for improving the percentage of women on company boards developed; Tools for improving the percentage of women on company boards developed; Methods for reducing gender pay gap developed; Tools for reducing gender pay gap developed	390.233,16

1. / 1403 Successful national policies and best practice on gender equality exchanged; 1405 Gender balance on company boards improved; 1406 Gender pay gap reduced Capacity-building on planning for gender equality at the local level improved 4. Gender mainstreaming at the local level: capacity-1401 Gender issues across policies and practices 390.233,16 building on planning for mainstreamed: gender equality 1403 Successful national policies and best practices on gender equality exchanged

Minimum and maximum grants to projects do not apply.

Eligible applicants for all the calls (see page 30- 31): Any entity, public or private, commercial or noncommercial and non-governmental organisations, established as a legal person in Portugal as well as intergovernmental organisations operating in Portugal shall be considered eligible applicants of projects.

According to the scope and the nature of the expected outputs of each call for proposals, specific guidelines may be included in the call concerning suggested project partners, e.g. companies, SMEs in particular, and/or their umbrella organisations in the call on 'Methods and tools for companies: improving gender balance on company boards and reducing gender pay gap'. This does not represent however any restriction placed on eligibility of applicants and/or project partners.

Grant rate at project level: 100%.

Date of launch of call and call duration:

- Two of these calls shall be launched in the  $3^{rd}$  quarter 2013, having two months duration (September – October).

- The other two calls shall be launched in the 3<sup>rd</sup> quarter 2014, having two months duration (September – October).

In case the answer is (b), please provide a justification to explain why the programme should consist only of pre-defined projects. Does the PO already have potential project promoters in mind for the specific projects? Please provide additional information on each of the projects.

Please feel free to ask questions in case the above is unclear or if you need guidance in providing this information.

4. Please consider reducing the number of expected outcomes in order to strengthen the strategic focus of the programme. A reduction of the expected outcomes will also be beneficial for the PO in managing and reporting on the programme. Please feel free to contact the FMO in order to discuss this issue further. The expected outcomes fit to the national policy priorities and the policy instruments in the area of gender equality and work-life balance, namely the IV PNI.

A deliberate effort was also made to comply with the overall objective of the Programme area.

In the PO's view the proposed expected outcomes thus strengthen the strategic focus of the programme.

The PO also thinks that a reduction of the expected outcomes would not be beneficial for the PO in managing and reporting on the programme.

5. As you are aware, one of the pre-defined projects is mentioned in the MoU, and the other has been discussed with the FMO during the preparation. In order to be in line with Article 5.5 of the EEA Grants Regulation we would still ask that you provide additional information to justify why these projects should be pre-defined rather than selected through a call for proposals. This should include additional information to justify the choice of project promoters.

As to the pre-defined project on 'Harassment at the workplace':

- This pre-defined project is mentioned in the MoU.
- t will be developed by the CITE (Commission for Equality in Labour and Employment) in partnership with the KS (Norwegian Association of Local and Regional Authorities).

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- The CITE is the project promoter given the mission and competences accorded by law, to promote equality and non-discrimination in labour, employment and vocational training.

As to the pre-defined project 'National survey on time use by men and women':

- This was proposed as a pre-defined project following the discussion with the FMO during the preparation.
- It will be developed by the INE (Statistics Portugal) in partnership with the CITE.
- The INE is the project promoter since it is the official statistical office in Portugal. It is the only body capable of developing this large statistical operation in line with the Eurostat's guidelines and procedures.

6. According to the programme proposal "the calls for proposals shall also require the involvement of partners in the Donor States". The EEA Grants strongly encourages bilateral cooperation on both programme and project levels. Please note however that while project level bilateral partnership should be encouraged, it is not a requirement according to the EEA Grants Regulation.

The PO thanks the clarification and this will be re-phrased as 'the calls for proposals shall also strongly encourage the involvement of partners in the Donor States'.

7. Please provide additional information on the use of the bilateral fund under the Programme. According to the programme proposal, the bilateral fund will be split equally between measure A and B. Please provide additional information on how the PO intends to implement the measures, e.g. how the search for partners will be facilitated (if applicable). The POM specifies what information about the bilateral fund is required for the programme proposal. Please provide the following information: Implementation system for the bilateral fund (management, fund set-up, eligible applicants, selection criteria, how to make the fund known to the public), maximum grant amounts and grant level (can be up to 100%).

The search for partners will be facilitated namely by the KS, who will provide a list of potential partners in the Donor States.

As to the specific involvement of the KS in the pre-defined project on 'Harassment at the workplace', this is duly detailed in the description of this project (see Annex 2).

As to the other required information about the bilateral fund, the PO will adopt procedures similar to those which are described in the programme proposal regarding management in general (see 1.14). Further details will be provided in a later stage.

8. According to the budget provided, €50,000 has been set aside for complementary action. What activities has the PO foreseen under this heading? The Donors would recommend that the PO considers seeking synergies with the Portuguese NGO fund and the 5panish gender equality programme with funds from this heading.

The PO accepts this recommendation and will pursue efforts in order to comply with this.

The specific activities will be defined in a later stage, according to the synergies to be identified.

9. According to the risk table provided in the programme proposal, budget cuts may impact the programme level co-financing from 2014. Could you please provide additional information on this risk? It is not possible to provide additional information on this risk.

The Portuguese State Budget has an annual basis.

In each year only the PO will know the actual amount to be directly transferred from the State Budget.

10. In your risk assessment, please also consider managerial, financial and personnel risks which may affect the achievement of the expected outcomes. Such risks could relate for example to potential capacity constraints, financial flow (slow payments due to poor financial management), staff turnover, etc. Please update the risk table accordingly.

There are no available elements allowing for a precise consideration of this kind of risks.

When and if necessary, the risk table will be up-dated accordingly and this information will be provided to the FMO.

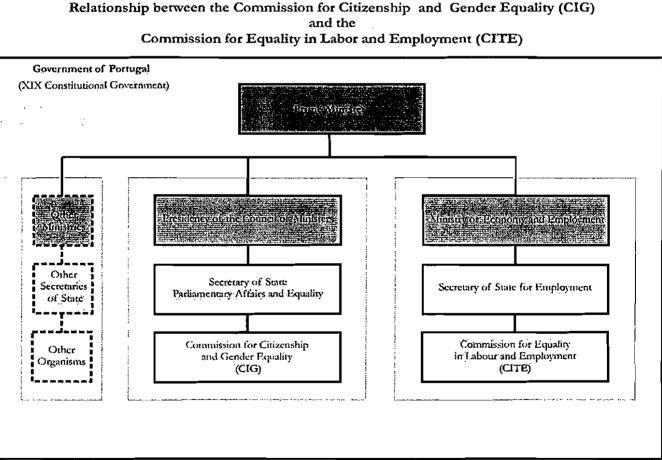
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11. The PO has an important oversight and control role over the project promoters (PP). This role is referred to in numerous places in the Regulation, in particular in Article 4.7. Please provide us with an organogram that shows the relationship between the PO and CITE. The organogram should indicate the degree of separation between the entities, both as regards reporting lines, and as regards budgetary autonomy.

As mentioned in the programme proposal:

- CIG is a central service of the direct administration of the State, part of the Presidency of the Council of Ministers, acting under the authority of the Secretary of State for Parliamentary Affairs and Equality (see page 10). The CIG's mission is to ensure the implementation of public policies in the context of citizenship and the promotion and protection of gender equality.
- The CITE's mission is to pursue equality and non-discrimination between men and women at work, employment and professional training and assist in the implementation of legal and conventional in this regard and as those relating to the protection of parenthood and reconciliation professional activity with family and personal life, in the private sector, public sector and cooperative sector.

Please also refer to the following organogram:



Relationship between the Commission for Citizenship and Gender Equality (CIG)

12. Section 1.12 of the Programme proposal and Annex III provide some basic information in this regard. Please elaborate more on the monitoring plan including text on how the PO foresees the monitoring of the programme, a minimum number/percentage of projects to be monitored annually. Based on the risk assessment performed, please explain which project will be monitored - for example all with high of risk and a percentage of the projects with medium risk? See the POM section 7 for guidance.

At this phase, there are no available elements allowing for a precise consideration of this kind of risks.

When and if necessary, the risk table will be up-dated accordingly and this information will be provided to the FMO.

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13. You confirm that the Selection Committee shall be composed of 3 experts, one of them being external to the PO. Please specify how this external expert will be selected.

This external expert will be selected on the basis of his/her qualifications and professional expertise. The PO has the co-operation of specialised external experts in this domain; one of them will be selected as the external expert to take part of the Selection Committee.

14. The FMO is pleased to see that the pre-defined project "sexual and moral harassment in the work place", will include a component on capacity building/training for public prosecutors, judges, companies etc. However according to the information provided, only 0.02% of the budget is set aside for these activities. Would the PO consider increasing the amount set aside for capacity building/training activities? The budget for capacity building/training activities was built based on the following conditions:

- Trainers will be recruited from CITE and other project partners highly skilled staff on these subjects with no additional payment;
- The training courses will be organised and held by each of the projects partners (ACT, CEJ, OA, CML and Grafe) in their own premises, therefore not involving any renting payment;
- Trainees will be employees of the project partners or their associated partners and because the trainings will be held during working time there will be no training allowances or payment for other kind of expenses related with the trainees.

15. For the modification of projects, your proposal mentions that "specific procedures will be defined according to the project". The modification process should rather be equal for all projects and be communicated in advance to project applicants. Please explain which procedures shall apply for the modification of projects.

The modification process will be equal for all projects and be communicated in advance to project applicants.

16. Please complete section 1.14.5 Financial Management of the proposal. The Programme Operators' Manual (POM), Annex 9 to the *Regulation* provides a good starting point in section 3.14.5.

The Programme Operator will be responsible for the financial management of the Programme.

- At this phase, there are no available elements allowing for a precise consideration if the projects are likely to generate economic benefits:

- PO will establish and maintain a separate interest-bearing bank account dedicated to the funds intended for regranting;

- After the PPT approval, the PO will create a Financial Guideline to the project promoters where will define the rules on the eligibility of in-kind contribution and the unit prices for voluntary work according to the Articles 5.4.4 and 5.4.5 of the Regulations;

- After the PPT approval, the PO will define the procedures for payments, including the percentage and off-set mechanism of advance payments and any restrictions applying to Regulation, the frequency and calculation of interim payments, conditions and timing of final payments, and procedures and the set-up for verification of payment claims from Project Promoters.

17. The annual breakdown of the budget is somewhat skewed to 2015 and 2016. Please explain the rationale behind this.

Assuming that the PPT will only be approved in March 2013, and according to the programme development, the PO estimates that the final payments will be done in 2015 and 2016. This represents a bigger financial amount to reimburse to the project promoters in these 2 years.

18. Please explain the need to have an external accountant performing the payment claim verifications. The PO does not have internal staff available to perform the payment claim verifications referring to this programme.

On the other hand, the use of an external accountant will also allow a better exemption and separation of roles.

19. Please confirm that the unit costs per hour/work of the persons involved in the programme management are in line with the standard practices and within the average rates in the respective field. The unit costs per hour/work of the persons involved in the programme management are in line with the standard practices and within the average rates in the respective field.

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	Amount	%	Person envolved	Nº Hour/W ork	Staff Unit Costs (€)	Staff Total Costs (1)	Other Costs (2)	Total Costs (3)=(1)+(2)	Aquisition of specifiazed services (#)	Specialized costs/Total Costs (%)
			1-Programme							
reparati n of			coordinator	6020	9,57€	57.583,25 €	0,00 €	<u>57.583 €</u>		0,00%
rogram			1- Technical manager	5100	3,39€	17.279,91 €	0,00 €	17.280€		0,00%
e	100.000	34,0%	1- Technical	5100		11.275,510	0,00 €			0,00%
mpleme			manager	4794	3,90 €	18.700,96 €	0,00 €	18.701 €		0,00%
tation			1- Administrative	4148	1,55€	6.435,39€	0,00 €	6.435 €		0,00%
roject praisal nd										
election	38.400	13,1%	1- Expert panel	150	256,00 €	0,00 €	38.400,00 €	38.400,00 €	38.400,00 €	100,00%
ayment laim erficatio	28.800	9.8%	1- Account	150	192,00€	0,00 €	28.800,00 €	28.800,00 €	28.800,00 €	100,00%
onitori			2 /10000112				20.000,00 0		20.000,00 0	
g of rojects	76.800	26,1%	2- Expert panel	150	256,00€	0,00 €	76.800,00 €	76.800,00€	76.800,00 €	100,00%
udits			1-Programme coordinator	1810	9,57 €	<u> </u>	0,00 €	17.313,24€		0,00%
r he-spot			1- Technical manager	1700	3,39€	5.759,97€	0,00€	5.759,97 €		0,00%
erficatio	31.056	10,6%	1- Technical							
os			manager	1530	3,90 €	5.968,39€	0,00 €	5.968,39€		0,00%
rojects			1- Administrative	1299	1,55€	2.015,33 €	0,00€	2.015,33 €		0,00%
romotio and nformati	13.061	4,4%				0,00 €	12.051.00.6	12 061 00 6	12 051 00 6	100.00%
<u>n</u>	13.001	4,470	1 1-Programme			0,00 €	13.061,00 €	13.061,00 €	13.0 <u>61,00</u> €	100,00%
eportin	ſ		coordinator	320	9,57€	3.060,90 €	0,00€	3.060,90 €		0,00%
to			1- Technical							
onors nd	5.000	1,7%	manager	262	3,39€	887,71€	0,00 €	887,71€		0,00%
ational	3.000	1,770	1- Technical							
uthoriti			manager	202	3,90 €	787,98€	0,00€	<u>787,98€</u>		0,00%
s			1- Administrative	170	1,55 €	263,75€	0,00 €	263,75€		0,00%
stablism nt and peratio of bank										
cr its	1.000	0,3%					1.000,00 €	1.000,00€		0,00%
veead	0	0,0%					0,00 €	0,00 €		
OTAL	294.118	100,0%				136.057 €	158.061,00 €	294.117,79 <b>€</b>	157.061,00 €	53,40%

Detailed Budget for the management costs:

20. The detailed budget for the preparation of the programme proposal ( $\leq$ 14,706) has only a total amount. Kindly provide details for the number of units and the unit costs.

It is difficult to define an unit cost because staff unit costs are different. For this purpose please check the presented table "Detailed Budget for the management costs".

21. The advance payment requested contains €1,250 for the preparation of the programme proposal. In line with Article 7.9.4 of the Regulation, costs related to preparation of programmes shall be claimed with the first Interim Financial Report (IFR). Nevertheless, the same article allows in justified cases of budgetary constraints and at the FMC discretion, an advance payment towards such costs to be disbursed. Please provide a justification if this is the case for this programme.

According to the PO budgetary constraints, the PO considers that the costs related to preparation of the PPT should be included in the advance payment requested

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22. In line with Article 7.6 of the Regulation, please note that recoverable VAT is an excluded cost. We kindly ask you to revise the budget of the pre-defined projects in line with the abovementioned article. Please ensure that the rest of the programme budget does not contain costs failing within the scope of Article 7.6.

\_ CIG-The Commission for Citizenship and Gender Equality (CIG) fully supports VAT on all acquisitions of goods and services. VAT is not recoverable. Therefore, the part relating to VAT of invoices/expense documents represents a cost for CIG, like the net value of the expense documents. The VAT is a cost to CIG as any other expenditure. According to Article 2 (2) CIVA (Portuguese VAT Code), the concept of taxable person is susceptible of covering legal persons of public law, including the State, except where such entities are acting within the scope of their authority powers and their non-liability to tax is not leading to competition distortions. In this sense, CIG is not liable to pay tax, supporting therefore all the VAT paid to service providers, since only performs operations in the exercise of its authority powers. Thus, in this case, CIG should be repaid from VAT supported on the purchase of goods and services made within the scope of this project.

Pre-defined project 'Harassment at the workplace', developed by the CITE in partnership with the KS: there are no VAT values to be deducted (recovered).

Pre-defined project 'National survey on time use by men and women', developed by the INE in partnership with the CITE: there are no VAT values to be deducted (recovered).

23.

24. The budget of the pre-defined project "Sexual and moral harassment in the work place" contains certain equipment. Only the depreciation charges of any equipment used is considered eligible expenditure during the project. With reference to Article 7.3.1 (c), please provide explanations if the nature and/or the context of the equipment's usage justifies different treatment.

The mentioned equipment is included in the budget of the activity "Diagnosis and characterization of the Portuguese situation concerning moral and sexual harassment in the labour market", which CIEG is the responsible partner. The equipment was considered important for the development of the diagnosis mainly because of the interviews that will be held outside the office. Nevertheless, we have no other justification for this expense to be considered different from what is provided in the article 7.3.1c).

25. Please provide details in respect of the budget of INE (€463,632) including calculations and explanations on unit costs, rates, quantities used, etc.

Total		463 632 €
•	Collection of information	265 786 €
	Training and field labour	240 427 €
	Data collection period: 2014 may/2015 april)	
	33 interviewers x 12 months (606 €/month)	
	5 000 households (visited twice in different mom	ents of time)
	10 000 completed interviews (26,6 €/interview)	
	Supervision	19 454 €
	Other costs	5 905 €
٠	Conception, preparation, execution and counting	197 846 €

	N.	Total hours	€/hour
Senior staff	14	4 180	20,5
Other staff	32	10 530	10,7

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[PT07 – EEA FM] Contrato Programo

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## Anexo 2

# **Programme Agreement PT07**

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#### EEA Financial Mechanism 2009-2014

#### **PROGRAMME AGREEMENT**

#### between

The Financial Mechanism Committee established by Iceland, Liechtenstein and Norway

and

The Ministry for Environment, Spatial Planning and Energy (MAOTE), hereinafter referred to as the "National Focal Point", representing Portugal, hereinafter referred to as the "Beneficiary State"

together hereinafter referred to as the "Parties"

for the financing of the Programme "Mainstreaming Gender Equality and Promoting Work-Life Balance"

hereinafter referred to as the "Programme"

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#### Chapter 1 Scope, Legal Framework, and Definitions

#### Article 1.1 Scope

This programme agreement between the Financial Mechanism Committee (hereinafter referred to as the FMC) and the National Focal Point lays down the rights and obligations of the Parties regarding the Implementation of the Programme and the financial contribution from the EEA Financial Mechanism 2009-2014 to the Programme.

#### Article 1.2 Legal Framework

1. This programme agreement shall be read in conjunction with the following documents which, together with this programme agreement, constitute the legal framework of the EEA Financial Mechanism 2009-2014:

a. Protocol 38b to the EEA Agreement on the EEA Financial Mechanism 2009-2014;

b. the Regulation on the implementation of the EEA Financial Mechanism 2009-2014 (hereinafter referred to as the "Regulation") issued by the Donor States in accordance with Article 8(8) of Protocol 38b;

c. the Memorandum of Understanding on the Implementation of the EEA Financial Mechanism2009-2014 (hereinafter referred to as the "MoU"), entered into between the Donor States and the Beneficiary State; and

d. any guidelines adopted by the FMC in accordance with the Regulation

2. In case of an inconsistency between this programme agreement and the Regulation, the Regulation shall prevail.

3. The legal framework is binding for the Parties. An act or omission by a Party to this programme agreement that is incompatible with the legal framework constitutes a breach of this programme agreement by that Party.

#### Article 1.3 Definitions

Terms used and institutions and documents referred to in this programme agreement shall be understood in accordance with the Regulation, in particular Article 1.5 thereof, and the legal framework referred to in Article 1.2 of this programme agreement. . . . . . . . .

Article 1.4 Annexes and hlerarchy of documents

1. The programme decision, including the financial plan (Annex 1), and the operational rules (Annex 11) form an integral part of this programme agreement. Any reference to this programme agreement includes a reference to its annexes unless otherwise stated or clear from the context.

2. The provisions of the annexes shall be interpreted in a manner consistent with this programme agreement. Should the meaning of any provision of the said annexes, so interpreted, remain inconsistent with this programme agreement, the provisions of the former shall prevail, provided that these provisions are compatible with the Regulation.

3. Commitments, statements and guarantees, explicit as well as implicit, made in the programme proposal are binding for the National Focal Point and the Programme Operator unless otherwise explicitly stipulated in the annexes to this programme agreement.

#### Chapter 2 The Programme

#### Article 2.1 Co-operation

1. The Parties shall take all appropriate and necessary measures to ensure fulfilment of the obligations and objectives arising out of this programme agreement.

2. The Parties agree to provide all information necessary for the good functioning of this programme agreement and to apply the highest degree of transparency, accountability and cost efficiency as well as the principles of good governance, sustainable development, gender equality and equal opportunities.

3. The Parties shall promptly inform each other of any circumstances that interfere or threaten to interfere with the successful implementation of the Programme.

4. In executing this programme agreement the Parties declare to counteract corrupt practices. Further, they declare not to accept, either directly or indirectly, any kind of offer, gift, payments or benefits which would or could be construed as illegal or corrupt practice. The Parties shall immediately inform each other of any indication of corruption or misuse of resources related to this programme agreement.

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#### Article 2.2 Main responsibilities of the Parties

1. The National Focal Point is responsible and accountable for the overall management of the EEA Financial Mechanism 2009-2014 in the Beneficiary State and for the full and correct Implementation of this programme agreement. In particular, the National Focal Point undertakes to:

a. comply with its obligations stipulated in the Regulation and this programme agreement;

b. ensure that the Certifying Authority, the Audit Authority, the Monitoring Committee and the Programme Operator properly perform the tasks assigned to them in the Regulation, this programme agreement and the programme implementation agreement;

c. take all necessary steps to ensure that the Programme Operator is fully committed and able to implement and manage the Programme;

d. take the necessary measures to remedy irregularities in the implementation of the Programme and ensure that the Programme Operator takes appropriate measures to remedy irregularities in Projects within the Programme, including measures to recover misspent funds;

e, make all the necessary and appropriate arrangements in order to strengthen or change the way the Programme is managed.

2. The FMC shall, subject to the rules stipulated in the legal framework referred to in Article 1.2 of this programme agreement, make available to the Beneficiary State a financial contribution (hereinafter referred to as "the programme grant") to be used exclusively to finance the eligible cost of the Programme.

#### Article 2.3 Objective and outcomes of the Programme

1. The programme decision sets out the objective, outcome(s), outputs, indicators and targets for the Programme.

2. The National Focal Point shall ensure that the Programme Operator implements and completes the Programme in accordance with the objective, outcome(s), outputs, indicators and targets set for the Programme.

#### Article 2.4 Programme grant

1. The maximum amount of the programme grant, the programme grant rate, and the estimated eligible cost of the Programme shall be as specified in the programme decision.

2. In case the Programme is also supported by the Norwegian Financial Mechanism, this programme agreement shall be interpreted in conjunction with the agreement regulating that support.

3. The financial plan shall:

a. contain a breakdown between the Programme's budget headings using the description put forward in the template for the programme proposal;

b. indicate the agreed advance payment, if any.

4. The management cost of the Programme Operator shall not exceed the amount specified in the programme decision.

#### Article 2.5 Special conditions and programme specific rules

1. The programme decision shall list any conditions set by the FMC with reference to paragraph 3 of Article 5.3 of the Regulation. The National Focal Point shall ensure compliance with these conditions and, in a timely manner, take the necessary steps to ensure their fulfilment.

2. The National Focal Point shall ensure compliance with any other programme specific rules laid down in the operational rules.

#### Article 2.6 Programme implementation agreement

1. With reference to Article 5.8 of the Regulation and without prejudice to paragraph 2 thereof, the National Focal Point shall, before any payment is made to the Programme, sign a programme implementation agreement with the Programme Operator. The National Focal Point shall notify the FMC of such signing.

2. The signed programme implementation agreement shall be identical to the draft programme implementation agreement confirmed by the FMC in accordance with paragraph S of Article 5.8 of the Regulation with regard to the content required according to paragraph 3 thereof. The National Focal Point shall inform the FMC of any deviation from that confirmed draft which may be subject to a new confirmation according to paragraph 5 of Article 5.8 of the Regulation prior to any payment to the Programme.

#### Article 2.7 Reporting

The National Focal Point shall ensure that the Programme Operator provides financial reports, annual programme reports and a final programme report in accordance with Chapter 8 and Articles 5.11 and 5.12 of the Regulation as well as statistical reporting in accordance with the Programme Operator's Manual (Annex 9 to the Regulation).

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#### Article 2.8 External monitoring

The external monitoring and audit referred to in Articles 10.1, 10.2, 10.3 and 10.4 of the Regulation shall not in any way relieve the National Focal Point or the Programme Operator of its obligations under the programme agreement regarding monitoring of the Programme and/or its projects, financial control and audit.

#### Article 2.9 Modification of the Programme

1. Unless otherwise explicitly stipulated in this programme agreement, any modification of the Programme is subject to prior approval by the FMC.

2. Modifications that do not affect the objective, outcomes, outputs, indicators or targets of the Programme are permitted without FMC's prior approval provided that they are limited to the following:

a. cumulative transfers between budget headings related to outcomes of an amount less than 10 % of total eligible expenditure of the Programme or  $\in$  1,000,000, whichever is higher, and

b. changes of internal practices of the Programme Operator that are not stipulated in the programme agreement.

3. Programme specific exceptions from paragraphs 1 and 2, if any, are set in the operational rules.

4. Expenditures incurred in breach of this article are not eligible.

5. Should there be a doubt as to whether the proposed modifications require approval by the FMC, the National Focal Point shall consult the FMC before such modifications take effect.

6. Requests for modifications shall be submitted and assessed in accordance with Article 5.9 of the Regulation.

#### Article 2.10 Communication

1. All communication to the FMC regarding this programme agreement shall take place in English and be directed to the Financial Mechanism Office (hereinafter referred to as the FMO), which represents the FMC towards the National Focal Point and the Programme Operator in relation to the implementation of the Programme. 2. To the extent that original documents are not available in the English language, the documents shall be accompanied by full and accurate translations into English.

3. The National Focal Point shall bear the responsibility for the accuracy of the translation that it provides and the possible consequences that might arise from any inaccurate translations.

4. The FMC shall ensure that the National Focal Point is informed about communication between the FMC and the Programme Operator that is relevant for the responsibilities of the National Focal Point under this programme agreement.

#### Article 2.11 Contact Information

1. The contact information of the National Focal Point and the Programme Operator is as specified in the programme proposal.

2. The contact Information for the FMC and the Financial Mechanism Office are: Financial Mechanism Office Att: Director EFTA Secretariat Rue Joseph II, 12-16 1000 Brussels Telephone: +32 (0)2 286 1701 Telefax (general): +32 (0)2 211 1889 E-mail: fmo@efta.int

3. Changes of or corrections to the contact information referred to in this article shall be given in writing without undue delay by the Parties to this programme agreement.

#### Article 2.12 Representations and Warranties

1. This programme agreement and the awarding of the programme grant is based on information provided by, through, or on behalf of the National Focal Point to the FMC in theprogramme proposal or other communication prior to the signing of this programme agreement.

2. The National Focal Point represents and warrants that the Information provided by, through, or on behalf of the National Focal Point in the programme proposal, in connection with the programme proposal, the implementation or conclusion of this programme agreement are authentic, accurate and complete.

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#### ··Chapter:3····· Projects

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#### Article 3.1 Selection of projects

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**1.** The National Focal Point shall ensure that the Programme Operator selects projects in accordance with Chapter 6 of the Regulation and the operational rules.

2. Eligibility of applicants is stipulated in Article 6. 2 of the Regulation and, in accordance with paragraph 3 thereof, subject only to the limitations stipulated in the operational rules.

3. Pre-defined projects shall be outlined in the operational rules.

4. The National Focal Point shall take proactive steps to ensure that the Programme Operator complies fully with Article 6.6 of the Regulation.

#### Article 3.2 Project contract

**1.** For each approved project a project contract shall be concluded between the Programme Operator and the Project Promoter.

2. In cases where a project contract cannot, due to provisions in the national legislation, be made between the Programme Operator and the Project Promoter, the Beneficiary State may Instead issue a legislative or administrative act of similar effect and content.

3. The content and form or the project contract shall comply with Article 6.7 of the Regulation.

4. The National Focal Point shall ensure that the obligations of the Project Promoterunder the project contract are valid and enforceable under the applicable law of the Beneficiary State.

#### Article 3.3 Project partners and partnership agreements

1. A project may be implemented in a partnership between the Project Promoter and project partners as defined in paragraph 1(w) of Article 1.5 of the Regulation. If a project is implemented in such a partnership, the Project Promoter shall sign a partnership agreement with the project partners with the content and in the form stipulated in Article 6.8 of the Regulation.

2. The partnership agreement shall be in English if one of the parties to the agreement is an entity from the Donor States.

3. The eligibility of expenditures incurred by a project partner is subject to the same limitations as would apply if the expenditures were incurred by the Project Promoter. 4. The creation and implementation of the relationship between the Project Promoter and the project partner shall comply with the applicable national and European Union law on public procurement as well as Article 7.16 of the Regulation.

5. The National Focal Point shall ensure that the Programme Operator verifies that the partnership agreement complies with this article before the signing of the project contract.

#### Article 3.4 Reallocation of funds

1. Reallocation of unused or cancelled financial contributions to projects shall be made in compliance with Article 6.9 of the Regulation.

2. Project grants not reallocated shall be reimbursed to the FMC in accordance with Article 6.9 of the Regulation.

#### Chapter 4 Finance

#### Article 4.1 Eligible expenditures

**1.** Subject to Article **7.6** of the Regulation, eligible expenditures of this Programme are:

a. management costs of the Programme Operator in accordance with the detailed budget in the financial plan;

b. payments to projects within this Programme in accordance with the Regulation, this programme agreement and the project contract;

c. expenditure of funds for bilateral relations in accordance with Article 7.7 of the Regulation;

2. Expenditure related to the categories referred to in subparagraphs (d), {e) and (f) of Article 7.1 of the Regulation are eligible in accordance with Chapter 7 thereof if such expenditures are explicitly approved by the FMC in the programme decision. The implementation of the activities under these categories shall be in compliance with the operational rules.

3. Eligible expenditures of projects are those actually Incurred by the Project Promoteror project partners, meet the criteria set in Article 7.2 of the Regulation andfall within the categories and fulfil the conditions of direct eligible expenditure set in Article 7.3 of the Regulation as well as indirect costs in accordance with Article 7.4 of the Regulation.

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4. The first date of eligibility of expenditures in projects shall be set in the project contract in accordance with Article 7.14 of the Regulation. The first date of eligibility of any pre-defined projects shall be no earlier than the date on which the National Focal Point notifies the FMC of a positive appraisal of the pre-defined projects by the Programme Operator in accordance with paragraph 3 of Article 5.5 of the Regulation.

5. The maximum eligible costs of the categories referred to in paragraphs 1 and 2 are set in the programme decision. Programme specific rules on the eligibility of expenditure set in the programme decision or in the operational rules shall be complied with.

#### Article 4.2 Proof of expenditure

Costs incurred by Programme Operators, Project Promoters and project partners shall be supported by documentary evidence as required in Article 7. 13 of the Regulation.

#### Article 4.3 Payments

1. Payments to the Programme shall be made when all relevant conditions for payments stipulated in this programme agreement and the Regulation have been fulfilled.

2. Payments to the Programme shall take the form of an advance payment, interim payments and payment of the final balance and shall be made in accordance with Articles 8.2, 8.3 and 8.4 of the Regulation.

3. Payments of the project grant to the Project Promoters may take the form of advance payments, interim payments and payments of the final balance. The level of advance payments and their off-set mechanism is set in the operational rules.

4. The National Focal Point shall ensure that payments are transferred in accordance with paragraph 2 of Article 8.1 of the Regulation.

5. Chapter 8 of the Regulation shall apply to all aspects related to payments, including currency exchange rules and handling of interests on bank accounts.

Article 4.4 Transparency and availability of documents

The National Focal Point shall ensure an audit trail for financial contributions from the EEA Financial Mechanism 2009-2014 to the Programme in accordance with Article 8.8 of the Regulation. PT07 - EEA FM - Programme Agreement

#### Article 4.5

#### Irregularities, suspension and reimbursements ...

The FMC has the right to make use of the remedies provided in the Regulation, in particular Chapter 12 thereof. The National Focal Point has a duty to take all necessary measures to ensure that the provisions in Chapter 11 and 12 of the Regulation regarding kregularities, suspension of payments, financial corrections and reimbursement are complied with.

#### Chapter 5 Final provisions

#### Article 5.1 Dispute settlement

1. The Parties walve their rights to bring any dispute related to the programme agreement before any national or international court, and agree to settle such a dispute in an amicable manner.

2. If a demand for reimbursement to the FMC is not complied with by the Beneficiary State, or a dispute related to a demand for reimbursement arises that cannot be solved in accordance with paragraph 1, the Parties may bring the dispute before Oslo Tingrett.

#### Article 5.2

#### Termination

1. The FMC may, after consultation with the National Focal Point, terminate this programme agreement if:

a. a general suspension decision according to Article 12.6 of the Regulation or a decision to suspend payments according to paragraph 1(h) of Article 12.1 of the Regulation has not been lifted within 6 months of such a decision;

b. a suspension of payments according to Article 12.1 of the Regulation, other than under paragraph 1(h), has not been lifted within one year of such a decision;

c. a request for reimbursement according to Article 12.2 of the Regulation has not been complied with within one year from such a decision;

d. the Programme Operator becomes bankrupt, is deemed to be insolvent, or declares that it does not have the financial capacity to continue with the Implementation of the Programme; or

e. the Programme Operator has, in the opinion of the FMC, been engaged in corruption, fraud or similar activities or has not taken the appropriate measures to detect or prevent such activities or, if they have occurred, nullify their effects.

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2. This programme agreement can be terminated by mutual agreement between the Parties.

3. Termination does not affect the right of the Parties to make use of the dispute settlement mechanism referred to in Article 5.1 or the right of the FMC to makeuse of the remedies provided in Chapter 12 of the Regulation.

#### Article 5.3 Waiver of responsibility

1. Any appraisal of the Programme undertaken before or after its approval by the FMC, does not in any way diminish the responsibility of the National Focal Point and the Programme Operator to verify and confirm the correctness of the documents and information forming the basis of the programme agreement.

2. Nothing contained in the programme agreement shall be construed as imposing upon the FMC or the FMO any responsibility of any kind for the supervision, execution, completion, or operation of the Programme or its projects.

3. The FMC does not assume any risk or responsibility whatsoever for any damages, injuries, or other possible adverse effects caused by the Programme or its projects including, but not limited to inconsistencies in the planning of the Programme or its projects, other project(s) that might affect it or that it might affect, or public discontent. It is the full and sole responsibility of the National Focal Point and the Programme Operator to satisfactorily address such issues. 4. Neither the <u>National</u> Focal Point, the Programme Operator, entities involved in the implementation of projects, nor any other party shall have recourse to the FMC forfurther financial support or assistance to the Programme in whatsoever form over and above what has been provided for in the programme agreement.

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5. Neither the European Free Trade Association, Its Secretarlat, including the FMO, its officials or employees, nor the FMC, its members or alternate members, nor the EFTA States, can be held liable for any damages or injuries of whatever nature sustained by the National Focal Point or the Beneficiary State, the Programme Operator, Project Promoters or any other third person, in connection, be it direct or indirect, with this programme agreement.

6. Nothing in this programme agreement shall be construed as a waiver of diplomatic immunities and privileges awarded to the European Free Trade Association, its assets, officials or employees.

> Article 5.4 Entry into force and duration

1. This programme agreement shall enter into force on the date of the last signature of the Partles.

2. This programme agreement shall remain in force until five years have elapsed after the date of the acceptance of the final programme report.

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This programme agreement is drawn up in two originals in the English language.

For the FMC

on 29.10, 2013 Sta Signed in Anders Erdal **FMC** Chairman

For the National Focal Point

Signed in on 12/11/20/2

lo breira da Silva

Minister for Environment, Spatial Planning and Energy

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Annex I - Programme Decision			مم مراهد، و التي ال
1. Expected Outcomes & Indicators for Outputs			
Expected Outcome(s): Awareness raised and research on gende	er issues p	romote	d
Output			
Awareness on gender issues raised			
Output Indicator(s)	Baseline	Target	Source of Verification
Number of people with increased knowledge and awareness of gender equality in the labour market (m/f)	0	70	Project documentation
Output			
Research on gender equality promoted			
Output Indicator(s)	Baseline	Target	Source of Verification
Number of scientific publications	0	3	Project documentation
Number of white papers published	0	1	Project documentation
Output			
Capacity and knowledge of gender issues improved			
Output Indicator(s)	Baseline	Target	Source of Verification
Number of institutions with strengthened capacity and knowledge on gender issues	0	5	Project documentation
Number of people with increased knowledge of obstacles to gender equality in the labour market (m/f)	0	70	Project documentation
Output			
Conditions for gender balance on company boards improved			
Output indicator(s)	Baseline	Target	Source of Verification
Number of companies with improved conditions for gender balance on company boards	0	3	Project documentation

#### 2. Conditions

#### 2.1 General

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 The National Focal Point shall ensure that any public support under this Programme complies with the procedural and substantive state aid rules applicable at the time when the public support is granted. The National Focal Point shall, by way of the programme implementation agreement, ensure that the Programme Operator maintains written records of all assessments concerning compliance with state aid rules, particularly decisions to award grants and set grant rates, and provides such records to the FMC upon request. The approval of the Programme by the FMC does not imply a positive assessment of such compliance.
 Bilateral, output and outcome indicators shall be reported on in the annual programme report.

2) Blateral, output and outcome indicators shall be reported on in the annual programme report.

3) The Programme Operator shall ensure that relevant stakeholders are consulted during the implementation of the programme. A stakeholder meeting shall be organised within one month after Programme Agreement signature. The stakeholder consultation shall be reported on in the annual programme report.

4) The National Focal Point shall ensure that the Programme Operator ensures that costs incurred by project partners, including partners of pre-defined projects, are covered from the project budget.

5) A methodology on the calculation of the flat rate to be applied to indirect eligible costs (overheads) in accordance with Article 7.4.1(b) of the Regulation shall be submitted to the FMO no later than two weeks prior to the earlier of the following dates:

- a. the deadline for providing to the FMC the text of the call for proposals, as required by Article 6.3.4 of the Regulation;
- b. the date when the first project contract for any pre-defined project is signed by the Programme Operator.

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6) The Focal Point shall ensure that the Programme Operator Informs and coordinates its actions with the Operator of the Human Potential Operational Programme in Portugal in order to avoid overlap and to seek and achieve synergies.

2.2 Pre-eligibility

Not applicable.

2.3 Pre-payment

Not applicable.

2.4 Pre-completion

Not applicable.

2.5 Post-completion

Not applicable,

#### 2.6 Other

#### **3. Eligibility of costs**

#### 3.1 Eligibility of costs - period

Eligibility of costs (excluding prog prep costs):12/04/2013-30/04/2017Eligibility of programme proposal preparation costs:30/03/2012-11/04/2013

#### 3.2 Grant rate and co-financing

Programme estimated total cost (€)	€2,941,176
Programme estimated eligible cost (€)	€2,941,176
Programme grant rate (%)	85.0000%
Maximum amount of Programme grant (€)	€2,500,000

#### 3.3 Maximum eligible costs (€) and Advance payment amount (€)

Budget heading	Eligible expenditure	Advance payment*
Programme management	€294,116	€25,000
Awareness raised and research on gender issues promoted	€2,529,412	€215,000
Fund for bilateral relations	€44,118	€ <b>3,</b> 750
Complementary action	€58,824	€5,000
Preparation of programme proposal	€14,706	€14,706
Reserve for exchange rate losses	€0	€0
Total	€2,941,176	°€263,456

\* The advance payment is composed of €223,938 in grant amount and €39,518 in co-financing.

3.4 Retention of management costs

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Retention of management costs - percentage of the management costs	10.00%
Retention of management costs - planned Euro value	€25,000

#### 3.5 Small Grant Scheme

Outcome	Awareness raised and research on gender issues promoted
Total Amount Reserved	€390,233
Grant Amount at Project Level	€10,000 - 170,000
Duration of the Project	12 - 18 months
Maximum Grant Rate at Project Level	100.00%

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#### **Annex II - Operational Rules**

#### 1. Eligibility

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#### 1.1 Eligible measures (sub-measures if any):

The Programme Operator Is the Secretary of State for Parliamentary Affairs and Equality (SEAPI)/Commission for Citizenship and Gender Equality (CIG).

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The Programme will address some of the main obstacles to gender equality in Portugal, with a focus on work-life balance and gender gaps in the labour market. Special focus will be given to research and data collection, which will inform policy and decision-makers in their efforts towards achieving greater gender equality. The Programme will enhance bilateral cooperation between Portugal and Norway on issues related to tackling sexual and moral harassment.

The Programme will be implemented by way of:

- Two open calls on the development of tools and methods to promote gender equality;
- A small grant scheme on methods and tools for the impact evaluation of legislative measures on the promotion of gender equality; and

- Three pre-defined projects.

#### 1.2 Eligible applicants:

The rules on eligibility of applicants are set in Article 6.2 of the Regulation.

#### 1.3 Special rules on eligibility of costs:

The eligibility of costs is determined by reference to Chapter 7 of the Regulation. The rules on eligibility of costs shall apply equally and without limitation to both Project Promoters and project partners.

The purchase of real estate and land is not considered eligible expenditure. Costs incurred for the preparation of project applications shall not be eligible.

Indirect costs in projects shall be claimed in accordance with the Regulation and in particular, Article 7.4.1 thereto. Where a flatrate is applied, this shall be set in line with Article 7.4.1(b) of the Regulation and the level of the flat rate shall be set in accordance with a methodology provided by the Programme Operator.

#### 2. Financial parameters

#### 2.1 Minimum and maximum grant amount per project:

The minimum amount of grant assistance applied for under the calls for proposals is €170,000; the maximum amount is €300,000: \*\*

The minimum amount of grant assistance applied for under the small grant schemes is €10,000; the maximum amount is €170,000.

#### 2.2 Project grant rote:

Grants from the Programme will be up to 100% of total eligible project costs, except in the case of those projects where the Project Promoter falls under the definition of non-governmental organisations contained in 1.5.1(m) of the Regulation, where the grant from the Programme will not exceed 90% of total eligible project costs. The remaining costs of the project shall be provided or obtained by the Project Promoter.

#### 3. Selection of projects

#### 3.1 Selection pracedures:

The selection procedures for projects shall in all cases be in accordance with Chapter 6 of the Regulation. The experts referred to in Article 6.5.2 of the Regulation shall be impartial and independent of the Programme Operator and the Selection Committee.



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#### 3.2 Open calls and availability of funds (including number of calls, durotion of calls, ond estimated size):

The calls for proposals on the development of tools and methods to promote gender equality shall make available €780,466. There shall be two calls for proposals as follows:

- The first call shall be launched no later than in the fourth quarter of 2013 and make available €390,233.

- The second call shall be launched no later than the first quarter of 2014 and make available the remaining re-granting amount.

A third call may be launched in case there are funds uncommitted as a result of the first two calls.

The small grant scheme on methods and tools for the impact evaluation of legislative measures on the promotion of gender equality shall make available €390,233.

The call shall be launched no later than in the first quarter of 2014 and make available the total re-granting amount. A second call may be launched in case there are funds uncommitted as a result of the first call.

All calls shall be open at least for 2 months.

#### 3.3 Selection criteria:

Detailed selection criteria for the calls for proposals and the small grants scheme shall be developed by the Programme Operator and included in the text of the calls for proposals.

#### 4. Payment flows, verification of payment claims, monitoring and reporting

#### 4.1 Payment flows

Payment flows towards the final beneficiaries will take the form of advance payments, interim payments and payments of the final balance.

Project Promoters have the possibility to request an advance payment not exceeding 20% of the total grant amount, depending on liquidity needs. An advance payment is disbursed within 15 working days after the project contract is signed.

interim payments shall be made to Project Promoters based on approved payment claims. The sum of the advance and interim payments may not exceed 90% of the total project grant at any time during the project. The payment of the final balance will be disbursed after the approval of the final report.

The Programme Operator shall ensure that the payments to Project Promoters are done in a timely manner. The deadlines for submitting and assessing interim financial reports (expense claims) will be set in the project contract. Project Promoters will report to the Programme Operator on incurred expenditures, actual progress and pre-payment forecast through the interim reports as per the terms of the project contract.

The payment flows procedure will be further outlined in the description of the Programme management and control systems according to article 4.8.2 of the Regulation.

#### 4.2 Verification of payment claims

Payment claims are submitted by the Project Promoter to the Programme Operator in line with the terms of the project contract. Verification and approval of payment claims will be performed by the Programme Operator through thorough desk checks of the payment claims.

Supporting documents to verify incurred expenditure are submitted when required by the Programme Operator. The Programme Operator shall verify the expenditure declared by the Project Promoters by performing desk checks of the supporting documents based on risk assessment and/or using random samples.

If the Programme Operator uses external services in the process of the verification of the payments claims, it shall ensure that payments to the Project Promoters are done in a timely manner.

In line with Article 7.13.3 of the Regulation, a report by an independent and certified auditor, certifying that the claimed costs are incurred in accordance with this Regulation, the national law and accounting practices of the project partner's country, shall, subject to Article 7.13.5 of the Regulation, be seen as sufficient proof of costs incurred by a Project Promoter or a project partner whose primary location is in a Donor State or a Beneficiary State.

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The procedure for verification of payment claims, periodicity of reporting periods, and deadlines for reporting outlined in the programme proposal will further be detailed in the description of the Programme Operator's management and control systems according to Article 4.8.2 of the Regulation.

#### 4.3 Manitoring and reporting

Project Promoters shall submit interim project progress report(s) on project implementation and one final report following project completion. The timing and the frequency of the submission of interim project progress report(s) shall be specified in the project contract.

The Programme Operator shall conduct annual monitoring of a sample of projects, selected based on risk assessment and including random samples. The projects will be monitored through project reports, reviews and project visits (on-site visits and verification) based on the annual monitoring plan.

The aim of the interim project progress reports, project reviews and on-site visits is to make sure that the projects are implemented in accordance with the requirements of the Regulation and the project contracts, to verify procurement procedures and the cost efficiency of incurred expenditures and to assess the achievement of objectives and indicators and the impact of the results of projects.

The Programme Operator shall conduct monitoring of each pre-defined project at least once during the project lifecycle using appropriate monitoring tools.

On-site visits on an ad-hoc basis may also be carried out when suspicions arise that the information provided by the Project Promoter is incorrect or misleading. On-the-spot checks on ad-hoc basis may also be organised for other reasons.

Irregularities will be handled in accordance with Chapter 11 of the Regulation.

Information on Reporting and Monitoring shall be further outlined in the description of the Programme's Management and Control System according to Article 4.8.2 of the Regulation.

#### 5. Additional mechanisms within the programme

#### 5.1 Funds for bilateral relations

The Programme Operator will set aside minimum 1.5% (€44,118) of the total programme budget for a fund for bilateral relations.

Approximately 50% of the fund for bilateral relations will be used for seminars for potential and existing Project Promoters and project partners from the Donor States. The purpose is to search for project partners and develop partnership ideas and projects (measure a). The remaining funds will be used for networking events, as well as the exchange of knowledge and experience between Project Promoters and entities in the Donor State (measure b).

The maximum grant rate under the fund for bilateral relations is 100%.

The details of use of the bilateral fund, the detailed procedures and criteria for awarding support from the fund, and any other relevant details will be further developed by the Programme Operator and will be published together with the calls for proposals.

Costs under the bilateral fund are eligible in accordance with Chapter 7.7 of the Regulation.

#### 5.2 Camplementary action

Complementary action under this Programme shall be further defined by the Programme Operator in accordance with Article 7.11 of the Regulation. As a minimum, the Programme Operator shall organise an international seminar. The main topic of the seminar will be agreed with the FMC.

In addition, complementary actions shall also facilitate the participation of all relevant stakeholders in events, seminars and activities agreed with the FMC.

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5.3 Reserve for exchange rate lasses

Not applicable

#### 5.4 Small Grant Schemes

One small grant scheme shall be implemented in the framework of the Programme. The Programme Operator shall operate the small grant scheme.

The small grant scheme will provide small scale funding to entitles implementing methods and tools for the impact evaluation of legislative measures on the promotion of gender equality.

The eligible applicants, timing, budget, minimum and maximum grant amount, grant rate, the payment flows, verification of payment claims, monitoring and reporting rules related to the small grant schemes are set in the relevant parts of this Annex and Annex I.

#### 6. Pre-defined projects

Pre-defined project 1 Title: White paper "Men's roles in a gender equality perspective" Project Promoter: Commission for Equality in Labour and Employment (CITE) Maximum grant amount: €390,233 Project grant rate: 100% Estimated total project cost; €390,233 This project shall contribute to the programme outcome "Awareness raised and research on gender issues promoted".

The aim of the project is to promote awareness and knowledge on men and gender equality in Portuguese society. The pre-defined project will include the following activities:

1. Kick-off meeting in Lisbon (with experts from Portugal, Spain and Norway);

2. Preparation of tools for research: interview guide Father's on leave and questionnaire for the module Public understanding of gender equality policy (ISSP 2013 – Family and Gender Roles Survey) and Study on the public understanding of and attitudes to key measures in gender equality policies in Portuguese society through a specific additional module of questions introduced in the ISSP family and gender survey to be fielded in 2013-14 in Portugal;

- 3. Development of a Qualitative case study on Father's on leave alone and fathers who didn't take leave (Portugal, Spain and Norway);
- 4. Collection and analysis of men's requests for information and complaints to CITE on work/family balance and gender issues;
- 5. Elaboration and publication of a white paper on men, male roles and gender equality in Portugal;
- 6. Review of main developments in national policies and existing data on men and gender equality;
- 7. Stakeholder consultations with relevant groups to enable discussion and provide input to the white paper recommendations; and
- 8. International workshops, policy brief/fact sheets on Men, Male Roles and Gender Equality, Focus Group sessions, partnership national meetings, final project conference.

Pre-defined project 2 Title: "National survey on time use by men and women" Project Promoter: Statistics Portugai (INE) Maximum grant amount: €568,479 Project grant rate: 100% Estimated total project cost: €568,479 This project shall contribute to the programme outcome "Awareness raised and research on gender issues promoted".

The project will address the issue of time use by men and women in Portugal.

The pre-defined project will include the following activities:

1. Design of a study on time use by men and women in Portugal, to be developed in line with the guidelines on Harmonised European time use surveys;

2. Ensure the comparability with the outcomes of the 1999 time use survey;

3. Forecast the need to revise/adapt the questionnaires, based on the previous experience of 1999 and in the best practices of other statistical offices;

4. Survey of 5,000 households with the target-population of resident population aged 6 or over, regional representatives for the

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metropolitan areas of Lisboa and Porto, distribution of the sample and data collection; and

5. Publication of a report on time use by men and women in Portugal.

#### Pre-defined project 3

Title: "Sexual and moral harassment in the workplace" Project Promoter: Commission for Equality in Labour and Employment (CITE) Donor Project Partner: Norwegian Association of Local and Regional Authorities (KS) Maximum grant amount: €400,000 Project grant rate: 100% Estimated total project cost: €400,000 This project shall contribute to the programme outcome "Awareness raised and research on gender issues promoted".

The project will be carried out in cooperation with the Norwegian Association of Local and Regional Authorities (KS). The main focus of the project is sexual and moral harassment in the Portuguese labour market.

The pre-defined project will include the following activities:

1. Study on the sexual and moral harassment in the Portuguese labour market;

2. Analysis of sexual and moral harassment in the Norwegian labour market;

3. Comparative analysis of the Portuguese and Norwegian situation concerning moral and sexual harassment in the labour market;

4. Comparative study on sexual and moral harassment in the Portuguese labour market now and in 1994 (using survey results from the 1994 study on the same issue). The questionnaire survey will be applied to a representative sample of 1800 employed people, stratified by region and by gender, economic sector and sizes of company;

5. Study visit to Oslo to exchange information and visit to key institutions, workshop on the findings of the diagnosis and characterization of the Portuguese situation; project final seminar in Lisbon; meetings, workshops and other public events to disseminate the results; and

6. Development and implementation of curricula and training material on harassment in the labour market for labour inspectors, judges, municipalities and companies.

#### 7. Modification of the programme

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Any modifications of the programme will follow the rules set forth in the Regulation and in Article 2.9 of the programme agreement.

#### 8. Programme proposal version

Any reference to the programme proposal in this programme agreement shall be interpreted as version signed by the Programme Operator on 21 November 2012, and shall include all subsequent correspondence and communication between the FMC, the Financial Mechanism Office, the National Focal Point and the Programme Operator.

#### 9. Miscellaneous

Not applicable.

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# Anexo 3

# Sistema Nacional de Gestão e Controlo do Mecanismo Financeiro do EEE para o período de 2009-2014



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Mecanismo Financeiro do Espaço Económico Europeu European Economic Area Financial Mechanism

Unidade Nacional de Gestão National Focal Point

#### CONFIDENTIAL

UNTIL APPROVAL

## MANAGEMENT AND CONTROL SYSTEMS FOR THE EEA FINANCIAL MECHANISM 2009-2014



MINISTÉRIO DA AGRICULTURA, DO MAR, DO AMBIENTE E DO ÓRDENAMENTO DO TERRITÓRIO Praça do Comércio 1149-010 Lisboa, PORTUGAL Tel + 351 21 323 48 46 - Fax + 351 21 323 46 01 geral@eeagrants.gov.pt | www.eeagrants.gov.pt

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MANAGEMENT AND CONTROL SYSTEMS FOR THE EEA FINANCIAL MECHANISM 2009-2014

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#### ABBREVIATIONS

CFC DoRIS EDG EEA EFTA ERDF FMC FMO IFAC IFDR IFR IGF INTOSAI MAMAOT MoU PIDDAC	Community Financial Control Documentation and Reporting and Information System Expense Declarations Group Economic European Area European Free Trade Association European Regional Development Fund Financial Mechanism Committee Financial Mechanism Office International Federation of Accountants Financial Institute for Regional Development Interim Financial Reports Inspectorate General of Finance International Organization of Supreme Audit Institutions Ministry of Agriculture, Sea, Environment and Spatial Planning Memorandum of Understanding Central Administration Development Investment and Expenses Programme Community Support Framework
QCA	National Strategic Reference Framework
QREN	Statement of Expenditure Control Group
SECG	General Secretariat of Ministry of Agriculture, Sea, Environment and Spatial
SG MAMAOT	Planning
PO	Programme Operator
IS	Information System
SCI	Internal Control System of the Financial Administration of the State
UNG	National Management Unit

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#### 1. Economic European Area (EEA) Financial Mechanism 2009-2014 framework

The legal framework of the Economic European Area (EEA) Financial Mechanism 2009-2014 in Portugal is constituted by the follow documents:

- a) Protocol 38 b to the EEA Agreement on the EEA Financial Mechanism 2009-2014;
- b) Regulation on the implementation of the EEA Financial Mechanism 2009-2014, adopted by the EEA Financial Mechanism Committee (FMC) on 13 January 2011 and confirmed by the Standing Committee of the EFTA States on 18 January 2011;
- c) Memorandum of Understanding on the implementation of the EEA Financial Mechanism signed on 29 March 2012 between Portugal and the donor States (Iceland, Liechtenstein and Norway);
- d) Resolution of the Council of Ministers nº 26/2012, of 14 March;
- e) the programme agreements, and
- f) any guidelines adopted by the FMC after consultation with the beneficiary State.

The implementation of the EEA Financial Mechanism 2009-2014 in Portugal shall be oriented by the highest degree of transparency, accountability and cost efficiency, as well as the principles of good governance, sustainable development, gender equality, equal opportunities and zero tolerance towards corruption.

#### 2. System structure

#### 2.1. National Management Unit / National Focal Point

The contact information of the National Management Unit /National Focal Point is:

- a) Madalena Callé Lucas (coordinator) or Ana Seixas General Secretariat of Ministry of Agriculture, Sea, Environment and Spatial Planning Praça do Comércio, 1149-010 Lisbon, Portugal Telephone: + 351 21 323 48 46 Telefax: + 351 21 323 46 01 e-mail: geral@eeagrants.gov.pt
- b) José Pedro Martins
   Head of Cabinet of the Minister of Agriculture, Sea, Environment and Spatial Planning
   Praça do Comércio, 1149-010 Lisbon, Portugal
   Telephone: + 351 21 323 46 47
   Telefax: + 351 323 46 04
   e-mail: gabinete.ministro@mamaot.gov.pt

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 c) Rui Nuno Almeida Dias Fernandes Secretary General General Secretariat of Ministry of Agriculture, Sea, Environment and Spatial Planning Praça do Comércio, 1149-010 Lisbon, Portugal Telephone: + 351 925 481 410 Telefax: + 351 21 323 46 02 e-mail: rdfernandes.sg@min-agricultura.pt

#### 2.2. Certifying Authority

The contact information of the Financial Institute for Regional Development is:

Dina Fernanda Sereno Ferreira Vice President of Financial Institute for Regional Development, IP Rua São Julião, nº 63, 1149-030 Lisbon, Portugal Telephone: + 351 21 881 40 00 Telefax: + 351 21 888 11 11 e-mail: <u>dina.ferreira@ifdr.pt</u>

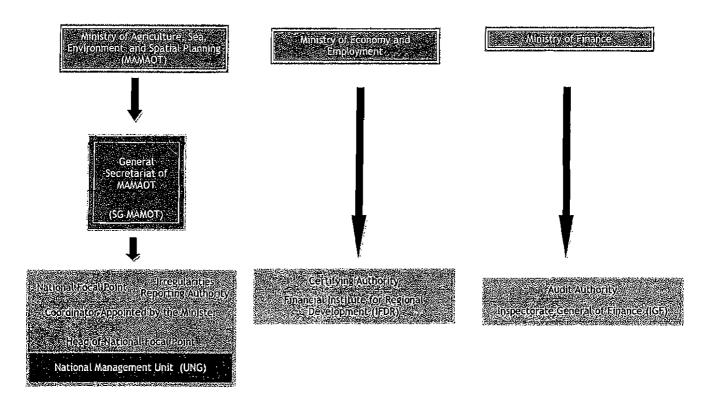
#### 2.3. Audit Authority

The contact information of the Inspectorate General of Finance is:

- a) José António Viegas Ribeiro
   Deputy Inspector-General of Inspectorate General of Finance
   Rua Angelina Vidal, nº 41, 1199-005 Lisbon, Portugal
   Telephone: + 351 21 811 35 00
   Telefax: + 351 21 816 25 73
   e-mail: viegasribeiro@igf.min-financas.pt
- b) Carlos Fernando Calhau Trigacheiro
   Inspector Director of Inspectorate General of Finance
   Rua Angelina Vidal, nº 41, 1199-005 Lisbon, Portugal
   Telephone: + 351 21 811 35 00
   Telefax: + 351 21 816 25 73
   e-mail: carlostrigacheiro@igf.min-financas.pt

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#### 2.4. Organization chart



#### 3. National Management Unit / National Focal Point

3.1. Organization

According with the Resolution of the Council of Ministers nº 26/2012, of 14 March, the National Management Unit (UNG) reports to the General Secretariat of Ministry of Agriculture, Sea, Environment and Spatial Planning (SG MAMAOT) and shall act as the national focal point.

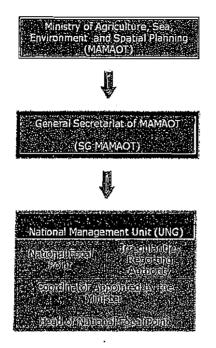
By appointment of the Ministry, the coordinator is in charge for managing the UNG and shall act as the head of this project structure responsible for technical, administrative and financial management of the EEA Financial Mechanism 2009-2014 in Portugal.

The UNG staff comprises the coordinator and three more elements with relevant experience in areas related with management, evaluation and financial control of programmes and projects.

The UNG has the support of the SG MAMAOT to ensure its normal functioning.

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The UNG organisation chart is represented in the following figure:



#### 3.2. Main functions

The UNG shall have the overall responsibility for reaching the objectives<sup>1</sup> of the EEA Financial Mechanism 2009-2014 in Portugal and is responsible and accountable for the accomplish of the Memorandum Of Understanding (MoU) signed with the donor States on 29 March, 2012.

The main functions of UNG are:

- a) Represents Portugal in its relations with the Financial Mechanism Committee (FMC), through permanent contacts with the Financial Mechanism Office (FMO)<sup>2</sup>;
- b) Promoting the functioning of the Monitoring Committee and guide its work;
- c) Ensure that the programme Operators fulfil their information and publicity obligations in accordance with the regulation requirements;
- d) Ensure that the programmes are implemented in accordance with the regulation and monitor the progress and quality of their implementation;
- e) Carry out regular monitoring of the programmes regarding their progress towards the programme outcomes and objectives predefined and reporting the results in the annual strategic report;

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<sup>&</sup>lt;sup>1</sup> - The overall objectives are: to contribute to the reduction of economic and social disparities in the european economic area and to strengthen bilateral relations between the donor states and the beneficiary states through financial contributions in the priority sectors as environmental protection and management, climate change and renewable energy, civil society, human and social development and protecting and cultural heritage.

<sup>&</sup>lt;sup>2</sup> - The FMO is the office assisting the FMC in managing the EEA Financial Mechanism 2009-2014.

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- f) Coordinate the Technical Assistance of The EEA Financial Mechanism 2009-2014 and manage the use of funds for bilateral relations at national level;
- g) Accompany the audits conduct by EFTA Board of Auditors to all programmes and projects funded by EEA Financial Mechanism 2009-2014;
- h) Accompany the audits and on-the-spot verifications arranged by the FMC;
- i) Ensure the implementation of a system which prevent, detect, investigate, report and remedy irregularities and promote the reimbursement of the funds unduly paid.

The achievement of these main functions depends on a large number of tasks that will be secured by the UNG staff, with the administrative support of SG MAMAOT, by hiring external consultants responsible for the evaluation studies, if necessary, and by the development of institutional relations between all the entities involved in the management and control systems of the EEA Finantial Mechanism 2009-2014.

The hiring of external consultancy will pursue the public procurement procedures and its work methodology will be set on a case by case basis and will follow the best practices.

#### 3.3. Institutional relations

#### 3.3.1. Financial Mechanism Office

Throughout all the execution period of the EEA Financial Mechanism 2009-2014, the UNG shall establish regular and permanent contacts with the FMO that takes into account several reporting duties contained in its legal provisions and identified as follow:

Identification	Responsible Entity	Deadline
Elaboration of the Progress Strategic Report	UNG	March 31 each year
Elaboration of the Final Strategic Report	UNG	October 31, 2017
Preparation of the Annual Meeting	UNG	NA
Elaboration of the Management and Control Systems Manual at national level accompanied by a report and a opinion formulated by the Audit Authority or by an independent and certified auditor confirming the compliance of these strategic document with the EEA Financial Mechanism 2009-2014 regulation and generally accepted accounting principles	UNG	Before the approval of the first programme by FMC or at least within 12 months of last signature of MoU
Elaboration of a document containing a detailed description of management and control systems of the Programme Operator accompanied by a report and a opinion by the audit authority or by an independent and certified auditor confirming the compliance with the EEA Financial Mechanism 2009-2014 regulation and generally accepted accounting principles	UNG	Within 6 months from the submission of the first interim financial report

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Analysing and submitting the programme implementation agreement	UNG	Before the sign of programme agreement between UNG and FMC
Reporting the evaluations of programmes carry out to assess actual and/or expected effects at the outcome level	UNG	
Preparation and submission of irregularities reports	UNG	Immediate or within two months of the end of each quarter
Brief description of the "Work Plan" and the system to be put in place for the implementation of the Fund for Bilateral Relations at national level	UNG	Within two months after the signature of the Technical Assistance Agreement

Additionally, in the sequence of a previous request, the UNG shall accompany the audits and on-the-spot verifications promoted by the EFTA Board of Auditors and by the FMC to programmes and projects funded by the financial mechanism.

#### 3.3.2. Programme Operators

The UNG and the Programme Operators should collaborate both to ensure the good implementation and the accomplishment of the objectives of the EEA Financial Mechanism 2009-2014 at programme level.

For this purpose, collaboration shall be manifested through the UNG support to:

- a) the elaboration and submission of the formal proposal programme to FMC;
- b) the definition of legal provisions to be included in the Programme Implementation Agreement and in the project contracts and;
- c) the availability of any kind of information request by the Programme Operators (e.g. guidelines).

The Programme Operators will provide, in terms and dates stipulated in the Programme Agreement Implementation, all the information demand by the UNG, especially on issues concerning with:

- a) reporting and submission of irregularities;
- b) calls for proposals;
- c) fulfilment of the information and publicity requirements;
- d) financial and material progress of the programmes and its projects;
- e) accomplishment of the national and European Union legislation on environment, public procurement and state aid and;
- f) the results of audits, reviews and evaluations carry out and the plans for audits for the next reporting period.

The Programme Operator shall also submit the annual programme report, as describe in Annex 9 of the EEA Financial Mechanism 2009-2014, up to 15 February of each year.

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#### 3.3.3. Certifying Authority

To ensure his permanent task of financial monitoring of the programmes, the UNG shall require from the Financial Institute for Regional Development (IFDR) all the relevant data concerning with the certified interim financial reports, the final programme reports and the justified forecast of likely payments applications, which should be available within the deadlines set by the EEA Financial Mechanism 2009-2014.

#### 3.3.4. Audit Authority

To prepare and submit the annual Strategic Report to FMC, the UNG shall receive from the Inspectorate General of Finance (IGF), within one month before the deadline (March, 31 of each year), the annual control report, issued by de end of previous year, setting out the findings of the audits carried out during the previous 12 month-period ending on 30 June of the year concerned and reporting any shortcomings found in the systems for the management and control of the programme.

The collection of this data is crucial to provide the UNG with the indispensable elements to have:

- a) an overview of any deficiencies and constraints related with the financial and material progress of the programmes and its projects and theirs management and control systems;
- b) to prepare the annual meeting and the Monitoring Committee meetings and;
- c) to supply the EFTA Board of Auditors and the FMC with all necessary assistance to carry out the audits and on-the-spot verifications promoted by these entities.

Regardless the transmission to FMC of the programme audit strategy, of the annual audit reports, of the annual opinion, referred in  $n^{\circ}$  (ii), line e) of article 4.6 of the Regulation, and of the final audit report that support the closure declaration of the programme, the IGF shall also provide these documents to UNG on dates specified in the regulation of EEA Financial Mechanism 2009-2014.

#### 3.4. Implementation of programmes and monitoring

The UNG is responsible for monitoring the programmes funded by the EEA Financial Mechanism 2009-2014.

This essential task will be achieved in a dual perspective that is identified as follow:

- a) Operational and Financial Monitoring;
- b) Material Monitoring.

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#### 3.4.1. Operational and financial monitoring

The operational and financial monitoring take in consideration two levels of data collection:

- a) the first level concerns with the <u>calls for proposals</u> in which the UNG shall achieve the detail results related with the decision making process efficiency (number and amount of the proposals submitted, approved, contracted, cancelled and rescinded);
- b) the second level concerns with the <u>current stage of project/operation</u> in which the UNG shall achieve, in a systematic and detailed form, all the data about the project life cycle (the data related with its objectives, nature of the investment, location, name of the project promoter, final decision date, the beginning and end of material execution, total investment approved, eligible costs, sources of funding, contract date, advance, interim and final payments made).

For this purpose the Programme Operators must send to UNG the data above identified which shall respect the structure contained in Annex 1.

#### 3.4.2. Material monitoring

The material monitoring will be based in sheet indicators built by the Programme Operators and must contain the following critical data: the identification and characterization of the indicator, the target, the calculation formula, the elementary variables, the data collection source and its periodicity (annual, quarterly, monthly), the entity in charge for this and other relevant data needs to assess outputs and outcomes of the programme.

> Despite the need for information to be constantly updated and available, the Programme Operator will provide the information required by the UNG up to 30 days after the end of each quarter.

#### 3.5. Irregularities, reimbursement, report and complaint system

The UNG, as the national entity responsible for the preparation and submission of the irregularities to FMC, shall develop, in collaboration with all entities involved in the control and management system of the EEA Financial Mechanism 2009-2014, a preventing, investigating, reporting, recording, resolution and recovering of funds unduly paid strategy, based on the following procedures and measures:

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Procedure/Mesures	Code	Responsible Entity	Entity addressed	Deadline for Report
Create on the <i>website</i> a reserved place to submit complaints related to the practice of any suspicious transactions that do not comply with the principles of good governance and with the rules of the EEA Financial Mechanism 2009- 2014 and the community and national provisions applicable		UNG	Any person or Entity	NA
Brief analysis and dispatch of complaints submitted through website for adequate verification	A	UNG	Programme Operator	Immediate
Communication of irregularities detected by the certifying authority during the process of certification of expenditure	В	IFDR	UNG	Immediate
Communication of irregularities detected by the audit authority in the sequence of the audits carried out directly or through audit bodies under its supervision	С	IGF	UNG	Immediate
Compilation, analyse and systematization of all irregularities reported by the audit and certifying authorities related with the projects funded by the programme		UNG	NA	NA
Reporting the deficiencies and the measures taken by the Programme Operator to correct and resolve the irregularities detected as a result of the audits and on the spot verifications carried out on projects financed under the respective program (this obligation and its implementation mode will be included in the terms and conditions of the Programme Implementation Agreement)	D	Programme Operator	UNG	Within one month of the end of each quarter
Communication of irregularities to the administrative and judicial authorities for recovering the amounts unduly paid and their legal sanctioning when it is found that the project promoter failed to refund any amount received and failed to fulfill its obligations within the deadline	E	Programme Operator	UNG Administrative and Judicial Authorities	Immediate
Regular reporting of any suspect and actual cases of irregularities discovered during that quarter and which have been subject of a primary administrative or judicial finding	F	UNG	FMC	Within two months of the end of each quarter
Reporting on the progress made in the investigation and remedy of previously reported irregularities	G	UNG	FMC	Within two months of the end of each guarter
Reporting of all suspect and actual cases of irregularities concerned with criminal offence such as corruption, fraud, bribery or embezzlement, with the presence of serious mismanagement affecting the use of the financial contribution from EEA Financial Mechanism 2009-2014 and with the threat to the successful completion of the project	Н	UNG	FMC	Immediate
Construction of a database for recording irregularities which need not to be reported to FMC unless they are required		UNG	FMC	NA

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The definition of a legal provision in contracts celebrated with the project promoters that ensure that they are executed in accordance with international best practices in preventing and fighting the phenomenon of corruption and crimes associated with it	UNG and Programme Operator	Project Promoter	NA
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The flowchart of the procedures identified above is represent in Annex 2.

Despite of all the communications that must comply with the template for irregularities reports predefined on Annex 5 of the Regulation on the implementation of the EEA Financial Mechanism 2009-2014, the UNG shall have the possibility to require additional data necessary to analyse facts such as: extract from the report or information that concludes for the irregularity, evidence supporting the recovery and relief spending in the information system or cancellation of the cases and notification letters to administrative and judicial authorities.

#### 4. Certifying Authority

The carrying out of certification duties for the EEA Financial Mechanism are attributed by IFDR in the scope of its organic law, namely in the terms of line g) of no. 2 of article 3 – Mission and attributions – of Decree-Law no. 125/2012, 20/06/2012.

As provided in Article 4.2 of the Regulation on the Implementation of the EEA Financial Mechanism 2009-2014, hereinafter referred to as the Regulation, the IFDR was appointed as Certifying Authority for the implementation of the EEA FM 2009-2014, as seen in the MoU signed between Portugal and the Donor States on March 30, 2012.

#### 4.1. Organization

The IFDR mission and duties are found defined in Decree-Law no. 125/2012 of 20/06/2012 and its internal organisation is defined in its Statutes published in Order no. 366/2012, of 05/11/2012.

Mission:

To carry out the regional development policies, through the financial coordination of the Community structural funds and of the Cohesion Fund, through the coordination, management and financial monitoring of the ERDF and of the Cohesion Fund, and through the carrying out of payment and control functions of the interventions of these funds.

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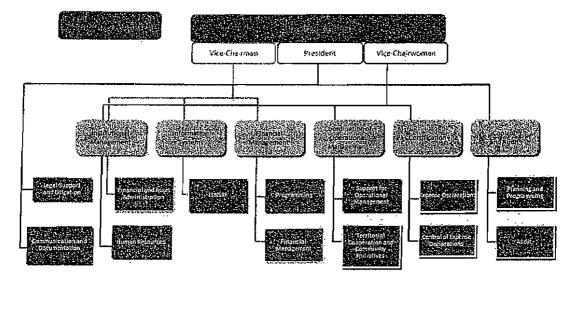
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Tasks:

- a) carry out the global financial coordination of the Community structural funds and of the Cohesion Fund, including the verification of the level of public or equivalent structural expenditures, defined for QCA (community support framework) and for QREN (National Strategic Reference Framework);
- b) ensure the dialogue with the European Commission, the representation in its consultative structures about the ERDF and Cohesion Fund application;
- c) Organize, monitor and evaluate the implementation of the investments financed by EU funds under the cohesion policy of the European Union, in conjunction with the Directorate General for Budget;
- d) carryout the functions of payment authority of the ERDF and the Cohesion Fund, in the scope of QCA III, and the functions of certifying authority and paying entity in the scope of QREN, regarding the same funds, of European territorial cooperation programmes, EEA Financial Mechanism and Community initiatives or other financial instruments which may come to be designated;
- e) carry out functions of second level control authority of ERDF and the Cohesion Fund, in the scope of QCA III and of the control of interventions of these funds in the scope of QREN, of the European territorial cooperation programmes, of Community initiatives or other financial instruments which may come to be designated;
- f) coordinate the participation in European territorial cooperation programmes and ensure its monitoring;
- g) collaborate in the promotion of instruments enhancing resources from the interior associated with the sustainable development of the territory, fitting in the scope of the cohesion policy;
- h) perform the management of programme measures of technical assistance of the ERDF and the Cohesion Fund, in the scope of QCA III and of QREN;
- i) participate in the bodies and structures governing the QREN. Participate in the Interministerial Commission for Community Affairs, in the scope of regional development and structural funds;
- j) promote communication and information about the application of Community structural funds and of the Cohesion Fund;
- k) promote cooperation with other entities in the area of its tasks.

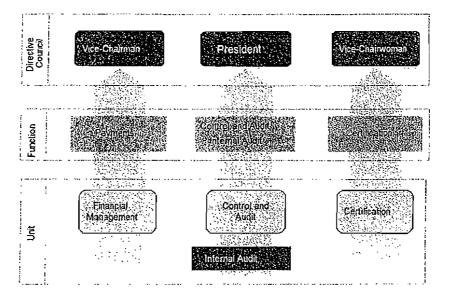
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The decision model, in the IFDR presents the following configuration:



Body Unit Group

The internal organization of IFDR safeguards the principle of separation of functions, according to the good practices of management of structural funds. This way, the control and audit functions, including internal auditing, are dependent upon the President of the Governing Board, the certification is dependent upon one of its Vice-Chairmen and the paying entity on the other Vice-Chairman.

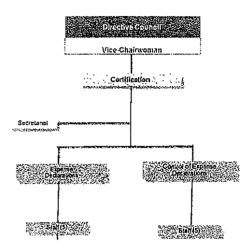


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4.1.1. Certification Unit

In the scope of Certifying Authority functions, it is the Certifying Unit's responsibility, pursuant to article 6 of Order no. 366/2012, namely:

- perform Certifying Authority functions in the scope of QREN regarding ERDF and Cohesion Fund, including the territorial cooperation programmes, EEA Financial Mechanism and Community initiatives for which the IFDR was appointed to as Certifying Authority;
- 2. formulate forecasts concerning financial flows, internal and external, as well as analyse, monitor and maintain updated and systematized the elements concerning these flows.



- 3. carry out the control of applications for payment presented by the Managing Authorities;
- 4. proceed to the financial corrections and ensure the procedures related to reimbursements of the funds granted by ERDF and by the Cohesion Fund and also in the scope of the territorial cooperation programmes and Community initiatives for which the IFDR was appointed to.

The Certification Unit is made up of two groups and is dependent upon the Vice-President.

The Expense Declarations Group (further designated as EDG) is namely responsible for:

- a) elaborating and submitting to the European Commission the forecasts of applications for payment expected, for the financial year in course and for the following year, in accordance with the model found in appendix XVII of Regulation (EC) no. 1828/2006;
- b) analysing, monitoring and maintaining updated and systematized the elements concerning the financial flows;
- c) formally, technically and financially analysing information reported by the Managing Authority in the scope of the request for certification of expenditure;
- d) confirming, for certification purposes, the deduction/ return of irregularities detected in the scope of the Operational Programme to the declared expenditure, as well as the amounts recovered.
- e) submitting and sending to the European Commission the certificate and statement of expenditures and applications for payment, in accordance with the model found in appendix X of Regulation (EC) no. 1828/2006 ;
- f) submitting and sending to the European Commission the statement of expenditures for partial closure, when applicable, in accordance with the model found in appendix XIV of Regulation (EC) 1828/2006;



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- g) maintaining computerised accounting records of expenditures declared to the European Commission;
- h) providing information to external entities about expenditures declared to the European Commission and about the financial flows;
- participating in national and Community control missions that are related to the certification process of expenditures to be carried out along with the Certifying Authority.

The Statement of Expenditure Control Group (SECG) is responsible namely for:

- a) carrying out control actions on the statements of expenditure presented by the Managing Authorities prior to the certification of expenditure to the Europeann Commission;
- b) monitoring the conclusions and recommendations formulated in the scope of the control actions carried out by this Group;
- c) considering, for certification purposes:
  - i) the report, foreseen in article 71 of Regulation (EC) no. 1083/2006 of which are found the evaluation results of the created system and the opinion concerning its conformity with the provision in articles 58 to 62 of the same regulation;
  - ii) the annual control report and the annual opinion about the management and control system submitted to the Audit Authority according to no.1 of line d) sublines i) and ii) of article 62 of the cited regulation;
  - iii) the verifications results carried out by the Managing Authority pursuant to article 60 of Regulation (EC) no. 1083/2006 in conjunction with no 2 of article 13 of Regulation (EC) no. 1828/2006;
  - iv) the results of all the audits made by the Audit Authority or under its responsibility, as well as those carried out by other national and Community entities;
- d) maintaining the accounting of recovered amounts, to be recovered and the withdrawn amounts in the sequence of cancellation, in totality or in part, of the participation in an operation ;
- e) elaborating and sending to the European Commission the annual declaration concerning amounts withdrawn and recovered and pending recoveries, in accordance with the model found in appendix XI of Regulation (EC) no. 1828/2006;
- f) maintaining a register of irregularity cases communicated to the European Commission ;
- g) participating in national and Community control missions that are related to the certification of expenditure process to be carried out with the Certifying Authority, as well as monitoring, always when it is justified, the audit work to be carried out by other entities (ex. Managing Authority, Intermediate Bodies, Beneficiaries);
- h) developing the necessary procedures for acquiring external audit services when justifiable;
- i) performing the quality control of work carried out by the external auditors.

In addition to the above functions, the two Certification Unit Groups will draw up, when necessary, standards and documents of good practices of management, taking into consideration the establishment and dissemination, by the Managing Authority, of procedures concerning specific issues related to the certification of expenditures process.

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MANAGEMENT AND CONTROL SYSTEMS FOR THE EEA FINANCIAL MECHANISM 2009-2014

To carry out functions referred to above, for the group of Operational Programmes, currently, the Certification Unit has a team of 13 elements (one director, two coordinators, nine superior technicians and one administrative technician), of which should be reinforced in more element (one superior technician for SECG) until the end of the current year.

The technicians of the team assigned to the Certification Unit have a wide experience in the area of Community funds (ERDF and Cohesion Fund).

#### 4.2. Main functions

In accordance with the EEA regulation, the Certifying Authority is a national public entity, functionally independent of the Audit Authority and the Programme Operator, designed by the Beneficiary State to certify financial information.

Pursuant to article 4.5 of the Regulation this Authority shall fulfill the following functions:

- a) submitting to the FMC certified interim financial reports and final programme reports;
- b) certifying that the summary of eligible expenditure submitted by the Programme Operator is in full conformity with the supporting documents;
- c) the supporting documents have been examined and found to be authentic, correct and accurate;
- d) the summary of eligible expenditure is based on verifiable accounting which is in compliance with generally accepted accounting principles and methods;
- e) the summary of eligible expenditure falls within eligible expenditure under the Regulation;
- f) the summary of expenditure is incurred as part of the implementation of the Programme in accordance with the programme agreement;
- g) sufficient audit trail exists;
- h) co-financing committed to the programme has been paid;
- i) taking account for certification purposes of the results of all audits carried out by or under the responsibility of the Audit Authority;
- j) maintaining accounting records in computerised form of expenditure declared to the FMC;
- k) Ensuring that amounts recovered and amounts withdrawn following cancellation of all or part of the contribution for a programme or project are reimbursed to the FMC prior to the closure of the programme.

#### 4.3. Institutional relations

#### 4.3.1. Financial Mechanism Office

The Certifying Authority forward to the FMO:

- a) interim financial reports (IFR) and final programme reports;
- b) forecast of likely payments applications;

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Furthermore the Certifying Authority declares any interest earned and reimburse to the FMO the amounts recovered and amounts withdrawn.

FMO shall ensure that the interim financial report received from the Certifying Authority fulfil the disbursement conditions. Interim payments shall be transfer, to the specific bank account, in fixed payment dates.

#### 4.3.2. National Management Unit

The UNG, as a representative of the Beneficiary State in its relation with the FMO, shall updated the Certifying Authority with all relevant information concerning the implementation of EEA Financial Mechanism 2009-2014.

As responsible entity for the preparation and submission of irregularities reports shall inform the Certifying Authority about those reports.

The Certifying Authority shall provide the UNG with all the relevant data concerning with the certified interim financial reports, the final programme reports and the justified forecast of likely payments applications, within the deadlines set by the EEA Financial Mechanism 2009-2014.

#### 4.3.3. Programme Operators

Programme Operators shall forward to Certifying Authority all necessary information:

- a) on the procedures and verifications carried out in relation to expenditure for the purpose of certification;
- b) in relation to financial corrections.

The Programme Operators shall also submit a forecast of likely payment applications and updated the Certifying Authority about all documents relevants to the Programme (Programme Agreement, projects contracts, partnership agreements, detail budget).

Certifying Authority will draw up, when necessary, standards and documents of good practices of management, taking into consideration the establishment and dissemination, by the Programme Promoter, of procedures concerning specific issues related to the certification of expenditures process.

#### 4.3.4. Audit Authority

IGF, as Audit Authority, shall notify the Certifying Authority of the report of description of the management and control, the annual report and opinion as to whether the management and control system functions effectively, and provide a reasonable assurance that statements of actual expenditure incurred presented to FMO are correct and as a consequence reasonable assurance that the underlying

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transactions are legal and regular. The Audit Authority shall also notify the Certifying Authority about all audits carried out by or under his responsibility.

The Certifying Authority shall granted prompt, full and unimpeded access to all information and documents relevant to the audits.

#### 4.4. Expenditure certification

The Certification Unit is elaborating an internal handbook that will describe, in a detailed manner, the procedures and instruments to be adopted in the verifications and validations to be made in the scope of:

- a) Application for payment forecasts;
- b) Monitoring of financial flows;
- c) Requests of certification of expenditures;
- d) Control of statements of expenditures;
- e) Recoveries of sums wrongly paid;
- f) Regularisation of financial corrections;
- g) The results of different national and FMO/EFTA Board of Auditors audits carried out on the programmes
- 4.4.1. Certification and reporting procedure to the FMO

Within the scope of the certification of expenditure process, the Certifying Authority, prior to the presentation of interim financial report to the FMO, will carry out a group of verifications and validations about the statement of expenditure presented to the Programme Operator and information presented by the same, that aims to ensure the legality and regularity of the expenditures of the programme.

During the analysis the Certifying Authority takes into account the description of the management and control system, for the Programme at stake, and the report, emitted by the Audit Authority, of which the results of the evaluation of systems created are found and that it gives an opinion as to its compliance with the provisions in n° 2 and 3 of article 4.8 of the Regulation.

The Certifying Authority will only take action of the request of certification of expenditures if the opinion of the Audit Authority provides sufficient guarantees of the effective functioning of the management and control system implemented by the Programme Operator.

In the event the opinion of the Audit Authority is a negative one, there will not be any follow-up of the certification process related to that Programme.

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The analysis and validation of IFR submitted by the Programme Operator and their submission to FMO will be made in accordance with the circuit and procedures that follow:

- a) According to no. 1 of article 8.3 of the Regulation, the interim financial reports shall be submitted to FMO, three times per year, in fixed reporting periods covering four calendar month every year.
- b) As a rule, the Certifying Authority will issue the certificate and statement of expenditures and application for payment, within a month starting from the date of entrance of the request for certification that satisfies all the necessary conditions for its certification and complies with the models established. The deadline will be interrupted always when clarifications/ additional elements are asked for of the Programme Operator.

## 4.4.2. Measures adopted by Certifying Authority to comply with provision 4.5 of the Regulation

After receiving the request for certification of expenditures submitted by the Programme Operator, through the information system, the Certifying Authority, aiming to ensure the legality and regularity of expenditures, will carry out a group of verifications and validations on the request presented, prior to sending the interim financial report to the FMO.

The analysis will be upon the formal, technical and financial aspects of the auditing results carried out on the programme and aims to verify if the statement of expenditure submitted by the Programme Operator:

- a) are accompanied by all the necessary elements for its analysis and certification and if the information provided by the Programme Operator is coherent;
- b) is exact, results from the reliable accounting systems and is based on verifiable justifiable documents;
- c) the expenditures declared falls within eligible expenditure under the Regulation and are in compliance with the applicable Community and national rules and were incurred in relation to the selected projects for functioning in compliance with administrative and eligibility criteria applicable to the programme;
- d) the declared expenditures were deducted from the irregular expenditures found in the audits made to the management system and to the operations.

For the purpose of submission of that information, the Programme Operator, when sending each IFR to the Certifying Authority should observe the following models that are attached:

Annex 3 - Listing of the costs incurred by the project broken down by budget heading / cost category;

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Annex 4 - Listing of payments made by the Programme Operator to Project Promoters and the off-set mechanism established for advances;

Annex 5 - On-the-spot verifications line e) of nº 1 of article 4.7.of the Regulation;

Annex 6 - Follow-up of the recommendations arising from audits / controls

For this, and as base for the adequate performance of this function, the Certifying Authority takes into account, namely:

- a) the description of the management and control system of each programme and relevant support documentation for the description (e.g. handbooks, *check-lists*, methodology for selection of projects to verify on the spot), having at all times to be guaranteed by the Programme Operator the updating of this description;
- b) the information provided by the Programme Operator when sending the request for certification of expenditures;
- c) the report, foreseen in n° 3 of article 4.8 of the Regulation, which contains the results of the evaluation of systems created and the opinion as to its compliance;
- d) the annual control report and annual opinion about the management and control system emitted by the Audit Authority according to no. 1 of line e), sublines i) and ii) of article 4.6 of the Regulation;
- e) the results of all the audits to the management system and to the operations made by the Audit Authority or under its responsibility, as well as those carried out by FMC;
- f) all the guidelines and provisions set up by the FMC.

The analysis of the statements of expenditure will be made, by technicians of the Certification Unit, with resource to:

- a) the information system of the Programme Operator, where it will be made reconciliations of total certified amounts, as well as consultations about projects, deductions made, amounts recovered, financial corrections, administrative and on-the-spot verifications;
- b) information system of the Audit Authority, where it will be made consultations about the results of all the controls performed to the Programme (e.g. controlled expenditure, financial consequences, error rate, conclusions and recommendations), the follow-up of recommendations and communicated irregularities; and
- c) IDEA software that will allow consolidating the data submitted by the Programme Promoter that makes the request for certification of expenditures with data recorded in its information system. Always when these consolidations are made by sampling, a random sample of projects/expenses will be selected through the IDEA software.

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Taking into account the maintenance of an adequate control trail, it is being developed until the development of the specific handbook, will be used with appropriate adjustments of the Manual of procedures of Certifying Authority-ERDF and Cohesion Fund) an analysis checklist - of which has underlying a group of standardised tests – that focus on formal, technical and financial aspects and of coherency of information provided by the Programme Promoter in the request for certification in analysis and given the previous requests for certification, as well as on the results of all the audits carried out on the operational programme.

Therefore, for each request for certification of expenditures submitted by the Programme Operator, the technicians of the EDG will perform a group of verifications that will focus on formal, technical and financial aspects, to ensure the following 5 objectives:

- if the IFR submitted by the PO is in accordance to the established in the descriptions of the management and control systems of PO, as well as the latest annual implementation report was transmitted by the PO to the FMO (article 5.11 of the Regulation).
- the consistency of the information submitted by the PO under / within the IFR, as well as its consistency with the previous IFR.
- the aggregated information to the project level corresponds to the information extracted from the Information System of the Programme Operator.
- verification on a sample basis of the verifying process undertaken by the Programmme Operator
- confirm that the settlement of financial corrections is evidenced in the IS of the Programme Operator and that the amounts recovered since the last IFR were also deducted. In addition, confirm that the corrections arising from irregularities detected within the framework of an operation resulted in the annulment/cancelling all or part of the public participation in that operation.

The tasks to be developed to fulfil the established goals shall include:

- a) the coherency of information sent by the Programme Promoter in the scope of the request for certification of expenditures, as well as its coherency towards the previous request for certification;
- b) verify if eligible expenditure paid by the beneficiaries (Total Cost), the corresponding public contribution (Public co-financing), the EEA contribution, non-public co-financing, per project, extracted from the information system of the Programme Operator, in the report period, corresponds to the aggregated information per project in IFR;
- c) the confirmation in the system of the Programme Operator of regularization of eventual financial corrections of the amounts recovered from the last certification of expenditures.

This analysis focusing on administrative, financial, technical and physical aspects of the projects that these ensure, namely, that:

- a) the expenditures were carried out within the eligible period;
- b) the expenditures refer to a selected project in with administrative and eligibility criteria applicable to the programme;
- c) the expenditures were not subject to funding by other Community or national regimes in other periods of the programming;
- d) the eligibility rules are complied with;
- e) the co-financed products/ services are supplied;
- f) the justified documents are adequate;
- g) the rules in relation to public procurement are fulfilled;
- h) the rules in relation to state aid were complied with, when applicable.

The analysis to be performed by the technicians of SECG will focus on the results of all audits / controls carried out on the programme to ensure that will be taken into account for the purposes of certification the following 5 objectives:

- a) the results of the assessment of the systems set up and the opinion on their compliance;
- b) the annual report and opinion issued on whether the management and control system functions effectively, so as to provide reasonable assurance that the statements of expenditure incurred presented to the FMO are correct and that the underlying transactions are legal and regular;
- c) the results of all audits carried out to the programme;
- d) the results of controls carried out by the certifying authority on the procedures implemented by the entities involved in the management process, in particular as regards the legality and regularity of the expenditure. Take into account the results of specific actions taken by the certifying authority that have to ensure the effective settlement of shortcomings identified with impact on the expenditure declared;
- e) Ensure that the management and control system implemented by the Programme Operator includes verification procedures pursuant line e) of nº 1 of article 4.7.of the Regulation.

The tasks to be developed to fulfil the established goals shall include:

- a) verifying if the main bodies involved in the management of the programme were audited;
- b) identifying the main conclusions of the audits;
- c) verifying if the main recommendations of the audits done to the programme were implemented by the audited body;

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- d) verifying if any material deficiencies were detected in the management and control systems that put at risk the regularity of the declared expenditure;
- e) identifying the percentage of eligible public expenditure audited;
- f) identifying the error level found in the audits;
- g) identifying the expenditure allocated by irregularities/ anomalies that were not treated in a satisfactory manner;
- h) identifying the irregularities communicated to the FMO;
- i) confirming that the expenditures related to the irregularities detected in the scope of the audits carried out on the programme were deducted in statements of expenditures.

The evidence of the analysis made by the technicians of the Certification Unit will be found in the check-lists.

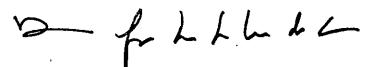
Where necessary, due to the risk identified by the audits to the Programme, and in order to have supplementary guarantees about the legality and regularity of expenditures to be certified to the FMO, the Certification Unit, in the scope of its competences, foresees in the Annual control plan of the Certifying Authority, the performance of audits/controls to the implemented procedures by Programme Promoter to ensure, namely that:

- a) the projects are selected in accordance with the criteria defined and approved in the Programme Agreement and that they are in accordance with the applicable national and Community rules;
- b) the expenditures declared were justified by invoices and receipts or other accounting documents of equivalent probative value and that they occur effectively within the eligibility period established for the project and that the same comply with the applicable national and Community rules, regarding, namely, the eligibility of expenditures, compliance of public procurement rules and publicity, and result from the reliable accounting systems;
- c) an adequate audit trail exists;
- d) the procedures established by the various participants in the internal management and control process are efficient in the prevention, detection and correction of eventual irregularities.

The sample of projects to be selected is intended to confirm the procedures implemented and its verification will be made together with the Management structure of the Programme.

All the instruments, and respective guidelines, to be used in the implementation of control actions prior to certification of expenditures, will be included in the Certification Unit handbook.

Additionally, specific actions may be activated always when, before issuing a certification of expenditure, the Certifying Authority ensures the effective



regularization of insufficiencies previously identified, with impact on the declared expenditures.

After analysis and validation of the IFR presented by the Programme Operator, the Certification Unit sends it to the FMO via DoRIS, notifying, simultaneously, the Programme Operator and the National Management Unit.

Always when from the verification results carried out by the Certifying Authority it is concluded that the request for certification of expenditures does not meet all the necessary conditions for its certification, this request will be subject to return to the Programme Operator. In the event that the identified problems are circumscribed to project or part of expenditures to be certified, the Certifying Authority may opt to proceed with the suspension of certification of expenditures only in this project or in this part of the expenditures.

#### 4.5. Paying authority

The Certifying Authority is also responsible for:

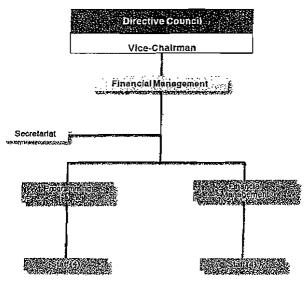
- a) receiving the payments made by the FMC (and making payments to Programme Operators);
- b) submitting to the FMC a forecast of likely payments applications;
- c) declaring to the FMC any interest earned.

Therefore IFDR is responsible for all the financial flows with the FMO. This responsibility includes, namely, the following activities:

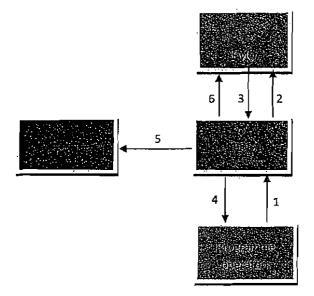
- a) to ensure that the disbursements transferred by FMO services , in fixed payment dates, are correctly credited in a specific bank account held with the Portuguese Treasury and Government Debt Agency (IGCP, IP);
- b) to execute the payments ordered by FMO to the programme operators, within 15 working days from reception of the payment, providing that some conditions are satisfied (ex. regular situation of the beneficiaries towards social security and taxes and that there are no suspension of payments ordered from National or EEA FM Authorities);
- c) shall declare annually to the FMO, till the end of March, any interest earned on the accounts of the Certifying Authority and the Programme Operator.
- d) to reimburse the amounts detected as irregularities to the FMO, within three months of the decision adopted by FMO. Any delay in reimbursement shall give rise to interest on account of late payment, starting on the due date and ending on the date of actual payment (n° 3 of article 12.5 of the Regulation).

These activities are performed by an independent IFDR Unit from the one in charge of expenditure certification that depends of a different member of the Directive

Council (other than the one responsible for the certification) and are supported by a specific internal informatics system which also ensures the maintenance of all the accountings records related with EEA FM 2009-2014.



The following scheme summarizes the circuit of information with the FMO:



Legend:

1 - Programme Operators send their Interim Financial Reports proposals to the IFDR

2 - IFDR submits the payments claim to the FMO to be approved

3 - FMO transfers the disbursements to the account held by IFDR in IGCP

4 - IFDR executes the payments to the programme operators, within 15 working days from reception of the payment and notifies them

5 - IFDR notifies the Focal Point

6 - IFDR notifies the FMO

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#### 4.6. Accounting system

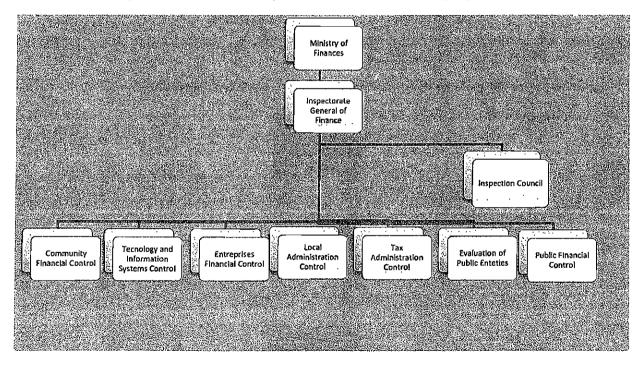
The Certifying Authority shall maintain accounting records in computerised form of expenditure declared to the FMC, per IFR and aggregated data per Programme.

The exchange of data between the Certifying Authority and FMC will process itself through DoRIS -Documentation and Reporting and Information System.

#### 5. Audit Authority

#### 5.1. Organization

The IGF organisation chart is represented in the following figure:



According to the chart, the IGF is included in the Ministry of Finances and Public Administration. The Inspection Council (IC), a consulting body, and seven areas of competences are part of the IGF structure.

The Organic Law of IGF is now established in the Decree Law (DL) No. 96/2012, of 23<sup>rd</sup> of April.

The IGF involvement and action, especially in the area of internal control of the financial administration of the State, is reinforced by Decree-Law no. 166/98, of 25<sup>th</sup> of June, which aims to structure the internal control system of the financial administration of the State, designated by the abbreviation SCI, and attributes to

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the IGF the practice of strategic control, of a horizontal nature, of all the financial administration of the State.

Other applicable legislation:

a) Ordinance n.º 174/2012, of 29<sup>th</sup> of May – Approves the nuclear structure of IGF.

The responsibilities of the Audit Authority are committed to the center of competences of the Community Financial Control (CFC). Despite the IGF being organized according to a matrix structure, in which the auditors are assigned actions according to the strategy and to the annual audit plan, therefore, with a variable composition, we can say that the auditing of structural and other European and similar funds occupies an average of 20 auditors / year (considering an average of 200 days of auditing per person, we would be available in total around 4.000 auditors-days per year), including 1 operational director and 3 heads of team, but excluding top management (The General Inspector and the Deputy General Inspector).

As for the resources allocated to the EEA Financial Mechanism, such as for other programmes, there will be one allocation according to the priorities and to the dynamic result of the risk assessment.

#### 5.2. Main functions

The IGF (Inspectorate General of Finance) is an entity designated to fulfill the duties of the Audit Authority of the European Economic Area Financial Mechanism (EEA Financial Mechanism) defined in Annex A, number 3 of the Memorandum of Understanding on the implementation of the EEA Financial Mechanism (MoU) established between Donor States and Portugal.

According to the "Regulation on the implementation of the European Economic Area Financial Mechanism for 2009-2014", Audit Authority functions are:

- a) To ensure that audits are carried out to verify the effective functioning of the management and control system;
- b) To ensure that at least one audit is carried out of each programme to verify the effective functioning of its management and control system;
- c) To ensure that audits are carried out on projects on the basis of an appropriate sample to verify expenditure declared;
- d) To present to the FMC within nine months of the approval of the programme an audit strategy, the method to be used, the sampling method for audits on projects and the indicative planning of audits to ensure that audits are spread evenly throughout the programming period;
- e) By 31 December each year from 2012 to 2016:



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- i. Submit to the FMC an annual audit report setting out the findings of the audits carried out during the previous 12 month-period ending on 30 June of the year concerned, in accordance with the audit strategy of the programme and reporting any shortcomings found in the systems for the management and control of the programme. The first report to be submitted by 31 December 2012 would cover the period up to 30 June 2012, despite there was not performed control activity on that period. The information concerning the audits carried out after 1 July 2016 shall be included in the final audit report supporting the closure declaration referred to in subparagraph (f);
- ii. Issue an opinion to the FMC, on the basis of the controls and audits that have been carried out under its responsibility, as to whether the management and control system functions effectively, so as to provide a reasonable assurance that statements of actual expenditure incurred presented to the FMC are correct and, as a consequence, reasonable assurance that the underlying transactions are legal and regular;
- f) Submit to the FMC, at the latest by 31 December 2017, a closure declaration assessing the validity of the application for payment of the final balance claimed in the final programme report.

The systems audits will be directly carried out by the Audit Authority (IGF). However, this task may be hired to external auditors. In this case the Audit Authority shall appoint an independent and certified auditor to perform the audits, and shall ensure that the audit work complies with internationally accepted audit standards.

The audits on projects (operations) will be carried out by IGF and by an independent audit structure of IFDR, in this case, under the coordination of Audit Authority (IGF). The division of tasks between the two entities will take in account the availability of the resources. In any case, if necessary, these entities may hire external auditors, in order to solve any gap of own resources. If external auditors will be contracted, the entities that hired shall assure the quality of the work.

The audit structure of IFDR is totally independent of the other functions developed by IFDR, as Certifying Authority and Paying Authority. Also this structure depends of the Head of the Directive Council. This structure has a large know-how on audit operations subjects.

The level of confidence in the management and control systems that result from the systems audits and from the audits of operations is determined by the Audit Authority. So, Audit Authority will determine or approve the parameters to be considered in sampling process.

5.3. Audit procedures to verify the effective functioning of the management and control system regarding the Member State

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The vast number of responsibilities attributed, by community rules, to the Audit Authority determined a significant effort in the sense of establishing a conceptual basis that fits its activity in a sustainable way in the technical and professional plans, having high standards of quality present, supported by the best international practices, as well as the economy, efficiency and effectiveness in the use of available resources.

Of these responsibilities, and without harming the others, it is important to emphasize that under no. 3 of article 4.6 of Regulation on the implementation of the European Economic Area Financial Mechanism, IGF should ensure that the auditing work takes into account the internationally accepted standards, making it necessary to explicitly identify which standards to follow. Consequently and to the applicable extent, the relevant IFAC and INTOSAI standards will be considered.

The audit standards internationally accepted were considered and its application to the particularities of the management and control systems of EEA Financial Mechanism funds will be pondered, as it is referred to in the IGF Audit Manual for the Structural Funds "National Strategic Reference Framework – 2007-2013", timely approved and that is made up of four essential parts:

- The first, that corresponds to the audit process, intends to make explicit the options that the IGF exercised, while Audit Authority, given the demands of the community diplomas;
- The second, concerning the description of instruments and procedures developed by the IGF for the realization of various responsibilities that are attributed to it;
- The third, consubstantiates itself in the availability, in annex, of the working instruments used by the IGF auditors;
- In the fourth and last part, supporting texts and other relevant documents for the application of the manual are found.

#### a) Compliance assessment

The verifications performed for the evaluation of compliance assessment with the regulation on the implementation of EEA Financial Mechanism and generally accepted accounting principles, will be carried out by IGF (or by external auditors under supervision of the IGF) and will be supported in a questionnaire that will be developed for this purpose.

The scope of the compliance assessment audit will comprehend descriptions of the management and control systems of the entities following identified:

Entities	Deadline for executing the compliance assessment
<ul> <li>National Focal Point,</li> <li>Certifying Authority,</li> <li>Any other national entity involved in</li> </ul>	Before Donor approval of the first programme or within 12 months of the MoU signature (29/March/2012).

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MANAGEMENT AND CONTROL SYSTEMS FOR THE EEA FINANCIAL MECHANISM 2009-2014

<ul> <li>the implementation of the EEA</li> <li>Financial Mechanism 2009-2014</li> <li>according to the MoU,</li> <li>Audit Authority functions, including any other entities carrying out audits under its responsibility and,</li> </ul>	
Programme Operators.	within 6 months of the submission of the first interim financial report

This audit, will involve interviewing the relevant heads of departments of the entities involved in the managing and certifying functions and the examination of relevant information.

The report shall assess the proportionality of the management and control systems' requirements in relation to the effectiveness of achieving the objectives of the programmes.

The key data object of verification in the management and control systems concerning the compliance assessment correspond to those identified in the EC guidance note regarding the evaluation of the Structural Funds systems (ref. COCOF 08/0019/00), when applicable, and are, in short, the following:

- i) Definition of the National Focal Point's functions. Verifications on:
   (1)Definition of National Focal Point's functions
   (2)Principle of segregation of functions
- ii) Organization of the National Focal Point. Verifications on:
  (1)The appropriateness of the resources to the functions
  (2)The segregation of the functions
  (3)The definition of the responsibilities of the resources
  (4)The procedures established
- iii) Eligibility rules. Verifications on:
   (1)The procedures established for the compliance of rules of public procurement, state aid, equal opportunities and environment

- iv) Verification of the Programme Operators. Verifications on:
  - (1)The responsibility of conducting verifications
  - (2) The segregation of functions
  - (3) The procedures for conducting verifications
  - (4)The record of selection procedures of operations
  - (5) The procedures for the treatment of systemic errors
- v) Audit trail. Verifications on:
  - (1) The description of the audit trail
  - (2) The accounting system
  - (3) The instructions for the beneficiaries
  - (4)Conformity of the documents

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- (5) The record of retention of documents
- vi) The management of recoveries and the communication of irregularities. Verifications on:
  - (1)The record of debtors
  - (2) The communication of irregularities
- vii)Information system (if exists). Verifications on:
  - (1)Operability
  - (2)Reliability
  - (3)Security
- viii) The Certifying Authority's functions. Verifications on:
  - (1)The definition of responsibilities(2)The segregation of functions
  - (3)The access to information necessary for certification
  - (4)Operational accounting system
  - (5)Management system of debtors

All of these aspects of the management and control systems will be classified into four possible levels, which preliminarily assess the control risk, concluding if the systems:

- Work in an adequate way;
- Work but require adjustments;
- Partially work, they need significant adjustments;
- Essentially they do not work

#### b) Systems audits

After concluded the compliance assessment exercise, conditions will be created to perform tests on the effective functioning of the systems, for the confirmation of preliminary risk assessment. This work will be developed directly by the resources of the IGF (or by external auditors under supervision of the IGF).

Similar to the procedures adopted in the compliance assessment, a specific questionnaire will be developed to support the verifications concerning the auditing of systems that, after it is filled in, allows the re-assessment of control risk and the classification of the management and control system, that should be taken in consideration in the following audits.

In this area, the key elements of the management and control systems to be assessed are the following:

- i) Efficiency, effectiveness and economy of operations. Verifications on:
  - (1)The time spent on the analysis and approval of applications
  - (2)Economical and financial viability of the project
  - (3)Cost analysis presented by the beneficiary
  - (4) Time spent on the analysis and validation of the requests for payment
  - (5)Evaluation of the attainment of the proposed objectives
  - (6)Period of time for the recovery of funds

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- ii) Reliability of information provided. Verifications on:
  - (1) Historical record of operations
  - (2) Supervision of the use of the information systems
  - (3)Guarantee of the coherence and relevance of data introduced into the systems
  - (4)Coherence of accounting records with the data introduced into the systems
- iii) Security of assets and information (if it exists). Verifications on:
  - (1)Profiles of Access to the information systems
  - (2) Contingency plans of data recovery
  - (3)Contingency plans for the physical security of facilities and equipment
- iv) Prevention and detection of fraud and irregularities. Verifications on:
  - (1) Access conditions
  - (2)Control of potential duplication of aid
  - (3) Monitoring and evaluation of projects
  - (4)Performing on the spot checks
  - (5) Accounting of amounts to be recovered
  - (6)Record of communicated irregularities
- v) Regularity and eligibility of operations. Verifications on:
  - (1)Analysis of expenditure made and object of requests for reimbursement
  - (2) Principle of segregation of functions
  - (3) Guarantee of an audit trail
  - (4) Information/ support provided to the beneficiary
  - (5) Verification of the compliance of legal obligations regarding public procurement, environment, equal opportunities, aid and information and publicity
  - (6)Legal quality of the expenditure documents

In the case of the tests on the operation of systems, a quantified evaluation is necessary of the key elements of the management and control systems. For this purpose, sampling procedures are used for the selection of attributes and operations that are subject to control tests. The sampling procedure follows a nonstatistical method, being the dimension and selection of the sample, influenced by subjective factors related to the perception by the auditor of risk factors.

In these circumstances, the auditor should select at least one operation for key control, searching to ensure and justify the characteristics of the population under analysis. The evaluation of the verified deviations is directly done by the results of the sample, not being processed any extrapolation.

The questionnaire used in the systems audits contains some verifications, that are considered essential, concerning public procurement, environmental requirements, equal opportunities, state aid and information systems.

In the event of the significant changes are made in the management and control systems, or in just one of its components, a new audit can be justified throughout the period of the programme.

### 5.4. Audit procedures to verify the effective functioning of the management and control system regarding the Programme Operators

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Taking in account the phases foreseen in the Regulation on the implementation of the European Economic Area Financial Mechanism for 2009-2014, it will be performed verifications in order to issue an opinion about the description of the systems implemented by the Programme Operators (compliance assessment), as well as systems audits oriented to verify the effective functioning of the systems and to obtain a confirmation of preliminary risk assessment.

The work will be similar to the one presented on the point 5.3, for the other entities involved on the management tasks.

#### 5.5. Project audit procedures

As it was said before, the audits on projects (operations) will be carried out by IGF and by an independent audit structure of IFDR, in this case, under the coordination of Audit Authority (IGF). The intervention of external auditors may also be possible.

Audits on operations will be developed according to a specific oriented questionnaire in accordance with the following objects:

- Check if the operation satisfies the selection criteria defined for the operational programme;
- Check if the operation was carried out in accordance with the decision of approval and observes all the applicable conditions concerning its functionality and use or its objectives to be fulfilled;
- Check the existence/ implementation and property of assets/ activities object of funding;
- Check if the declared expenditures by the beneficiaries are in compliance with the community and national standards, including those concerning state aid, publicity, information, competition, awarding of public contracts, equal opportunities and environmental protection;
- Check if public contribution was paid to the beneficiary without any reductions or unjustified delays and respect the limits set in the applicable community and national provisions;
- Check if the national co-funding was in fact made available;
- Check if the declared expenditures correspond to the accounting records and to the supporting documents retained by the beneficiary;

As a result of the foregoing, the work aims to confirm:

• The adequacy, efficiency and impact, to the beneficiaries, of the internal control procedures applied by the intervening authorities in the management and control system;

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- The sufficient organization of the dossier of the project, particularly in the technical-administrative and financial areas;
- The physical and financial implementation of the project in respect of the decision of approval and of the provisions of national and community regulation.

The dimension of the population will not be sufficient to allow a statistical method to select the sample of the projects to be audited. In this case, the sample thus selected should be enough to provide reasonable guarantees as to the reliability of the respective declared expenditures by the beneficiary.

So, will be applied one method oriented to the small populations, but assuring the representativeness of the sample.

### 5.6. Procedures for monitoring the implementation of work of other audit bodies under the responsibility of the audit authority

As described before, the audits on projects will be shared with an independent audit structure of IFDR and it will may be possible to complete the own resources of IGF and IFDR by contracting external auditors. Nevertheless, the Audit Authority should guarantee that all of the audit activity takes into account the international accepted auditing rules and respects the applicable regulation framework.

Thus, in order to fulfill the Audit Authority's responsibilities, the work carried out by other auditors will necessarily be considered, being, however, necessary the assessment, amongst other aspects, of application of established work methods and of the reliability and adequateness of corresponding reports. Therefore, it is important to establish procedures with a view to ensure the work quality carried out, as well as the evaluation of sufficiency, adequateness and reliability of the auditing evidence necessary for the elaboration of the report.

Concerning the use of the work of other auditors and experts, it is important that Audit Authority ensure that:

- a) There exists a sufficient knowledge in the audit domain, that allows to proceed to a duly substantiated assessment of the impact of the work and of the auditors;
- b) Certain requirements are determined, such as those of independence, professional competence and experience needed to carry out the auditing task.

In the case of external auditors, such conditions will be ensured through the corresponding specifications of the invitation to tender for hiring auditors and the application of rigorous criteria in the appraisal of the applications.

In general terms, Audit Auditory will monitor and supervise other auditors should:

- a) Debate the audit procedures applied;
- b) Review the adopted procedures, analyzing the corresponding support documentation;

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c) Perform visits to the auditors, including, when justifiable, follow-ups on the verifications at the location.

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In the context of the report, Audit Authority should develop the following actions:

- a) Examine if the work is of good quality and if the work methods are adapted to the context of the objectives of the auditing task in question;
- b) Assess the audit conditions given the support documentation and the contradictory procedure;
- c) Guarantee that the audit files are maintained in an organized manner by the necessary time.

All the aspects mentioned previously, namely the supervision and monitoring procedures, should be fully documented in the audit file.

## 5.7. Monitoring procedures to follow the implementation of the recommendations and corrections measures issued in audit reports

Now it will be referred the contradictory procedures and moreover processing of reports, of which are found supported, in general terms, in the document "Rules and Good Practices of IGF", although they contain the necessary adaptations.

The contradictory procedure consists of giving prior notice of the opinion, conclusions and provisional recommendations resulting from auditing work carried out, making it possible for the audited entities or targeted towards them, to freely give an opinion, confirm, contest or supply new information and supplementary data that better clarifies the facts described or assumptions in which this procedure is based on or should be based on.

This procedure is prior to the emission of the respective final reports and may be formal or informal. Nevertheless, usually the contradictory is formal. Without formal communication prejudice that results from the legal dispositions, according to what is described in the following paragraphs, it is desirable that during the audit implementation informal contradictory practices are developed. This practice will allow, on the one hand, to approximate the version sent for formal contradictory of the final version of the report to be sent, given that the situations were already examined and debated by the parts; on the other hand, it will allow to reduce to a minimum the time necessary for the written procedure and elevate the security of assertion written in the audit report.

Always when applicable, the reports should mention the type of contradictory procedure made (informal or formal) and the respective results, including, if the situation arises, the absence of response from the audited or targeted entities.

In the event that questions that were presented in the contradictory persist, these should be explained in the reports, with an indication of the respective reasons and invoked foundations, attaching the reports and relevant documents through which the procedure was formalized.

Having sent the final report to the audited entities, these will have a period of 60 days to inform the auditors about the form in which they implement the recommendations / financial corrections. This response will be analyzed.

## 5.8. Description of the procedures for preparation of the annual control report, annual opinion and closure of declaration

Given the Community rules, the Audit Authority, throughout the period of the programme, should issue different reports and opinions, namely:

- a) The annual control report and opinion referred to in no.(i), line e), of article 4.6 of Regulation on the implementation of the EEA Financial Mechanism, to submit to the FMC until 31 December of each year, starting with 2012;
- b) The annual opinion referred to in no.(ii), line e), of article 4.6 of Regulation on the implementation of the EEA Financial Mechanism, to submit to the FMC until 31 December of each year, starting with 2012;
- c) The closure declaration assessing referred to in line f), of article 4.6 of Regulation on the implementation of the EEA Financial Mechanism, to submit to the FMC at the latest by 31 December 2017.

These reports will be submitted to the FMC within the deadlines of the regulation and by the means that they are established – DORIS.

The audit reports constitute the main way to express opinion, transmit conclusions of the audit and make the corresponding recommendations, assuming therefore the most visible face of all the work developed.

The reports provide their recipients and users a perception of quality and technical rigor adopted in the execution of audit procedures, as well as the objectivity, impartiality and independence of the auditor in the analysis and interpretation of the audit evidence gathered. In this way, the audit report constitutes a fundamental element of the auditing process, in the way that from it largely depends the efficiency, utility and impact of all the work carried out.

In addition, the audit report is an instrument in which the recipients / users support their decisions made, by which its utility is related to its capacity to transmit useful information on time.

Given what was said, the reports should be carefully elaborated so that they are clear, conclusive and opportune, to provide the recipients in a fast and objective way the relevant elements to support decisions. For this purpose it is fundamental that its content be duly supported in work documentation obtained, sufficient and adequate, and that the corresponding conclusions and recommendations be carefully written and sent.

The extension of the reports depends on the specific circumstances of each work, namely of the corresponding objectives, scope and nature. Therefore, the work team evaluates the evidence collected and identifies and describes all the relevant

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aspects with the necessary detail so that the audited or targeted entities may interpret in an adequate manner all the facts described.

The general principles to be observed during the report stage are found defined in the "Rules and Good Practices of IGF" document for the elaboration of the Control Actions Reports of the IGF. This document constitutes the technical basis and the methodological support of the elaboration of the report that is why, in the present section, only a brief reference will be made to its main aspects.

The structure, organization and content of the report depend on the objectives, circumstances and approach of the audit regarding each specific case. However, it is fundamental that the reports include reference about:

- Methodology used, that is, a reference to the technical support of work carried out (ex. audit handbook, international standards of auditing and description of main procedures developed);
- Effective opinion about the information that is being analyzed, and not only a mere description of conclusions and recommendations (Ex. In the case of auditing management and control systems, it is necessary to give an opinion about the reliability of the system).

The projects of report should be emitted on time taking into account all the auditing evidence considered appropriate and sufficient, in order to minimize the effect of eventual significant modifications that result from the contradictory procedure, that is, the contradictory version sent should be as close as possible to the final version of the document.

Considering the importance of the audit opinion, in addition to what has been described previously, it is important to refer to the following auditing standards:

- a) IFAC (International Federation of Accountants) auditing standards:
  - 700 The Independent Auditor's Report on General Purpose Financial Reports
  - 701 Modifications to the Independent Auditor Report
  - 800 The Auditor Report about Special Purpose Auditing Engagements
- b) Guidelines of application of the INTOSAI auditing standards:
  - a) 31 Elaboration of reports.

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#### 5.9. Procedures that assure an adequate audit trail

In order to maintain a full audit trail of the work performed, Audit Authority should keep records including information on planning, documents obtained, working papers, checklists used, initial contradictory procedures, etc.

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#### 6. Fund For Bilateral Relations at national level

In compliance with the Regulation on implementation of the EEA Financial Mechanism 2009-2014, the UNG shall ensure the management of the Fund for Bilateral Relations at national level, therefore the procedures related with the description of the implementation system (e.g. payment procedures, reimbursement of costs, contractual arrangements, justification of expenditures and the project approval model) will be identified in the *Work Plan*.

) National Focal Point / UNG Certifying Authority Audit Authorit (José Maria Leite Martins) (Madalena Callé Lucas) (José Santos Soeiro) ( Ana Seiras) ANSA' SAME TA LÉPIA. JOSÉ MARIA LEHE MANA

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#### ANNEXS

- Annex 1 Collection of Data About Calls / Proposals Periods Collection of Detailed Data Calls/Operations
- Annex 2
- Irregularity's Flowchart
- Annex 3 Listing of the costs incurred by the project broken down by budget heading / cost category
- Annex 4 Listing of payments made by the Programme Operator to Project Promoters and the off-set mechanism established for advances
- Annex 5 On-the-spot verifications line e) of nº 1 of article 4.7.of the Regulation
- Annex 6 Follow-up of the recommendations arising from audits / controls

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### ANNEX 1

### Ficheiro 1 / Sheet 1 -

#### Recolha de informação sobre "concursos/períodos de candidatura / Collection of data about "calls/proposals periods"

- Data de publicação de concurso/Publication date of the call
- Estado do Concurso (Aberto; Encerrado)/Call status (Open/Closed);
- Data de Abertura/Opening Call Date;
- Data de Encerramento/Closing Call Date;
- Montante do Fundo a concurso/Amount of the Grant to Call;
- Data prevista de decisão/ Expected date of decision;
- Data efetiva de decisão/Effective date of decision;
- Data de publicação de alteração do concurso (caso aplicável) / Publication Date of modification of the call (*if applicable*);
- Alteração da data de encerramento do concurso/Modification of Closing date of the call;
- Alteração de fundo a concurso/Modification of the Grant of the Call;
- Alteração da data prevista de decisão/Modification of the expected date of decision;
- Nº de candidaturas apresentadas/ Nr of application submitted ;
- Nº de candidaturas em análise/Nr of applications under examination;
- Nº de candidaturas admitidas/ Nr of applications accepted;
- Custo Total das candidaturas admitidas/Total Cost of applications accepted;
- Custo total das candidaturas não admitidas/ Total Cost of applications not accepted;
- Nº Candidaturas em análise de mérito/Nr applications under merit examination;
- Custo Total de candidaturas em análise de mérito/ Total Cost of applications under merit examination;
- Nº de Candidaturas aprovadas/Nr of applications approved;
- Custo Total de Candidaturas aprovadas/Total Cost of applications approved;
- Custo Elegível de Candidaturas aprovadas/Eligible Cost of applications approved;
- Despesa Publica nas Candidaturas aprovadas/Public Expenditure of applications approved;
- Despesa Privada nas Candidaturas Aprovadas/Private Expensive of applications approved;
- Montante EEA Grants nas Candidaturas aprovadas/ Total Grant of applications approved;
- Nº de Candidaturas não aprovadas/ Nr of applications not approved;
- Custo total de Candidaturas não aprovadas/Total Cost of applications not approved;
- Nº de Candidaturas desistidas (desistências comunicadas ao PO antes da conclusão do processo de aprovação) / Number of Applications folded;
- Custo Total das candidaturas desistidas/ Total Cost of Applications folded;
- Nº de candidaturas anuladas (são aquelas que por iniciativa do beneficiários) /Nr of Applications canceled;
- Custo Total das Candidaturas anuladas/ Total Cost of applications cancelled;
- Nº de Contratos/Nr of contracts;
- Custo Elegível dos contratos/Eligible Cost of contracts;
- Montante EEA Grants dos Contratos/Total Grants of Contracts;

#### Ficheiro 2 / Sheet 2

#### Recolha de informação detalhada sobre "candidaturas/operações"

#### Collection of detailed data "calls/operations"

- NIF do Beneficiário/ Tax Identification Nr of the Beneficiary;
- Designação do Beneficiário/Designation of the Beneficiary;
- Tipologia do Beneficiário/Type of beneficiary;
- Estado (Admitida; Não admitia; Aprovada; Não aprovada; Desistida; Anulada; Rescindida; Concluída)/Status (Admitted, Not Admitted; Approved, Not Approved, Folded, Cancelled, Terminated; Completed);
- Data da 1ª deliberação do OP/Date of the 1st Deliberation from PO;
- Data da 1<sup>a</sup> comunicação de decisão ao beneficiário/Date of the 1<sup>st</sup> communication of the decision to the beneficiary;
- Data de decisão final/Date of final decision;
- Data prevista de início da operação/ Expected start date of operation;
- Data prevista de fim da operação/Expected date of completion of the operation;
- Investimento total aprovado/Total investment approved;
- Custo Total Elegível/Total Eligible Cost;
- Despesa Pública aprovada/Public Expenditure approved;
- Montante EEA Grants aprovado/Amount EEA Grants approved;
- Contrapartida Publica nacional total aprovada/Total of National Public Counterpart Approved;
- OE aprovado/State Badget approved;
- OAL aprovado/ Local Municipality budget approved;
- ORA aprovado/Autonomous regions budget approved ;
- OEP aprovado/Public companies budget approved;
- Outras Fontes Aprovadas/Other sources budget approved;
- Financiamento Privado aprovado/Private financing approved;
- Investimento não elegível previsto/Non eligible investment expected;
- Data de assinaturas do contrato/Date of contract signature;
- Custo Total Elegível validado/Total eligible cost validated;
- Despesa Publica validada/Public Expenditure validated;
- Despesa Privada validada/Private expenditure validated;
- Montante EEA Grants Validado/EEA Grants Amount validated;
- Adiantamentos a certificar montante EEA Grants/Advances to ensure EEA Grants Amount;
- Adiantamentos a certificar montante contrapartida nacional / Advances to ensure – National Public Counterpart Amount;
- Contrapartida pública nacional total executada/Total National Public Counterpart executed;
- OE executado/Stated Budget executed;
- OAL executado/Local Municipality Budget executed;
- ORA executado/Autonomous regions budget executed;
- OEP executado/Public companies budget executed;
- Outras Fontes executadas/Other sources budget executed;
- Despesa Privada executada/ Private Expenditure executed;
- Investimento não elegível apresentado/Non eligible investment submitted;
- Adiantamentos não certificáveis/Non insurable advances;
- Data efetiva de início da realização/Effective date of start implementation;
- Data efetiva de conclusão/Effective date of conclusion;

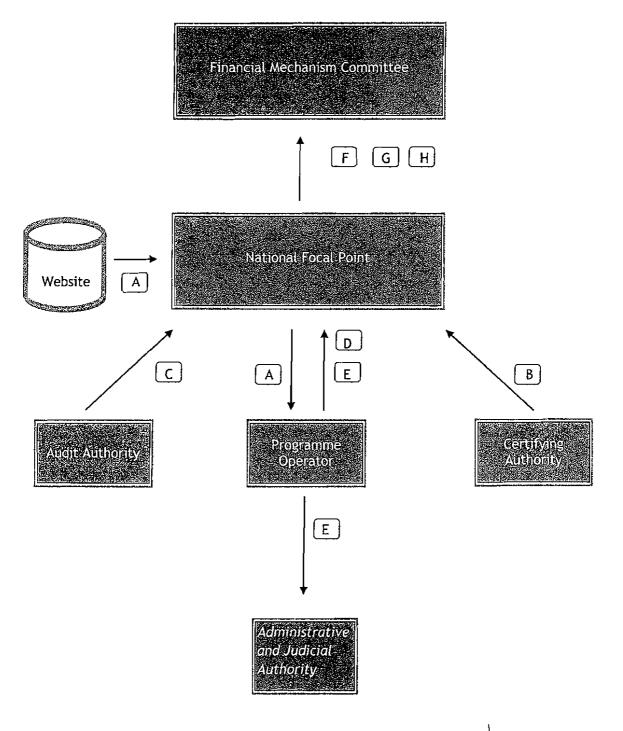


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## ANNEX 2

## Irregularity's Flowchart



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## ANNEX 3

#### PROGRAMME (name) Costs incurred by the project broken down by budget heading / cost category; Eligible expenditure certified : (date) Programme Management

Cost category	Appro	oved	Tota	IFR	Aclua	II IFR	
	Totał cost	EEA	Total cost	EEA	Total cost	EEA	% administrative verifications
				<u> </u>			·
				<u> </u>			
							······
Total	0,00	0,00	0,00	0,00	0,00	0,00	

## Project 1 (Name)

Cost category	Аррго	ved	Total	IFR	Actua	IIFR		
	Total cost	EEA	Total cost	EEA	Total cost	EEA	<ul> <li>% administrative verifications</li> </ul>	
Total	0,00	0,00	0,00	0,00	0,00	0,00		

Project 2 (Name)

	Appro	ved	Total	IFR	Actua	IIFR	
Cost category	Total cost	EEA	Total cost	EEA	Total cost	EEA	% administrative verifications
	-						
			· · · ·				
			-		-		
Total	0,00	0,00	0,00	0,00	0,00	0,00	

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## Funds for bilateral relations

Cost category	Appro	ved	Total	IFR	Actua	ifr	% administrative	
	Total cost	EEA	Total cost	EEA	Total cost	EEA	verifications	
							_	
Total	0,00	0,00	0,00	0,00	0,00	0,00		

## **Complementary action**

	Appro	ved	Total	IFR	Actua	al IFR	
Cost category	Total cost	EEA	Total cost	EEA	Total cost	EEA	% administrative verifications
· · · · · · · · · · · · · · · · · · ·							
Total	0,00	0,00	0,00	0,00	0,00	0,00	

### Total

Cost catogory	Аррго	ved	Total	IFR	Actual IFR		
Cost category	Total cost	EEA	Total cost	EEA	Total cost	EEA	
Total	0,00	0,00	0,00	0,00	0,00	0,00	

## ANNEX 4

Listing of payments made by the Programme Operator to Project Promoters and the off-set mechanism established for advances

		 		Da	ite of payn	nents				Off-set n	nechanism
Projects	Desembolsos	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	TOTAL		Modality	Deductions/ off set
	Advance										
Project 1	Reimbursement	<u> </u>		L	ļ						
	Total				L						
	Advance	<u> </u>				<u> </u>					
Project 2	Reimbursement		<u> </u>	<u> </u>	<u> </u>	<u> </u>					
	Total										
	Advance	<u> </u>		[ 	<u> </u>	<u> </u>					
Project n	Reimbursement					 	 				
	Total	<u> </u>			L		<u> </u>				
	Advance	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>					
Funds for bilateral relations	Reimbursement	<b></b>		<u> </u>	ļ	 	ļ				<b></b>
	Total	<u></u>		ļ	[	ļ					<u> </u>
	Advance				·		ļ				
omplemantary action	Reimbursement			<u> </u>	<u> </u>	ļ					
	Total		ļ	<u> </u>	<u> </u>	<u> </u>	ļ				_ <del></del>
	Advance	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u></u>				
- F	Reimbursement	<u>:</u>				<u> </u>					_
	Total			1							

ANNEX 5

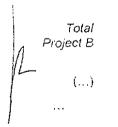
PROGRAMME (name)

On-the spot verifications - line e) of n.º 1 of article 4.7. of the Regulation Eligible expenditure certified: (*date*)

-inglate cirpertation of continent (carle)		5
	Eligible execution Eligible Execution Irregular expenditure/anomalies. (total to date of verification) Controlled on site (b)	
Anne of Anne Stewartheadors herdendes		
	antina setter adoptiones distributes establication and a setter adoption and a setter adoption adoption and a s A setter setter setter adoption of the setter adoption adoption adoption adoption adoption adoption adoption ado	



Totai Project B



Total Programme FLLLL

### **ANNEX** 6

### PROGRAMME (name) Follow-up of Recommendations resulting from audits / controls Eligible expenditure certified : (date)

Auch	Summersy	(Rej		Mella Soutenetcore	Amount of it (Outer Totali כומומוס	encial contex (capiteve)) (capiteve)) (capite date (capite)		Realized Solution of A	commendations Infolmentation of the	Spin-o
			0 (f) (f)		segundus.				necommendentine (D	Street real

[PTO7 – EEA FM] Contrato Programa

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Anexo 4

## Estrutura de Gestão do

## Programa PT07

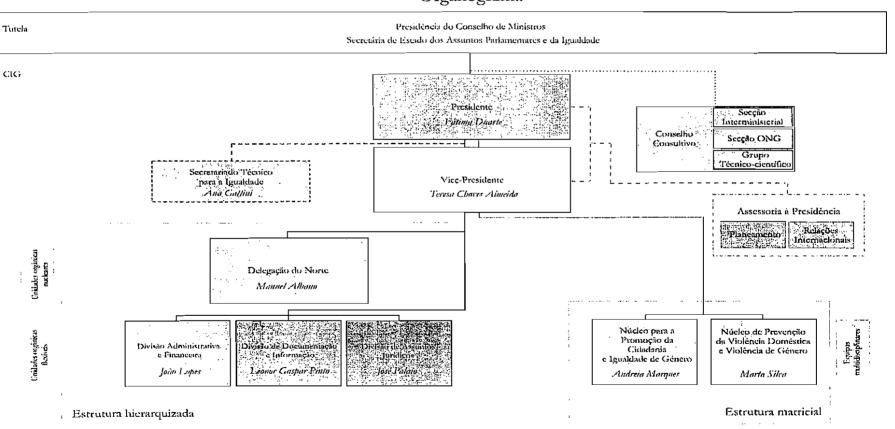
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## Anexo 4

## Estrutura de Gestão do programa

## Organograma do Operador de Programa:



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Comissão para a Cidadania e Igualdade de Género

Organograma

## **Contactos:**

Contactos	:					
	·					
NOME	CARGO	FUNÇÃO NO PROGRAMA	TELEFONE	E-MAIL		
Manuel Barroso	Assessoria Técnica à Direção	Diretor de Programa	( +351) 217983000	manuel.barroso@cig.gov.pt		
Joana Marteleira	Técnica Superior	Diretor de Programa (substituta)	( +351) 217983000	joana.marteleira@cig.gov.pt		
José Palaio	Responsável pela Divisão de Assuntos Jurídicos-DAJ	Pessoa responsável pelos assuntos jurídicos	(+351) 217983000	j.palaio@cig.gov.pt		
Joana Marteleira	Técnica Superior	Pessoa responsável pelos assuntos técnicos	( +351) 217983000	joana.marteleira@cig.gov.pt		
João Lopes	Responsável pela Divisão Administrativa e Financeira-DAF	Pessoa responsável pelos assuntos financeiros	( +351) 217983000	joao.lopes@cig.gov.pt		
Fernanda Santos	Técnica Superior da Divisão de Documentação e Informação-DDI	Pessoa responsável pelos assuntos de comunicação	( +351) 217983000	fernanda.santos@cig.gov.pt		

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## Anexo 5

# Compromissos financeiros Programa PT07

Franke 29729

Nível do Quadro Europeu Comum de Referência (QECR)

	Compreensão				Conversação				Escrita	
	Compreensão oml		Leitura		Interação oral		Produção oml			
Inglês Espanhol Francês		Muito Boa Muito Boa Boa	C2 C2 C1	Muito Boa Muito Boa Boa	C2 C2 Cl	Muito Boa Muito Boa Boa	C2 C2 CI	Muito Boa Muito Boa Boa	C2 C2 CI	Muito Boa Muito Boa Boa

#### Outras aptidões e competências

Comentário económico semanal no canal Económico TV;

Contribuição em iniciativas de responsabilidade civica. Membro da organização da iniciativa «Novo Portugal - as opções de uma geração» — SEDES, ANJE e Fundação Calouste Gulbenkian, da equipa de coordenação da movimento Portugal 2020 (Instituto Francisco Sá Carneiro) e do movimento "Mais Sociedade";

Membro da Direção da Associação de Antigos Alunos do INSEAD em Portugal:

Participação na edição portuguesa de "Conquistar o Futuro da Europa" livro publicado cm 2005, sob o patrocínio da McKinsey & Company e da Fundação Manuel Violante, sobre os desafios de desenvolvimento atualmente enfrentados pela Europa; Participação no livro "Ideias Perigosas para Portugal", um livro de

ensaios acerca de novas ideias para um melhor futuro para Portugal.

#### Curriculum Vitae

Ana Cristina de Sousa Leal Data de Naseimento:

24 de março de 1960

#### Habilitações literárias:

Licenciatura em Economia pela Universidade Católica Portuguesa (1977 - 1982)

Ana Cristina de Sousa Leal foi Diretora do Departamento de Estudos Económicos do Banco de Portugal desde 2005 até 2013. A sua carreira foi desenvolvida nesta Instituição, onde ingressou cm 1983 no Departamento de Estatística e Estudos Económicos, Ocupou várias funções nesse Departamento tendo trabalhado, em particular, em questões relacionadas com a política monetária e a estabilidade financeira: desde o processo de liberalização financeira da economia Portuguesa, passando pelos preparativos para a condução da política monetária na área do euro e ineluindo a elaboração dos relatórios de estabilidade financeira.

No âmbito do Programa de Assistência Económica e Financeira, participou nas discussões sobre o sistema baneario, tendo responsabitidade na conceção e análise dos planos de financiamento e capital e dos exercícios de stress test, bem como na aferição das condições de financiamento da cconomia.

No desempenho das suas funções no Banco de Portugal foi até 2013 membro dos Comités de Política Monetária e de Estabilidade Financeira do Sistema Europeu de Bancos Centrais e do Comité Técnico Consultivo do Conselho Europeu do Risco Sistémico.

#### Carreira profissional:

Nomeada Vogal da Administração da Caixa Geral de Depósitos em 8 de julho de 2013;

Banco de Portugal (desde 1983):

2005 - 2013: Diretora do Departamento de Estudos Económicos; 1997 - 2005: Diretora Adjunta do Departamento de Estudos Económicos;

1994 - 1997: Diretora Adjunta do Departamento de Estatística e Estudos Económicos;

1989 - 1994: Coordenadora da Área de Política Monetária - Departamento de Estatística e Estudos Económieos;

1987 — 1989: Coordenadora do Núcleo de Política Monetária — Departamento de Estatística e Estudos Económieos;

1983 - 1987: Assistente Téenica - Departamento de Estatística e Estudos Económicos.

#### Universidade Católica Portuguesa (1982-1983)

1982 --- 1983: Assistente das cadeiras de Economia da Energia e Economia do Bem-Estar, sob regência do Professor Doutor António Borges.

Sociedade Financeira Portuguesa (1982-1983)

1982 - 1983: Assistente Técnica - Departamento de Partícipações, Estudos e Projetos

#### Representação internacional:

Desde 2011: Comité Técnico-Consultivo -- Conselho Europeu do Risco Sistémico;

Desde 2011: Comité de Estabilidade Financeira - Sistema Europeu de Bancos Centrais;

Desde 2005: Comité de Diretores de Investigação Económica - Sístema Europeu de Bancos Centrais;

Desde 1998: Comité de Politica Monetária — Sistema Europeu de Bancos Centrais; Desde 2005: BIS/WP de Política Monetaria na América Latina —

Banco de Pagamentos Internacionais; 1994 — 1998: Subcomité de Política Monctária — Instituto Mone-

tario Europcu;

- 1994: Subcomité de Política Monetária -- Comité de Go-1992 -

vemadores; 1990 — 2002: OCDE — Organização para a Cooperação c Desenvolvimento Econômico - Exames da Econômia Portuguesa,

#### Outros:

2009: Coeditora do livro "A Economia Portuguesa no Contexto da Integração Económica, Financeira e Monetária".

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#### Gabinetes da Secretária de Estado dos Assuntos Parlamentares e da Igualdade

e do Secretário de Estado Adjunto e do Orçamento

#### Portaria n.º 644/2013

Considerando que, com o objetivo de apoiar a estratégia de redução das disparidades sociais e económicas do Espaço Económico Europeu, foi estabelecido o Acordo sobre o Espaço Ecouómico Europeu (Agreement on the European Economic Area), no âmbito do qual os Estados EFTA --- Islandia, Liechtenstein e Noruega --- contribuem financeiramente para o progresso social e económico de estados da União Europeia e do Espaço Económico Europeu.

Considerando que, em 28 de março de 2012, foi celebrado um Mcmorando de Entendimento entre Portugal e os Estados EFTA, para a implementação do Mecanismo Financeiro do Espaço Económico Europeu no horizonte temporal 2009-2014, doravante abreviadamente designado por MFEEE (ou EEA Grant) 2009-2014, para a utilização de fundos disponíveis em projetos em sectores como a proteção e gestão ambiental, alterações climáticas e energias renováveis, sociedade eivil, desenvolvimento social e humano, igualdade de género, saúde e proteção da herança cultural.

Considerando que a área programática «Integração da Igualdade de Género e Promoção do Equilíbrio entre o Trabalho e a Vida Privada» do Memorando, que tem por objetivo a promoção da igualdade de género c do equilibrio entre o trabalho e a vida privada, enquadra-se nas atribuições da Comissão para a Cidadania e a Igualdade de Género (CIG), enquanto serviço da administração direta do Estado que tem por missão garantir a execução das políticas públicas no âmbito da cidadanía e da promoção e defesa da igualdade de genero.

Considerando que, no âmbito da execução e coordenação das medidas constantes do IV Plano Nacional para a Igualdade, Género, Cidadania e não Discriminação, 2011-2013 (IV PNI), cujas áreas 01 e 02 se inter-

-relacionam com os objetivos da área programática referida, a CIG formalizou uma candidatura a este programa (projeto PT07 -- Mainstreaming Gender Equality and Promoting WorkILife Balance).

Considerando que este projeto será desenvolvido de acordo com o instrumento de políticas públicas da área (IV PNI), visando a integração da perspetiva da igualdade de género nas políticas e práticas, uma maior consciencialização e promoção da investigação sobre questões de género, a partilha de boas práticas de igualdade, bem como a promoção da articulação da atividade profissional com a vida familiar e pessoal.

Considerando que a candidatura formalizada em 21 de novembro de 2012, e aprovada em 12 de abril de 2013, estabelcee uma calendarização que constitui uma obrigação de cfetuar pagamentos em mais do que um ano económico.

Considerando ainda que a assunção de compromissos plurianuais está sujeita a autorização prévia por decisão conjunta dos membros do Governo responsáveis pela área das finanças e da tutela, nos termos conjugados da alínea a) do n.º 1 do artigo 6.º da Lei n.º 8/2012, de 21 de fevereiro, com o n.º 1 do artigo 11.º do Decreto-Lei n.º 127/2012, de 21 de junho.

Nestes termos, em conformidade com o disposto no n.º 1 do artigo 22.º do Decreto-Lei n.º 197/99, de 8 de junho, conjugado com o disposto no artigo 25.º do Decreto-Lei n.º 155/92, de 28 de julho, e no âmbito das competências delegadas, manda o Governo, pela Secretária de Estado dos Assuntos Parlamentares e da Igualdade e pelo Secretário de Estado Adjunto e do Orçamento, o seguinte:

1.º Fica a Comissão para a Cidadania e a Igualdade de Género autorizada a despender a importância de E 2 941 176,00 no âmbito do projeto PT07 -- Mainstreaming Gender Equality and Promoting WorkILife Balance.

2.º Os encargos orçamentais resultantes do projeto PT07 --- Mainstreaming Gender Equality and Promoting WorklLife Balance não poderão exceder, em cada ano ceonómico, as seguintes importâncias:

a) Ano de 2013 — € 492 373,00; b) Ano dc 2014 — € 781 954,00; c) Ano de 2015 --- € 796 660,00; d) Ano de 2016 — € 796 660,00; e) Ano de 2017 — € 73 529,00.

3.º Os encargos orçamentais relativos ao ano económico de 2013 encontram-se assegurados pela correspondente inserição no orçamento de investimento da CIG, nas fontes de financiamento 157--RG afetas a projetos cofinanciados -- Outros c 280 -- Outros.

4.º Os encargos orçamentais relativos aos anos cconómicos de 2014 a 2017 serão satisfeitos por adequadas verbas a inscrever no orçamento de investimento da CIG.

5.º A importância fixada para cada ano econômico será acrescida do saldo apurado nos anos económieos anteriores.

6.º A presente portaria entra em vigor no dia seguinte ao da sua publicação.

18 de julho de 2013. - A Secretária de Estado dos Assuntos Parlamentares e da Igualdade, Teresa Morais. -- O Secretário de Estado Adjunto e do Orçamento, Hélder Manuel Gomes dos Reis

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## MINISTÉRIO DAS FINANÇAS

#### Serviços Sociais da Administração Pública

#### Aviso n.º 12080/2013

#### Procedimento para recrutamento por mobilidade relativo ao aviso n.º 8430/2013, publicado no DR, 2.º série, n.º 126, de 3de julho -(um) assistente operacional/telefonista (Código da oferta BEP OE201307/0125).

Nos termos e para os efeitos do disposto no artigo 112.º do Código do Procedimento Administrativo, por meu despacho de 17/9/2013 determinei a extinção do procedimento concursal referido com fundamento na sua impossibilidade superveniente, porquanto o posto de trabalho concursado deixou de existir no mapa de pessoal para 2014

18 de setembro de 2013. - O Presidente, Humberto Meirinhos. 207263298

#### **MINISTÉRIOS DAS FINANÇAS** E DA ADMINISTRAÇÃO INTÉRNA

#### Gabinetes dos Secretários de Estado Adjunto e do Orcamento e Adjunto do Ministro da Administração Interna

#### Portaria n.º 645/2013

O número único europeu de emergência - 112 --- constitui um serviço essencial que cabe ao Estado Português assegurar, não apenas pelas essenciar que caoe ao Estado Portugues assegurar, não apenas pelas responsabilidades que lhe são increntes, mas igualmente por força da Diretiva n.º 2002/22/CE, do Parlamento e do Conselho, de 7 de março, e da Lei n.º 5/2004, de 10 de fevereiro, com as alterações introduzidas pelo Decreto-Lei n.º 176/2007, de 8 de maio, pela Lei n.º 35/2008, de 28 de julho, pelo Decreto-Lei n.º 258/2009, de 25 de setembro, pela Lei n.º 46/2011, de 24 de junho, pelo Decreto-Lei n.º 51/2011, de 24 de junho pelo Decreto-Lei n.º 258/2009, de 25 de setembro, pela Lei n.º 46/2011, de 24 de junho pelo Decreto-Lei n.º 258/2009, de 25 de setembro, pela Lei n.º 46/2011, de 24 de junho pelo Decreto-Lei n.º 51/2011, n.º 46/2011, de 24 de junho, pela Lei n.º 51/2011, de 13 de setembro, pela Lei n.º 10/2013, de 28 de janeiro e pela Lci n.º 42/2013, de 3 de julho, que aprova a Lci das Comunicações Eletrónicas. Estes diplomas consagram o direito de acesso gratuito ao número único de cmergência europeu - 112 - aos utilizadores finais de serviços (elefónicos acessíveis ao público.

O serviço 112 é um serviço básico de emergência para os cidadãos que não pode falhar e de cujo funcionamento dependem, como é público e notorio, vidas humanas e a salvaguarda de outros bens coletivos e comunitários como é o caso da saúde, da proteção civil e da segurança de pessoas e bens.

O 112 e pois um serviço público essencial, em que a relação de confiança dos cidadãos na sua eficácia não pode ser posta em causa, constituindo o mais relevante interface — é número único curopeu — entre os eidadãos e os serviços de emergêneia médica, as forças de segurança e a proteção civil e outras que em diferentes ocasiões têm de intervir. Nestes termos e em conformidade com o disposto no artigo 22.º do

Decreto-Lei n.º 197/99, de 8 de junho, mantido em vigor pela alinea f) do n.º 1 do artigo 14.º do Decreto-Lei n.º 18/2008, de 29 de janeiro, que aprovou o Código dos Contratos Públicos:

Manda o Governo, pelos Ministros de Estado e das Finanças e da Administração Interna, o seguinte:

- É autorizada a Direção-Geral de Infraestruturas e Equipamentos a eelebrar um contrato de aquisição de serviços com vista à manutenção do sistema de suporte ao serviço respeitante ao Centro Operacional Sul do número nacional de emergência 112.pt até ao montante global de  $\in$  589 239,70, a que acresce o IVA nos termos legais.

2 - O encargo orçamental resultante da execução do presente diploma não poderá, em cada ano económico, exceder as seguintes importâncias:

2013 —  $\notin$  202 027,41, a que acresee o IVA nos termos legais; 2014 —  $\notin$  387 212,29, a que acresee o IVA nos termos legais.

3 - A importância fixada para o ano cconómico de 2014 poderá ser

acrescida do saldo apurado no ano anterior. 4 — Os encargos resultantes deste diploma serão satisfeitos por verbas adequadas do Orçamento da Direção-Geral de Infraestruturas e Equipamentos, inscritas ou a inscrever pelos respetivos montantes.

30 de agosto de 2013. - O Secretário de Estado Adjunto e do Orcamento, Hélder Manuel Gomes dos Reis. -- O Sccretário de Estado Adjunto do Ministro da Administração Interna, Fernando Manuel de Almeida Alexandre.

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#### MINISTÉRIO DA ADMINISTRAÇÃO INTERNA

#### Gabinete do Minístro

#### Despacho n.º 12388/2013

A Resolução do Conselho de Ministros n.º 56/2003, de 8 de abril regulamentou o Sistema Integrado das Redes de Emergência e Segurança de Portugal (SIRESP), estabelecendo que se trata de um sistema único, baseado numa só infraestrutura de telecomunicações nacional, partilhada, que deve assegurar a satisfação das necessidades de comunicações das forças de emergência c de segurança, satisfazendo a intercomunicação e a interoperabilidade entre as diversas forças e serviços e, em caso de emergência, permitir a centralização do comando e da coordenação.

Com vista ao cumprimento dos objetivos enunciados na Resolução do Conselho de Ministros n.º 56/2003, de 8 de abril, as condições de utilização do SIRESP devem contribuir para a maximização da utilização deste sistema por parte de todas as entidades que integram as forças de