

## Annex C. Visit programme

1. The review team identified stakeholder groups with whom to meet via consultation with the national co-ordination team, soliciting input from stakeholders during the pre-visit and a desk review of key educational institutions in Portugal.
2. The review team selected schools to visit during the main visit by creating a stratified sample of schools, randomly selecting schools and then verifying the schools selected through this process captured the desired variation in school qualities. Specifically, the team created regional sub-samples of schools matching specific qualities. The team was interested in observing a range of school characteristics: varying levels of: i) socio-economic challenge (as measured by proportions of students receiving social support and average levels of maternal education); ii) student performance on national examinations; iii) eligibility and non-eligibility for Priority Educational Intervention Area (TEIP) support; iv) private and public governance; v) VET provision; and vi) rural, remote and urban settings. The team created sub-samples for the Lisbon municipality, the Lisbon Metropolitan Area outside of the Lisbon municipality, the Porto municipality, the North region outside Porto, Alentejo and the Algarve for its six school visits in the main visit. Within each regional sub-sample, the review team specified a desired mix of school characteristics (e.g. low socio-economic status school with strong academic results) and selected a school at random that matched these desired characteristics. For five of the six school visits, the randomly selected school was the one visited. In one case, the initially selected school had unique circumstances that would have led to an unrepresentative visit, so a replacement school was randomly selected to visit.
3. While visits took place in a particular school within a cluster, the review team met with school leaders, teachers, families and students representing all schools in the cluster.

## Pre-visit programme

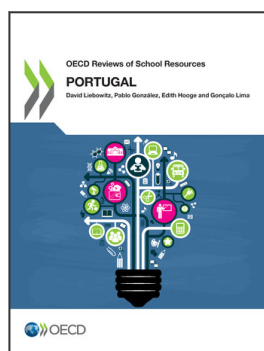
Monday, 2 October 2017, Lisbon	
09:00 – 10:00	National co-ordinator
10:00 – 11:15	Authors of the Country Background Report <ul style="list-style-type: none"> <li>• Cabinet of the Minister of Education</li> <li>• Operational Programme for Human Capital (<i>Programa Operacional Capital Humano</i> – PO CH)</li> <li>• Institute for Financial Management of Education Finance (<i>Instituto de Gestão Financeira da Educação</i> – IGeFE)</li> <li>• Directorate-General of Statistics and Education and Science (<i>Direção-Geral de Estatísticas da Educação e Ciência</i> - DGEEC)</li> </ul>
11:30 – 12:30	Ministry of Finance
14:30 – 15:45	Relevant officials from the Ministry of Education <ul style="list-style-type: none"> <li>• Directorate-General for Education (<i>Direção-Geral de Educação</i> – DGE)</li> <li>• Directorate-General for School Administration (<i>Direção-Geral da Administração Escolar</i> – DGAE)</li> <li>• Directorate-General for Schools (<i>Direção-Geral dos Estabelecimentos Escolares</i> – DGEstE)</li> <li>• Directorate-General of Statistics of Education and Science (DGEEC)</li> <li>• Inspectorate-General of Education and Science (<i>Inspeção-Geral de Educação e Ciência</i> – IGEC)</li> </ul>
16:00 – 17:45	National institutes supervised by the Ministry of Education <ul style="list-style-type: none"> <li>• Institute for Financial Management of Education Finance (IGeFE)</li> <li>• National Agency for Qualification and VET (<i>Agência Nacional para a Qualificação e o Ensino Profissional</i> – ANQEP)</li> <li>• Inspectorate-General of Education and Science (IGEC)</li> <li>• Education Evaluation Institute (<i>Instituto de Avaliação Educativa</i> – IAVE)</li> <li>• School Parks (<i>Parque Escolar</i> – PE)</li> <li>• Operational Programme for Human Capital (PO CH)</li> </ul>
Tuesday, 3 October 2017, Lisbon	
9:30 – 10:30	National Federation of Teachers Unions ( <i>Federação Nacional dos Professores</i> – FENPROF)
10:30 – 11:30	National Federation for Education ( <i>Federação Nacional da Educação</i> – FNE)
11:30 – 12:30	Amadora Municipality Education Office
14:30 – 15:30	Representatives from related ministries <ul style="list-style-type: none"> <li>• Ministry of Labour, Solidarity and Social Security (MTSSS)</li> <li>• Ministry of Science, Technology and Higher Education (MCTES)</li> </ul>
15:30 – 16:30	Independent National Federation of Parents and Guardians in Education ( <i>Confederação Nacional Independente de Pais e Encarregados de Educação</i> – CNIPE)
16:30 – 17:30	<b>National Confederation of Parents' Associations</b> ( <i>Confederação Nacional das Associações de Pais</i> – CONFAP)
Wednesday, 4 October 2017, Lisbon	
9:30 – 12:30	<i>Escola Básica e Secundária Passos Manuel</i> , Cluster offers ECEC to upper secondary <ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers</li> <li>• Students</li> </ul>
14:30 – 15:30	National co-ordinator <ul style="list-style-type: none"> <li>• Cabinet of the Minister of Education</li> <li>• Operational Programme for Human Capital (PO CH)</li> <li>• Institute for Financial Management of Education (IGeFE)</li> <li>• Directorate-General of Statistics of Education and Science (DGEEC)</li> </ul>

### Review visit programme

Monday, 8 January 2018, Lisbon	
09:00 – 09:30	Authors of the Country Background Report (Cabinet, POCH, IGeFE, DGEEC) <ul style="list-style-type: none"> <li>• Cabinet of the Minister of Education</li> <li>• Operational Programme for Human Capital (PO CH)</li> <li>• Institute for Financial Management of Education Finance (IGeFE)</li> <li>• Directorate-General of Statistics and Education and Science (DGEEC)</li> </ul>
09:30 – 10:30	Ministry of Education <ul style="list-style-type: none"> <li>• Minister of Education (and State Secretaries)</li> <li>• Directorate-Generals               <ul style="list-style-type: none"> <li>- Directorate-General of Education and Science Statistics (DGEEC)</li> <li>- Directorate-General for Education (DGE)</li> <li>- Directorate-General for Schools (DGEsTE)</li> <li>- Directorate-General for School Administration (DGAE)</li> </ul> </li> <li>• Secretariat-General of Education and Science (<i>Secretaria-geral da Educação e Ciência</i> – SGEc)</li> </ul>
10:45 – 11:45	Institutes with financial responsibility and targeted programmes <ul style="list-style-type: none"> <li>• Institute for the Management of Educational Finance (IGeFE)</li> <li>• Operational Programme for Human Capital (PO CH)</li> <li>• School Parks (<i>Parque Escolar</i> – PE)</li> </ul>
11:45 – 12:45	Institutes with evaluation responsibilities <ul style="list-style-type: none"> <li>• Inspectorate-General of Education and Science (IGEC)</li> <li>• Education Evaluation Institute (IAVE)</li> <li>• National Co-ordination of the School Success Programme (PNPSE)</li> </ul>
13:00 – 14:00	Lunch
14:00 – 15:00	National Agency for Qualification and VET (ANQEP)
15:00 – 16:00	Ministry of Finance
16:00 – 16:30	Minister of Education
16:30 – 17:15 (Team A)	Associations of private providers <ul style="list-style-type: none"> <li>• National Confederation of Education and Training (CNEF)</li> <li>• Association of Private and Co-operative Schools (AEEP)</li> <li>• National Association of Professional Schools (ANESPO)</li> </ul>
16:30 – 17:15 (Team B)	Associations of school principals <ul style="list-style-type: none"> <li>• Public School Clusters Principals Association (ANDAEP)</li> <li>• National Association of School Principals (ANDE)</li> </ul>
17:15 – 18:15	Meeting with researchers
Tuesday, 9 January 2018, Lisbon	
08:30 – 11:30	School visit 1: <i>Escola Secundária Rainha Dona Leonor</i> , Cluster offers ECEC to upper secondary <ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers</li> <li>• Students</li> <li>• Family members</li> </ul>
12:00 – 13:00	<b>Teachers'</b> unions (FENPROF, FNE)
13:00 – 14:00	Working lunch with Lisbon Municipality Authorities
14:00 – 15:00 (Team A)	Education Council (CNE)
14:00 – 15:00 (Team B)	Schools Council (CE)
15:00 – 16:00 (Team A)	Secretary of State of Local Administration

15:00 – 16:00 (Team B)	<b>Employers' confederations</b> <ul style="list-style-type: none"> <li>• Industrial Confederation (CIP)</li> <li>• Confederation of Commerce and Services (CCP)</li> <li>• Chamber of Commerce and Industry (AEP)</li> <li>• Tourism Confederation (CTP)</li> </ul>
16:15 – 17:15	Ministry of Labour, Solidarity and Social Security (MTSSS)
17:15 – 18:15	Ministry of Science, Technology and Higher Education (MCTES)
Wednesday, 10 January 2018, Porto, Lisbon Metro Area, Beja	
09:30 – 12:00 (Team A)	School visit 2: <i>Escola Básica e Secundária do Cerco</i> , Cluster offers ECEC to upper secondary <ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers</li> <li>• Students</li> <li>• Family members</li> </ul>
09:30 – 12:00 (Team B)	School visit 3: <i>Escola Básica do Miradouro de Alfazina</i> , Cluster offers ECEC to lower secondary <ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers</li> <li>• Students</li> <li>• Family members</li> </ul>
12:00 – 13:00 (Team A)	Working lunch with Porto Municipal Authorities
12:00 – 13:00 (Team B)	Working lunch with Almada Municipal Authorities
14:00 – 15:00 (Team A)	National representation of municipalities <ul style="list-style-type: none"> <li>• National Association of Portuguese Municipalities (ANMP)</li> <li>• National Association of Civil Parishes (ANARFE)</li> </ul>
15:00 – 16:00 (Team A)	Independent National Federation of Parents and Guardians in Education (CNIPE)
15:30 – 18:00 (Team B)	School visit 4: <i>Escola Básica de Santa Maria</i> (Beja), Cluster offers ECEC to upper secondary <ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers</li> <li>• Students</li> <li>• Family members</li> </ul>
16:15 – 17:15 (Team A)	<b>National Federation of Parents' Associations (CONFAP)</b>
Thursday, 11 January 2018, Porto, Northeast	
10:30 – 13:00 (Team B)	School visit 5: <i>Escola Básica Poeta Emiliano da Costa, Estoi, Faro</i> , Cluster offers ECEC to upper secondary <ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers</li> <li>• Students</li> <li>• Family members</li> </ul>
13:00 – 14:00 (Team A)	Working lunch with Macedo de Cavaleiros Municipal Authorities
13:00 – 13:45 (Team B)	Working lunch with Faro Municipal Authorities
13:45 – 14:30 (Team B)	<b>Teachers' Professional Training Centre (CFAERF)</b> <b>Ria Formosa Schools' Association</b>
14:00 – 16:30 (Team A)	School visit 6: <i>Colégio Ultramarino de Nossa Senhora da Paz</i> , Publicly-funded private primary and lower-secondary school <ul style="list-style-type: none"> <li>• School leadership</li> <li>• Teachers</li> <li>• Students</li> <li>• Family members</li> </ul>

Friday, 12 January 2018, Lisbon	
08:00 – 14:00	Review team meeting
14:00 – 15:00	Non-governmental organisations <ul style="list-style-type: none"> <li>• Calouste Gulbenkian Foundation (FCG)</li> <li>• UNICEF Portugal</li> <li>• National Commission for the Promotion of Rights and Protection of Children and Youth (CNPDPJ)</li> </ul>
15:15 – 15:45 (Team A)	Independent National Federation of Parents and Guardians in Education (CNIPE)
15:15 – 15:45 (Team B)	Pró - Inclusão National Association of Teachers of Special Education
16:00 – 17:30	Preliminary Impressions of the Review Team



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