COLLABORATION AGREEMENT NO. 922/2026
FOR THE IMPLEMENTATION, WITHIN THE MUNICIPALITY OF OEIRAS, OF THE EDUCATIONAL PROJECT – "PROGRAMA AaZ, LER MELHOR, SABER MAIS"

Between: ___

The Municipality of Oeiras, a public legal entity with legal number 500.745.943, having its registered office at Largo Marquês de Pombal, in Oeiras, herein represented by **Emanuel Francisco dos Santos Rocha de Abreu Gonçalves**, whose official domicile is at the Municipal Chamber's building, in his capacity as Vice-President of the Municipality, acting under delegated powers granted by the President of the Municipality pursuant to Order no. 106/2025 of 15 December, hereinafter referred to as the "**Municipality**" or the "**First Party**"; ___

and, ___

STICHTING ARICA FOUNDATION FOR EDUCATION, a private law foundation legally established under Dutch Law, having its registered office at Claude Debussylaan 8, 2nd floor - Hoogbouw entrance -1082 MD Amsterdam, Netherlands, registered with the Dutch Commercial Register under number 76079058, herein represented by **Maria Inês da Silveira e Castro Soares dos Santos Canas Simões**, holder of Citizen Card [redacted] issued by the Portuguese Republic and valid [redacted] and by **Mónica Maria Duarte Vieira**, holder of Citizen Card no. [redacted] issued by the Portuguese Republic and valid [redacted], duly empowered for this act hereinafter referred to as the "**Foundation**" or the "**Second Party**"; ___

and, ___

APSI – ASSOCIAÇÃO DE PSICOLOGIA DA UNIVERSIDADE DO MINHO, a nonprofit private law association, legal entity number 513.801.820, having its registered office at the Escola de Psicologia, Universidade do Minho, Campus de Gualtar, parish of Gualtar, municipality of Braga, herein represented by **Isabel Maria Soares Silva**, holder of Citizen Card no. [redacted] issued by the Portuguese Republic and valid until [redacted] and by **Sónia Ferreira Gonçalves**, holder of Citizen Card no. [redacted] issued by the Portuguese Republic and

valid [redacted] in their capacity as Chair and Board Member, respectively, duly empowered for this act pursuant to paragraph 3 of Article 25th of the Articles of Association and the certified copy of the minute of the General Assembly held on the 16th July 2025, which I have reviewed, hereinafter referred to as "**Apsi**" or the "**Third Party**"; ___

and, ___

Agrupamento de Escolas Linda-a-Velha e Queijas, a public legal entity with legal number 600.085.279, having its registered office at Escola Secundária/3 Professor José Augusto Lucas, Avenida Carolina Michaelis, 2795-051 Linda-a-Velha, herein represented by, **Rui Daniel Ribeiro Nobre**, holder of Citizen Card number [redacted] valid [redacted] issued by the Portuguese Republic, in his capacity as **Director** of the School Group, duly authorised for this purpose pursuant to the Record of Appointment (*Auto de Posse*) dated 18 July 2023 and Notice no. 23037/203, published in the *Diário da República* no. 231, Series II, on 29 November 2023, hereinafter referred to as "**AE Linda-a-Velha e Queijas**" or the "**Fourth Party**"; ___

and, ___

Agrupamento de Escolas Aquilino Ribeiro, a public legal entity with legal number 600.082.016, having its registered office at Escola Básica 2, 3 /S Aquilino Ribeiro, Avenida Domingos Vandelli, 2740-123 Porto Salvo, herein represented by **Vanda Cristina Antunes dos Santos Fernandes Rosa**, holder of Citizen Card no. [redacted], valid [redacted] and issued by the Portuguese Republic, in her capacity as **Director**, duly authorised for this purpose, as verified by the Minutes of the General Council dated 13 July 2026 and Notice no. 17768/2026/2, published in the *Diário da República* no. 137, Series II, on 17 July 2022, copies of which are hereby kept on file., hereinafter referred to as "**AE Aquilino Ribeiro**" or the "**Fifth Party**"; _

and, ___

Agrupamento de Escolas de Santa Catarina, a public legal entity with legal number 600.083.772, having its registered office at Escola Básica e Secundária Amélia Rey Colaço, Rua Manuel Ferreira, 2799-550 Linda-a-Velha, herein represented by **Hernâni Mealha Pinho**, holder of Citizen Card no. [redacted], issued by the Portuguese Republic and valid [redacted] in his capacity as **Director** of the School Group, duly authorised for this purpose, as verified

by Minutes no. 5 of the General Council and the Record of Appointment (*Termo de Posse*), both dated 26 July 2023, concerning his election to serve for the 2023–2027 four-year term, and by Notice no. 16365/2023, published in the *Diário da República* no. 168, Series II, Part C, on 30 August 2023, copies of which are hereby kept on file, hereinafter referred to as "**AE Santa Catarina**" or the "**Sixth Party**"; ___

and, ___

Agrupamento de Escolas de Carnaxide, a public legal entity with legal number 600.079.740, having its registered office at Escola Secundária Camilo Castelo Branco, Rua Luz Veloso, 2790-096 Carnaxide, herein represented by, **António de Jesus Seixas**, holder of Citizen Card no. [redacted] valid [redacted] and issued by the Portuguese Republic, in his capacity as Director of the School Group, duly authorised for this purpose, as verified by the Minutes of the General Council meeting dated 26 March 2025, confirming his reappointment for the 2025–2029 term of office, and by Notice no. 9685/2025/2, published in the Diário da República no. 71, Series II, on 10 April 2025, copies of which are hereby kept on file.hereinafter referred to as "**AE Carnaxide**" or the "**Seventh Party**"; ___

and, ___

Agrupamento de Escolas de São Julião da Barra, a public legal entity with legal number 600.079.686, having its registered office at Escola Secundária Sebastião e Silva, Rua do Liceu, S/N, 2780-061 Oeiras, herein represented by its Director, **Maria Hermínia Constantino Poejo,** holder of Citizen Card no. [redacted] issued by the Portuguese Republic and valid [redacted] duly authorised for this purpose pursuant to Notice no. 6745/2025, published in the Diário da República no. 118, Series II, on 23 June, a copy of which is hereby kept on file**,** hereinafter referred to as "**AE São João da Barra**" or the "**Eighth Party**"; ___

and, ___

Agrupamento de Escolas de Miraflores, Oeiras a public legal entity with legal number 600.079.660, having its registered office at Escola Secundária Professor Santana Castilho, Avenida General Norton Matos, 1495-148 Algés, herein represented by its Director, **Maria Alice Guilherme Faria Simões,** holder of Citizen Card no. [redacted] valid [redacted] duly

authorised for this purpose pursuant to Notice no. 16252/2024/2, published in the Diário da República no. 150, Series II, on 5 August 2024. hereinafter referred to as "**AE Miraflores**" or the "**Nineth Party**"; ___

Hereinafter, **AE Linda-a-Velha e Queijas**, **AE Aquilino Ribeiro**, **AE Santa Catarina**, **AE Carnaxide, AE São Julião da Barra** and **AE Miraflores** shall be jointly referred to as the "**Schools**"; ___

All the entities above shall be jointly referred to as the "**Parties**"; ___

WHEREAS: ___

a) The **Municipality** has, as one of the objectives of its Strategic Plan, to be a Leader in Education, namely through the creation and provision of the best, most diverse and most inclusive educational opportunities for all children and young people in the Municipality, positioning itself as an active partner of the schools (including the **Schools** identified above) and of families in the local construction of an education that serves everyone, increasingly equipped with the resources, means and conditions to meet the needs of the entire school community, thus ensuring the best conditions for the achievement of effective equal opportunities; ___
b) In addition to ensuring access, it is important that all students achieve success, develop their autonomy, define their goals and objectives with the confidence that these are within their reach. To this end, the **Municipality** promotes a wide range of programmes, projects and activities through which it seeks to support the Schools, families, children and young people, from early childhood education to higher education. **Because the best students are those who do not fall behind and who discover their potential throughout a successful educational path**; ___
c) Reading and writing constitute essential cognitive tools, not only for school success but also for success in a society in which literacy demands are increasingly higher. They must, therefore, be regarded as fundamental and foundational for all subsequent school learning. It is common that, in a classroom, some students learn to read easily, while others learn to read with difficulty. The gap between students with difficulties and the average of their

peer group tends to increase rather than decrease. **Consequently, intervention must be timely, intensive, systematic, and highly structured**; ___

d) The **Foundation** was incorporated on 9th October 2019 to implement the will of its founders, Maria Teresa Canas Mendes da Silveira e Castro Soares dos Santos and Elísio Alexandre Soares dos Santos, expressed in their profound conviction that education is a crucial factor for the development of young people and, in general, for the success of a country. Its statutory purpose is the support and promotion of educational programmes and institutions linked to education, thereby seeking to help young people achieve success through support for potentially replicable projects, namely within the scope of the national education system; ___

e) One of the programmes developed and sponsored by the **Foundation** is designated "**Teresa e Alexandre Soares dos Santos - Iniciativa Educação**", which promotes activities that support young people in achieving success in their school life and in attaining a fulfilling professional future, recognising the considerable efforts required to improve the education of those young people. It does not seek to replace the State, the Municipalities or educational institutions, but rather aims to promote and support activities that have a demonstrable and replicable effect and that may contribute as auxiliaries to a collective effort towards school success; ___

f) The said "**Teresa e Alexandre Soares dos Santos - Iniciativa Educação**" develops, among others, an **educational programme designated "Programa AaZ – Ler melhor, saber mais",** which aims, in particular, to address and overcome shortcomings in the initial learning of reading and writing, preventing students from becoming demotivated and from progressively distancing themselves from their peers (hereinafter referred to as the "**Project**"); ___

g) The **Project** constitutes an intervention programme aimed at students in the 1st and 2nd grades of years of education who have difficulties in learning to read, and is also a research project of "**Teresa e Alexandre Soares dos Santos - Iniciativa Educação**", managed, coordinated and predominantly sponsered by the **Foundation** and carried out by it in partnership with the Research Centre in Psychology of the **Universidade do Minho** and with **Apsi**; ___

h) **Apsi** is a nonprofit private law association whose statutory purposes include, among others, providing specialised material and human resources to community interaction projects and applied research projects in the field of Psychology. It is responsible for the logistical, material and human resources component of the **Project**, ensuring its implementation with the appropriate competence and diligence; ____

i) The **Schools** form part of the public school network of the **Municipality** of Oeiras; ___

j) The **Project** has been implemented and carried out in the **Schools**, with clear success and effective results, since the 2020/2021 school year, under Collaboration Agreement no. 458/2021, entered into between the **Municipality** and the **Foundation** on 31st May 2021; ___

k) In view of the time elapsed in the meantime, the maturation of the **Project**, the terms of the involvement of the **Universidade do Minho** and **Apsi** as partners of the **Foundation** in the implementation and execution of the **Project** and, in particular, the need to amend its financing model resulting from the requirement, for its implementation in the 2026/2027 school year, to undertake the external selection and recruitment of up to eight tutors duly qualified and fit to exercise the function, necessary and indispensable for its proper execution, in addition to the insufficient number of teacher-tutors that the **Schools** are able to allocate, solely and exclusively due to the lack of available human resources in the **Schools**, the **Municipality** and the **Foundation** have decided to revoke the current stablished Agreement and, together with **Apsi**, replace it with the present one; ___

l) On the other hand, the **Municipality** has, as a strategic objective, the promotion of Social Cohesion, namely through the promotion and fostering of social integration, encouraging a closer relationship between companies, institutions and the community in general and the educational and social projects being implemented in the Municipality, whether of its own initiative or of third parties; ___

m) Pursuant to subparagraphs d), e), h) and m) of paragraph 2 of article 23rd of the Regime Jurídico das Autarquias Locais, the **Municipality** holds responsibilities in the fields of education, teaching and vocational training, science and culture, social action and the promotion of development. Under subparagraphs j) and u) of paragraph 1 of article 33rd of the same legal instrument, it is within the competence of the Municipality to accept

donations and to support social, cultural, educational, sports, recreational or other activities of interest to the **Municipality**. ___

This collaboration agreement is entered into in good faith for the implementation, in the 2026/2027 school year, in the **Schools**, of the educational project designated "**PROGRAMA AaZ, LER MELHOR, SABER MAIS**", in compliance with the decision of the **Municipality**'s executive body, approved at a **Municipality**'s meeting held on 22/07/2026, set out in **Resolution Proposal no**. 742/2026, and shall be governed by the following clauses, mutually agreed between the **Parties**: ___

FIRST
Purpose

1. This agreement has as its purpose the establishment of the terms and conditions of the collaboration between the **Parties** for the implementation, in the 2026/2027 school year, in the **Schools**, of the educational project designated "**PROGRAMA AaZ, LER MELHOR, SABER MAIS**", hereinafter referred to as the **Project**, as detailed in **ANNEX I** to this Agreement, together with the Activity Plan set out in **ANNEX II** to this Agreement and the Budget set out in **ANNEX III** to this Agreement; all such Annexes form an integral part of this Agreement and are deemed to be fully reproduced herein. ___
2. The **Project** is managed, implemented and coordinated by the **Foundation** and carried out by it in partnership with **Apsi**. ___
3. **Universidade do Minho** is responsible for the scientific supervision of the **Project**, ensuring that the quality of the work is consistent with the proper development of the **Project** through **Exmo. Sr. Professor Doutor João Arménio Lamego Lopes**, as national coordinator, in coordination with a number of regional coordinators and teacher-tutors and collaborators, hereinafter referred to as the **Team**. ___

4. **Apsi** is responsible for the logistical, material and human resources component of the **Project**, ensuring its implementation with appropriate competence and diligence. ___

SECOND
Foundation's Obligations

The **Foundation** hereby declares and warrants that it has agreed (a) the execution of the **Project**, under a contract entered into with **University of Minho** and with **Apsi**, as described in detail in **ANNEX I** to this Agreement, (b) the Activity Plan constituting **ANNEX II** to this Agreement, all in accordance with the Budget constituting **ANNEX III** to this Agreement, being responsible, in particular for: ___

a) Ensuring the monitoring, coordination, implementation, execution and overall scientific support of the **Project;** ___
b) Notifying the **Parties** of any circumstance that may affect the regular development of the **Project;** ___
c) Ensuring the coordination of the participation in the **Project** of the entire **Team**, including the service providers or employees of **Apsi** included in the **Team**, ensuring that the quality of the work is consistent with the proper development of the **Project**; ___
d) For the regional coordination set out in the **Project**, arranging in good time all travel, accommodation and meals for the **Team** that prove useful and/or necessary, in particular to/from/and between the **Schools** involved, to support the tutors, to record progress and to resolve matters requiring special intervention, among others, provided they are duly substantiated; ___
e) Ensuring the selection, recruitment and hiring, by **Apsi**, of up to eight external tutors duly qualified and fit to perform the function, necessary and indispensable for the proper execution of the **Project**, in complement to the insufficient number of teacher-tutors that the **Schools** are able to allocate, solely and exclusively due to the lack of available human resources in the **Schools**; ___

f) Permanently updating the **Project** manual and other related materials and manuals, provided they are not confidential in nature, and assigning them to the **Municipality** for public disclosure; ___

g) Communicating with and discussing with the **Municipality** the progress of the execution of the **Project**, within the framework of meetings to be agreed between the **Parties**; ___

h) Collaborating with the other **Parties** in jointly seeking organisational solutions for the implementation and execution of actions and matters necessary for the execution of the **Project** that are not regulated by this Agreement; _____

THIRD
Apsi's Obligations

Apsi hereby declares and warrants that it has agreed the execution of the **Project** under a contract entered into with the **Universidade do Minho** and the **Foundation**, and described in **ANNEX I** to this Agreement, together with the Activity Plan set out in **ANNEX II** to this Agreement and the Budget set out in **ANNEX III** to this Agreement, and that it is, in particular, responsible for the following actions and matters necessary for the execution of the **Project**: ___

a) Communicating to the **Parties** any circumstance that may affect the regular development of the **Project**; ___

b) Proceeding in good time with the selection, recruitment and hiring of up to eight duly qualified external tutors fit to perform the role, necessary and essential to the proper execution of the **Project**, to supplement the insufficient number of teacher-tutors that the schools are able to allocate, solely and exclusively due to the lack of available human resources in the **Schools**; ___

c) Ensuring that, in performing its obligations, it complies with all applicable legal, regulatory and administrative obligations and duties, namely compliance with labour law and public procurement law and, in particular, pursuant to and for the purposes of Law No. 113/2009 of 17 September, as amended, at the start of the execution of the **Project** and prior to the tutors taking up their duties in the **Schools**, for requesting

and forwarding to the **Municipality** the respective criminal record certificates, for the purpose of assessing their fitness to perform duties involving regular contact with minors.; ___

d) Applying the financial support granted under paragraph 5 et seq. of the sixth clause of this Agreement exclusively to the approved purpose, in compliance with the terms and conditions set out therein, any subsequent change requiring the express authorisation of the Municipality; ___

e) Submitting to the **Municipality** the report on the financial execution of the project, including a copy or copies of the supporting document(s) evidencing the application of the financial support granted under paragraph 5 et seq. of the sixth clause of this Agreement exclusively to the approved purpose, in compliance with the terms and conditions set out therein; ___

f) Returning to the **Municipality** the amounts already received (i) in the event of total or partial non-use of the financial support granted under paragraph 5 et seq. of the sixth clause of this Agreement, or (ii) in the event of failure to apply the financial support granted under paragraph 5 et seq. of the sixth clause of this Agreement exclusively to the approved purpose and in compliance with the terms and conditions set out therein. ___

g) Preparing quarterly reports on the execution of the **Project** and a final report. ___

FOURTH
Municipality's Obligations

Pursuant to this Agreement, the **Municipality** undertakes, within the applicable legal and regulatory provisions, to facilitate, promote and contribute to the full implementation and execution of the **Project**, described in detail in **ANNEX I** to this Agreement, together with the Activity Plan constituting **ANNEX II** to this Agreement and with the Budget constituting **ANNEX III** to this Agreement, being responsible, in particular, for the following actions and matters necessary for the execution of the Project: ___

a) Communicating to the **Parties** any circumstance that may affect the regular development of the **Project**; ___

b) Granting financial support to **Apsi**, under the terms set out paragraph 5 et seq. of the sixth clause of this Agreement, in compliance with the terms and conditions established therein; ___

c) Making available contacts and enabling interaction between the **Foundation**, the **Schools** and the team of the Education Department of the **Municipality** of Oeiras, as relevant to the coordination of the **Project**; ___

d) Keeping the **Parties** informed of any legislative, academic, scientific or other developments, of which it becomes aware, in the area of education and training that may be important for the proper development, implementation and execution of the **Project**; ___

e) Acting as an intermediary in contacts with schools and other entities that the **Parties** consider necessary or useful for the sound development, implementation and execution of the Project; ___

f) Supporting the proper development, implementation and execution of the actions and aspects of the **Project** specifically set out in **ANNEX I** to this Agreement, in compliance with the terms and conditions established therein; ___

g) Discussing with the **Parties** the progress of the execution of the **Project**, within the framework of meetings to be held on terms to be agreed between the Parties; ___

h) Cooperating with the **Parties** in the joint search for organisational solutions for the implementation and execution of actions and aspects necessary for the execution of the **Project** and that are not regulated by this Agreement; ___

i) Mentioning the **Foundation** as the funding entity of the **Project** in any document or publication relating to it. ___

FIFTH
Obligations of the Schools

1. The **Schools** undertake to allocate at least one specific human resource for the role of tutor, on a part-time basis, to ensure the monitoring and execution of the **Project.** ___
2. Each **School** undertakes to ensure: ___
   a) The involvement in welcoming the designated external tutors; ___

b) The coordenation with the municipal coordination of the **Project** and with the team of the "Teresa e Alexandre Soares dos Santos - Iniciativa Educação" Programme, namely the regional coordinator; ___

c) Participation in the training activities promoted within the scope of the **Project**. ___

3. Should the Schools (AEs) be unable to allocate a specific human resource to perform the role of tutor, under the preceding paragraph, and for reasons of contingencies related to teacher placements, the monitoring and execution of the **Project** shall be ensured through the allocation of the school coordinators forming part of that School (AE), or another teacher to be designated.

SIXTH

Funding of the Project - Financial Support from the Municipality to Apsi

1. The maximum cost of implementing and carrying out the Project in the Municipality of Oeiras during the 2026/2027 academic year, as set out in ANNEX III to this Protocol, is €211,286 (two hundred and eleven thousand, two hundred and eighty-six euros), and shall not be exceeded
2. In addition to the provisions set out in paragraphs 5 et seq. of this clause regarding the costs incurred by the Foundation and the Municipality in engaging tutors, the Foundation shall be solely and exclusively responsible for the remaining funding of the Project in the Municipality of Oeiras and for the costs relating to such funding, provided that it is actually provided, all in accordance with the terms and within the limits set out in ANNEX III
3. The **Foundation** and the **Municipality** are, each, solely and exclusively responsible for funding the entirety of the costs relating to the selection, recruitment and hiring by **Apsi** of up to four duly qualified external tutors fit to perform the role of tutor, necessary and essential to the proper execution of the **Project,** with a view to meeting the need for teacher-tutors that the schools are able to allocate, arising from the insufficiency of available human resources in the **Schools**.
4. The **Foundation**'s and the **Municipality**'s funding of the hiring of duly qualified external tutors is provided in a 1:1 ratio, up to a maximum of four tutors financed by each of these

entities, such that the **Foundation** and the **Municipality** are only obliged to finance the hiring of external tutors to the extent that the other party also does so. ___

5. Should the **Foundation** or the **Municipality** cease to finance the hiring of any of the tut ors, the other party shall cease to be obliged to do so, in exactly the same proportion. ___
6. The cost to the **Foundation** of the financial support granted to **Apsi** for the 10 (ten) month period, shall correspond to a maximum amount of € 90.870,00 (ninety thousand, eight hundred and seventy euros) with the objective of enabling Apsi to recruit up to four external tutors who are duly qualified and capable of performing the role, as set out in **Annex III**. ___
7. For the sound and full implementation and execution of the **Project** in the Municipality of Oeiras, the **Municipality** grants directly to **Apsi** financial support, for the 10 (ten) month period, corresponding to a maximum amount of € 90.870,00 (ninety thousand, eight hundred and seventy euros), exempt from VAT, which corresponds in full to the total maximum costs set out in **ANNEX III** to this Agreement, relating to the selection, recruitment and hiring by **Apsi** of up to four duly qualified external tutors fit to perform the role, necessary and essential to the proper execution of the **Project** in the Municipality of Oeiras, with the sole purpose of addressing the insufficiency of available human resources in the **Schools**. ___
8. The financial burden for the **Municipality** arising from the financial support granted to **Apsi** under the preceding paragraph shall be fully covered by the following budget allocation: classificação orgânica 02; classificação económica 040701, with sequential commitment number 2001251, issued on 24/07/2026. ___
9. The payment of the financial support granted by the **Municipality** to **Apsi** shall be made in three instalments, by bank transfer to the account held by **Apsi** with IBAN [redacted] Swift Code TOTAPTPL, on the following terms: ___
   a) The first instalment, in the amount of € 36.348,00 (thirty-six thousand, three hundred and forty-eight euros), corresponding to 40% of the total amount of the financial support granted, shall be made immediately after the signing of this Agreementl; ___

b) The second instalment, in the amount of € 27.261,00 (twenty-seven thousand, two hundred and sixty-one euros), corresponding to 30% of the total amount of the financial support granted, shall be made by the end of January 2027; ___

c) The third and final instalment, in the amount of € 27.261,00 (twenty-seven thousand, two hundred and sixty-one euros), corresponding to 30% of the total amount of the financial support granted, shall be made by the end of March 2027; ___

10. Should it become possible, in the course of the implementation and execution of the **Project**, in the 2026/2027 school year in the **Schools**, to reduce the number of teacher-tutors that the **Schools** are able to allocate, due to an increase in available human resources in the **Schools**, the release of the external tutors selected, recruited and hired by **Apsi** to supplement the human resources available in the **Schools** shall result in a corresponding reduction of the financial support granted by the **Municipality** in the amount of costs not yet incurred, requiring restitution by **Apsi** to the **Municipality** of the amounts already received and not actually used, pursuant to subparagraph (f) of the third clause above. ___
11. Without prejudice to the provisions of this Agreement, the management of the teacher-tutors financed by the **Foundation** and by the **Municipality** shall be carried out by mutual agreement between them, and may be adjusted according to the needs identified in the field. ___
12. The **Municipality** may promote, solicit, receive and accept donations from individuals and legal entities, intended solely and exclusively to support its efforts in implementing and executing the **Project,** without any commercial or pecuniary consideration and/or any other kind of advantage attached, by means of a donation offer under the draft constituting **ANNEX IV** to this Agreement, which forms an integral part of this Agreement and is deemed fully reproduced herein, subject to the necessary acceptance by the competent executive body of the **Municipality.** ___
13. For all due purposes, the **Parties** mutually acknowledge that this Agreement does not im poseany obligation on the **Foundation** to make payments and/or provide financing to t he **Municipality**, just as it does not impose any obligation to make payments and/or pro vide financing on the part of the **Municipality** to the **Foundation**. ___

SEVENTH

Responsibility for damages

1. Each of the **Parties** is liable to the other **Parties** for damage caused in the execution of t his Agreement. ___
2. Each of the **Parties** is liable to third parties for damage caused to them in the execution of this Agreement. The liability of each of the **Parties** to third parties is neither joint nor several. ___

EIGHT

Foundation's Collaborators and Partners

1. The **Municipality** has no relationship with any persons, legal or natural, with whom the **Foundation** enters into agreements or contracts aimed at fulfilling the obligations arising from this Agreement, which was negotiated and entered into separately and independently from such agreements or contracts. ___
2. In particular, and without prejudice to the provisions of the third and sixth clauses regarding the financial support granted by the **Municipality** to **Apsi**, the **Municipality** has no direct relationship with it in connection with the execution of this Agreement and of the **Project**. ___
3. Whenever necessary for the execution of this Agreement, the **Foundation** may, at its own expense and risk, appoint agents and engage third parties or make use of assistants for the performance of part or all of the obligations arising from this Agreement. ___

NINTH

Coordination and Monitoring of the Agreement and the Project – Agreement Manager

1. For the general monitoring of the execution of this Agreement and of the **Project**, the **Foundation** designates as its representatives [redacted] assisted by whomever the **Foundation** may subsequently designate. ___
2. In addition to the monitoring and coordination provided by the **Team** with overall responsibility for the **Project**, the **Foundation** shall undertake to carry out local-level

monitoring and coordination, designating for that purpose duly qualified professionals specialised in the field of Education, namely in the areas of Portuguese Language and Linguistics. ____

3. In order to permanently monitor the execution of this Agreement, the **Municipality** appoints [redacted] as the managers of this Agreement, pursuant to article 290th-A of the Código dos Contratos Públicos. ___
4. For the purposes of subparagraph e) of the fourth clause, it shall be the responsibility of the **Municipality**'s Department of Education to manage and coordinate with the schools the obtaining, through the teachers, of any authorisations from Parents or Guardians for contacts to be established with students within the scope of the **Project**. ___
5. In addition to the monitoring and coordination ensured by the **Team** with overall responsibility for the **Project**, the **Foundation** shall undertake to carry out local-level monitoring and coordination by allocating, for this purpose, duly qualified professionals specialised in the field of Education, namely in the areas of Portuguese Language and Linguistics. ___

TENTH
Disclosure of the Project's Results

After completion of the **Project,** and only insofar as its execution in the territory of the Municipality is concerned, the **Municipality** and the **Foundation** may, in a coordinated manner and if expressly agreed, carry out actions to disclose the execution of the **Project** and its results, namely teacher training, recordings, press conferences, workshops, meetings, public debates or other actions related to the execution of the **Project** in the Municipality. ___

ELEVENTH
Confidentiality and Personal Data Protection

1. In the implementation of this Agreement, the **Parties** undertake to strictly comply with the General Data Protection Regulation (Regulation (EU) 2016/679 of 27 April 2016) and all other applicable legislation on the processing of personal data. ___

2. The personal data made available by the **Municipality** to the **Foundation** shall be used exclusively for the purpose set out in the first clause. ___
3. The lawfulness of the processing of personal data of the beneficiaries covered by this Agreement depends on the prior free, express and informed consent of the data subjects or their legal representatives. ___
4. For the purposes of this Agreement, the **Foundation** is the controller for the processing of personal data necessary for defining the preferential access conditions and the subsequent registration of the beneficiaries. ___
5. The **Foundation** undertakes to: ___
   a) adopt appropriate technical and organizational measures to ensure that the processing of data complies with the General Data Protection Regulation; ___
   b) ensure confidentiality and security in the processing of personal data of the beneficiaries covered by this Agreement. ___

7. The confidentiality obligation set out in this clause shall remain in force beyond the fulfilment or termination of this Agreement, regardless of the reason giving rise to such termination. ___

TWELFTH
Breach and termination

1. Definitive breach by one of the **Parties** of the obligations set out in this Agreement, as well as of the provisions of the law and municipal regulations, entitles the others to terminate this Agreement. ___
2. The termination of this Agreement shall be made in writing and communicated to the counterparties.

THIRTEENTH
Oversight of the performance of the Agreement

1. Under subparagraph b) of article 302nd, and articles 303rd and 305th of the Código dos Contratos Públicos, it is the responsibility of the **Municipality**, through its competent municipal services

or an external entity contracted for this purpose, to oversee the performance of this Agreement, and it may carry out inspections, inquiries and audits. ___

2. Any oversight or inspection measures referred to in the preceding point must be notified in writing to the **Foundation** and to **Apsi,** with at least 10 business days in advance. ___

FOURTEENTH
Term

1. This Agreement takes effect from 1 September 2026 and remains in force until 31 July 2027, without prejudice to the full performance of any ancillary obligations that must continue beyond that date. _
2. In May 2027, the **Parties** shall carry out an assessment of the execution of this Agreement, and its renewal for up to two years, starting in September 2027 and ending in July 2029, may be agreed by means of a written document negotiated and signed for that purpose. ___

FIFTEENTH
Nature, applicable law and jurisdiction

1. The **Parties** shall cooperate in a spirit of trust with regard to the provisions of this Agreement.
2. This Agreement does not preclude the possibility of the **Parties**, jointly, separately or in partnership with third parties, developing other cooperation initiatives. ___
3. The **Parties** consider that this Agreement has an administrative law nature, under article 278th et seq. of the Código dos Contratos Públicos, with the **Municipality** assuming the powers provided for in article 302nd of the same legal instrument. ___
4. The **Parties** agree that, in all matters not expressly provided for in this Agreement, the applicable legal provisions in force under Portuguese law shall apply. ___
5. The **Parties** undertake to act diligently and use their best efforts to resolve by agreement any dispute or doubts of interpretation that may arise from this Agreement or from any of its clauses. ___

6. If no agreement is reached, the **Parties** designate the Tribunal Administrativo e Fiscal de Sintra as the competent court for any and all disputes arising from the interpretation, validity or execution of this Agreement, expressly waiving any other jurisdiction. ___

SIXTEENTH
Amendments and Modifications

1. All amendments and modifications shall only be valid and effective if made in writing, with express reference to the clauses revoked, added or amended, and provided that they are expressly approved by all the **Parties**. ___

SEVENTEENTH
Disclosure

The support provided under this Agreement shall be subject to disclosure and reporting under, and in accordance with, the provisions of Law no. 64/2013, of 27th August. ___

EIGHTEENTH
Communications

All communications or authorisations required under this Agreement shall be made in writing and sent by registered mail with acknowledgement of receipt, or delivered to the following addresses and contacts, unless another address is communicated by any of the **Parties** to the others with a minimum advance notice of 30 (thirty) days: ___

a) To the **Municipality**:

Departamento de Educação do Município de Oeiras ___

Edifício Atrium, Rua Coro Santo Amaro de Oeiras, 4 A, 2780-379 Oeiras ___

b) To the **Foundation**:

Iniciativa Educação ___

Largo Monterroio Mascarenhas, n.º 1, 1099-081 Lisboa ___

c) To **Apsi**:

Escola de Psicologia, Universidade do Minho ___

Campus de Gualtar, 4710-057 Braga ___

d) To **Agrupamento de Escolas Linda-a-Velha e Queijas**: ___

Escola Secundária/3 Professor José Augusto Lucas ___

Avenida Carolina Michaelis, 2795-051 Linda-a-Velha ___

e) To **Agrupamento de Escolas Aquilino Ribeiro: ___**

Escola Básica 2, 3/S Aquilino Ribeiro ___

Avenida Domingos Vandelli, 2740-123 Porto Salvo ___

f) For **Agrupamento de Escolas de Santa Catarina: ___**

Escola Básica e Secundária Amélia Rey Colaço ___

Rua Manuel Ferreira, 2799-550 Linda-a-Velha ___

g) For **Agrupamento de Escolas de Carnaxide: ___**

Escola Secundária Camilo Castelo Branco ___

Rua Luz Veloso, 2790-096 Carnaxide ___

h) For **Agrupamento de Escolas de São Julião da Barra**: ___

Escola Secundária Sebastião e Silva ___

Rua do Liceu, S/N, 2780-061 Oeiras ___

i) For **Agrupamento de Escolas de Miraflores: ___**

Escola Secundária Professor Santana Castilho ___

Avenida General Norton Matos, 1495-148 Algés ___

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NINETEENTH
Miscellaneous Provisions

1. This Agreement shall expire where, owing to supervening reasons not attributable to the **Parties**, it becomes manifestly and objectively impossible to fulfil its purpose or to achieve its objectives.

2. This Agreement does not in any way alter the contract entered into between the **Foundation**, the **Universidade do Minho** and **Apsi**, which remains fully in force. This Agreement is a mere partial implementation of that contract, and no additional obligation for the **Foundation** arises from this Agreement beyond those already arising from that contract.

TWENTIETH
Prevalence

This Agreement is drafted in Portuguese and English, and in the event of any doubt, the Portuguese version shall prevail.

And for the record, this agreement has been drawn up in a single original, to be signed by both Parties by means of a qualified digital signature certificate, pursuant to Article 94(1) of the Portuguese Public Contracts Code, and by me, [redacted] in my capacity as Public Officer, appointed by Order no. 57/2023 of the Mayor, dated 11 April, pursuant to Article 35(2)(b) of the Legal Framework for Local Authorities, approved by Law no. 75/2013 of 12 September, who caused this agreement to be drawn up and hereby also signs it.

This agreement shall be deemed to have been entered into on the date of the last signature affixed by means of a qualified electronic signature certificate.

OEIRAS VALLEY PORTUGAL

MUNICÍPIO DE OEIRAS

First Party

EMANUEL FRANCISCO DOS SANTOS ROCHA DE ABREU GONCALVES

Assinado de forma digital por EMANUEL FRANCISCO DOS SANTOS ROCHA DE ABREU GONCALVES
Dados: 2026.10.19 10:18:39 +01'00'

Second Party

Assinado por: **Maria Inês da Silveira e Castro Soares dos Santos Canas Simões**
Num. de Identificação: [redacted]
Data: 2026.10.15 15:13:13 +0100

Assinado por: **Mónica Maria Duarte Vieira**
Num. de Identificação: [redacted]
Data: 2026.10.15 14:30:12+01'00'

A Oficial Pública

[redacted]
Assinado de forma digital [redacted]
Dados: 2026.10.15 15:25:01 +01'00'

Third Party

Assinado por: **Isabel Maria Soares da Silva**
Num. de Identificação: [redacted]
Data: 2026.11.03 16:48:51+00'00'

Assinado por: **Sónia Ferreira Gonçalves**
Num. de Identificação: [redacted]
Data: 2026.11.03 17:17:11 +0000

Fourth Party

Assinado por: **RUI DANIEL RIBEIRO NOBRE**

CARTÃO DE CIDADÃO

Fifth Party

VANDA CRISTINA ANTUNES DOS SANTOS FERNANDES ROSA

Assinado de forma digital por VANDA CRISTINA ANTUNES DOS SANTOS FERNANDES ROSA
Dados: 2026.10.23 10:49:43 +01'00'

OEIRAS VALLEY PORTUGAL

MUNICÍPIO DE OEIRAS

Assinado por: **HERNÂNI MEALHA PINHO**
Num. de Identificação: [redacted]
Data: 2026.10.28 11:49:31+00'00'

CARTÃO DE CIDADÃO

Sixth Party

Seventh Party

Assinado por: **António de Jesus Seixas**
Num. de Identificação: [redacted]
Data: 2026.10.29 13:14:34+00'00'

CHAVE MÓVEL

Eighth Party

Assinado por: **MARIA HERMÍNIA CONSTANTINO POEJO**
Num. de Identificação: [redacted]
Data: 2026.11.03 00:39:00+00'00'

CARTÃO DE CIDADÃO

Nineth Party

Assinado por: **Maria Alice Guilherme Faria Simões**
Num. de Identificação: [redacted]
Data: 2026.11.03 15:22:28 +0000

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MUNICÍPIO DE OEIRAS

ANNEX I

DESCRIPTION OF THE PROGRAMME

"AaZ, LER MELHOR, SABER MAIS"

Intervention programme for students with reading and writing difficulties

Largo Marquês de Pombal, 2784-501 Oeiras

geral@oeiras.pt
https://www.oeiras.pt

Câmara Municipal de Oeiras

SCOPE AND ORGANISATION OF THE PROGRAMME

The AaZ, Ler Melhor, Saber Mais Programme is an intervention programme for students in the 1st and 2nd years of schooling with reading learning difficulties. It is a research project of "Teresa e Alexandre Soares dos Santos – Iniciativa Educação", funded by ARICA FOUNDATION, carried out in partnership by the Psychology Research Centre of the University of Minho (CIPSI) and by the Psychology Association of the University of Minho (APSI). The Programme has specialists in the field of learning difficulties, assessment collaborators, data-analysis experts, regional coordinators and teacher-tutors. This team assesses students, applies the Programme, systematically analyses its progress and produces periodic reports on the activities carried out and the results achieved.

ASSUMPTIONS OF THE PROGRAMME

The intervention model for reading/writing learning difficulties, within the framework of the AaZ, Ler Melhor, Saber Mais Programme, rests on three basic assumptions:

1. Reading and writing are essential cognitive tools, not only for school success but also for success in a society where literacy demands are ever increasing. They should therefore be regarded as fundamental and foundational to all subsequent school learning.
2. It is common that, in a classroom, some students learn to read easily, while others learn to read with difficulty (Grimm, Solari, McIntyre, & Denton, 2018; Tortorelli, 2019). In this Programme, difficulties are viewed as knowledge deficits, not as personal deficits or disabilities. Nor are they regarded as unexpected or incomprehensible occurrences. The gap between students with difficulties and the average of their peer group tends to increase, rather than decrease (Baumert, Nagy, & Lehmann, 2012; Coyne et al., 2018; Glasswell, 2001; Pfost, Dörfler, & Artelt, 2012; Stanovich, 1986). Consequently, intervention must be timely, intensive, systematic and highly structured.

TARGETS OF THE PROGRAMME

Students in the 1st and 2nd years of the 1st Cycle of Basic Education.

The choice of the programme's targets relates to the principle that the later difficulties are detected and addressed, the lower the likelihood of success in overcoming them. Indeed, the likelihood tends to decrease, rapidly and drastically, between the 1st and 4th years, given the cumulative nature of learning and the resulting deficits (Fuchs et al., 2018). It should also be noted that AaZ is not intended for students with cognitive delays. Attempting to apply the strategies recommended here to students with cognitive difficulties would be inappropriate and even counterproductive, given the specific needs of these students.

SCREENING AND ASSESSMENT OF STUDENTS TO BE INCLUDED IN THE PROGRAMME

The screening and assessment process for students with reading and writing difficulties, within the framework of the AaZ, Ler Melhor, Saber Mais Project, comprises two distinct procedures:

- The first procedure relates to the identification of students with reading/writing problems to be included in the Programme. In the case of the 2nd year of schooling, this identification is carried out at the very start of the school year. In the case of the 1st year, identification is carried out at the end of the first school term.

  Identification/referral is carried out by the students' regular class teachers. Subsequently, the Programme team assesses the referred students, as well as all students in the classes in which those students are enrolled, through a reading test.

The limit of selected students is sixteen per support teacher (eight from the 1st year and eight from the 2nd).

- The second procedure includes:

  (a) assessment of the progress of the students receiving support. This assessment is carried out every three weeks;

  (b) comparison of the students receiving support with the students in the classes in which they are enrolled. This assessment takes place in September, January and May of each school year;

  (c) comparison of the students receiving support with national and international reading-performance standards. This assessment takes place in September, January and May.

INTERVENTION

Characteristics

The intervention, within the AaZ, Ler Melhor, Saber Mais Programme, has the following characteristics:

- Support on an individual basis or, at most, with two students. This support takes place during school hours and outside the classroom. Exceptionally, it may take place after school hours.
- Organisation of support sessions
  - Duration of each session

    Ideally, each support session lasts 30/45 minutes.
  - Frequency of sessions

    Sessions are held three to five times a week (never fewer than three).
  - Length of support

    The length of support will vary according to the progress recorded by the student (e.g., 2 months, 6 months, 1 year). As a rule, support will only be

discontinued once the student reaches a performance close to the peer average.

EVOLUTION INDICATORS

The individual indicators of progress of the intervention, and the indicators of progress of the Programme, use several parameters as benchmarks:

1. The starting point of each student receiving support
2. The rate of progress of the student while receiving support
3. Comparison of the trajectory of each supported student with the trajectory of the class group in which he or she is enrolled, it being expected that, from the start to the end of support, performance will move from around 45% of the class average to around 90% of the class average.
4. National and international benchmarks for reading speed, expressiveness and accuracy (Buescu, Morais, Rocha, & Magalhães, 2015; Hasbrouck & Tindal, 2017).

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ANNEX II

ACTIVITY PLAN FOR 2026-2027

Updated as of June/26

Largo Marquês de Pombal, 2784-501 Oeiras

geral@oeiras.pt
https://www.oeiras.pt

1_Strategic vision for the programme and objectives for the 2026/2027 school year

Programme developments under the current model

Expansion of the AaZ Programme in Oeiras, as it is currently being developed.
Given the interest of the Oeiras Municipal Council in placing four tutors in the Programme, should Iniciativa Educação commit to funding another four and the schools of the Municipality allocate tutors, subject to the actual availability of teachers, which can only be confirmed at the start of the school year, the programme could have 12 new tutors, which, under normal conditions, will mean support for 192 new students and a number of class-student assessments of close to 3,800 (three times a year).

Programme developments under the model expansion

Development of the AaZ Programme to reach regular classroom teachers and students throughout the 1st Cycle of Basic Education
Combining support for students with support for regular classroom teachers, the general outline of this expansion, whose pilot began in 2025/2026, is as follows:

1. Framework and objectives of the programme
This programme aims to promote the development of fluency, comprehension and enjoyment of reading among students in the 1st Cycle of Basic Education, with a desirable positive impact on school learning and educational success. It is based on the premise that reading is a fundamental skill, strongly related to students' overall performance.

2. *Guiding principles*
• Reading should be practised daily.
• The quality of texts and the variety of genres are essential.
• Students should be involved in reading and writing activities, with clear goals.

3. Components of the programme
a) Modelled reading by regular classroom teachers
• Reading aloud of quality texts (literary, informational and others), daily (10 to 15 minutes).
• Discussion around the text, encouraging students to participate through open-ended questions, comments and inferences (dialogic reading).
Note: Texts should have lexical richness, clear structure and cultural value.
b) Compulsory reading by students
• Preparation of an annual list of compulsory books (at least one per month).
• Diversity of texts: literary (short stories, poetry, theatre), informational and others.
• Record kept in an individual reading diary.
c) Family involvement

• Monthly family reading proposals (parents read to their children).
• Information sessions with parents/guardians.

4. Achievement indicators

Quarterly reading and writing targets
• Definition of specific targets: number of words per minute, level of comprehension, quality of free writing.
• Integration of targets into annual class plans.
• Record of books read.
• Systematic observation using simple checklists and feedback to the student.

5. Execution and monitoring

Stage	Action
Initial planning	Coordinating team, selection of materials and initial teacher training
Execution	Daily classroom practices, reading log, peer reading
Monitoring	Periodic data collection (e.g., monthly, quarterly) (fluency, comprehension, free writing)
Adjustment	Specific changes based on monitoring data
Family involvement	Concrete proposals and regular communication
Final assessment	Annual report with results, difficulties and recommendations

6. Assessment and sustainability

• Quantitative assessment (progress against the defined targets).
• Qualitative assessment (teacher observations, opinions of students and families).
• Multi-year continuity is recommended, with adaptations based on results.

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2_Proposal for the development of activities for the AaZ – Ler Melhor Saber Mais programme

2.1_ Regular activities of the programme in the 2026/2027 school year in Oeiras
• Selection of students to be included in the support (2nd year of schooling). • First universal assessment (students in support + students in the classes) (September 2026). • Training of new teachers joining the programme (September 2026, December 2026, January/February 2027, June/July 2027 in preparation for the following school year, if applicable). • Start of support for 2nd-year students. • Two interim assessments of 2nd-year students, by Christmas 2026. • Second universal assessment of 2nd-year students (students in support + students in the classes) (December 2026) • Selection of students to be included in the support (1st year of schooling + 2nd year in new locations/with new tutors) (December 2026). • First universal assessment (students in support + students in the classes) (December 2026). • Two interim assessments of 1st and 2nd-year students, by Easter. • Universal Assessment of 1st and 2nd-year students (end of 2nd term/Easter). • Two interim assessments of 1st and 2nd-year students, by the end of the school year. • Universal Assessment of 1st and 2nd-year students (end of 3rd term) • Throughout the year: individual monitoring of all tutors involved. • At various points during the year: presentation of the previous year's results to the cooperating Schools/School Clusters.

2.2_ Activities related to communication for the programme in the 2026/2027 school year
• Participation in community events, such as municipal initiatives relating to science communication or, specifically, to reading and writing instruction; • Design and promotion of training activities related to reading and writing; •

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Timeline

Activity	2026/2027
Universal Assessments of the classes involved in the project	Sep 26 (2nd year) Apr 27 (1st and 2nd year) May/Jun 27 (1st and 2nd year)
Assessment of classes not receiving intervention (2nd year)	To be defined
Continuous support and assessment, 1st year	Jan to Jun 27
Continuous support and assessment, 2nd year	Sep 26 to Jun 27
Tutor training **Regular-teacher training**	Sep 26
Reading-promotion pilot project	Oct 26 to Jun 27

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ANNEX III

BUDGET

Largo Marquês de Pombal, 2784-501 Oeiras

geral@oeiras.pt
https://www.oeiras.pt

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Budget of the AaZ – Ler Melhor Saber Mais Programme – Municipality of Oeiras (Estimated calculations for the months of September 2026 to July 2027)		
Costs	**€**	**Entity**
National coordination*	4 515 €	Foundation
Regional coordination	6 325 €	Foundation
Central project team (including monitoring and assessment) *	16 331 €	Foundation
4 tutors (full-time, September to June)	90 870 €	Foundation
4 tutors (full-time, September to June)	90 870 €	Municipality
Materials distributed to students (notebooks, pencils, backpacks)	2 125 €	Foundation
Support books (if necessary)	250 €	Foundation
Total Programme Costs - Oeiras	**211 286 €**	

*National coordination and the central project team are shared across all schools involved in all regions, with the estimated cost presented in proportion to the projected number of students supported.

Distribution of Financial Charges - Implementation of the AaZ Programme		
Entity	**Cost Subtotal**	**% Cost Distribution**
Stichting Arica Foundation for Education	€ 120 416	57%
Município de Oeiras (Municipality of Oeiras)	€ 90 870	43%
Total	**€ 211 286,00**	100%

ANNEX IV

DONATION OFFER

OEIRAS VALLEY PORTUGAL

MUNICÍPIO DE OEIRAS

INSTRUMENT OF DONATION OFFER

Name:

Tax Identification Number (NIF):

Legal representative:

Purpose of the donation: Donation of the amount of €___,00 (_____ euros) to the Municipality of Oeiras , by bank transfer to an account held by it, with IBAN PT50 [ ], SWIFT Code [ ], intended solely and exclusively to support the implementation, in the 2026/2027 school year, in the public-network schools of the Municipality of Oeiras, of the educational project named "PROGRAMA AaZ, LER MELHOR, SABER MAIS", coordinated by STICHTING ARICA FOUNDATION FOR EDUCATION and carried out by it in partnership with the UNIVERSIDADE DO MINHO and APSI – ASSOCIAÇÃO DE PSICOLOGIA DA UNIVERSIDADE DO MINHO, under Collaboration Agreement No. __/2026, dated __ _____ 2026.

The donor acknowledges that, to be valid, this donation offer must still be accepted by the Municipality by resolution of its Municipal Council.

Oeiras Town Hall, ___ of ___, 2026

The Donor

_____.