



**Paula Salgado**

Presidente  
do Conselho Diretivo

Paula Margarida Barrocas Salgado

**Academic and specific training:**

Master's degree in Economics and European Studies, Instituto Superior de Economia e Gestão (ISEG), Universidade Técnica de Lisboa (2006);  
Postgraduate studies in Public Administration and Regional Development from the perspective of the European Communities, Universidade de Évora (1999);  
Degree in Economics, Instituto Superior de Economia e Gestão (ISEG), Universidade Técnica de Lisboa (1997);  
Training Program in Public Management - FORGEP, entitled "Strategic Innovation and Competitive Intelligence" (2016)

**Professional experience:**

Since February 2016 - President of Instituto de Informática, IP, responsible for the Applications Management and Analysis and Information Management Departments, for the Planning, Quality and Auditing Area and for the Security of Information Systems.

In the scope of these functions, she is the Representative of the Ministry of Labor, Solidarity and Social Security at RSPTIC - Network of Shared Services ICT in Public Administration.

From December 2012 to February 2016 - Head of Unit in the Management and Integrated Control Department (DGI), of the Instituto de Financiamento da Agricultura e Pescas, I.P (IFAP, IP), with responsibility for ensuring the management of the Single Request for Aid (PU) databases, of the National Animal Information and Registration System (SNIRA) and of the IFAP Beneficiary Information System.

She was responsible for the design and coordination of several projects in the areas of management and information systems of reference, with the following projects being highlighted:

- Submission of online applications under the new 2014-2020 Rural Development Program (Measures 7 and 9) and the FEAGA;
- Cross-administrative control system with databases supporting the payment of community support/aid under the CAP;
- Reengineering of the National Animal Information and Registration System (SNIRA), based on online communications, promoting the dematerialization and simplification of processes;
- Data interoperability solutions with several external national and international entities.

Also within the scope of this function, she was responsible for managing about 36 online services available on the Portal at IFAP, for the functional articulation of the Institute with other public and private entities. She monitored the performance of various audit processes by national and community control bodies (European Commission and European Court of Auditors).



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From July 2011 to November 2012 - Senior Technician at IGFSS, I.P – Instituto de Gestão Financeira da Segurança Social, integrated in the Debt Management Department, where she performed data analysis functions relating to the evolution of debt to Social Security, and the monitoring and control of the performance of the Social Security institutions in debt settlement. She also participated in the working group for the operationalization of the Complaints Management System and within the scope of the Quality Management System, monitored internal and external audits (APCER and EFQM).

Between October 2009 and June 2011 - Advisor to the Secretary of State for Social Security of the XVIII Constitutional Government, where in articulation with the Instituto de Segurança Social, IP (ISS, IP), Instituto de Informática, IP (II, IP), Direção Geral da Segurança Social (DGSS) and Instituto de Gestão Financeira da Segurança Social (IGFSS, IP) coordinated the implementation and operationalization of the following projects:

- New Code of Contribution Regimes (CRC);
- Application of the resource condition (Decree-Law No. 70/2010 of 16 June) to be taken into account in the attribution and maintenance of the benefits of the family protection subsystem and of the solidarity subsystem, as well as for the attribution of other public social supports;
- Automatic and monthly debt participation process related to Social Security contributions;
- Definition of the strategy to reduce undue payments of social benefits;
- Definition of the Annual Plan to Combat Fraud and Contributory Evasion.

Also noteworthy is the monitoring of the execution of public investment programs in social facilities (PARES, POPH and PIDDAC), of the implementation plan of the National Network of Continuing Integrated Care (RNCCI) and of the implementation plan of the National Network of Continuing Integrated Care in Mental Health.

Between July and October 2009 - Adviser to the Secretary of State for Social Security of the XVII Constitutional Government, where she performed technical support functions to the definition of policies, as well as monitoring the financial execution of public investment programs in social facilities.

December 1998 to July 2009 - Senior Technician at the Instituto de Financiamento de Agricultura Portuguesa (IFAP, IP), part of the Direct Aid Department, with functions at the level of direct aid management under the Common Agricultural Policy. In this institution, she participated in the design and implementation of various business processes in terms of management and information systems, highlighting the project to provide online services for help requests under the FEAGA e FEADER.

She also participated in the design of the Institute's document management program, the implementation of an e-learning platform and the reengineering of the Information System for Beneficiaries. Between September 1997 and November 1998, she held the position of Superior Technician at Banco Espírito Santo and was responsible for managing investment projects at MARCAADL.