

PORTUGAL DIGITAL STRATEGY

Portugal's Digital Transformation:
The key to simplification



REPÚBLICA
PORTUGUESA

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1. Introduction



Portugal's Digital Potential

Portugal is poised to become a **leading player in the European digital landscape**. Portugal's potential is considerable, underpinned by robust telecommunications and computing infrastructures, a strategic geographical location, and specialised talent with the skills to innovate. This unique window of opportunity invites us to build **a future where digitalisation drives the economy, supports climate transition, and enhances the quality of life for its citizens.**

Portugal's **digital connectivity**, characterised by a nationwide coverage of high-speed fixed and mobile telecommunications networks, is a notable strength in the European context, reinforcing the resilience of our country in the face of global challenges. Furthermore, the **digitalisation of public services** has made significant progress, facilitating increasingly interaction between citizens, businesses, and the government.

However, in order to **capitalise on Portugal's digital potential, a more comprehensive approach is necessary**. This approach must address both our strengths and areas for development.

One such area is the **strengthening of digital skills**. The percentage of citizens with basic digital skills is still below what is necessary to ensure universal and successful digital inclusion.

Our **mission** is clear: we are **strongly committed to the acquisition of knowledge**, and we are dedicated to providing every individual with the skills required in this new era. Digitalization must be a democratizing force, opening doors and preparing Portuguese citizens for the challenges and opportunities of the 21st century. At the same time, **it is vital that the country ensures that the necessary tools are in place to promote an effective reduction of inequalities, ensuring that digital transformation does not become a factor of social exclusion.**

One of the great opportunities of this century is precisely Artificial Intelligence (AI). This strategy acknowledges and emphasises the pivotal role that AI will play in Portugal's digital future, with an escalating significance across all sectors of society: in **healthcare**, where AI can optimise bureaucratic processes; in **agriculture**, where AI can promote more efficient and sustainable resource management; and in **education**, where AI can transform the learning experience for students. The objective is **to maximize the adoption of AI and other emerging technologies**, ensuring their **safe, ethical, and common-good-oriented** use. This approach aligns with the European Union's advocacy for a balanced strategy, integrating the promotion of innovation with the assurance of fundamental rights, security, transparency, and democratic values.

Our vision for transformation extends beyond technology and its development. Digital transformation is a catalyst for achieving a more prosperous, inclusive, and sustainable society for Portugal. This is a journey where each step is guided by fundamental principles: inclusion and equality; transparency and trust; environmental sustainability; security; ethics; efficiency; and collaboration. Adherence to these principles is essential to ensure that the ongoing digital transition serves the interests of all individuals. In this sense, the Portugal Digital Strategy is a **commitment of the XXIV Constitutional Government to a future where digital technology elevates every citizen and business.**

Portugal's Digital Transformation: The key to simplification

Our purpose for 2030 is clear. At the core of the Portugal Digital Strategy is the **objective** to establish a **"Portugal's Digital Transformation: The key to simplification,"** envisioning a nation where digital technologies enhance the quality of life for all citizens, boost the competitiveness and productivity of the Portuguese economy, and facilitate the lives of the population.

Achieving this purpose depends, first and foremost, on identifying barriers, needs, and opportunities to harness Portugal's digital potential. In this regard, the Portugal Digital Strategy was **developed through an inclusive and collaborative process**, involving digital specialists, businesses, business associations, and public administration entities. **This extensive consultation process was vital to ensure that the strategy aligns with the genuine needs of society and the economy**, positioning Portugal to capitalise on the opportunities presented by the digital future.

The Portugal Digital Strategy has been developed with reference to the national context and needs, while also aligning with the objectives of the European framework. Consequently, the **Strategy is aligned with the "Digital Decade 2030" programme**, reflecting the fundamental dimensions and digital rights and principles defined by the European Union. This alignment ensures that the digital transition in Portugal is conducted **in accordance with European values** such as inclusion, transparency, and the protection of citizens' rights in the digital environment.

The Portugal Digital Strategy is **centred on people**, with the aim of ensuring that technology contributes to **social and economic progress**, broadening **access to opportunities and reducing inequalities**, rather than creating exclusions.

“**Portugal’s Digital Transformation: The key to simplification**” is a commitment to the **simplification** and **digitalisation** of Portugal, with the aim of creating a **more inclusive society** where no one is left behind.

In accordance with the XXIV Constitutional Government's programme, **the Portugal Digital Strategy is a methodical and all-encompassing plan with the objective of establishing Portugal as a European exemplar in the digital domain.**

Technology can not just be a tool for a few, but
an opportunity for all.

2. The Strategy

Strategic Architecture

The architecture of the **Portugal Digital Strategy** comprises the following elements:

- › **Vision:** Portugal's ambition for 2030 in the digital domain;
- › **Guiding Principles:** cross-cutting pillars of guidance for the strategy;
- › **Dimensions:** areas of focus and classification for the initiatives of the strategy, aligned with the architecture of the "Digital Decade";
- › **Strategic Objectives:** overall objectives to be accomplished by 2030 in order to fulfill the vision;
- › **Targets:** concrete SMART (Specific, Measurable, Attainable, Realistic, and Time-Based) targets aligned with the strategic objectives;
- › **Initiatives:** coordinated programs that include various initiatives to achieve the established objectives. The various initiatives are outlined in Action Plans, which translate into various actions to be implemented by 2030;
- › **Actions:** these are concrete measures framed within the presented initiatives. They identify the involved entities, implementation plans, performance indicators, impact indicators, and investment values.

The Portugal Digital Strategy will be executed through biannual Action Plans, which will be reviewed as required. The Action Plans will detail the actions to be implemented for each initiative of the strategy.

The Vision

The Portugal Digital Strategy provides a **clear vision for the future of digital technology in Portugal by 2030**. This vision, which is **both national and multisectoral** in focus, aims to enhance the **quality of life for citizens** through digital advancements.

Digital technology has the potential to play a vital role in developing a **more competitive, innovative, sustainable, and resilient economy**, positioning Portugal as a more prosperous society.

The successful realisation of this vision is dependent on the success of various initiatives defined for the **dimensions of People, Businesses, Government, and Infrastructure**. This transformation will be guided by digital inclusion, ensuring that the benefits of digital technology are felt by all members of society.

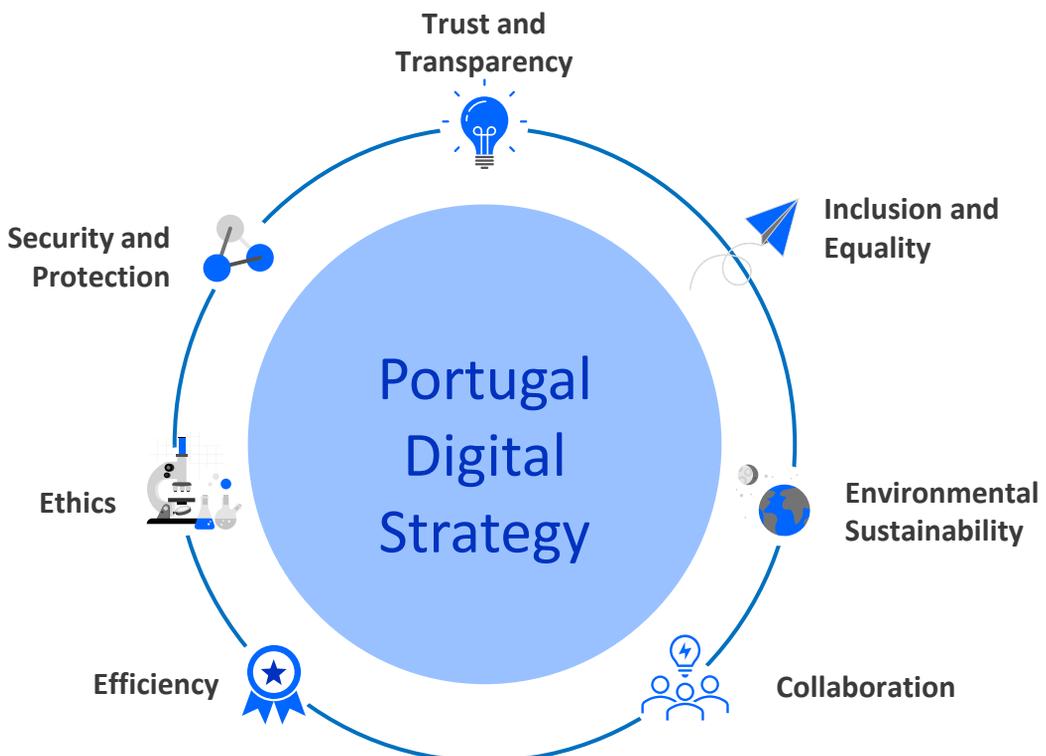
“
Portugal is a **prosperous and innovative nation**
that uses digital technologies to enhance the
quality of life of its population and the
competitiveness of its economy.
”

Guiding Principles

The Portugal Digital Strategy is guided by **seven fundamental principles** that steer all **areas of intervention**. These principles underpin the **strategic objectives, targets, and initiatives**.

By establishing these principles, it is reaffirmed that true value does not reside in digital tools or technologies. **The overarching objective is to foster a more inclusive and equitable society, while also enabling a sustainable, competitive, and efficient economy.**

Figure 1. The Guiding Principles of the Portugal Digital Strategy



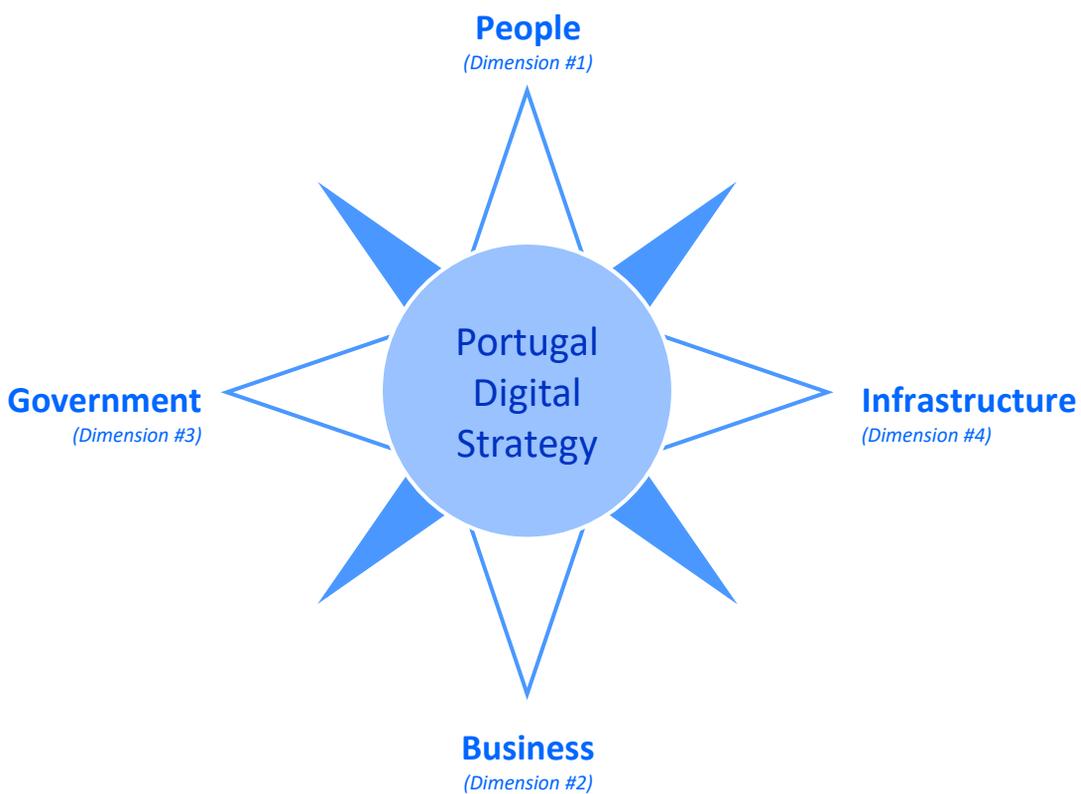
The **seven guiding principles** of the Portugal Digital Strategy are:

1. **Trust and Transparency:** Strengthen public trust and promote transparency through digital technologies, encouraging civic participation and increasing the availability of information in an accessible and clear manner;
2. **Inclusion and Equality:** Ensure universal and inclusive access to digital technologies, promote equal opportunities, and combat barriers to the full participation of any individual or the comprehensive development of their potential;
3. **Environmental Sustainability:** It is vital to align the digital transition with the climate transition, and to use digital tools to create a more sustainable economy;
4. **Security and Protection:** Ensure the security and protection of data and systems, promoting reliable and secure use of digital technologies;
5. **Ethics:** It is imperative to encourage the development and utilisation of technology in an ethical manner, ensuring the safeguarding of fundamental rights and freedoms;
6. **Efficiency:** Transform and simplify processes, reduce bureaucracy, and optimise resource allocation;
7. **Collaboration:** Recognise the ubiquity of digital technology in society and establish a robust digital ecosystem through close collaboration between public administration, private companies, associations, academia, and civil society.

The Dimensions

The Portugal Digital Strategy is structured around **four key dimensions**, aligned with the European Union's **'Digital Decade 2030'**: **People, Government, Business, and Infrastructure**.

Figure 2. The Dimensions of the Portugal Digital Strategy



DIMENSION 1

2.1. PEOPLE

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL



Strategic Objectives

Empowering individuals is a central component of the strategy. The commitment to literacy, education, and training in the digital domain should cover all stages of individuals' lives, ensuring the efficient, functional, effective, and safe use of digital technologies.

It is crucial to recognise the value of human capital and equip individuals with the necessary tools for the digital age to **facilitate the development of a more prosperous and advanced country**. The People dimension has **three strategic objectives** that reflect the main outcomes to be achieved by 2030.

Objective #1

Ensure active, full, and inclusive participation of society in the digital age.

This involves:

- Increasing **the digital literacy** of the population so that citizens can fully participate in the digital era;
- Ensuring **safe use of technology**;
- Reinforcing **civic participation** through digital tools;
- Ensuring **inclusion in the digital age for all**, regardless of socio-economic conditions or qualification levels;
- Promoting **greater gender equality** in the digital sphere, ensuring full inclusion of women and men

Objective #2

Ensure continuous professional development and up-to-date skills by becoming a recognised expert in digital education.

This involves:

- Ensuring that students complete **obligatory education with the necessary digital skills** for the digital age (including the safe use of technology);
- Incorporating digital technologies to **personalise and enhance students' learning processes**;
- Promoting **lifelong learning** in digital skills;
- Facilitating **professional reskilling** and transition from traditional sectors to careers in the digital field.

Objective #3

Train, retain, and attract experts in key digital areas

This involves:

- Recognising Portugal as a **centre of excellence in digital talent** training;
- An **innovation culture** is to be created that will promote the retention and attraction of qualified personnel in key digital fields;
- Collaboration and resource sharing will be encouraged nationally and internationally, positioning Portugal as a **digital innovation hub**;
- **Professional development opportunities** will be ensured to be aligned with the emerging needs of the digital market.

DIMENSION 1

2.1. PEOPLE

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL



Targets

The People dimension has set **three targets to be achieved by 2030**. These are aligned with the targets set within the framework of the '**Digital Decade 2030**' and the DESI (*Digital Economy and Society Index* – a composite index that aggregates some of the key indicators of Europe's digital performance)

The targets are focused on **three fundamental areas** for a more empowered and inclusive society: **(1)** digital literacy of society; **(2)** the number of specialists working in the ICT sector; and **(3)** the number of women specialists in this sector.

Target #1

80% of people (aged 16 to 74) possess at least basic digital skills

- According to Eurostat data from 2023, **56%** of the Portuguese population (aged 16 to 74) had basic or above-basic digital skills (55.6% recorded at the EU level). Portugal has shown positive growth in recent years, but **accelerating the current growth rate is required to achieve the target.**
- There is a **clear area for improvement among individuals with lower qualification levels**. In 2023, Portugal had the **second-largest difference** among EU member states between the population with high qualification levels and those with low or no formal education.

Target #2

ICT specialists constitute at least 7% of the employed population

- According to Eurostat data from 2023, **4.5%** of the employed population in Portugal were ICT specialists, **which is slightly below the EU average** of 4.8%.
- Portugal has shown **positive progress** in this indicator, with an average annual growth rate of **5.7%** between 2015 and 2023. However, to achieve the target, it is essential to accelerate the current growth rate.

Target #3

At least 30% of ICT specialists are women

- According to Eurostat data, the percentage of ICT specialists who were female increased until 2020, reaching approximately **21.3%**. However, this percentage **has since declined**. Consequently, it is imperative to **redouble our efforts** through targeted initiatives to expedite the growth of female ICT specialists in Portugal. A key priority of the strategy is to **attract more women to digital fields and increase the number of female specialists in ICT**.

2.1 PEOPLE | DIMENSION 1

INITIATIVES

#1 Digital Skills

#2 National Programme for Girls in STEM

#3 Digital Skills Curriculum

#4 Civic Participation through Digital Technologies

ESTRATÉGIA
DIGITAL
NACIONAL



#1 DIGITAL SKILLS

Rationale

- › **Digital skills are essential for ensuring full, inclusive, and safe participation of individuals in the digital society**, as well as being a fundamental factor in enhancing productivity and competitiveness in the Portuguese economy. However, the current scenario presents significant challenges: the most recent data from 2023 reveals that **only 56% of the Portuguese population**, aged 16 to 74, **possesses basic digital skills** (Eurostat, 2023).
- › Portugal has the **second-largest digital skills gap in the European Union between the population with advanced education and those with little or no formal education**. In 2023, approximately 88.9% of the population with advanced education had basic or above-basic digital skills, a figure that drops to about 23.2% for the population with little or no formal education (Eurostat, 2023). This significant 65.6 percentage point differential between the two groups highlights the need for a well-designed intervention to address these inequalities and ensure the **entire population is equipped with the digital skills required to thrive in the digital era**.

#1 DIGITAL SKILLS

Details (1/2)

- › The objective is to enhance the **digital competencies of the population**, thereby fostering a more inclusive society that is well-equipped to tackle the challenges and seize the opportunities presented by the digital age. Strategic actions will encompass **digital inclusion, basic literacy**, education, professional retraining, and advanced training.
- › Prioritising the **enhancement of digital literacy among the population** will concentrate on **communities with limited access to digital resources**. Raising **awareness** about the importance of digital skills and promoting **safe technology use** will ensure that everyone understands the risks and best practices in the digital environment.
- › In the education sector, an assessment of students' digital skills will be conducted, and **training in digital competencies** will be strengthened. Key competencies will include developing computational thinking skills, safe use of digital technologies, and capacitation related to the use of emerging technologies, particularly Artificial Intelligence.

#1 DIGITAL SKILLS

Details (2/2)

- › Opportunities for professional retraining and continuous training in the digital field will be created, promoting employability in emerging sectors. **Integrating digital technologies into the educational system** will equip young students with the essential skills required to meet the demands of the labour market.
- › **Research and innovation in digital fields** will be encouraged in order to create conditions for the **retention and attraction of qualified talent**.

#2 NATIONAL PROGRAMME FOR GIRLS IN STEM

Rationale

- › **The underrepresentation of women in STEM** (Science, Technology, Engineering and Mathematics) fields, particularly in ICT, has a detrimental effect on their ability to compete in high-tech and innovation sectors. According to Eurostat, **only one in five ICT specialists are women, and only three in ten graduates in STEM courses are women** (Eurostat, 2022).
- › The **limited representation of women in technology careers is particularly evident in leadership and research positions**. This emphasises the vital need for ongoing support mechanisms that extend from primary education through to professional integration in the workforce. Early educational interventions are vital in challenging prevailing stereotypes and actively **encouraging young women to explore and pursue careers** in technology-related fields.
- › The **promotion of equal participation in STEM is not only a matter of justice, but also a matter of economic importance**. The inclusion of women in these sectors has been shown to increase diversity, thereby enhancing the country's competitiveness in the global market.

#2 NATIONAL PROGRAMME FOR GIRLS IN STEM

Details

- › The launch of a **National Programme focused on attracting and retaining girls and women in STEM fields**. The programme proposes a comprehensive and structured intervention across different phases of the educational and professional trajectory, with **three axes of action**: (1) **Education** (from preschool to the 12th grade), (2) **Higher Education**, and (3) **Labour Market**.
- › The objective is to mitigate and combat **gender stereotypes that associate men and women with traditional roles**, which significantly contribute to the exclusion of girls from STEM fields. Within the educational environment, the initiative's objective is to **stimulate young girls' interest in these disciplines, encouraging them to pursue higher education courses and, ultimately, careers in these fields**.
- › To support this transformation, a **network of ambassadors and mentors** will be created. These mentors will be women who, as role models, will **inspire and support the development of young girls** interested in these areas, helping them to achieve successful pathways.
- › In educational and workplace environments, this initiative aims to **promote more inclusive and conducive conditions for retaining women in digital fields**.
- › To this end, there will be a focus on ongoing training and professional development to encourage **greater female representation** in the digital sector.

#3 DIGITAL SKILLS CURRICULUM

Rationale

- › In the context of a labour market driven by the digital age, there is a need for **continuous adaptation of training and skill certification approaches**.
- › **Micro-credentials** are a valuable tool for students and the employed population, allowing them to acquire specific skills in a targeted manner. This model facilitates **rapid adaptation to market changes** and enhances employability.
- › The [Council Recommendation of 23 November 2023](#) underscores the **significance of micro-credentials**, advocating for their **advancement and acknowledgement among institutions**, businesses, and nations. This initiative aims to enhance the mobility and competitiveness of professionals within the European context.

#3 DIGITAL SKILLS CURRICULUM

Details

- › The creation of the **Digital Skills Curriculum** will ensure that all citizens have **access to a reliable tool with which to certify their digital skills**.
- › **The digital credential wallet** facilitates the registration, validation, and demonstration of users' digital competencies.
- › Its integration with competent certification entities and recruitment processes will ensure a **quality seal** that strengthens employability and values the country's human capital.
- › The selection of credentials to be included will be guided by **labour market needs** and specific demand for digital skills, ensuring that they reflect the **most valued competencies**.
- › The Digital Skills Curriculum will also serve as a **guidance tool, presenting training and development pathways tailored to users' preferences and an evolving labour market**.

#4 CIVIC PARTICIPATION THROUGH DIGITAL TECHNOLOGIES

Rationale

- › Digital transformation presents a unique opportunity to **strengthen the connection between citizens and the public decision-making process**, promoting a more participatory and accessible democracy for all.
- › The [European Declaration on Digital Rights and Principles for the Digital Decade](#) reaffirms the commitment to the "**best use of digital technologies to stimulate people's engagement and democratic participation**" (European Commission, 2023).
- › This commitment involves the promotion of **digital technologies as a means to encourage active citizen participation in democratic life**.
- › The process entails the creation and implementation of **accessible, inclusive and secure digital platforms** that encourage public engagement in decision-making processes. The objective is to **improve transparency and ensure universal access** to information and engagement in civic activities.

#4 CIVIC PARTICIPATION THROUGH DIGITAL TECHNOLOGIES

Details

- › **The promotion and strengthening of digital civic participation platforms** is a key priority, with **participa.gov.pt** being highlighted as a vital resource for fostering citizen participation in public decision-making. The objective is to encourage more citizens to participate actively in discussions about public policies and decisions that affect the country.
- › **The development of new features and capabilities for the participa.gov.pt platform**, with the aim of enhancing its intuitiveness and interactivity.
- › **Awareness-raising actions** will be conducted to **promote digital civic participation**, encouraging citizens to learn about and employ these means to engage in discussions and decisions that shape the future of the country.
- › **Support for ongoing projects that are aimed at reinforcing civic participation in digital settings**. This includes the integration of emerging technologies into civic participation processes.

DIMENSION 2

2.2. BUSINESS

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL



Strategic Objectives

In an era of constant change driven by increasingly rapid technological developments, **companies must adapt and respond innovatively** to remain competitive and resilient.

Digital technology plays a central role in creating a **more competitive, innovative, productive, and sustainable economy**. Digital tools should **facilitate business operations**, enhance productivity, enable the creation of innovative solutions, and expand into new markets. Digital technology can **support investment attraction**, strengthen knowledge networks, and create an innovative ecosystem.

Objective #4

The objective is to achieve a more competitive, productive, innovative and sustainable economy driven by digital technologies

Achieving this goal means:

- The provision of **skills and digital tools** to national companies, with a particular focus on SMEs, is essential for **enhancing efficiency, sustainability, and competitiveness**. This approach leverages the opportunities presented by the digital sector.
- Enhancing Portugal's appeal as a destination for foreign investment in the digital sector.

Objective #5

Maximise support and facilitate access to resources that are directed at the digital transformation of companies

Achieving this goal means:

- Support to businesses **seeking to secure funding opportunities** at both the national and EU levels;
- Facilitating **financial support for companies**, ensuring that funding opportunities are aligned with the real needs of the business community;
- **Empowering SMEs in their digital transformation** by offering specialised mentorship and the right tools for an effective transformation.

Objective #6

The creation of an innovative, collaborative and entrepreneurial ecosystem for companies and start-ups in the digital sector is essential. This ecosystem should value synergies with the scientific and technological system

Achieving this goal means:

- The objective is to encourage **collaboration between start-ups, private companies, research centres and public entities**. This will promote a dynamic environment for the development of new business models, products and services with high value in the digital area;
- The promotion of the **export of innovative digital solutions** with high added value.

DIMENSION 2

2.2. BUSINESS

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL



Targets

Business dimension has set **three targets to be achieved by 2030**. These are aligned with the goals set out in the 'Digital Decade 2030' and the DESI (*Digital Economy and Society Index* - a composite index aggregating some of the main indicators of Europe's digital performance).

These targets focus on **three fundamental areas** for a more competitive, innovative, and productive economy: **(1)** empowering Portuguese SMEs to prepare for the digital era and support their transformation journeys; **(2)** encouraging companies to adopt modern digital tools, including Artificial Intelligence; and **(3)** creating a vibrant and innovative startup ecosystem in Portugal.

Target #4

90% of Portuguese SMEs achieve at least a basic level of digital intensity

- The digital intensity index (DII) for SMEs provides a snapshot of their digital maturity level. It consists of 12 criteria that assess the degree of digitalisation and modernisation within companies. Achieving a minimum of four out of the 12 criteria leads to the designation of a basic level of digital intensity.
- In 2023, **54% of Portuguese SMEs demonstrated a basic level of digital intensity**, marking a 5 percentage point increase compared to 2021. Portugal is **slightly below the European Union average**, considering that in 2023, 58% of European SMEs had at least a basic level of digital intensity (Source: Eurostat).

Target #5

At least 75% of companies adopt Artificial Intelligence tools

- In 2023, **7.9%** of companies with over 10 employees adopted AI tools. The absence of data for this indicator prior to 2021 hinders a comprehensive analysis (Source: Eurostat).
- It is **imperative to accelerate** the adoption of AI in companies, particularly in SMEs where adoption levels are significantly lower than in large companies. In companies with over 250 employees, the level of adoption of AI solutions is 35.4% (Source: Eurostat, 2023).

Target #6

Portugal has at least 6,000 startups

- In 2024, **Portugal's startup ecosystem comprised 4,719 enterprises**, generating a combined turnover of over 2.6 billion euros and employing over 26,000 individuals (Source: *Portuguese Startup Ecosystem Report*).
- Promoting an environment of excellence for the development of Portuguese start-ups with the aim of **increasing the number of unicorn companies** in Portugal.

2.2 BUSINESS | DIMENSION 2

INITIATIVES

#5 Digital Journey for SMEs

#6 Collaborative Hub for Digital Transformation in Portugal

#7 Simplified Digital Interaction with Businesses

ESTRATÉGIA
DIGITAL
NACIONAL



#5 DIGITAL JOURNEY FOR SMES

Rationale

- › A recent study revealed that **only 54% of Portuguese SMEs** with 10 to 249 employees have achieved a basic level of digital intensity.
- › This statistic emphasises the pressing need to **support the modernisation of SMEs**, enabling them to meet the demands of the digital economy and **enhance their competitiveness and innovation capacity**.
- › By **2030**, the objective is for at least **90% of SMEs to possess, at a minimum, a basic level of digital intensity**.

#5 DIGITAL JOURNEY FOR SMES

Details (1/2)

This initiative addresses **four critical challenges that limit the modernisation potential of these companies:**

- › **Raising Awareness: SMEs must be educated on the benefits of digitalisation and the opportunities provided by this transformation.** Investing in awareness and training initiatives targeted at businesses and business associations is essential. These initiatives should emphasise the positive impact that digital tools can have on the growth and competitiveness of SMEs.
- › **Digital Maturity Assessment:** Conducting a precise diagnosis of the transformation needs of SMEs. By recognising the **diversity of digital maturity levels among SMEs**, it is important to provide customised support that aligns with each company's unique transformation stage and objectives.
- › **Clear Pathways for Digital Transformation:** The initiative will provide **tailored practical guidance**, including support for adopting digital technologies and tools, assisting SMEs in **structuring and executing their transition**.

#5 DIGITAL JOURNEY FOR SMES

Details (2/2)

- › **Strengthening Digital Skills:** It is critical for the workforce and leaders of SMEs to be equipped with knowledge of new digital trends and to enhance their management skills in the digital context, in order to maximize the **benefits of digital transition**.

#6 COLLABORATIVE HUB FOR DIGITAL TRANSFORMATION IN PORTUGAL

Rationale

- › **Portugal possesses significant potential** for advancing digital transformation, equipped with skilled human resources, centres of scientific excellence, innovative companies, and a constantly modernising and digitising public administration.
- › To achieve this potential, it is essential to **combine efforts and encourage collaboration among different sectors and entities.**
- › This initiative aims to **create such synergies** by bringing together skills and capabilities to **develop innovative and effective solutions that address the emerging needs of society** and drive growth and competitiveness in the country.

#6 COLLABORATIVE HUB FOR DIGITAL TRANSFORMATION IN PORTUGAL

Details (1/2)

- › The initiative proposes the establishment of a **Collaborative Hub that brings together Public Administration, businesses, research centres, higher education institutions, and other relevant entities** to develop new innovative digital solutions.
- › This Hub will contribute to positioning Portugal as a centre of excellence for the experimentation and development of new digital solutions, particularly in **emerging technologies**, including Artificial Intelligence, Quantum Computing, Blockchain, Web3, Cloud, IoT, Virtual and Augmented Reality, and Automation, among others.
- › The Hub will serve as a **meeting point where real social and economic challenges**, identified by the public sector in areas like climate transition, transportation, agriculture, and health, **are transformed into opportunities for technological innovation**.
- › The process commences with Public Administration **defining and detailing specific needs**, translating them into clear requirements and guidance for the solutions to be developed. To address these challenges, **the Hub encourages the creation of collaborative networks**—partnerships between businesses, higher education institutions, and research centres—bringing together the necessary technical skills and resources to develop these solutions.

#6 COLLABORATIVE HUB FOR DIGITAL TRANSFORMATION IN PORTUGAL

Details (2/2)

- › The Hub will establish **synergies** with collaborative laboratories (CoLABs), Technology and Innovation Centres (CTIs), as well as Technology Free Zones (ZLTs), Test Beds, sandboxes, and common data spaces. These collaborations will provide a **dynamic and open environment for experimentation**, which is essential for developing innovative and competitive solutions.
- › Collaborative networks will have access **to funding for creating prototypes, conducting proofs of concept, and developing products and services** that directly address identified issues. The objective is for these solutions to **scale and be applied more broadly, or even exported**, fostering the creation of new companies and business models that strengthen the innovation ecosystem in Portugal.

#7 SIMPLIFIED DIGITAL INTERACTION WITH BUSINESSES

Rationale

- › **Significant challenges persist in the interaction between the Government and businesses**, where **bureaucracy and obstacles continue to obstruct processes**, particularly in accessing national and EU funding sources, as well as in public procurement.
- › Digital transformation should act as a catalyst, **simplifying processes, reducing bureaucracy, and facilitating access to and understanding essential information for businesses**. This, in turn, will ensure greater agility and flexibility in interactions with the Government.

#7 SIMPLIFIED DIGITAL INTERACTION WITH BUSINESSES

Details

- › This initiative aims to **transform the interaction between the Government and businesses**. Rather than merely digitising existing processes, the goal is to fundamentally **redesign and streamline the processes of interaction with businesses**.
- › This initiative promotes **a more direct, modern, and efficient relationship between the Government and businesses**, creating a supportive environment that not only meets current demands but also contributes to the competitiveness and sustainable growth of the business fabric in Portugal.
- › Specific **use cases will be identified in which digital technologies can be used to mitigate the barriers and challenges currently faced by businesses**. This will create more intuitive and accessible solutions.
- › It is essential to **enhance the processes of consultation and civic participation of businesses**, ensuring that their needs are identified and incorporated into the design of public policies.

DIMENSION 3

2.3. GOVERNMENT

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL

Strategic Objectives

The **Government** must **lead by example by modernising and digitising** administrative processes. A more digitally inclusive Government is a **more efficient and accessible one**, capable of responding swiftly to the needs of citizens and businesses. The digital transition should primarily promote inclusion, accessibility, trust, and efficiency in public services.

Objective #7

Ensure that public services are digitised and delivered in an efficient, integrated and people-centred manner

Achieving this goal means:

- The development of a **citizen-centred approach**, with the objective being the creation of simple, accessible digital public services that respond to and anticipate the needs of citizens and businesses.
- **The automation and dematerialisation of administrative processes** is key to ensuring a more efficient and swift response in public service delivery.
- The promotion of **full systems interoperability** and the integration of public services for a unified experience.
- Implementing mechanisms for **continuous monitoring and evaluation**, ensuring that services evolve based on citizen feedback and best international practices.

Objective #8:

Establishing a capable Public Administration, ensuring a sustainable and inclusive digital transition

Achieving this goal involves:

- **Equip Public Administration personnel** with the digital skills necessary for the new digital era.
- Enhance **leadership training** within Public Administration, ensuring that essential competencies for leading and managing digital transformation are in place.
- Ensuring **digital inclusion when formulating public policies**. This means guaranteeing that all citizens, regardless of their location or circumstances, have access to digital public services.
- The implementation of a **robust digital governance system** is essential for ensuring transparency, security, and data protection. This will build trust among citizens and foster innovation in the public sector.

DIMENSION 3

2.3. GOVERNMENT

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL



Targets

The Government dimension has **two targets to be achieved by 2030**. These are aligned with the strategic guidelines defined in the "Digital Decade 2030" and with international best practices.

These targets reflect the **two fundamental aspects** of public service delivery: **(1)** the supply side, focusing on the diversity of public services available online; and **(2)** the demand side, assessing citizens' interaction with digital public services.

Target #7

All public services that can be provided digitally are available through this channel

- The objective is to ensure the **digital availability of all public services that can be offered in this manner**. The Portugal Digital Strategy's objectives **exceed the requirements set by the European Union's Digital Decade**, which only mandates the digitalisation of essential public services (see Council of Ministers Resolution No. 86/2024, dated July 9, and Decree-Law No. 49/2024, dated August 8).
- The digitalisation of public services is key to safeguarding **inclusion** and **protecting more vulnerable groups** with lower levels of digital literacy and reduced access to digital tools.

Target #8

There are 6 million active Digital Mobile Keys (CMD)

- As of October 2024, the number of **active CMDs stood at approximately 3.8 million, indicating a steady increase in registrations for the CMD** (Source: Agency for Administrative Modernization).
- **The adoption of the Digital Mobile Key will strengthen security** across the Government's digital channels and facilitate access to digital identity and public digital services.

2.3 GOVERNMENT | DIMENSION 3

INITIATIVES

#8 Digital Journey for Public Administration

#9 More Digital and Streamlined Public Services

#10 National Artificial Intelligence Agenda

#11 National Digital Agency

ESTRATÉGIA
DIGITAL
NACIONAL

#8 DIGITAL JOURNEY FOR PUBLIC ADMINISTRATION

Rationale

- › The Public Administration must **set an example** by taking a pioneering role in digital transformation.
- › **There are discrepancies in the levels of digital maturity among different entities**, as well as ongoing needs for digital skills development among their professionals.
- › It is essential to define a **common transformation journey, with shared requirements for all Public Administration sectors**.
- › This approach will reduce digital disparities among entities, ensure **uniform progress, and create a solid foundation for the public sector to offer more efficient and high-quality services**, responding swiftly to the needs of citizens and businesses.

#8 DIGITAL JOURNEY FOR PUBLIC ADMINISTRATION

Details

- › This initiative establishes a **digital transformation pathway for Public Administration entities**, with the aim of enhancing the efficiency of their internal processes and improving the quality of the services they provide.
- › The programme begins with a **digital maturity assessment**, which determines the current status of each entity in their transformation process. This assessment enables ongoing monitoring to facilitate structured and attainable progress.
- › A **key element of this transformation is the provision of digital skills training for Public Administration workers**, including managers and leaders. Proper training is essential for a digital transformation that positively impacts the Government as a whole, ensuring that public services become more agile and effective.
- › The initiative will also establish a **shared development and transformation environment that encourages the exchange of best practices, success stories, barriers, challenges and use cases among Public Administration entities**.

#9 MORE DIGITAL AND STREAMLINED PUBLIC SERVICES

Rationale

- › Portugal's strategic goal is to establish itself as a **leading provider of digital public services**, leveraging technology not only to digitise processes but also to streamline and transform the experience of interacting with the Government.
- › This means the **implementation of a proactive strategy, whereby public services proactively anticipate citizen and business needs, offering streamlined solutions that enhance efficiency** and reduce bureaucracy, placing the user at the centre of service delivery.
- › In order to achieve this, it is essential to provide citizens and companies with a **simple, integrated and harmonised omnichannel service experience**, in a **transversal vision, from design and development to the provision of public services**. This guarantees that each stage is intuitive and adapted to the real needs of users.

#9 MORE DIGITAL AND STREAMLINED PUBLIC SERVICES

Details

- › The objective is to **streamline access to Government services**, ensuring that individuals and businesses can utilise them in a straightforward and efficient manner.
- › The **gov.pt platform is central to this transformation, ensuring an integrated approach** based on four points (portal, mobile application, telephone line and face-to-face). The **continuous improvement of gov.pt includes the expansion of functionalities**, according to the preferences and needs of citizens and companies.
- › The **creation of proactive services, capable of anticipating the needs of citizens and businesses**, is also a goal. This model reduces the necessity for users to seek information or initiate processes, offering, for example, relevant notifications and automatic reminders for renewals, tailored to the user's profile.
- › This initiative is a key part of the Government's ongoing commitment to providing **accessible and modern public services, with the aim of simplifying the lives of citizens and businesses.**

#10 NATIONAL ARTIFICIAL INTELLIGENCE AGENDA

Rationale

- › The potential of **Artificial Intelligence (AI)** to drive **economic growth and enhance competitiveness in Portugal** is significant. AI has the **potential to transform** all sectors of activity and all dimensions of society.
- › Portugal's ambition is not just to keep pace with this technological evolution, but to position itself as a leader.
- › In light of the rapid advancements in AI worldwide, it is vital for Portugal to adopt a **flexible and coordinated approach to accelerate the adoption of AI** and maintain its competitive edge.
- › The **safe and ethical adoption of AI has the potential to transform the economy**, generating innovation and creating an environment conducive to sustainable and inclusive growth.

#10 NATIONAL ARTIFICIAL INTELLIGENCE AGENDA

Details

- › The vision for 2030 is clear: to ensure that by that year, Portugal will present a robust AI ecosystem based on ethics and scientific excellence, promoting **social well-being and enhancing the productivity and competitiveness of the Portuguese economy**.
- › The **National Artificial Intelligence Agenda is scheduled for presentation in early 2025**, marking a pivotal step in establishing a **robust and innovative AI ecosystem in Portugal**. The Agenda is structured around **three operational axes – Innovation, Talent, and Infrastructure** – and guided by the four dimensions of the Portugal Digital Strategy (People, Businesses, Government, and Infrastructure). This Agenda defines an ambitious path for the responsible development and application of AI in the country.
- › The Agenda will include a **set of new actions, which will be articulated with ongoing initiatives and projects in the Public Administration**. This comprehensive approach will ensure that **future AI initiatives adhere to the same guidelines**, promoting resource synergies that will strengthen the impact of projects.
- › The Agenda is not merely a plan of actions but a **collective commitment for Portugal to assert itself as a responsible and innovative leader in AI development**, placing people and social progress at the centre of this technological revolution.

#11 NATIONAL DIGITAL AGENCY

Rationale

- › As **digital technologies become a central axis of the economy and society**, it is **necessary to ensure a coordinated and adaptable strategic vision**, capable of keeping pace with rapid technological developments and effectively responding to emerging challenges.
- › The National Digital Agency **is responsible for enhancing Portugal's capacity for digital transition**. In a context where areas such as Artificial Intelligence and digital regulation are becoming increasingly critical, the **Agency ensures an agile and informed response**, in line with European and global best practices and priorities.
- › The Agency will facilitate **greater harmonisation and efficiency in implementing public policies related to digital matters**.
- › This Agency will **serve all those who interact with and benefit from the digital realm, including People, Businesses, and the Government**. It will provide an integrated and comprehensive perspective on the needs and priorities of all stakeholders, without exception.

DIMENSION 4

2.4. Infrastructure

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL



Strategic Objectives

The creation of a **modern, secure and resilient digital infrastructure** is the fundamental cornerstone for digital transformation in Portugal. Portugal has the **potential to develop digital infrastructures of significant quality**.

In terms of connectivity, Portugal stands out as one of the EU member states with the **highest coverage of high-speed fixed and mobile internet**, providing a solid foundation for digital expansion and modernisation.

Additionally, **Portugal's strategic geographic and geopolitical position** gives the country a crucial role in the international context, promoting digital integration with other countries and strengthening transnational links.

Objective #9

It is of paramount importance to have a widely connected, secure, and resilient digital infrastructure that is aligned with major digital trends

Achieving this goal means:

- Strengthening the country's **digital sovereignty**;
- The expansion of **high-speed fixed and mobile internet coverage**, ensuring connectivity across the territory;
- The development of the national digital infrastructure **for the hosting of Public Administration data**;
- The implementation of robust **cybersecurity** measures to protect critical infrastructure and data against threats and cyber-attacks;
- The implementation of robust **data protection and security** policies in order to build citizens' trust in the use of new technologies;
- The adoption of continuous monitoring policies for evaluating **infrastructure performance**, facilitating rapid improvements and adjustments;
- Establishing collaborative relationships with the private sector is essential for the creation of **cutting-edge infrastructures** that facilitate the development and growth of emerging technologies.

Objective #10

Our goal is to be a leading player in the anticipation and implementation of technological innovations that enhance the quality of life for the population as a whole

Achieving this goal means:

- Promoting a **culture of innovation** in both the public and private sectors, with a focus on the adoption of emerging technologies such as Artificial Intelligence;
- The adoption of a clear approach to value creation is essential. This approach must prioritise the adoption of digital technologies and **focus on the impact created**;
- The formation of collaborative relationships between the public sector, private industry and academia is essential for **encouraging research and technological development** that aims to enhance quality of life;
- Monitoring and evaluation of **the impact of technological innovations on quality of life**. In addition, strategic action lines must be adjusted as necessary to ensure that the population reaps the maximum benefits.

DIMENSION 4

2.4. Infrastructure

Strategic Objectives

Targets

ESTRATÉGIA
DIGITAL
NACIONAL



Targets

The Infrastructure dimension defines **two targets to be achieved by 2030**, aligned with the targets defined within the framework of the 'Digital Decade 2030' and with the DESI (*Digital Economy and Society Index* - a composite index that aggregates some of the main indicators relating to Europe's digital performance).

These Targets, which include **5G coverage and the adoption of cloud computing services**, ensure a digitally connected, secure and resilient infrastructure, and the anticipation and implementation of technological innovations that raise the population's quality of life.

Target #9

100% of populated areas covered by 5G high-speed networks

- In 2023, **98,1%** of households in Portugal had coverage of at least one 5G mobile network (Source: Eurostat)
- Portugal is already well positioned, approaching the **target of 100 per cent** of populated areas covered by 5G high-speed networks.

Target #10:

At least 75% of companies adopt cloud computing services

- In 2023, **32.3% of companies with over 10 employees adopted cloud services**. This represents an increase of 4.2 percentage points compared to 2021, which was the first year for which data was available (Source: Eurostat).
- Given that the European Union and Portugal's **objective** is to have **75% of companies adopt cloud services**, there is an urgent need to accelerate the adoption of these services in companies, particularly SMEs.

2.4 INFRASTRUCTURE | DIMENSION 4

INITIATIVES

#12 Cybersecurity and Digital Infrastructures

#13 Data Available for Everyone

#14 Territorial Cohesion through Digital Technologies

#15 Digital Blueprint

ESTRATÉGIA
DIGITAL
NACIONAL

#16 Digital and Intelligent Nation

#12 CYBERSECURITY AND DIGITAL INFRASTRUCTURES

Rationale

- › **Digital infrastructures are the foundation of a modern and competitive society**, playing a central role in promoting innovation, ensuring security, and fostering sustainable growth and well-being for people.
- › In light of the recent surge in cyber incidents (CERT, 2023), it is imperative that **cybersecurity is prioritised at a national level**.
- › This initiative is designed to bolster the **country's digital defences** in a context where emerging technologies such as Artificial Intelligence and cloud services present **novel security challenges** (CERT, 2024).

#12 CYBERSECURITY AND DIGITAL INFRASTRUCTURES

Details

- › This initiative will strengthen the **cybersecurity of the Public Administration** and the **digital sovereignty of Portugal**. It is critical to ensure that the country is prepared to **protect and manage its information in a sovereign and resilient manner**.
- › One of the key pillars of this initiative is the **development of a sovereign cloud**, which will host the data of Public Administration entities. This will ensure better management, efficiency gains, and compliance with high security and protection requirements. This cloud infrastructure could also **offer digital storage solutions for SMEs** facing difficulties in accessing cloud computing services.
- › The ability to **anticipate and respond to cybersecurity incidents** will be reinforced. The initiative will support the development of existing platforms for identifying, monitoring, and responding to cyber incidents, enhancing Portugal's real-time response capability to digital threats. A dedicated pool of hours will be established for Public Administration entities, enabling the procurement of cybersecurity specialists to provide direct assistance in the event of critical cyber incidents.
- › A **time bank will be established for Public Administration entities**, enabling the hiring of cybersecurity specialists to support public entities in the event of critical cyber incidents.
- › This will be implemented in **coordination with the Cloud Working Group, created within the framework of the Council for Digitalisation in Public Administration (CDAP)**.

#13 DATA AVAILABLE FOR EVERYONE

Rationale

- › The [European Strategy for Data](#) states **that 80% of data remains unused**, representing a valuable potential that can transform the public sector's responsiveness and innovation capacity, while also creating excellent opportunities for the private sector.
- › The implementation of a **common model and efficient data management in the Public Administration** is crucial for applying the "only-once" principle, which prevents citizens and businesses from having to provide the same information repeatedly to different bodies.
- › The Public Administration's adoption of a **robust data management culture** ensures strategic use of information and a more effective response to society's and the economy's needs.

#13 DATA AVAILABLE FOR EVERYONE

Details

- › **The creation of a common data model applicable to the Public Administration.** The model will establish **clear rules and standards for data hosting, curation, processing, sharing, and analysis**, ensuring that data usage is conducted securely and responsibly.
- › **The establishment of a systematic framework is essential for unlocking the value of data within the Public Administration sector.** This framework must include specific scenarios for data enhancement and repurposing.
- › **The national interoperability framework is to be reassessed**, with a view to facilitating simplified access and efficient use of data across different systems and entities.
- › **The creation of secure data-sharing spaces in strategic areas such as Transport, Sea, Agriculture, Health, and Climate Transition**, in coordination with ongoing European efforts in this area (especially in health), is essential. These spaces will facilitate **collaboration between the Public Administration, the private sector, and academia, stimulating innovation and the development of new products**, services, and business models.
- › **The new format of dados.gov.pt has been refined** to better serve as a **central repository for open data**, while ensuring **effective reuse and value creation** from the data provided.
- › The implementation will be carried out in **coordination with the Data Governance Working Group**, which was **established within the framework of the CDAP**.

#14 TERRITORIAL COHESION THROUGH DIGITAL TECHNOLOGIES

Rationale

- › Portugal must address the challenge of ensuring greater **territorial cohesion** through the effective use of digital tools, facilitating **equitable access to digital technologies** for all citizens and businesses, regardless of their location.
- › **Portugal's Autonomous Regions and low-density territories experience limited accessibility to modern and connected digital infrastructure.** As the country becomes increasingly dependent on digital infrastructure, the disparities in access to connectivity and technological infrastructure may become more pronounced.
- › This scenario calls for a **strategic response to ensure the necessary infrastructure**, as well as **inclusive access to the internet and digital technologies**.
- › Connectivity across the entire country is more than just a technical requirement; it is an **essential pillar of social and economic cohesion**, enabling all citizens and businesses to **participate fully in the digital economy**, regardless of their location.

#14 TERRITORIAL COHESION THROUGH DIGITAL TECHNOLOGIES

Details

- › The promotion of a more **solid integration of connectivity and computing infrastructure throughout the national territory and in connection with other countries**.
- › Ensuring that all citizens and businesses, regardless of their location or socio-economic status, have **inclusive access to digital technologies**. This will reduce inequalities and promote true territorial cohesion in digital access.
- › A key element of the initiative is **the development of the new CAM Ring (Continental-Azores-Madeira), a network of submarine cables linking the continental territory of Portugal to the Autonomous Regions of the Azores and Madeira. This initiative will utilise part of the capacity of the Ring to connect the advanced computing infrastructure of the mainland with the islands**, creating a unified high-capacity network. This will enable companies, research centres, public bodies, and other entities in the autonomous regions to directly access the national advanced computing network, eliminating existing connectivity barriers.
- › Furthermore, the initiative will establish **measures to promote access to digital technologies, including support for inclusive internet access and the mitigation of white zones**, with a view to fostering territorial cohesion in the field of digital technologies.

#15 DIGITAL BLUEPRINT

Rationale

- › Portugal currently lacks a national platform dedicated to monitoring its digital ecosystem. This absence limits the ability to track the progress and impact of various digital initiatives.
- › **Digital transition is a cross-cutting pillar across** all sectors of Portuguese society that requires a **coordinated approach** to streamline efforts, share best practices, and create synergies.
- › The country will gain a **more comprehensive and up-to-date view of digital development** across all sectors through the implementation of an integrated monitoring tool. This will enable continuous oversight and allow for strategic adjustments whenever necessary.

#15 DIGITAL BLUEPRINT

Details

- › The establishment of a **national platform dedicated to monitoring the digital transition and the digital ecosystem of the country**. This platform is a significant step in the right direction, designed to be a **comprehensive and accessible source of information regarding the Portuguese digital ecosystem**. By gathering data, indicators, and best practices, the platform will facilitate continuous and transparent monitoring of Portugal's digital progress, providing a **clear and comprehensive view of the current state and future opportunities**.
- › The objective of this initiative is to promote a **culture of digital governance based on transparency, participation, and access to information**. The platform will serve as a knowledge repository, making relevant data available to citizens, businesses, researchers, and policymakers.
- › By facilitating access to this information, the platform will help build a more innovative, competitive, and sustainable digital environment, **where all stakeholders can closely follow ongoing initiatives, including those of the Portugal Digital Strategy**.
- › The platform will assume an **analytical and consolidating role within the digital ecosystem**, with a focus on emerging technologies such as Artificial Intelligence and Blockchain. This integrated approach will allow for a **holistic view of digital progress in Portugal**, ensuring an active role in building a more sustainable and prosperous digital future.

#16 DIGITAL AND INTELLIGENT NATION

Rationale

- › In a rapidly evolving world, where global competitiveness and the well-being of populations increasingly depend on robust digital infrastructures, it is necessary to **position Portugal as an international reference in connectivity and territorial intelligence**, promoting a **truly digital and intelligent nation**.
- › Portugal has made significant progress in **implementing Smart City ecosystems** through data sensing, data collection and data analysis, which support decision-making and city management.
- › These actions have been primarily developed at the level of larger cities, not being as developed or common in less populated areas. **This means that a national view of the territory or equitable access to intelligent solutions is not currently available.**
- › We are committed to the development of Smart Cities in Portugal, while also **advocating for the provision of opportunities and resources to all Territories.**

#16 DIGITAL AND INTELLIGENT NATION

Details

- › The Digital and Intelligent Nation initiative is a strategic response to the **need to expand access to intelligent territory management solutions, as well as to improve the interconnection between different territories**, creating an ecosystem of best practices and data sharing.
- › The initiative is founded on the principles of inclusion, sustainability, and territorial cohesion. Its aim is to **integrate urban and rural dimensions into a digital ecosystem that leverages the potential of emerging technologies** such as artificial intelligence, the Internet of Things (IoT), and 5G networks.
- › Furthermore, the Digital and Intelligent Nation acknowledges the particularities and challenges posed by each territory, including demographic ageing, decentralisation of services and climate change. It promotes targeted and collaborative **interventions among public entities, private sectors and civil society**.

3. Governance Model

Governance Model

The governance of the Portugal Digital Strategy is based on the **new Digital Governance Model**, which was approved by the Council of Ministers on 16 July 2024. This new model adopts an integrated governance logic and promotes articulation at different levels.

This **governance model** is structured to ensure the **efficient and effective implementation** of initiatives and actions aimed at the country's digital transformation, through an approach that prioritises **communication and collaboration**, integrating different bodies with different responsibilities.

This approach ensures **continuous monitoring** and **effective coordination** among entities, facilitating close oversight of all aspects related to the implementation of the Portugal Digital Strategy.

The **Digital Blueprint** will provide the monitoring and support for the execution of the Strategy, serving as a **monitoring platform** for the digital ecosystem and gathering essential information regarding progress in meeting defined goals and implementing outlined initiatives and actions.

Thus, **four levels of action** are defined:

- › **Council of Ministers for Digital Transition and Modernization (CM-TDM):** Responsible for **approving the Portugal Digital Strategy**, as well as the **initiatives and actions** to be implemented to achieve the outlined objectives. Additionally, the CM-TDM conducts **periodic monitoring of the Strategy's execution**, ensuring that the defined objectives are being met and making necessary adjustments over time.
- › **Interministerial Council for Digitization (CID):** The CID plays a fundamental role in **political articulation among the different governance areas** involved in executing the Portugal Digital Strategy. The CID also conducts periodic monitoring of the Portugal Digital Strategy's execution, acting as a **reference point for resolving obstacles or difficulties** that may arise during the strategy's implementation process.

- › **Council for Digital in Public Administration (CDAP):** The CDAP's primary responsibility is **continuous monitoring of the execution** of the Portugal Digital Strategy, with a particular focus on measures applied **within the Public Administration**. This forum is also responsible for **technical coordination** among Public Administration entities, ensuring that initiatives are implemented effectively, efficiently, and in a coordinated manner. Through the CDAP, various Public Administration entities collaborate to fulfil the objectives defined within the Strategy, maintaining a cohesive approach aligned with national guidelines.
- › **Technical Working Group for the Installation and Initiation of the Portugal Digital Strategy Execution:** This group has been established within the CDAP and has been assigned the responsibility of **installing and initiating the execution** of the Portugal Digital Strategy's **initiatives**, with the aim of promoting rapid and efficient implementation. **The working group will have a duration of six months** and will consist of one representative from the Agency for Administrative Modernization (AMA, I.P.), who will preside; one representative from the National Security Office (GNS); one representative from the Agency for Competitiveness and Innovation (IAPMEI); one representative from the Foundation for Science and Technology (FCT, I.P.); and one representative from the National Innovation Agency (ANI).

This governance model is, therefore, an integral structure that combines **political coordination, inter-ministerial support, technical monitoring, and execution** to ensure the success of the Portugal Digital Strategy.

4. The future of Digital in Portugal

The future of Digital in Portugal

The Portugal Digital Strategy represents a significant and transformative milestone for Portugal. With an ambitious vision of positioning the country as a reference in digitisation and modernisation, this strategy emerges as a driver of development, innovation, and inclusion. Portugal now has a **unique opportunity** to boost its economy, strengthen social and territorial cohesion, and ensure a more efficient Public Administration that is closer to citizens, building a nation where **digital technologies simplify everyone's life.**

The National Digital Strategy presents a clear structure, with strategic objectives, concrete goals, and a robust governance model, based on four fundamental dimensions: People, Businesses, Government, and Infrastructure. **These dimensions guide 16 impactful initiatives,** ranging from the digital skills development of citizens and the promotion of gender equality in STEM fields to the creation of a secure and resilient digital infrastructure.

Portugal is therefore **committed to enhancing the digital skills of its population, integrating digital technologies into SMEs, modernising the public sector, and building an infrastructure that supports the digital transition.** Initiatives such as the "Digital Skills Curriculum" and the "Collaborative Hub for Digital Transformation in Portugal" are concrete examples that will contribute to a more empowered society and a more competitive and innovative business environment.

Throughout this journey, the **Strategy will contribute to the Sustainable Development Goals**, promoting a more **inclusive, equitable, and sustainable country**. The Strategy places special emphasis on **digital inclusion** and **combating inequalities**, aiming for a transformation that benefits all citizens, regardless of their origin, geographical location, or socio-economic status.

ANNEX

Action Plan for 25-26