

# PORTUGAL DIGITAL STRATEGY

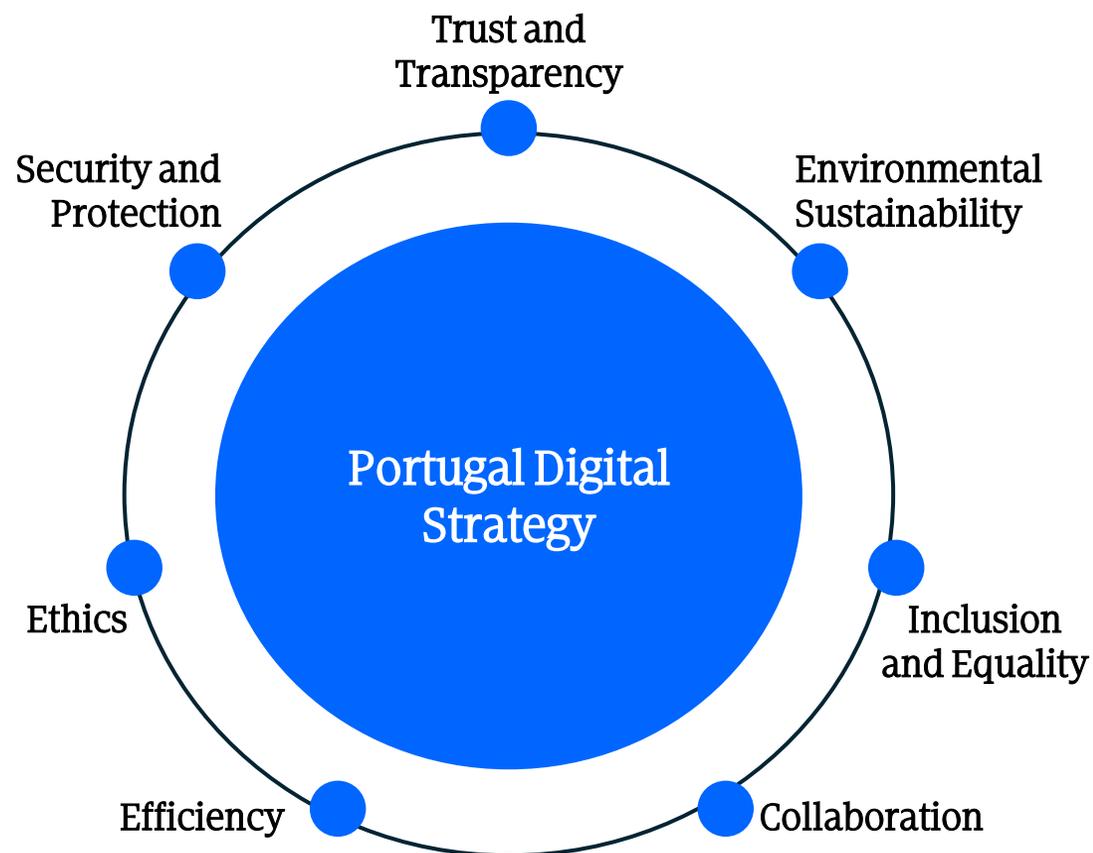
2026-2027 Action Plan

# Vision, Guiding Principles, and Dimensions

## Vision by 2030

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 Dimensions

 People

 Business

 Government

 Infrastructure

# Targets

## By 2030:

-  **#1** 80% of **people** (aged 16 to 74) possess at least basic digital skills
- #2** ICT specialists constitute at least **7% of the employed population**
- #3** At least **30% of ICT specialists are women**
-  **#4** 90% of Portuguese SMEs achieve at least a **basic level of digital intensity**
- #5** At least **75% of companies adopt Artificial Intelligence tools**
- #6** Portugal has at least **6,000 startups**
-  **#7** All **public services** that can be **provided digitally** are available through this channel
- #8** There are **6 million active Digital Mobile Keys (CMD)**
-  **#9** 100% of **populated areas** covered by 5G high-speed networks
- #10** At least **75% of companies adopt cloud computing services** (cloud services)



- 1** Vision
- 7** Guiding Principles
- 4** Dimensions
- 10** Targets for 2030
- 16** Initiatives



**20 Actions**



## Context Action Plan



### Technological Reform of the State

1. Common ICT Architecture in PA

2. Developing ARTE

3. Digital Innovation Ecosystem in PA

4. National Cybersecurity Strategy

5. Digital-ready legislation

6. Digital and AI in Justice



### Digital Economy and Regulation

13. Strategic review of the National Digital Infrastructure (Data Centers, Cloud)

14. Digital Transformation of Companies

15. Digital Innovation/Entrepreneurship

16. Digital Regulation: Simple, Clear, and Pro-Innovation



### Data and Interoperability

7. New Interoperability Legal Framework

8. National Data Policy

9. PAGE: State Management Support Platform



### Digital Skills

17. Digital Skills Pact

18. National Programme for Girls in STEM

19. Digital and AI in Education



### Digital Public Services

10. Digital Public Services of the Future

11. Omnichannel Support

12. Participa.gov 2.0 – A New Form of Civic Participation



### Artificial Intelligence

20. National Artificial Intelligence Agenda

## Action 1

### Defining a Common ICT Architecture for Public Administration

Development of a common Information and Communication Technologies (ICT) architecture for the whole Public Administration, defining guiding principles, models and standards to ensure integrated, efficient and secure management of the State's technology infrastructure. This includes centralisation and pooling of capabilities through data centres' consolidation, virtualisation and migration to cloud solutions, rationalisation of networks and communications, and modernisation of cross-government back-office systems and networks.

**National Digital Strategy alignment:** Initiative #8 - Digital Journey for Public Administration

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>1.1. Map Public Administration systems and infrastructures</b>	› Systematic inventory of existing systems, data centres, networks and technology infrastructure across Public Administration, identifying redundancies, overlaps and opportunities for integration. This diagnosis will serve as a basis for defining the common architecture and resource aggregation strategy.	ARTE	Relevant Public Administration (PA) entities	1st Semester 2026	2nd Semester 2026
<b>1.2. Present the common ICT architecture for PA</b>	› Design of the common architecture, including guiding principles, governance models, technical standards, interoperability references and security guidelines, ensuring coherence and compatibility across systems and infrastructures.	ARTE	GNS/CNCS, ESPAP, and other relevant PA entities	1st Semester 2026	2nd Semester 2026
<b>1.3. Centralisation and migration plan to cloud solutions</b>	› Develop a phased plan for data centre centralisation and virtualisation, defining priorities, timelines and technical criteria for migrating systems and services to secure, scalable cloud environments.	ARTE	GNS/CNCS, ESPAP, IP-Telecom and other relevant PA entities	2nd Semester 2026	2nd Semester 2026
<b>1.4. Common governance and management model for ICT infrastructure</b>	› Create governance, monitoring and centrally operated mechanisms for ICT infrastructure, ensuring efficient resource management, digital resilience and the provision of shared technology services to all PA bodies, including smaller organisations.	ARTE	GNS/CNCS, ESPAP, IP-Telecom and other relevant PA entities	2nd Semester 2026	2nd Semester 2027

## Action 2

### Developing ARTE, I.P. (Agency for the Technological Reform of the State)

Under Decree-Law No. 96/2025, of 21 August, Agency for the Technological Reform of the State (*Agência para a Reforma Tecnológica do Estado*, ARTE, I. P.) takes on reinforced responsibilities and becomes accountable for the cross-government strategy for the State's technological transformation, under the leadership of the Government Chief Technology Officer (CTO of the State). This restructuring requires adapting the agency's operating model and integrating new areas of activity, ensuring ARTE has full capacity to deliver its expanded responsibilities.

#### National Digital Strategy alignment: Initiative #11 – National Digital Agency

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>2.1. Operationalising ARTE, I.P.</b>	<ul style="list-style-type: none"> <li>› Present ARTE's strategic plan and evolution roadmap, namely the operating model, business model, and HR structure, following completion of the ongoing study to define the strategic vision.</li> <li>› Integrate new competences into ARTE's structure and adapt the organization to new needs.</li> <li>› Update of the statutes of ARTE, adapting them to the new organic structure.</li> </ul>	ARTE		2nd Semester 2025	2nd Semester 2026
<b>2.2. Technological Intervention Taskforce (FIT)</b>	<ul style="list-style-type: none"> <li>› Create a technological intervention taskforce (FIT) within ARTE, dedicated to supporting Public Administration entities that need to quickly strengthen their digital services. This team will ensure a specialized and agile central capacity, enabling shared, scalable, high-quality technological services accessible to all bodies, particularly smaller organisations.</li> </ul>	ARTE		1st Semester 2026	2027

## Action 2

### Developing ARTE, I.P. (Agency for the Technological Reform of the State)

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>2.3. Review of the national digital governance model</b>	› Review and update Council of Ministers Resolution No. 94/2024, which establishes the Council for Digital in Public Administration (CDAP), adapting composition, responsibilities and governance model to the new CTO of the State role created by Decree-Law No. 96/2025, strengthening coordination between the CTO and sector representatives.	ARTE	Relevant PA entities	2nd Semester 2025	1st Semester 2026
<b>2.4. Update of Decree-Law No. 107/2012</b>	› Update the framework governing the duty to inform and the requirement for prior opinion in the procurement of ICT goods and services, aligning it with the new technological and organisational reality of Public Administration.	ARTE	Relevant PA entities	1st Semester 2026	2nd Semester 2026
<b>2.5. International partnerships in the digital domain</b>	› Develop international partnerships to improve public services, strengthen data interoperability and promote digital innovation, including strategic partnerships with Portuguese-speaking countries to deepen cross-border interoperability and simplify citizen experience in both countries.	Government of Portugal	ARTE, Directorate-General for Economic Activities (DGE)	2nd Semester 2025	2nd Semester 2027

## Action 3

### Digital Innovation Ecosystem in Public Administration

Promote a digital innovation ecosystem in PA through the Collaborative Digital Hub and innovation public procurement mechanisms, fostering interaction between PA, businesses, research centres and higher education to develop innovative digital solutions. Coordination with Collaborative Laboratories (CoLABs), Technology and Innovation Centers (CTI), and Technological Free Zones (ZLTs), as well as sectoral Artificial Intelligence Centres and the AI Centre of Excellence for Public Administration, under the National AI Agenda.

**National Digital Strategy alignment:** Initiative #6 – Collaborative Hub for Digital Transformation in Portugal

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>3.1. Develop and launch the collaborative hub</b>	<ul style="list-style-type: none"> <li>› Develop and launch a digital platform serving as a meeting point between Public Administration, companies and the national innovation system, enabling submission of challenges and solutions, connecting entities, and supporting innovation public procurement processes.</li> </ul>	National Innovation Agency (ANI)	ARTE, CoLABs, CTIs, IES, DIHs, Test Beds, PROCURE+i and other relevant PA entities	1st Semester 2025	2nd Semester 2026
<b>3.2. Identify and prioritise PA-specific needs</b>	<ul style="list-style-type: none"> <li>› Define PA needs in areas such as climate transition, transport, agriculture, fisheries, the sea, health, security and defence, translating them into clear challenges for innovative digital solutions; then develop delivery plans, potentially using innovation public procurement or other procurement routes to simplify acquisition of innovative technologies and services.</li> </ul>	ANI	ARTE, CoLABs, CTIs, IES, DIHs, Test Beds, PROCURE+i and other relevant PA entities	2nd Semester 2025	2nd Semester 2026

## Action 3

### Digital Innovation Ecosystem in Public Administration

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>3.3. “Innovation Public Procurement” programme</b>	<ul style="list-style-type: none"> <li>› Support Public Administration entities during innovation procurement processes: provide technical assistance and co-funding in early solution development phases, where suppliers participate in ideation, define pilot requirements and develop prototypes.</li> </ul>	ANI	ARTE, CoLABs, CTIs, IES, DIHs, Test Beds, PROCURE+i and other relevant PA entities	2nd Semester 2025	2nd Semester 2026
<b>3.4. Funding strategies for collaborative networks</b>	<ul style="list-style-type: none"> <li>› Develop (with national and European partners) funding strategies for collaborative networks to create prototypes, proofs of concept and product/service development, aiming for scalability and export potential.</li> <li>› The hub will also include an accompaniment programme supporting Public Administration, interface organisations, higher education, companies and startups to identify national and EU funding sources.</li> </ul>	ANI	ARTE, CoLABs, CTIs, IES, DIHs, Test Beds, PROCURE+i and other relevant PA entities	2nd Semester 2025	2nd Semester 2026

## Action 4 National Cybersecurity Strategy

Under the Cybersecurity Legal Framework, approved as an annex to Decree-Law No. 125/2025, of 4 December, develop a National Cybersecurity Strategy addressing emerging needs to protect digital infrastructure, rising cyber threats, and the need to ensure resilience, service continuity, and citizen trust in digital services. The strategy will ensure robust mechanisms to prevent, detect and respond effectively to global cyber threats, aligning the Action Plan with the National Cybersecurity Strategy.

**National Digital Strategy alignment:** Initiative #12 – Cybersecurity and Digital Infrastructures

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>4.1. Develop and implement the National Cybersecurity Strategy</b>	› Operationalisation of the National Cybersecurity Strategy, in coordination with this Action Plan, translating the strategic vision into concrete measures to strengthen the State's and the country's digital protection. This includes mapping critical security needs, setting intervention priorities, and developing plans for the prevention, detection, response and recovery from cyber incidents.	GNS/CNCS	ARTE and other relevant PA entities	1st Semester 2026	2nd Semester 2027

## Action 4

### National Cybersecurity Strategy

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>4.2. Strengthen security mechanisms and cybersecurity monitoring in PA</b>	<ul style="list-style-type: none"> <li>› Characterisation of publicly accessible services, applications, information systems and technical identifiers of the relevant Public Administration entities, within the scope of the Cybersecurity Legal Framework, including the identification of interdependencies between systems.</li> <li>› Preparation of C-level reports on the cybersecurity status of each Public Administration entity subject to the Cybersecurity Legal Framework.</li> <li>› Creation of a platform for the management and configuration of name-resolution systems across Public Administration bodies, establishing a perimeter security mechanism based on DNS (Domain Name Service) Responsible Policy Zones.</li> </ul>	CNCS	Polícia Judiciária and other relevant entities	1st Semester 2025	2nd Semester 2026
<b>4.3. Define and implement a technical and financial support model for cyber incident response in Public Administration</b>	<ul style="list-style-type: none"> <li>› Assess key gaps in Public Administration response to cyber incidents and identify human, technical and financial needs.</li> <li>› Define a technical and financial support model, common to the entire Public Administration, to support the response to cyber incidents. Implement the defined model in the form of a pool of contracted hours or similar model that provides cybersecurity specialists to support public entities in critical incidents. Definition of clear criteria for the activation of the hours exchange, ensuring an agile and effective response.</li> </ul>	CNCS	ARTE and other relevant PA entities	1st Semester 2026	2nd Semester 2027

## Action 5

### Digital-ready legislation

Ensure all national legislation is designed from the outset to be technically implementable, interoperable and adapted to the digital environment. Establish a reference framework for digital-ready legislation, with principles, requirements and verification mechanisms so legal rules can be translated into digital processes, systems and services. Digital assessment becomes a systematic step in the legislative process, supporting clearer, more efficient and technically deliverable legislation.

**National Digital Strategy alignment:** Initiative #8 – Digital Journey for Public Administration

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>5.1. Guide of Recommendations for the development of digital-ready legislation</b>	<ul style="list-style-type: none"> <li>› Preparation of a Recommendations Guide that defines the principles and requirements of digital readiness to be observed in the creation of legal standards. The guide will address dimensions such as interoperability, administrative simplification, technical readability, automation of obligations, and compatibility with public information systems. The guide will be accompanied by practical examples and European good practices, aligned with the European Commission's Better Regulation Toolbox.</li> </ul>	ARTE	PLANAPP, CEJURE, DGPJ, SG-Gov, ANACOM, ANI and other relevant PA entities	2nd Semester 2025	1st Semester 2026
<b>5.2. Embed digital-ready principles and modernise legislative drafting systems (SmartLegis)</b>	<ul style="list-style-type: none"> <li>› Integrate digital-ready principles into national legislative procedures so each draft law is assessed for digital applicability before approval. Modernise legislative production systems, adding tools and automated verification mechanisms, including AI for semantic and technical analysis to identify barriers to digitalisation, normative inconsistencies or requirements incompatible with digital systems.</li> </ul>	Government of Portugal	ARTE, PLANAPP, CEJURE, DGPJ, SG-Gov, ANACOM, ANI and other relevant PA entities	2nd Semester 2026	1st Semester 2027

## Action 6

### Digital and AI in Justice

Aligned with Portugal’s digital transformation strategy, it is essential to accelerate the technological transformation of Justice and ensure that courts, magistrates, lawyers, and citizens have the skills, tools and procedures required for the digital era. Build a justice model in which technology serves as an enabler of transparency, procedural efficiency and equitable access to justice.

**National Digital Strategy alignment:** Initiative #8 – Digital Journey for Public Administration

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>6.1. Approve and implement the Digital Strategy for Justice</b>	<ul style="list-style-type: none"> <li>› Provide the Justice area with a new ICT governance model promoting interoperability and security and improving the system’s capacity to address justice-sector technology challenges.</li> </ul>	Government of Portugal	Entities of the Ministry of Justice, ARTE and other relevant entities	1st Semester 2026	2nd Semester 2027
<b>6.2. Code of conduct for AI in the justice sector</b>	<ul style="list-style-type: none"> <li>› Carry out a comparative study of existing Artificial Intelligence frameworks across different sectors, countries, and European institutions, identifying good practices relevant to the Justice sector.</li> <li>› Consult key stakeholders and relevant entities.</li> <li>› Present a proposal for a Justice-specific code of conduct, aligned with fundamental rights protection and responsible AI use.</li> </ul>	Ministry of Justice	Entities of the Ministry of Justice	2nd Semester 2025	2nd Semester 2026

## Action 7

### New Interoperability Legal Framework

Develop and implement a new interoperability legal framework for Public Administration, enabling secure, efficient and transparent data sharing, operationalising the “once-only” principle. Harmonise legal, technical, semantic, and organizational interoperability dimensions, ensuring alignment with the General Data Protection Regulation (GDPR), international information security standards (ISO 27001), and European best practices (such as the European Interoperability Framework – EIF). Modernise and reinforce the PA interoperability platform (iAP) for high performance, scalability and resilience.

**National Digital Strategy alignment:** Initiative #13 – Data Available for Everyone

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>7.1. Legal Interoperability: New Legal Framework</b>	<ul style="list-style-type: none"> <li>› Approve the new interoperability legal diploma, defining the principles, responsibilities, and conditions for sharing information between public entities. Mandate use of the Public Administration interoperability platform – iAP, for cross-government sharing and integration with sectoral interoperability platforms. Harmonisation with European legislation and national data protection and cybersecurity frameworks.</li> </ul>	Government of Portugal	CNPD, ARTE, ANACOM, IGFEJ, IRN and other PA entities with the highest volume of data sharing	2nd Semester 2025	1st Semester 2026
<b>7.2. Technical Interoperability - Platform Modernization and integration with OOTS</b>	<ul style="list-style-type: none"> <li>› Capacity reinforcement and integration of the Public Administration Interoperability Platform – iAP, ensuring high performance, reliability, and security.</li> <li>› Improvement of modular components of the iAP platform (e.g., payment platform, messaging, etc.).</li> <li>› Support Public Administration entities in the adoption of the “Technical System” under Art. 14 of Regulation (EU) 2018/1724, for automated exchange of evidence – Once-Only Technical System (OOTS).</li> </ul>	ARTE	DGE and other relevant PA entities	1st Semester 2026	2nd Semester 2027

## Action 7

### New Interoperability Legal Framework

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>7.3. Semantic Interoperability - Update the National Digital Interoperability Regulation and standardise data</b>	<ul style="list-style-type: none"> <li>› Update the National Digital Interoperability Regulation (RNID), aligning it with the new national interoperability framework, international best practices, and the technical solutions adopted across Public Administration information systems—such as judicial information systems—particularly with regard to data and document formats.</li> <li>› Consolidate and update vocabularies, data schemas and metadata to ensure consistent sharing, interpretation and reuse of information across systems and entities.</li> <li>› Consolidate the Public Administration Data Catalogue, ensuring semantic coherence and consistency.</li> <li>› Within the scope of the OOTS project, contribute to the establishment of a common semantic language across Public Administration entities.</li> </ul>	ARTE	DGPJ and other relevant PA entities	1st Semester 2026	2nd Semester 2026
<b>7.4. Organizational Interoperability - Governance and Operationalisation Models</b>	<ul style="list-style-type: none"> <li>› Align Public Administration's processes with the new Interoperability Framework.</li> <li>› Design and implement governance and coordination mechanisms and execute capacity building plans, enabling public entities to fully adopt the new framework and facilitating the onboarding and use of the Public Administration Interoperability Platform.</li> <li>› Implement an interoperability pilot project between the different branches of the Armed Forces and the Security Forces, aimed at creating an advanced model of integrated risk governance that is modern and technologically sovereign.</li> </ul>	Government of Portugal	ARTE, DGAEP, SG-Gov, Defence and Home Affairs Entities and other relevant entities	1st Semester 2026	2nd Semester 2026

## Action 8 National Data Policy

Integrated strategy to unlock the value of data in Portugal and transform how the government, companies, and society use information. Based on principles of security, ethics, interoperability, and transparency, this policy aims to create value and foster innovation, positioning data as a strategic asset for public decision-making and economic development. Build a data-driven Public Administration, where information is used intelligently to improve public services, streamline processes, and strengthen citizen trust.

**National Digital Strategy alignment:** Initiative #13 – Data Available for Everyone and #16 – Digital and Intelligent Nation

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>8.1. Launch and implement the National Data Policy</b>	<ul style="list-style-type: none"> <li>› Approve and implement the National Data Policy - a strategic vision to unlock the potential of data in Portugal. The National Data Policy will be closely aligned with the challenges identified in Portugal's data ecosystem, particularly within the Public Administration data ecosystem.</li> </ul>	ARTE, INE	ANACOM and other relevant PA entities	2nd Semester 2025	2nd Semester 2027
<b>8.2. Sovereign Classification Model for Public Administration Data</b>	<ul style="list-style-type: none"> <li>› Development of a national data classification model, in line with international best practices, enabling the identification of sensitive data and establishing the requirement for such data to remain hosted on national infrastructures with encryption, governance, and access requirements.</li> <li>› This model will be essential for the implementation of sovereign cloud infrastructure and for reducing inefficiencies in data hosting management across the Public Administration, defining differentiated levels of protection – normal, high, and classified data.</li> </ul>	ARTE, GNS/CNCS	Relevant PA entities	2nd Semester 2025	1st Semester 2026

## Action 8

### National Data Policy

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>8.3. Review base registries' structure and implementation mechanisms</b>	<ul style="list-style-type: none"> <li>› Base registries are reliable sources of essential information – on people, companies, vehicles, buildings, or permits – and form the backbone of public services.</li> <li>› Ensure each element has a single source of truth, ensuring unambiguous identification, greater interoperability between systems, and better quality of information.</li> <li>› Strengthen implementation mechanisms of national base registers that currently present greater weaknesses, such as the Land Registry, ensuring more complete, consistent, and usable data across the entire Public Administration.</li> </ul>	ARTE, INE, IRN, AT, II, SPMS, DGT, eBUPI	DGE, DGPI and other relevant PA entities	1st Semester 2026	2nd Semester 2027
<b>8.4. Approve legislation to implement the Data Act and review the Data Governance national regulation</b>	<ul style="list-style-type: none"> <li>› Develop and approve national implementing measures for the EU Data Act (Regulation (EU) 2023/2854) and review implementing legislation for the Data Governance Act (Decree-Law No. 2/2025, of 23 January), ensuring a coherent, simple, and harmonised regulatory framework for data, fully aligned with the strategic vision for digital regulation and with the National Data Policy.</li> </ul>	Government of Portugal	ARTE, CNPD and other relevant PA entities	2nd Semester 2025	1st Semester 2026
<b>8.5. Redesign the "My data in Public Administration" application</b>	<ul style="list-style-type: none"> <li>› Redesign the gov.pt application that enables citizens to consult government-held data, manage access permissions and view sharing history between public entities. At this stage, it includes information on criminal record, driving license points, administrative offences, and the Digital Mobile Key.</li> <li>› Progressively expand the data scope to strengthen transparency and make personal data rights easier to exercise.</li> </ul>	ARTE	Entities with services in iAP	1st Semester 2026	1st Semester 2027

## Action 8

### National Data Policy

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>8.6. Improve local data quality/quantity and data in strategic sectors</b>	<ul style="list-style-type: none"> <li>› Implement urban management platforms to support data collection and decision-making by municipalities, covering 129 municipalities.</li> <li>› Develop 5 Digital Twins to simulate, monitor, and prevent real-world situations.</li> <li>› Launch a Public Policy indicators' dashboard.</li> <li>› Implement a system with ingestion, integration, storage, and computing services, for processing data relevant to territorial management.</li> </ul>	ARTE	Regional and Local PA Entities and other relevant entities	1st Semester 2025	2nd Semester 2026
<b>8.7. Alignment with European data space initiatives</b>	<ul style="list-style-type: none"> <li>› Align and participate in European initiatives for the development of Common European Data Spaces, identifying priority areas and coordinating with ongoing projects.</li> <li>› Develop a plan for the creation of sectoral common data spaces.</li> <li>› Strengthen the national pool of data space experts involved in international standardization and regulatory initiatives, ensuring that interoperability, governance, quality, and data security requirements in strategic sectors reflect national interests and support the implementation of critical digital infrastructures.</li> </ul>	ARTE	IPQ	1st Semester 2026	2nd Semester 2027

## Action 9

### PAGE – State Management Support Platform

Designed to transform government information into a useful, accessible and decision-oriented asset, PAGE will bring together the most relevant Public Administration data in an anonymised, integrated and secure manner, enabling trend analysis, public policy evaluation and evidence-based policymaking. The platform will provide public leaders with real-time, reliable insights into the performance of their services, programmes and policies, helping to identify opportunities for improvement. PAGE will serve as a smart management and State modernisation tool, strengthening transparency and efficiency and ensuring that the more the State understands its own performance, the better it can serve citizens and the country.

#### National Digital Strategy alignment: Initiative #15 – Digital Blueprint

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>9.1. Define the data architecture and technical integration plan for PAGE</b>	<ul style="list-style-type: none"> <li>› Design the data architecture, define interoperability models, anonymisation rules and information security, and quality standards.</li> <li>› Identify, prioritise, and integrate the main Public Administration datasets, ensuring that the platform is based on a robust, scalable, and coherent infrastructure.</li> <li>› Mapping priority use cases to support decision-making and public management.</li> </ul>	ARTE	INE, DGPI and other relevant PA entities	2nd Semester 2025	1st Semester 2026
<b>9.2. Platform development, including use cases</b>	<ul style="list-style-type: none"> <li>› Develop the platform's backend and frontend and build intelligent data analysis tools.</li> <li>› Develop priority use cases that demonstrate the platform's value – such as performance monitoring, public policy evaluation, and predictive analytics.</li> </ul>	ARTE	INE and other relevant PA entities	1st Semester 2026	1st Semester 2027
<b>9.3. Training and communication campaign for usage</b>	<ul style="list-style-type: none"> <li>› Capacity-building actions tailored to users' needs, including training on good data analysis practices and development of educational materials to support effective use of the platform.</li> <li>› Development of a communication campaign to raise awareness across the Public Administration of PAGE's functionalities, benefits and impact.</li> </ul>	ARTE	INE and other relevant PA entities	2nd Semester 2026	2nd Semester 2027

## Action 10

### Digital Public Services of the Future

Ensure that, by 2030, 100% of public services are delivered digitally, positioning Portugal as a European leader in e-government. Contribute to the creation of a proactive, user-centric approach through the progressive integration of new services into gov.pt channels, ensuring a unified and personalized experience for citizens and businesses. Integrate innovative, efficient and interoperable services, design an evolution plan for the gov.pt app and portal, embed UX/UI best practices and implement of a smart notification system that follows the life cycles of citizens and companies. Creation of data-driven monitoring mechanisms, ensuring the continuous improvement of digital public services.

**National Digital Strategy alignment:** Initiative #9 – More Digital and Streamlined Public Services

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>10.1. Product strategy for gov.pt, aligned with Decree-Law No. 49/2024, of August 8</b>	<ul style="list-style-type: none"> <li>› Define gov.pt product strategy, in line with the goal of 100% digital public services, the requirements set out in Decree-Law No. 49/2024, of 8 August, and the 'mobile-first' principle.</li> <li>› Define the vision, evolution roadmap, product management model, and quality metrics, ensuring that gov.pt establishes itself as the single point of access to modern, simple, and user-centred digital public services in an omnichannel approach.</li> <li>› Mapping public services in the Single Catalogue of Public Services (CUSP), in accordance with Decree-Law No. 49/2024.</li> <li>› Strengthen the mechanisms for implementing Decree-Law No. 49/2024, of 8 August.</li> <li>› Facilitate and accelerate the standardisation of the design system and accessibility and usability standards across Government and Public Administration institutional portals.</li> </ul>	ARTE	Relevant PA entities	2nd Semester 2025	1st Semester 2026

## Action 10

### Digital Public Services of the Future

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>10.2. Business Digital Wallet</b>	<ul style="list-style-type: none"> <li>› Develop the Business Digital Wallet, integrated into gov.pt, centralizing for businesses to their official attributes and documents, as well as tax compliance and no-debt certificates issued by the Tax and Customs Authority and Social Security.</li> <li>› The wallet will also allow consultation of legal representatives, mandates, and powers of attorney, enabling the creation, storage, and verification of representation powers.</li> <li>› Provide digital services to businesses through the gov.pt app, including qualified electronic signatures, proactive notifications on tax and contributory obligations, and integration with public procurement tools.</li> </ul>	ARTE	IRN, IGFEJ, AT, ESPAP, IAPMEI, BPF, IMPIC, IMT and other relevant PA entities	2nd Semester 2025	2nd Semester 2026
<b>10.3. Integrated ticketing with the Citizen Card</b>	<ul style="list-style-type: none"> <li>› Simplify and harmonise access to public transport, allowing the use of several modes of transport with a single identification (physical – Citizen Card or digital – gov.pt app).</li> <li>› Launch a pilot to test the operating model. Expand the project to more operators, reinforcing the digital component, such as loading and checking balances, association of IBAN or cards via gov.pt app, and tariff integration between regional operators.</li> </ul>	ARTE	IMT, IRN, IGFEJ, Lisbon Metropolitan Area, Metro Mondego and other relevant entities	2nd Semester 2025	2nd Semester 2027
<b>10.4. Building Digital Wallet</b>	<ul style="list-style-type: none"> <li>› Development of the Building Digital Wallet on gov.pt, bringing together in a single location all relevant information relating to a property (certificates, energy performance certificates, planning licences, tax data and land registry records).</li> <li>› Direct access for property owners, with the ability to grant viewing permissions to third parties. Progressive evolution of the platform to include processes associated with the building life cycle, such as works and interventions.</li> <li>› Assessment of the wallet's potential as a model for the development of a Single Property Document, integrating and consolidating all essential information relating to each property.</li> </ul>	ARTE	IRN, DGT, IMPIC, IHRU, AT, Local and Regional Government entities and other relevant PA entities	1st Semester 2026	1st Semester 2027

## Action 10

### Digital Public Services of the Future

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>10.5. LicencIA - Licensing Simplification Platform (Urban, industrial, and others)</b>	<ul style="list-style-type: none"> <li>› Create an integrated digital space that brings together, in a single point, the main types of licensing required for economic activity.</li> <li>› Platform supported by AI mechanisms that guide businesses throughout the journey, identifying requirements, steps, and necessary documents, in a personalized manner.</li> <li>› Progressive integration with sectoral systems and existing data, ensuring greater predictability, administrative simplification, and reduced response times.</li> </ul>	ARTE	DGE, eBUPI and entities involved in the licensing processes	2nd Semester 2025	2nd Semester 2026
<b>10.6. Virtual Citizen Shop</b>	<ul style="list-style-type: none"> <li>› Create a digital interface on gov.pt that replicates, in an online environment, the services provided at the physical Citizen Shops, allowing users to access a comprehensive set of public services in a simple, centralized, and secure way.</li> <li>› Following the launch of the Virtual Citizen Shop on November 12, 2025 - with 150 services from 22 entities - progressively integrate new services in line with Decree-Law No. 49/2024, of August 8, ensuring the continuous expansion of the digital offer.</li> <li>› Develop additional features that improve the user experience.</li> </ul>	ARTE	IRN and other entities that provide digital public services	2nd Semester 2025	1st Semester 2026
<b>10.7. Improvement of activation and use mechanisms of the Digital Mobile Key and Digital Signature by citizens in Portugal and abroad</b>	<ul style="list-style-type: none"> <li>› Strengthen the Digital Mobile Key (CMD) and Digital Signature ecosystem, simplifying the adhesion processes, increasing security, and expanding access.</li> <li>› With active CMDs in around 150 countries, it becomes essential to further facilitate their activation and use.</li> <li>› Reduce reliance on SMS-based authentication, replacing it with more secure and robust methods.</li> <li>› Enable authentication through strong biometric mechanisms.</li> <li>› Assess mechanisms for automatic CMD activation and the provision of digital signature certificates enabled by default.</li> </ul>	ARTE	Relevant PA entities	2nd Semester 2025	1st Semester 2026

## Action 10

### Digital Public Services of the Future

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>10.8. Improvement of authentication and digital identity mechanisms for legal persons</b>	<ul style="list-style-type: none"> <li>› Strengthen, expand and modernise the Professional Attributes Certification System (SCAP), ensuring that a broader range of legal persons—across the public, private and social sectors—can use secure, interoperable and standardised authentication and digital signature mechanisms.</li> <li>› Extend SCAP to foundations and other non-business legal persons and integrate new entities such as professional associations. Implement an adoption campaign targeting companies, professional associations and public entities.</li> </ul>	IRN, ARTE	Relevant PA entities	2nd Semester 2025	2nd Semester 2026
<b>10.9. Modernisation and renewal of personal identification cards</b>	<ul style="list-style-type: none"> <li>› Adopt mechanisms that enable the timely renewal of Citizen Cards and ensure their full integration into the digital identity ecosystem, in line with the timelines and requirements set out in European regulations.</li> <li>› Assess the upgrade of legacy identification documents to more modern models, with the aim of improving citizens' access to digital public services and strengthening the security, reliability and trustworthiness of identification mechanisms.</li> </ul>	IRN, ARTE	Entities involved in the Citizen Card Life Cycle	2nd Semester 2026	2nd Semester 2027
<b>10.10. Evolution and development of the gov.pt digital identity wallet</b>	<ul style="list-style-type: none"> <li>› Integrate new documents in the gov.pt digital wallet, namely official documents, certificates, licenses, titles, and professional credentials, including those issued by professional associations.</li> <li>› Review and implement the European legislative framework applicable to the development of digital identity wallets, ensuring full compliance with European requirements.</li> <li>› Enhance the usefulness of the gov.pt app as a digital citizen wallet, enabling citizens and professionals to securely and instantly access essential documents in their daily lives, promoting greater adherence to digital public services.</li> </ul>	ARTE	Relevant PA entities	2nd Semester 2025	2nd Semester 2026
<b>10.11. Development of gov.pt mobile app</b>	<ul style="list-style-type: none"> <li>› Evolution of the mobile app, ensuring an increasing number of public services available.</li> <li>› Integration of transactional services, allowing citizens to consult information, submit requests, monitor processes, and receive real-time push notifications directly in the app.</li> <li>› Integration of the gov.pt AI assistant into the mobile app to support citizens.</li> </ul>	ARTE	Entities providing digital public services	1st Semester 2026	2nd Semester 2027

## Action 10

### Digital Public Services of the Future

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>10.12. Digitalisation of citizens' journeys within the scope of the State Reform</b>	<ul style="list-style-type: none"> <li>› Redesign, simplify, and digitalise key citizen life events and associated public services.</li> <li>› Review and eliminate redundant procedures, integrate systems and data to avoid repeated requests for information, and provide accessible and secure digital services.</li> <li>› Digitally centralize consultation and access to social support, aggregating the available benefits, with clear eligibility criteria and mechanisms to prevent abrupt loss of support due to minor income fluctuations.</li> </ul> <p>Some measures planned within the scope of service and process digitalisation:</p> <ul style="list-style-type: none"> <li>› Digitalisation of the Traveler's Itinerary Bulletin, simplifying declarative obligations and reducing administrative burden.</li> <li>› Digitalisation of the vehicle acquisition process, including the issuance of Digital Promissory Notes and the provision of the MUA Vehicle Application in digital format, allowing the completion of vehicle registration operations without travel and with greater legal certainty.</li> <li>› Digitalisation of processes related to the registration of vessels flying the Portuguese flag in national ports, reducing sector-specific bureaucracy and accelerating maritime operations.</li> <li>› Full implementation of Electronic Invoicing, ensuring security, authenticity, and automatic integration of invoices, reducing costs, preventing fraud, and modernizing the relationship between the State, businesses, and citizens, in line with European standards.</li> </ul>	ARTE	Entities that provide public services to citizens and businesses	1st Semester 2026	2nd Semester 2027
	<b>10.13. Communication strategy for gov.pt digital channels</b>				

## Action 11 Integrated Vision for Omnichannel Service

Build a new interaction model between the State, citizens and businesses, based on the full integration of physical and digital channels. Reframe public service delivery as a continuous, simple and people-centred experience, ensuring consistent quality across all points of contact. This model will introduce new technological solutions, proximity-based service management approaches and enhanced digital skills, transforming Citizen Shops and Citizen Spaces into hybrid contact points—both physical and digital—capable of delivering more accessible and efficient services. This omnichannel vision places citizens at the centre of their relationship with the State, promoting proactive, inclusive and intelligent public services.

### **National Digital Strategy alignment:** Initiative #9 – More Digital and Streamlined Public Services

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>11.1. Reform of the In-Person and Assisted Service Delivery Model</b>	<p>Define a sustainable model for the in-person and assisted service delivery, supported by an operational and business framework that ensures:</p> <ul style="list-style-type: none"> <li>› Modernise Citizen Shops, One-Stop Shops, and other service points, equipping them with new technologies and ensuring continuous staff training to enhance service quality. This includes assessing the potential for public-private partnerships in service delivery.</li> <li>› Evolve the digital service support system, aligned with the SIGA product vision, enabling citizens and businesses to book, prepare and manage their visits, reducing waiting times and improving service organisation.</li> <li>› Develop omnichannel service models, ensuring continuity between in-person and digital channels and offering a consistent, accessible, efficient, and integrated experience.</li> <li>› Establish continuous mechanisms for collecting and analysing user feedback, enabling agile adjustments.</li> </ul>	ARTE	Entities that provide services through the in-person and assisted service delivery network, Local and Regional PA Entities	2nd Semester 2025	2nd Semester 2026

## Action 11

### Integrated Vision for Omnichannel Service

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>11.2. Opening of new Citizen Shops and Spaces</b>	<ul style="list-style-type: none"> <li>› Expansion and modernisation of the in-person and assisted service delivery network through the opening of new Citizen Shops and Citizen Spaces and the refurbishment of existing spaces managed by ARTE, including the introduction of new service delivery formats.</li> <li>› Strengthen territorial coverage, improve service conditions, and ensure more modern, accessible, and efficient infrastructures, responding to the citizens' needs.</li> </ul>	ARTE	Local and Regional PA entities and other relevant entities	-	2nd Semester 2026
<b>11.3. Extension of the opening hours of Citizen Shops</b>	<ul style="list-style-type: none"> <li>› Implement an extended service hours model in the main Citizen Shops, ensuring greater flexibility and availability for citizens.</li> <li>› Facilitate access to public services, ensuring that Citizen Shops operate at times more adapted to citizens' daily lives.</li> <li>› Implement the framework set out in Decree-Law No. 121/2025, of 14 November.</li> </ul>	ARTE, AT, IRN, ISS, IMT, AIMA, IMPIC	Relevant PA entities	2nd Semester 2025	2nd Semester 2026
<b>11.4. Create new Mobile Citizen Spaces</b>	<ul style="list-style-type: none"> <li>› Create new Mobile Citizen Spaces to strengthen the State's presence in low-density territories, rural areas and communities with limited access to public services. These mobile units will deliver proximity-based services, enabling citizens to complete essential procedures without the need for long or costly journeys.</li> <li>› Mobile Citizen Spaces will also play a strategic role as digital literacy hubs, supporting citizens in the use of digital public services, access to gov.pt, and the development of basic digital navigation skills.</li> </ul>	ARTE	Local and Regional PA entities	2nd Semester 2025	1st Semester 2026
<b>11.5. Create a Citizen Space at Campus XXI</b>	<ul style="list-style-type: none"> <li>› Create a Citizen Space on Campus XXI, aimed at supporting the community present on campus in using digital public services.</li> <li>› This space will function as a support and capacity-building hub, facilitating access and mastery of tools such as the Digital Mobile Key, the gov.pt portal and app, authentication mechanisms, and digital signature, among other essential services.</li> </ul>	ARTE	SG-Gov	2nd Semester 2025	1st Semester 2026

## Action 12

### New forms of civic participation

Introduce electronic voting mechanisms through pilot projects, including for Portuguese communities living abroad, taking a decisive step towards closer, more digital and more intelligent public participation, in which every citizen has a stronger voice in shaping the country’s future. Centralise public consultations and State-citizen interaction through the development of Participa.gov 2.0, ushering in a new era of civic and democratic participation in Portugal. The platform is designed to bring citizens closer to public decision-making and to promote a more open, inclusive and interactive democracy, positioning Participa.gov as the central channel for dialogue between the State and citizens.

EDN Alignment: Initiative #4 – Civic Participation through Digital Technologies

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>12.1. Strengthen the role of Participa.gov in the civic participation ecosystem</b>	<ul style="list-style-type: none"> <li>› Strengthen digital civic participation mechanisms, enabling closer interaction between Public Administration and citizens.</li> <li>› Update and clarify the platform’s legal framework, ensuring modern and coherent governance of digital public consultation processes.</li> <li>› Centralise the public consultation process on a single platform, strengthening transparency, access to information, and civic participation. Introduce new Artificial Intelligence-based features in Participa.gov.</li> </ul>	ARTE	SG-Gov and other relevant PA entities	2nd Semester 2025	2nd Semester 2026
<b>12.2. Evaluate implementation of electronic voting pilots for Portuguese non-resident population</b>	<ul style="list-style-type: none"> <li>› Technical, legal, operational, and security assessment of different electronic voting models, considering international best practices, digital security requirements, data protection, and the assurance of electoral process integrity.</li> <li>› Identify the most viable and safe scenarios for possible pilots and define safety, transparency, and reliability requirements for piloting.</li> <li>› Evaluate possible technological models and prepare a phased implementation plan.</li> <li>› Define a framework for supervision and independent evaluation of pilots, ensuring full trust and transparency in the process.</li> </ul>	ARTE	Relevant PA entities	2nd Semester 2026	2nd Semester 2027

## Action 13

### Strategic review of the National Digital Infrastructure

Portugal stands at a pivotal moment in its economic and technological transformation. In a global landscape shaped by geopolitical tensions, intensifying technological competition and external digital dependencies, ensuring national autonomy, resilience and industrial competitiveness is essential. The strategic review of digital infrastructure emerges as a core pillar of national technological sovereignty, positioning computing capacity, connectivity and the management of critical data as strategic assets in support of economic development and national security. This review sets out an integrated vision for the governance and development of national digital infrastructure, encompassing sovereign cloud, data centres, 5G connectivity, semiconductors and submarine cables, and aligning with European priorities on sovereignty and industrial competitiveness. The objective is clear: to turn technological dependence into a competitive advantage by building a sovereign, scalable and sustainable digital infrastructure capable of supporting the next decade of national growth, innovation and prosperity.

**National Digital Strategy alignment:** Initiative #12 – Cybersecurity and Digital Infrastructures and Initiative #14 – Territorial Cohesion through Digital Technologies

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>13.1. Plan for the Development of a Sovereign Cloud</b>	<ul style="list-style-type: none"> <li>› Establish a detailed strategic plan for the development and implementation of a sovereign cloud infrastructure in Portugal, leveraging and enhancing the capacity of local and national cloud service providers. This infrastructure must ensure security, data control, and compliance with European standards, promoting the country's digital sovereignty.</li> <li>› Assess possible business models associated with the sovereign cloud.</li> </ul>	Government of Portugal	ARTE, GNS, IP-Telecom and other relevant entities	2nd Semester 2025	1st Semester 2026

## Action 13

### Strategic review of the National Digital Infrastructure

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>13.2. National Data Centres Plan</b>	<ul style="list-style-type: none"> <li>› Develop a National Data Centres Plan that provides an integrated vision across economic, energy, environmental and digital dimensions, with the objective of attracting strategic investment and positioning Portugal as a European hub for data and green computing.</li> <li>› Strengthen national advanced computing capacity for Artificial Intelligence, through the development of initiatives such as the GigaFactory and the expansion of infrastructure dedicated to research and innovation, consolidating Portugal's role within European AI Factories.</li> <li>› Review the National Semiconductor Strategy, approved by Council of Ministers Resolution No. 12/2024 of 8 January, ensuring its alignment with emerging developments in artificial intelligence, data storage and data processing.</li> </ul>	Government of Portugal	ANI and other relevant entities in the sector	2nd Semester 2025	1st Semester 2026
<b>13.3. 5G Coverage of white-areas</b>	<ul style="list-style-type: none"> <li>› Analyse the results of the tender for coverage of white areas and identify any locations that remain uncovered and require intervention following its completion.</li> <li>› Reassess the model defined for the white-areas coverage tender and identify the reasons for incomplete coverage, including the absence of bidders or service providers with suitable offers to deliver the services associated with the tendered lots, or other duly justified circumstances.</li> <li>› Based on the identified intervention areas and the assessment of the tender model, define targeted actions to ensure nationwide coverage, with a view to achieving the National Digital Strategy objective of 100% coverage of populated areas by high-speed 5G networks.</li> </ul>	ANACOM	Regional Coordination and Development Commissions and other relevant entities	1st Semester 2025	2nd Semester 2026

## Action 13

### Strategic review of the National Digital Infrastructure

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>13.4. Development of the CAM Ring and Azores Ring</b>	<ul style="list-style-type: none"> <li>› Replace the current Continente–Açores–Madeira (CAM) submarine cable system—operational since 1999 and approaching the end of its service life—through the deployment of a new Atlantic CAM system connecting the mainland to the Autonomous Regions.</li> <li>› Develop the necessary studies to support the implementation of a new inter-island submarine cable system, known as the Azores Ring, connecting seven of the nine islands, reflecting its strategic importance for strengthening connectivity within the Azores Archipelago.</li> </ul>	IP	Relevant entities	1st Semester 2025	2nd Semester 2027
<b>13.5. Oversight of Next-Generation Technology Pilots (Quantum, Robotics, Blockchain, Internet Governance)</b>	<ul style="list-style-type: none"> <li>› Monitor and assess the adoption of high-impact emerging technologies—such as quantum computing, advanced robotics, blockchain, digital financial instruments and internet governance models—ensuring the anticipation of emerging trends, opportunities and risks.</li> <li>› Support the establishment of a dedicated R&amp;D laboratory for quantum computing technologies, strengthening national research and innovation capacity in this strategic field.</li> <li>› Develop a Digital Diplomacy strategic plan to reinforce Portugal’s presence in international forums and to promote a free, secure and interoperable internet, grounded in shared rules and common principles.</li> <li>› Promote the training and mobilisation of national experts in emerging technologies and digital diplomacy, strengthening Portugal’s capacity to influence and engage in global digital governance.</li> </ul>	ARTE,, ANI, Fundação para a Ciência e a Tecnologia, IP-Telecom, Imprensa Nacional-Casa da Moeda	PLANAPP, DGPE, DGE and other relevant entities	2nd Semester 2026	2nd Semester 2027

## Action 14

### Support for Business Digital Transformation

Accelerate the digitalisation of the Portuguese business fabric, with a particular focus on SMEs, ensuring they have the skills, technologies and strategies required to compete in an increasingly digital and global economy. Facilitate access to advanced technologies—such as cloud services—to support the adoption of secure, scalable digital solutions, driving efficiency and economic competitiveness. Provide targeted funding to support the adoption, scaling and commercialisation of technological innovation projects.

**National Digital Strategy alignment:** Initiative #5 – Digital Journey for SMEs

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>14.1. National Plan for Business Digital Transformation</b>	<p>Accelerate the digital transformation of small and medium-sized enterprises (SMEs) through an integrated national programme that combines diagnosis, skills development and technological adoption, ensuring:</p> <ul style="list-style-type: none"> <li>› Assessment of SMEs' digital maturity and mapping of existing resources, instruments and support mechanisms.</li> <li>› Training of entrepreneurs and workers in key digital skills.</li> <li>› Demonstration and dissemination of good practices, including experimentation initiatives, use cases and knowledge transfer between companies.</li> <li>› Creation of co-creation and strategic thinking networks involving stakeholders across the business ecosystem.</li> <li>› Provision of tailored financing instruments and technical assistance.</li> </ul>	IAPMEI	Relevant entities	1st Semester 2026	2nd Semester 2027

## Action 14

### Support for Business Digital Transformation

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>14.2. Coaching 4.0 - Vouchers for SMEs for acquisition of digital transformation goods and services</b>	<ul style="list-style-type: none"> <li>› Support the development of organisational processes and capabilities within companies that drive the digital transformation of their business models, through the provision of vouchers to SMEs for the acquisition of service packages in the following areas: customer relationship management, ERP, process optimisation and automation, business security, data and business intelligence, supply chain management, advanced technologies, Industry 4.0 and Building Information Modelling (BIM).</li> <li>› Assess the digital maturity of supported SMEs to measure progress and impact.</li> </ul>	ARTE	IAPMEI	1st Semester 2025	1st Semester 2026
<b>14.3. National Executive Digital Upskilling Programme</b>	<ul style="list-style-type: none"> <li>› This programme aims to strengthen the competitiveness of Portuguese SMEs by equipping their leaders to address emerging economic challenges, including the digital transition and the shift towards more sustainable business models.</li> <li>› The initiative will involve higher education institutions, as well as technical and business partners, delivering advanced and applied training through case studies, company visits, immersive learning experiences and mentoring sessions tailored to the specific needs of participating companies.</li> </ul>	IAPMEI	Relevant PA entities	1st Semester 2025	2nd Semester 2026
<b>14.4. Digital Commerce: Internationalization of SMEs via E-commerce</b>	<ul style="list-style-type: none"> <li>› Invest in the development of support services for SME internationalisation, particularly in the areas of awareness-raising, training and consultancy, through two complementary components: <ul style="list-style-type: none"> <li>› Internationalisation of SMEs through e-commerce, via a programme designed to strengthen digital promotion and online sales capabilities for new exporters.</li> <li>› Individualised support for digital promotion, focused on market diversification for companies with established international experience, leveraging digital channels to expand their global reach.</li> </ul> </li> </ul>	AICEP	IAPMEI	1st Semester 2025	1st Semester 2026

## Action 15

### Support for Digital Innovation and Entrepreneurship

Support instruments for the research, development and adoption of emerging technologies, promoting the scalability and international competitiveness of Portuguese companies. A strong emphasis is placed on adoption and scaling, prioritising solutions with higher levels of technological maturity (TRL 6–9) and demonstrated potential for growth, export and sustainable economic impact. This action combines financial and technical support with mechanisms that facilitate access to markets, networks and innovation ecosystems, strengthening collaboration between businesses, Public Administration, research centres and higher education institutions. The objective is to translate technological potential into competitive advantage, creating the conditions for companies to innovate, scale and export high value-added digital solutions.

#### National Digital Strategy alignment: Initiative #6 – Collaborative Hub for Digital Transformation in Portugal

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>15.1. Funding Instruments to Support the Adoption of Emerging Technologies and Promote Business Innovation</b>	<ul style="list-style-type: none"> <li>› Strengthen and coordinate funding instruments dedicated to the research, development, adoption and scaling of emerging technologies.</li> <li>› Implement the support lines of the Financial Instrument for Innovation and Competitiveness (IFIC), with the objectives of boosting the reindustrialisation of the national economy; promoting the adoption of emerging and strategic technologies—particularly artificial intelligence and cloud computing; strengthening the national industrial and technological base for defence and security, including dual-use applications; and supporting the development and growth of technology startups.</li> <li>› Ensure the integrated mobilisation of existing mechanisms—including Digital Innovation Hubs (RRP C16-i03), Testbeds (RRP C16-i02) and Technological Free Zones, as provided for under Decree-Law No. 67/2021—so that they operate as platforms for experimentation, validation, certification and market access, supporting technologies that require testing and validation at Technology Readiness Levels (TRL) 5–6. Facilitate innovative companies’ access to international networks, advanced technological ecosystems and strategic partnerships with Public Administration bodies, research centres and higher education institutions.</li> </ul>	IAPMEI, ANI, BPF	Relevant PA entities	1st Semester 2025	2nd Semester 2026

## Action 15

### Support for Digital Innovation and Entrepreneurship

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>15.2. Strengthen Support Programmes for the Internationalisation of the Portuguese Entrepreneurship Ecosystem</b>	<ul style="list-style-type: none"> <li>› Strengthen and expand support programmes aimed at promoting the internationalisation of the Portuguese entrepreneurship ecosystem, ensuring that national startups and scale-ups have improved conditions to grow, attract investment and compete globally.</li> <li>› Intensify the participation of Portuguese companies in international initiatives and strengthen cooperation networks with global innovation hubs.</li> <li>› Increase the international visibility of Portuguese companies and consolidate Portugal's position as a reference country for innovation and entrepreneurship.</li> </ul>	AICEP, Startup Portugal, BPF	Relevant PA entities	1st Semester 2026	2nd Semester 2027
<b>15.3. Standardisation of Intellectual Property Rules for Startup Development</b>	<ul style="list-style-type: none"> <li>› Define and harmonise intellectual property rules applicable to the development and growth of startups, promoting greater legal certainty, predictability and efficiency in innovation processes.</li> <li>› Establish uniform guidelines to ensure clarity on the ownership, licensing, transfer and exploitation of intellectual property rights.</li> <li>› Accelerate the creation and commercialisation of technology and foster a more competitive and attractive environment for both national and international investment.</li> </ul>	INPI, Startup Portugal	Relevant PA entities	1st Semester 2025	2nd Semester 2026

## Action 16

### Digital Regulation: Simple, Clear and Pro-Innovation

In line with the European Commission’s stated intentions, it is essential to ensure coherence, predictability and efficiency in the regulatory framework applicable to the digital domain. The complexity and fragmentation of responsibilities hinder the effective implementation of public policies, create uncertainty for businesses and citizens, and limit the State’s ability to respond to rapid technological change. This action seeks to simplify digital regulation by reducing fragmentation in the governance model, clarifying the allocation of responsibilities, and fostering an environment that supports innovation and investment.

#### National Digital Strategy alignment: Initiative #11 – National Digital Agency

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>16.1. Reducing regulatory fragmentation in the digital domain</b>	<ul style="list-style-type: none"> <li>› Conduct an in-depth study on the creation of a Single Digital Regulator, including a comparative analysis of international models, assessment of national and European legal frameworks, and a mapping of the competences currently dispersed across different entities.</li> <li>› Carry out broad stakeholder consultation with existing regulators, as well as companies, sectoral associations and civil society representatives, ensuring that the proposed model reflects the real needs of the digital ecosystem.</li> <li>› Develop a proposal for the institutional model of the Single Digital Regulator, defining its mandate, organisational structure and coordination mechanisms with other national and European authorities, ensuring independence and alignment with best practices.</li> </ul>	Government of Portugal	ANACOM and other independent administrative entities with functions of regulating the economic activity of the private, public and cooperative sectors	1st Semester 2026	2nd Semester 2026
<b>16.2. Simplification of Digital Regulation, aligned with the European Digital Omnibus proposals</b>	<ul style="list-style-type: none"> <li>› Simplify and harmonise the national regulatory framework, aligning it with key European initiatives – namely the Digital Omnibus – which seek to create a more favourable environment for innovation, competitiveness and investment in the digital economy.</li> <li>› Regulation should safeguard public values and trust while avoiding unnecessary administrative burdens that constrain technology adoption and limit companies’ growth potential. This approach aims to establish clearer, more proportionate and easier-to-apply rules, fostering a pro-innovation regulatory culture.</li> </ul>	Government of Portugal	ANACOM and other independent administrative entities with functions of regulating the economic activity of the private, public and cooperative sectors	2nd Semester 2025	2nd Semester 2027

## Action 17 Digital Skills Pact

A national pact to ensure that all Portuguese citizens have the skills required to fully participate in the digital economy and society. It establishes a universal digital empowerment programme, spanning basic, advanced and specialised skills, and ensures that no citizen, region or social group is left behind in the digital transition. Beyond improving digital literacy across the population, this effort aims to strengthen human capital and boost productivity and innovation in both businesses and the Public Administration. The Pact will be delivered through partnerships between the public sector, the business community and education and training institutions, mobilising a broad ecosystem of stakeholders to provide high-quality, recognised and labour-market-oriented training. Its implementation is aligned with the objectives of the European Digital Decade, contributing to the targets of 80% of the population with basic digital skills, 90% of SMEs digitally enabled, and 7% of the workforce employed in ICT roles by 2030.

**National Digital Strategy alignment:** Initiative #1 – Digital Skills and Initiative #3 – Digital Skills Curriculum

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>17.1. Implementation of the Digital Skills Pact</b>	<ul style="list-style-type: none"> <li>› Integrated implementation of the actions set out under the Digital Skills Pact for the 2026–2027 biennium, delivering a national digital skills programme that promotes inclusion, strengthens human capital and accelerates the digital transition of the economy.</li> <li>› Develop training and professional reskilling programmes covering basic, intermediate and advanced digital skills, as well as emerging technologies, in partnership with the business sector and higher education institutions.</li> <li>› Ensure continuous monitoring of implementation and assessment of social and economic impact, contributing to the achievement of the European Digital Decade targets by 2030.</li> </ul>	ARTE	INA, IES, EduQA, FCT, IAPMEI, CIG	1st Semester 2026	2nd Semester 2027

## Action 18

### National Programme for Girls in STEM

A strategic programme to address gender inequalities and promote the education, upskilling and inclusion of women in the fields of Science, Engineering, Mathematics and Information and Communication Technologies (STEM). The first phase of the programme focuses on interventions across the education system, vocational training and higher education, adopting a cross-cutting and coordinated approach with the objective of ensuring that, by 2030, 30% of ICT specialists are women. This initiative strengthens the link between the education system, higher education institutions and the labour market, establishing learning pathways that support the attraction, retention and progression of women in STEM careers.

**National Digital Strategy alignment:** Initiative #2 – National Program for Girls in STEM

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>18.1. Implementation of the National Program for Girls in STEM</b>	› Integrated implementation of the actions set out under the National Programme for Girls in STEM for the 2026–2027 biennium, with the aim of creating educational and professional pathways that promote the attraction, retention and progression of women in STEM careers.	CIG	ARTE, EduQA, AGSE, FCT, ANI, Camões - Instituto da Cooperação and Language, I. P. and other relevant PA entities	2nd Semester 2025	2nd Semester 2027

## Action 19

### Digital and AI in Education

Ensure full alignment between the country's digital transformation strategy and the strategy for digital in education, accelerating the digital transformation of the education system so that schools, students and teachers are equipped with the skills, tools and methodologies required to meet the challenges of the digital era. The objective is to build an education model in which technology acts as an enabler of learning and supports the holistic development of children and young people.

#### National Digital Strategy alignment: Initiative #1 – Digital Skills

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>19.1. Approval and implementation of the Digital and AI Strategy in Education</b>	<ul style="list-style-type: none"> <li>› Develop, approve and implement the Digital and AI Strategy for Education, a key instrument for guiding the digital transformation of the Portuguese education system through to 2030.</li> <li>› The strategy will set out the vision, objectives and priorities to ensure that digital technologies and artificial intelligence are leveraged to enhance learning, inclusion and the overall quality of education in Portugal.</li> <li>› It will also establish a governance and monitoring model, together with an implementation plan, ensuring effective alignment and coordination across ministries, public bodies, educational institutions, social partners, and national and international reference organisations.</li> </ul>	Government of Portugal	Entities of the Ministry of Education, Science and Innovation	1st Semester 2026	2nd Semester 2027
<b>19.2. Operationalisation of the Action Plan of the National Strategy for the Rights of the Child in the Digital Domain</b>	<ul style="list-style-type: none"> <li>› Ensure the implementation of the actions set out in the Action Plan of the Unified Strategy for the Rights of Children and Young People in the digital domain.</li> <li>› Implement initiatives to promote digital literacy and digital skills among children and young people, in alignment with the Digital Skills Pact.</li> <li>› Develop and improve digital public services to be accessible, fast and genuinely youth-friendly, strengthening the relationship between the Public Administration and young people.</li> </ul>	ARTE	EduQA, AGSE and other relevant PA entities	1st Semester 2026	2nd Semester 2027

## Action 20 National Artificial Intelligence Agenda (ANIA)

ANIA is a strategic instrument to accelerate economic growth, increase productivity and modernise the State. Its objective is to harness artificial intelligence as a driver of competitiveness in the service of the public good, positioning Portugal closer to the European forefront and contributing to higher wages, more efficient public services and an improved quality of life. ANIA establishes a structured framework for action across four key pillars:

- Infrastructure and Data, ensuring that Portugal develops sufficient computing capacity and a robust data economy, reducing external dependencies;
- Innovation and Adoption, safeguarding fundamental AI research while accelerating the adoption of AI across the economy, particularly within the PA and SMEs;
- Talent and Skills, ensuring that Portugal trains, attracts, mobilises and retains talent at the scale required to sustain national competitiveness;
- Responsibility and Ethics, promoting a responsible AI R&D ecosystem and a regulatory approach that protects citizens while enabling business innovation.

ANIA is delivered through 32 initiatives, mobilising policies and actions across the entire ecosystem—universities, research centres, companies (including start-ups) and the Public Administration—ensuring an integrated approach that spans the full innovation value chain and all levels of technology maturity.

### National Digital Strategy alignment: Initiative #10 – National Artificial Intelligence Agenda

Project	Activities to be Carried Out	Responsible Entity	Involved Entities	Start	End
<b>20.1. Implementation of the National Artificial Intelligence Agenda</b>	<ul style="list-style-type: none"> <li>› Operationalisation of the National Artificial Intelligence Agenda, ensuring the coordinated delivery of the initiatives set out across its four pillars of action – Infrastructure and Data; Innovation and Adoption; Talent and Skills; Responsibility and Ethics.</li> <li>› Ensure phased implementation over the 2026–2027 biennium.</li> <li>› Monitor implementation and assess the economic and social impact of the measures.</li> </ul>	Government of Portugal	Entities involved in the implementation of the initiatives	1st Semester 2026	2nd Semester 2027