

# PORTUGAL'S NATIONAL ROADMAP 2024

EU Digital Decade Policy  
Programme 2030



**ama** AGÊNCIA PARA A  
MODERNIZAÇÃO  
ADMINISTRATIVA

# PORTUGAL'S NATIONAL ROADMAP 2024

EU Digital Decade Policy Programme 2030

## Index

1. State of Play of Digital Transformation.....	4
1.1. Portugal's Overview .....	4
1.2. Challenges.....	7
1.3. Strengths.....	9
2. National trajectories and target values to contribute to achieving EU's digital targets.....	11
3. National Digital Strategy.....	12
3.1. Strategy Overview .....	13
4. Measures to achieve EU's digital targets .....	17
4.1. People and skills.....	17
4.2. Digitalization of businesses.....	19
4.3. Digital Public Services.....	21
4.4. Digital infrastructures .....	23
5. Description of Actions Skills.....	27
5.1. Digital Skills.....	27
5.2. Digital Infrastructures.....	35
5.3. Digital Transformation of Businesses.....	35
5.4. Digital Public Services.....	50
6. Multi-country projects and EU level cooperation.....	58
7. Stakeholders.....	63
8. Recommendations.....	64

# 1. State of Play of Digital Transformation

## 1.1. Portugal's Overview

Portugal has been actively working on its digital transformation and is progressing in areas such as digital public services, digital infrastructure development, initiatives to enhance digital skills, and businesses' digital uptake.

Portugal is expected to make a positive contribution towards the Digital Decade collective goals and several measures have already been implemented while others are currently foreseen to ensure the improvement of the national performance.

In this regard, Portugal launched, in December 2024, the new National Digital Strategy, aligned with the Digital Decade Policy Programme, objectives and targets. This comprehensive Strategy, along with biannual action plans, will guarantee greater integration and coherence at a national level by including revisions on existing strategies, namely the Digital Transformation Strategy for Public Administration, the 5G Strategy, the Cloud Strategy in Public Administration, the Open Data Strategy, the AI Strategy, and the National Strategy for Smart Territories. These will all be aligned with the National Digital Strategy.

This roadmap will further detail the implementation of this Strategy and include concrete measures involving the entire population and aiming to reduce inequalities and maximize the positive impact of digital transformation.

### Digital Skills – State of Play

Portugal has taken a series of measures to promote digital skills, expand connectivity and support the adoption of technologies by small businesses. However, disparities continue to exist between companies and individuals when it comes to the adoption of Information and Communication Technologies (ICT). According to DESI 2024, 56% of the Portuguese population has at least basic digital skills, therefore Portugal scores just above the EU average of 55.6%. However, there is a limited dynamic in this indicator as the growth rate of 0.6% since 2021 is slower than the EU rate (1.5%) over the same period. On the other hand, 29.9% of people in Portugal have above-basic digital skills, slightly more than the EU average value of 27.3%.

To enhance the digital skills of the country, more ICT graduates, specialists, and jobs are required, as in 2023 the percentage of ICT specialists was 4.5%, which is close to the EU average (4,8%) and is 2.5 percentage points below the 2030 national target of 7%. For that matter, the country has sought to intensify its efforts in increasing the

level of digital skills of people in general, particularly the active population, expanding the scope of the National Digital Skills Initiative INCoDe.2030. The initiative aims to respond to three major challenges, namely: ensuring digital literacy and inclusion for the exercise of citizenship; stimulating specialization in digital technologies and applications for the qualification of employment and a higher value-added economy; and producing new knowledge in international cooperation.

### **Infrastructures – State of Play**

Electronic communications, specifically very high-capacity fixed electronic communications networks (VHCN), namely fibre optic networks (FTTH – Fiber to the Home) or hybrid fibre and coaxial cable networks (HFC-DOCSIS 3.1 or higher), play a central role in satisfying the basic needs of citizens and allowing the growth of the economic operators' activity. VHCN are fundamental for the country's digital transformation process and for a dynamic and competitive economy.

In this field, Portugal has had a very positive evolution, given the current coverage levels of high-speed networks, although some challenges may remain in terms of territorial cohesion. At 94.2%, VHCN coverage is very high and well above the 78.8% at EU level. At 92.3%, FTTP coverage is almost a third higher than the EU average of 64.0%, with an annual growth rate of 1.7% for FTTP deployment and 1.2% for VHCN. VHCN rural coverage (71.4%) is also higher than the EU average (55.6%).

Also, the implementation of 5G is a relevant instrument for the development and competitiveness of the Portuguese economy, for social and territorial cohesion, for the improvement and transformation of our way of life, and for social innovation and quality of public services.

At 98.1%, the 5G coverage in Portugal is well above the EU average of 89.3%. With 40% annual growth in 2023, 5G deployment is very intensive, even compared to the average annual growth in the EU, which was equal to 9.8%. In 2023, 5G in the 3.4-3.8 GHz band, essential for enabling advanced applications requiring large spectrum bandwidth, covered 65.2% of Portuguese households, a figure above the EU average of 50.6%.

### **Business Digitalization – State of Play**

In April 2020, Portugal approved its [Action Plan for Digital Transition](#) (APDT) and defined a comprehensive strategy for the country's digital acceleration, positioning itself as a competitive, innovative, and cohesive nation. The APDT is connected to other legislative and strategic initiatives that have a significant impact on the business

sector, such as the already mentioned National Digital Skills Initiative INCode.2030, the Industry 4.0 Programme, the Startup Portugal Programme and Digital Commerce, and is interconnected with the [Technological and Business Innovation Strategy 2018-2030](#). In order to ensure the correct monitoring of the various programmes and initiatives of the APDT, a monitoring model was defined, based on a catalogue of 97 indicators, including those tracked through the Digital Economy and Society Index (DESI) which is now integrated into the State of the Digital Decade Report.

The [Portugal 2030 Strategy](#) is based on five strategic objectives of the EU: a Europe that is smarter; greener; more connected; more social; and closer to its citizens. Portugal 2030 is implemented through 12 programmes, which allocate funds by areas of activity (thematic programmes) and by regions (regional programmes). The [COMPETE 2030](#) Innovation and Digital Transition thematic programme includes interventions in research and innovation, digitalisation, competitiveness and internationalisation of companies, skills for smart specialisation and industrial transition, as well as the growth and increased competitiveness of SMEs, framed by the strategic objective of a more competitive Portugal.

With 53.6% of SMEs having at least a basic level of digital intensity, Portugal performs slightly lower than the EU average (57.7%). At 32.3%, the take-up of cloud solutions by Portuguese enterprises is below the EU average (38.9%) but slightly exceeds its growth pace (7.2% in Portugal, versus 7% in the EU).

### **Digitalization of Public Services – State of Play**

Portugal has been implementing a large-scale digital transformation of the Public Administration (PA) for the past decade. In this effort, a list of roughly 3000-4000 procedures has been identified as an initial baseline and is under validation with the several Competent Authorities (CAs) involved. To help CAs in this process of digitalisation, Portugal has developed, through the work of the Administrative Modernisation Agency and in line with several Multi-Country European projects and pilots, a set of tools that each CA can use as a building block. Tools like a central electronic payment platform, digital authentication and signature mechanisms, an interoperability framework and a centralised services platform (a no-code software-as-a-service able to support the digitalization of public services in the central services portal/SDG) are available and are actively being used as tools to support the national digitalization effort. Recently [Mosaico](#), the Portuguese common model that establishes the rules for providing digital services by the Public Administration, has become mandatory through the publication of the [Decree-Law 49/2024](#).

On public services for citizens, Portugal ranks above the EU average both in absolute value (81.5 vs. 79.4) and annual growth (4.8% vs. 3.1%). On public services for businesses, Portugal ranks below the EU average (81.9 vs. 85.4). In 2023, Portugal scored 86.0 for the overall e-health maturity, above the EU average of 79.1 - the growth of 37.2% (compared to the EU average growth of 10.6%) is one of the highest developments noted for this indicator across the EU.

## 1.2. Challenges

Digitalization, together with the rise of the data-driven economy, is increasingly complex. Moreover, the long-term challenge of public finance sustainability in the context of an ageing population puts pressure on the healthcare and pension budgets, while economic growth opportunities are limited by a potentially shrinking workforce. Also, digitalization brings up new security risks within digital environments. These challenges are demanding and require adjusting governance models and operational approaches.

Portugal must continue to efficiently invest in the digital area to seize the opportunities brought about by digital transformation. To achieve its goals, Portugal is aware of the significant effort that needs to be put into capacitating its population as it is a pivotal requirement to the growth of businesses constrained by the general shortage of skilled professionals, particularly in high-productive industries such as ICT. More specifically, SMEs need to be better equipped with digital skills, while focusing efforts on data-driven business development, including the take-up of new digital technologies. Productivity within the public sector may also lag if it is not supported with investments in digital tools and modern operational models. Also, data protection must be ensured for data to be shared and reused properly, allowing for creative and based-on-data services.

### Digital Skills - Challenges

The Digital Decade DESI results show that Portugal has room for improvement in indicators such as “promoting at least basic digital skills”, as the dynamics of evolution have stagnated, and we must work to increase the number of ICT graduates (2 percentage points below the EU average).

Therefore, the country should focus on promoting basic digital skills for the entire population, including those over 65 years old, as well as the population from peripheral regions. Efforts must be made to promote skills among women and among the less privileged, by promoting the interest of young girls in technological areas to reduce the gender gap. It is essential to increase the number of ICT graduates, which

must be achieved by creating more advanced training in the areas of emerging technologies in higher education. Increasing the number of women ICT graduates and the number of female professionals in STEM and ICT also assume pivotal importance.

### **Infrastructures - Challenges**

Although the coverage of networks has progressively increased in Portugal since the beginning of VHCN development more than a decade ago, private investment has focused on large population clusters and adjacent areas, which translates into the private sector not being sufficient to address the coverage deficit and eliminate regional asymmetries of connectivity in the national territory. In fact, both in mainland Portugal and the Autonomous Regions of the Azores and Madeira, there are still areas not covered by VHCN and consequently not yet benefiting from the range of services that are made available through these networks.

### **Business Digitalization - Challenges**

Portugal must encourage SMEs to adopt digital technologies, streamline public financing, support the use of cloud computing while ensuring data privacy and security protection, and foster the development of Digital Innovation Hubs (DIHs).

This is what the C16 component of the Portuguese Recovery and Resilience Plan (RPP), “Enterprises 4.0”, sets out to do. Specifically aimed at strengthening the digitalization of companies, it aims to make up for the delay in the digital transition process, allowing access to knowledge and digital technological means that promote: the modernization of work and production processes; the dematerialization of workflows; the mitigation of skills deficits in the use of digital technologies; the balanced coverage of women and men; the incorporation of teleworking tools and methodologies; the creation of new digital channels for marketing products and services; the adoption of a culture of experimentation and innovation; the strengthening of the national entrepreneurship ecosystem; and the incorporation of disruptive technologies into companies' value propositions.,

Also, [COMPETE 2030](#), the Innovation and Digital Transition Program, highlights the digital transition as one of the country's main strategic challenges, leading to structural changes that could transform how various sectors of activity operate. In addition, as digitalization is one of the relevant aspects for the qualification of SMEs, it will also be addressed through comprehensive instruments, framed in the specific objective of SMEs competitiveness, following an integrated logic that favors joint intervention over the multiple competitiveness factors of companies.

## **Digitalization of Public Services - Challenges**

There are still significant hurdles ahead for Portugal regarding citizens' trust in digital services and the inclusiveness of such services at the design stage. A number of citizens would not find it easy to shift to online platforms for several reasons related to data privacy, service reliability, and accessibility. This is where the Portuguese Government is flagging a higher priority, bearing in mind a user-centered design approach that covers the needs of populations with disabilities or limited digital experience.

In the health sector, some Portuguese healthcare institutions still rely on information systems that are not interoperable. These legacy systems not only hinder progress towards the Digital Decade targets but also contribute to delays in access to modern digital tools. Removing all barriers to large scale interoperability of private and public healthcare institutions is a priority.

On the other hand, the increasing digitization of healthcare data makes the security of the information systems paramount. Healthcare systems need to constantly update their security policies to protect patient information and ensure the confidentiality, integrity, and availability of critical healthcare data.

## **1.3. Strengths**

### **Digital Skills – Strengths**

Although the country's performance in this area is not exemplary, cases illustrate the commitment of Portugal to improve the population's digital skills, namely by expanding the scope of the National Digital Skills Initiative INCoDe.2030 and reinforcing existing initiatives and programmes. As such, the annual progress in ICT specialists has been positive.

### **Infrastructures – Strengths**

On digital infrastructures, Portugal is on a positive note and performing well on indicators related to VHCN, FTTP and 5G coverage. Taking the EU average as a comparison, the country shows determined commitment and progress.

Within the Digital Decade KPIs, this is the area where Portugal is showing better performance.

### **Business Digitalization – Strengths**

In this area, the greatest results for Portugal are related to the annual progress rates, which are even higher than the EU progress rates in three KPIs (SMEs having at least a basic level of digital intensity, take-up of cloud solutions and Artificial Intelligence). In data analytics, there are also positive signs, because the country is well above the EU average despite the less positive absolute result.

The establishment and consolidation of different initiatives in this area are worth highlighting: the National Digital Skills Initiative INCode.2030, the Industry 4.0 Programme, the Startup Portugal Programme and Digital Commerce. The Technological and Business Innovation Strategy 2018-2030 and the Action Plan for Digital Transition (APDT) also play a significant role in this regard.

### **Digitalization of Public services - Strengths**

E-Health has been an exemplary flag of Portugal's investment in the digitalization of public services. From 2023 to 2024, it has tripled the annual progress rate when compared with the EU and is currently ahead of the EU average.

A similar situation happens with the indicator on digital public services for citizens, where the annual progress rate is also higher than the EU and the result significantly improved from 2023 to 2024.

The maturity of the Portuguese digital identity ecosystem positions the country at the international forefront in this domain, reflecting an innovative approach to public services digitalization that is focused on citizens' needs and demand for a simple user experience, suitable for mobility and interaction through multiple channels, thus ensuring universal accessibility to identity.

## 2. National target values to contribute to achieving EU's digital targets

DIGITAL DECADE TARGET	PORTUGAL								EU	DIGITAL DECADE TARGET BY 2030		
	DESI 2023 (2022)	DESI 2024 (2023)	2025	2026	2027	2028	2029	2030	DESI 2024 (2023)2	Annual Progress	PT	EU
<b>AT LEAST BASIC DIGITAL SKILLS</b>	55,3%	56,0%	62%	65%	68%	72%	76%	80%	55,6%	1,5%	80%	80%
<b>EMPLOYED ICT SPECIALISTS</b> (AS PERCENTAGE OF TOTAL EMPLOYMENT)	4,3%	4,5%	5%	5%	6%	6%	7%	7%	4,8%	4,3%	7%	~10%
<b>EMPLOYED ICT SPECIALISTS</b> (MILLION UNITS)	--	--	--	--	--	--	--	--	--	--	--	--
<b>VERY HIGH-CAPACITY NETWORKS</b>	93,0%	94,2%	96%	97%	97%	98%	99%	100%	78,8%	7,4%	100%	100%
<b>FIBRE TO THE PREMISES</b>	90,8%	92,3%	95%	96%	97%	98%	99%	100%	64,0%	13,5%	100%	-
<b>OVERALL 5G</b>	70,1%	98,1%	98,3%	98,3%	98,4%	98,4%	98,6%	100%	89,3%	9,8%	100%	100%
<b>EDGE NODES</b>	--	19	--	--	--	--	--	--	1186	--	x	10000
<b>TAKE UP OF CLOUD</b>	28,1%	32,3%						75%	38,9%	7,0%	75%	75%
<b>TAKE UP OF DATA ANALYTICS</b>	NA	38,6%	--	--	--	--	--	--	33,2%	NA	x	75%
<b>TAKE UP OF AI</b>	7,2%	7,9%						75%	8,0%	2,6%	75%	75%
<b>TAKE UP OF AT LEAST ONE AMONGST: CLOUD OR DATA ANALYTICS OR AI</b>	--	54,6%	--	--	--	--	--	--	54,6%	NA	--	--
<b>DIGITAL INTENSITY INDEX</b>	48,6%	53,6%						90%	57,7%	2,6%	90%	90%
<b>NUMBER OF UNICORNS</b>	--	1	--	--	--	--	--	--	263	--	2	500
<b>DIGITAL PUBLIC SERVICES FOR CITIZENS</b>	77,8	81,5	88	91	93	96	99	100	79,4	3,1	100	100
<b>DIGITAL PUBLIC SERVICES FOR BUSINESSES</b>	81,9	81,9	87	89	92	95	97	100	85,4	2,0	100	100
<b>EHEALTH INDEX</b>	62,7	86,0	88,07	88,07	88,07	88,07	88,07	100	79,1	10,6	100	100

It should be noted that Portugal is committed to achieve the trajectories shown on the afore presented table. However, some of the values estimated might be dependent on external factors beyond the direct action and outcome of governmental initiatives.

For instance, the achievement of **5G** trajectories is not solely reliant on governmental initiatives but also heavily depends on the investment capacity of telecommunications operators. While the government plays a crucial role in setting regulatory frameworks, allocating spectrum, and promoting digital infrastructure, operators ultimately decide the pace and scale of 5G rollout based on market demand, financial viability, and strategic priorities.

Additionally, Portugal has not set trajectories for the growth of **unicorns** and will cautiously maintain its target of two. Despite this, it must be highlighted that its new National Digital Strategy focuses on significantly increasing the number of startups to 6.000 until 2030, which could eventually lead to the emergence of more unicorns. By fostering a dynamic entrepreneurial ecosystem through investment incentives, talent attraction, and innovation-friendly policies, the country aims to create favourable conditions for startups to scale. While it is difficult to predict exactly how many startups will reach unicorn status, the government's approach emphasizes strengthening the overall startup landscape, increasing funding opportunities, and supporting technological innovation, thereby enhancing the potential for future unicorns to emerge.

A final note should be included for the trajectories on the **digitalization of public services**. These values have been outlined based on the current services under evaluation in the eGovernment Benchmark study, which provides a comparative assessment of digital government performance across European countries, guiding Portugal's strategic planning and priorities in this area. However, should there be any changes to the study's criteria, methodology, or scope, the planned trajectories may need to be revisited to ensure alignment with updated benchmarks and best practices. Continuous monitoring and adaptability will be essential to maintaining an effective and forward-looking digitalization strategy for public services.

### 3. National Digital Strategy

The recently published National Digital Strategy adopts a clear vision for the digital field in Portugal until 2030. A national and multisectoral vision, focused on improving the quality of life through digital, as it plays a very important role in the development of a more competitive, innovative, sustainable and resilient economy, positioning Portugal as a full knowledge society, leader in digital transformation.

The materialization of the defined vision by 2030 depends on the execution of transversal initiatives in terms of training people, transforming companies and modernizing the public sector. It also depends on the development of the country's digital infrastructure. This transformation will be guided by a main principle – digital inclusion, ensuring that the benefits of the digital age reach every citizen.

#### 3.1. Strategy Overview

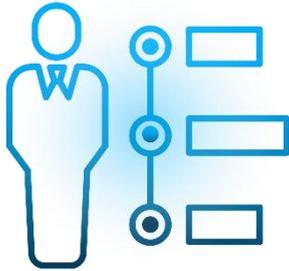
The National Digital Strategy is anchored in four main dimensions which will guide all axes of intervention and define strategic objectives, goals and initiatives, ensuring that the digital transition drives the development of a more prosperous country.

It will be implemented through three action plans: the Action Plan for 2025-2026, the Action Plan for 2027-2028 and the Action Plan for 2029-2030.

These documents will detail the actions to be implemented for each of the Strategy's initiatives. The first Action Plan was presented with the publication of the Strategy, defining clear performance and impact indicators, which ensure a transparent and informed, data-driven execution of the National Digital Strategy.

## DIMENSIONS

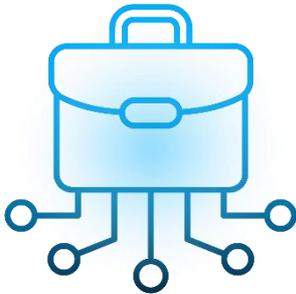
### PEOPLE AND SKILLS



This dimension includes three goals to be achieved by 2030, aligned with the goals defined in the Digital Decade Policy Program and DESI, and cover 3 fundamental areas for a more capable and inclusive society:

- 1) society's digital literacy.
- 2) number of specialists working in the Digital and ICT sector.
- 3) gender equality in the employment of specialists in the digital area (ICT sector).

### DIGITALIZATION OF BUSINESSES



This dimension includes three goals to be achieved by 2030, aligned with the goals defined in the Digital Decade Policy Program and DESI, and cover 3 fundamental areas for a more competitive, innovative and productive economy:

- 1) training SMEs, preparing them for the new digital era and supporting them on their digital transformation journeys.
- 2) adoption of modern digital tools by companies, namely Artificial Intelligence tools.
- 3) creation of a highly innovative and dynamic startup ecosystem in Portugal.

## DIGITAL PUBLIC SERVICES



The National Digital Strategy aims to promote Portugal's inclusive digital transformation.

As the central agent of this transformation, the State must lead by example, modernizing and digitalizing administrative processes and simplifying interaction with citizens and companies. A more digital public sector is more efficient, closer to the citizen and responds faster to both businesses and individuals.

This digital transition must, above all, promote inclusion, accessibility, trust and efficiency in public services.

## DIGITAL INFRASTRUCTURES



The creation of a modern, secure and resilient digital infrastructure is the fundamental foundation for a successful digital transformation in Portugal. The country has high potential in the development of digital infrastructure and now faces the challenge of materializing this potential, positioning itself as a reference on the European and global scene.

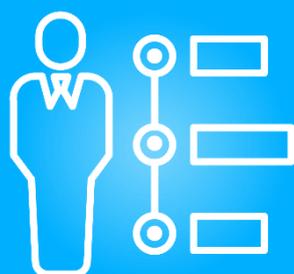
In terms of connectivity, Portugal stands out as one of the EU Member States with the largest high-speed fixed and mobile internet coverage, offering a solid basis for digital expansion and modernization.

Furthermore, 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 connections.

With this Strategy, Portugal intends not only to consolidate the advances already made but also to lead in the anticipation and implementation of new technological trends that contribute to improving the quality of life and sustainable development.

## 4. Measures to achieve EU's digital targets

This section details the measures carried out by the new National Digital Strategy in accordance with the EU digital targets.



### 4.1. People and skills

#### #1 DIGITAL SKILLS

The goal is to strengthen the population's digital skills, promoting a more inclusive society prepared for the challenges and opportunities of the digital era. To this end, strategic actions will be developed to cover digital inclusion, basic literacy, education, professional requalification and advanced training.

Priority will be given to increasing the population's digital literacy levels, focusing on communities with less access to digital. Awareness of the importance of digital skills and awareness of the safe use of technologies will be promoted, ensuring that everyone understands the risks and good practices in the digital environment.

In the area of education, students' digital skills will be assessed and training in digital skills will be reinforced. The formation of a set of key skills stands out, such as the development of computational thinking, the safe use of digital technologies and training related to the use of emerging technologies, namely Artificial Intelligence.

The measure also aims to create opportunities for professional retraining and ongoing training in the Digital area, promoting employability in emerging sectors. Emphasis will also be placed on the integration of digital into the educational system, providing young students with the necessary skills to adapt to the needs of the labour market.

Digital research and innovation will be encouraged, so that conditions are created for retaining and attracting qualified talent.

#### #2 NATIONAL PROGRAM OF GIRLS IN STEM

This initiative marks the launch of the first National Program focused on attracting and retaining girls and women in STEM areas (Sciences, Technologies, Engineering and Mathematics). In a context where female underrepresentation in these areas persists,

the Program proposes a comprehensive and structured intervention in three areas of action: Education (from pre-school to 12th grade), Higher Education and the Labour Market.

The objective is to dismantle gender stereotypes that still associate men and women with traditional roles, particularly in digital and STEM areas. In the educational context, the initiative aims to stimulate young women's interest in pursuing higher education courses and, in the future, careers in these fields.

To support this transformation, a network of ambassadors and mentors will be created – women who, as role models, will inspire and support the development of young girls interested in these areas, helping them to visualize and achieve their career paths.

In teaching and work environments, this Program aims to promote more inclusive and conducive conditions for retaining women. Continuous training and professional requalification will also be supported, towards a growing and more active female presence in digital.

This set of actions represents a robust commitment to creating a more inclusive path in STEM, ensuring that young people and women can fully benefit from the opportunities offered by these areas.

### #3 DIGITAL SKILLS CURRICULUM

With the creation of the Digital Skills Curriculum, each citizen will have access to a reliable tool to prove their digital skills. This digital credential wallet facilitates registration, validation and demonstration of users' digital skills.

Its integration with the competent authorities in skills certification, as well as in recruitment processes, will guarantee a seal of quality that strengthens employability and values the country's human capital.

The selection of credentials to include will be driven by labour market needs and specific demand for digital skills, ensuring they reflect the skills most valued.

The Digital Skills Curriculum will also serve as a guidance tool, presenting training and development paths adjusted to user preferences and a changing labour market.

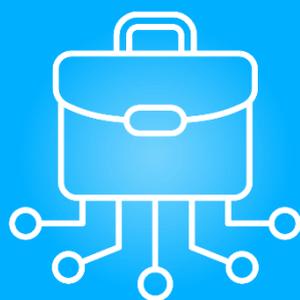
### #4 CIVIC PARTICIPATION THROUGH DIGITAL

Promotion and strengthening of digital platforms for civic participation, with emphasis on [Participa.gov.pt](https://participa.gov.pt), essential tools to bring citizens closer to public decisions. The aim is for more citizens to become actively involved in discussing public policies and making decisions that affect the country.

Development of new functionalities and capabilities for the Participa.gov.pt platform, making it more intuitive and interactive.

Awareness-raising actions will be carried out to promote digital civic participation, encouraging citizens to know and use these means to get involved in discussions and decisions that shape the future of the country.

Support for ongoing projects that aim to strengthen civic participation in digital, including the integration of emerging technologies into civic participation processes.



## 4.2. Digitalization of businesses

### #5 DIGITAL SME JOURNEY

This initiative represents a reinforced commitment to the digital transition of SMEs, responding to four crucial challenges that limit their modernization potential.

Firstly, raising awareness of SMEs about the benefits of digitalization and the opportunities provided by this transformation. It is essential to invest in awareness and training actions aimed at companies and business associations, highlighting the positive impact that digital tools can have on the growth and competitiveness of SMEs.

Also, it is important to assess the digital maturity of SMEs, ensuring an accurate diagnosis of companies' transformation needs. SMEs have very varied levels of digital maturity, which requires personalized support, adjusted to each company's stage of transformation and the specific objectives it wants to achieve.

Another important challenge is the adoption of clear paths for the digital transformation of SMEs. The initiative will provide practical and tailored guidance, including support in the adoption of digital technologies and tools, helping SMEs structure and carry out their transition.

Finally, strengthening the digital training of workers and leaders of SMEs. Without training SMEs and their workers and leaders on new digital trends and strengthening

management skills in the digital context, it will not be possible to extract the full benefits of the digital transition.

## #6 COLLABORATIVE HUB FOR DIGITAL IN PORTUGAL

This initiative proposes the creation of a Collaborative Hub that brings together Public Administration, companies, research centres, Higher Education Institutions and other relevant entities to develop new innovative digital solutions.

This Hub will contribute to positioning Portugal as a place of excellence for experimenting and developing new digital solutions, particularly for emerging technologies, where Artificial Intelligence stands out, but also Quantum Computing, Blockchain, Web3, Cloud, IoT, Reality Virtual and Augmented, Automation, among others.

This Hub will function as a meeting point where real societal and economic challenges, identified by the public sector in areas such as climate transition, transport, agriculture and health, are transformed into opportunities for technological innovation.

The process begins with the Public Administration defining and detailing specific needs, translating them into clear requirements and guidelines for the solutions to be developed. To respond to these challenges, the hub encourages the creation of collaborative networks - partnerships between companies, Higher Education Institutions and research centres - that bring together the technical skills and resources necessary to develop these solutions.

The hub will establish synergies with collaborative laboratories (CoLABs), Technology and Innovation Centres (CTIs), as well as Technological Free Zones (ZLTs), Test Beds, sandboxes and common data spaces. These collaborations will provide a dynamic environment open to experimentation, essential for the development of innovative and competitive solutions.

These collaborative networks will have access to funding to create prototypes, carry out proofs of concept and develop products and services that directly address the identified problems.

The objective is for these solutions to grow and be applied on a larger scale, or even exported, promoting the creation of new companies and business models that strengthen the innovation ecosystem in Portugal.

## #7 SIMPLE AND DIGITAL INTERACTION WITH BUSINESSES

The initiative aims to transform the interaction between the State and companies. Instead of just digitizing existing processes, the objective is to profoundly redesign and simplify the processes of interaction with companies.

This initiative promotes a more direct, modern and efficient relationship between the State and companies. The objective is to create a supportive environment that not only meets current demands, but also contributes to the competitiveness and sustainable growth of business in Portugal.

Specific use cases will be identified where digital technologies can mitigate barriers and challenges faced by companies, creating more intuitive and accessible solutions.

It is essential to reinforce companies' consultation and civic participation processes, ensuring that their needs are identified and incorporated into the design of public policies.



### 4.3. Digital Public Services

#### #8 DIGITAL PA JOURNEY

The initiative establishes a common path of digital transformation for Public Administration entities, to increase the efficiency of internal processes and improve the quality of services provided to citizens and companies.

This path begins with a digital maturity assessment, enabling us to evaluate each public entity's transformation journey. Based on this assessment, four levels of digital maturity will be defined, associated with specific requirements and concrete benefits, ensuring continuous monitoring so that entities advance in a structured and achievable way.

One of the fundamental pillars of this transformation is the digital training of employees, including managers and leaders. Adequate training is essential for digital transformation to be transversal and positively impact the State as a whole, ensuring that public services become better, more agile, and more effective. Therefore, each level of digital transformation will be associated with certain requirements in terms of training.

It is planned to create a common space for development and transformation that encourages the sharing of good practices, examples of success, barriers, challenges and use cases between Public Administration entities.

Furthermore, this initiative will evaluate the current digital governance model in Public Administration. This governance reinforcement will allow for greater efficiency in internal processes, the redesign of processes and an improved public service experience for all citizens and companies.

### #9 MORE DIGITAL AND SIMPLER PUBLIC SERVICES

The purpose is to facilitate access to State services, allowing any person or company to use them in a simple and efficient way.

[GOV.PT](#) is the centrepiece of this transformation, ensuring an aggregative approach, based on four single points of entry (portal, mobile application, telephone line and in-person). The continuous improvement of GOV.PT includes the expansion of functionalities, according to the preferences and needs of citizens and companies.

One of the cornerstones of this initiative is the creation of proactive services, capable of anticipating the needs of citizens and companies, simplifying the process of accessing essential services. This proactive services model reduces the need for users to search for information or initiate processes, offering, for example, automatic reminders for renewal of official documents, services that adjust to the user's profile and relevant notifications.

With this initiative, the State reinforces its commitment to an accessible and modern public service, making life easier for citizens and companies.

### #10 AI NATIONAL AGENDA

The vision for 2030 is clear: to ensure that in 2030 Portugal presents a robust Artificial Intelligence ecosystem, based on ethics and scientific excellence, which promotes social well-being and enhances the productivity and competitiveness of the Portuguese economy.

The AI National Agenda, which will be presented at the beginning of 2025, marks a decisive step in the creation of a robust and innovative Artificial Intelligence ecosystem in Portugal. Structured around three axes of action - Innovation, Talents and Infrastructure - and guided by the four dimensions of the National Digital Strategy (People, Businesses, Public Administration and Infrastructure), this Agenda defines an ambitious path for the development and responsible application of AI in the country.

To achieve these objectives, the National AI Agenda will include a set of new actions, which will be articulated with initiatives and projects already underway in Public Administration, consolidating efforts and knowledge. This aggregative and holistic approach ensures that future AI initiatives will follow the same guidelines, promoting resource synergies that will strengthen the impact of projects.

The agenda is not just an action plan, but a collective commitment for Portugal to assert itself as a responsible and innovative leader in the development of Artificial Intelligence, placing people, ethics and social progress at the centre of this technological revolution.

## #11 NATIONAL AGENCY FOR DIGITAL

As digital becomes a central axis of the economy and society, it is necessary to guarantee a coordinated and adaptable strategic vision, capable of keeping up with rapid technological developments and responding to emerging challenges effectively.

The National Agency for Digital ensures Portugal's reinforced capacity in the digital transition. In a context where areas such as Artificial Intelligence and digital regulation become increasingly critical, the Agency guarantees an agile and informed response, in line with European and global good practices and priorities.

The Agency will facilitate greater harmonization and effectiveness in the implementation of public policies related to Digital. It will have the responsibility of serving everyone who interacts and benefits from digital – People, Companies and the State. It is through this that there will be an integrated and transversal view of the needs and priorities of everyone, without exception.



## 4.4. Digital infrastructures

## #12 CYBERSECURITY AND DIGITAL INFRASTRUCTURES

This initiative represents a crucial step towards strengthening the cybersecurity of the Public Administration and strengthening Portugal's digital sovereignty. In a world

increasingly dependent on technology, where data and digital infrastructures are strategic assets, it is essential to ensure that the country is prepared to protect and manage its information in a sovereign and resilient way.

One of the pillars of this initiative will be the development of a sovereign cloud infrastructure, a secure and reliable platform designed to host fundamental Public Administration data. This cloud infrastructure will also be able to offer affordable digital storage solutions for SMEs that have difficulty accessing cloud computing services.

A reinforcement of the capacity to anticipate and respond to cybersecurity incidents is also expected. Thus, the initiative will support the development of existing platforms for identifying, monitoring and responding to cyber incidents. With these actions, Portugal will be able to increase its capacity to respond to digital threats in real-time, ensuring constant surveillance and agile and efficient intervention in crisis.

Dedicated support will also be created for PA entities, a valuable resource that will allow these entities to ensure a muscular, rapid and effective response in the event of cyber incidents.

The implementation will be carried out together with the Cloud Working Group, created within the scope of the Council for Digital in Public Administration (CDAP).

### #13 DATA AT EVERYONE'S SERVICE

Creation of a common data model that applies to Public Administration. This model aims to establish clear rules and standards for hosting, curation, processing, sharing and analysis of data, ensuring that data is used safely and responsibly.

Definition of a structured approach to creating value from data in Public Administration, with the identification of use cases for valuing data and its reuse.

Reassessment of the national interoperability framework, allowing simplified access and efficient use of data between different systems and entities.

Creation of common spaces for secure data sharing in strategic areas such as Transport, Sea, Agriculture, Health and Climate Transition, in conjunction with the work carried out at European level in this matter (notably in the case of Health). These spaces will facilitate collaboration between Public Administration, the private sector and academia, stimulating innovation and the development of new products, services and business models.

Reformulation of Dados.gov.pt, reinforcing not only its mission as a central repository of open data, but above all ensuring effective reuse and the creation of value with the data made available.

Implementation in conjunction with the Data Governance Working Group, created within the scope of CDAP.

#### #14 TERRITORIAL COHESION THROUGH DIGITAL

The initiative aims to reinforce digital cohesion in Portugal, promoting a more solid integration of connectivity and computing infrastructure throughout the national territory and in connection with other countries. This initiative seeks to ensure that all citizens and companies, regardless of their location or socioeconomic condition, have inclusive access to digital technologies, reducing inequalities and promoting true territorial cohesion in access to digital.

One of the pillars of the initiative is the use of part of the capacity of the new CAM Ring, a network of submarine cables that will connect the Portuguese mainland to the Autonomous Regions of the Azores and Madeira, to connect the mainland's advanced computing infrastructure with the islands, creating a unified high-capacity network. This will allow companies, research centres, public bodies and other entities in the autonomous regions to directly access the national advanced computing network, eliminating connectivity barriers that still exist and reinforcing their research, innovation and development activities.

Furthermore, the initiative will define actions to facilitate access to digital technologies, whether by supporting inclusive access to the internet for all or by mitigating white zones, prioritizing territorial cohesion in Digital.

#### #15 DIGITAL BLUEPRINT

Creation of a national platform dedicated to monitoring the implementation of the digital transition and the country's digital ecosystem, aligned with the single portal for public services GOV.PT.

To promote a culture of digital governance based on transparency, participation and access to information, this platform will act as a knowledge repository, making relevant data available to citizens, companies, researchers and policymakers. By facilitating access to information, the platform will help build a more innovative, competitive and sustainable digital environment, where all interested parties can closely monitor ongoing initiatives, including those of the National Digital Strategy.

By facilitating access to this information, the platform will help build a more innovative, competitive and sustainable digital environment, where all interested parties can closely monitor ongoing initiatives, including those of the National Digital Strategy.

Assuming a role in analysing and consolidating the digital ecosystem, the platform will pay special attention to the development of digital skills, the construction of secure and sustainable digital infrastructures, the digitalization of public services and the digital transformation of companies, especially in the context of emerging technologies, such as Artificial Intelligence and Blockchain. This integrated approach allows 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 SMART NATION

The Digital and Smart Nation initiative emerges as a strategic response to the need to expand access to smart land management solutions, as well as improve interconnection between different territories, creating an ecosystem of good practices and data sharing.

Based on principles of inclusion, sustainability and territorial cohesion, the initiative aims to integrate urban and rural dimensions into a digital ecosystem that takes advantage of the potential of emerging technologies, such as artificial intelligence, the Internet of Things (IoT) and 5G networks.

Furthermore, the Digital and Smart Nation recognizes the specificities and challenges of each territory, such as demographic aging, decentralization of services and climate change, promoting targeted and collaborative interventions between public and private entities and civil society.

## 5. Actions to achieve EU's digital targets

This chapter describes the new measures, actions and initiatives contemplated in the National Digital Strategy, as well as measures already implemented, which are in accordance with the EU digital targets, objectives and their relation to digital rights and principles. The description includes the timeline associated to the measures as well as their expected impact. Further information on complementary actions currently being carried out or to be implemented will be uploaded to the Measure Repository.

The National Strategy has the following global sources of investment, excluding the measures for the AI National Agenda and the National Agency for Digital:

SOURCES OF INVESTMENT	AMOUNT	PERCENTAGE
RRF	127.041.000 €	36%
Connecting Europe Facility (CEF)	217.000.000 €	61%
Pessoas 2030	7.000.000 €	36%
National Budget	2.500.000 €	0,7%
Other sources	1.090.000 €	0,3%
<b>Total</b>	<b>354 631 000 €</b>	<b>100%</b>

### 5.1. Digital Skills

#### Curriculum review of the Technological Education subject

<b>New measure</b>	<b>Yes</b>
--------------------	------------

#### Short description of the measure

As part of the Essential Learning curriculum review, all areas will undergo an analysis and eventual updating of their program, including the Technological Education discipline. Curricular contents must promote training in digital skills, supporting the development of computational thinking, the safe use of digital technologies and content related to the use of emerging technologies, especially Artificial Intelligence.

<b>Expected impact and timing</b>	2025
<b>Digital Decade target</b>	Basic Digital Skills
<b>Specific target category</b>	Basic and intermediate digital skills in formal education
<b>Digital Decade Objective</b>	Promoting Human-Centred Digital Environment and Protecting Fundamental Rights
<b>Specific objective category</b>	Protecting and empowering people's rights online; Protecting children online
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2);

<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1); Protection and empowerment of children and young people in the digital environment (chap. 5)
------------------------------------	--

### Digital skills index in Education

<b>New measure</b>	<b>Yes</b>
--------------------	------------

#### Short description of the measure

Development of an index to assess the digital skills of students from elementary to high school, leveraging existing assessment matrices (e.g., DigComp framework) to identify 5 critical areas of intervention and mitigate gaps in students' digital skills.

This action will be articulated with the Digital Teacher Training measures, within the scope of the School Digitalization Program, to assess the digital maturity of teachers. Furthermore, it will be evaluated the expansion of the research to other target audiences, such as people over 55 years of age.

<b>Expected impact and timing</b>	2025: Conducting a pilot in 10 representative public schools, starting in September 2025, with research carried out at the end of each teaching cycle. 2026: Expansion of the pilot to 200 schools from September 2026.
-----------------------------------	--

<b>Digital Decade target</b>	Basic Digital Skills
------------------------------	----------------------

<b>Specific target category</b>	Basic and intermediate digital skills in formal education
---------------------------------	---

<b>Digital Decade Objective</b>	Promoting Human-Centred Digital Environment and Protecting Fundamental Rights
---------------------------------	---

<b>Specific objective category</b>	Protecting and empowering people's rights online; Protecting children online
------------------------------------	---

<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2);
--	---

<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1); Protection and empowerment of children and young people in the digital environment (chap. 5)
------------------------------------	--

### Training for the safe use of digital public services, through the Citizen Spots network

<b>New measure</b>	<b>Yes</b>
--------------------	------------

#### Short description of the measure

Development of a curriculum and educational content to raise awareness and train people in the safe use of digital public services (including the use of Autenticacao.gov).

The distribution of educational content and the training will make use of the Citizen Spots network, with subsequent expansion to other training sites, ensuring national coverage.

<b>Expected impact and timing</b>	Carrying out a pilot in 20 Citizen Spots, to be done by the end of 2025, with the aim of refining contents and extending it to all Citizen Spots by the end of 2026.
-----------------------------------	--

<b>Digital Decade target</b>	Basic Digital Skills; Key public services
------------------------------	---

<b>Specific target category</b>	Basic and intermediate digital skills for all to achieve digital inclusion; Accessibility and uptake of digital public services;
<b>Digital Decade Objective</b>	Promoting Human-Centred Digital Environment and Protecting Fundamental Rights
<b>Specific objective category</b>	Protecting and empowering people's rights online
<b>Link to Digital Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2); Solidarity and inclusion (chap. 2); Protection and empowerment of children and young people in the digital environment (chap. 5)

### Launch of national campaign «Safer Digital»

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Identification of areas of intervention in relation to raising awareness among young people about the safe use of technologies, including the internet, digital services and social networks. Development of awareness campaigns to address the identified areas of intervention, considering the preferred multimedia communication channels for young audiences.	
<b>Expected impact and timing</b>	2025
<b>Digital Decade target</b>	Basic Digital Skills
<b>Specific target category</b>	Basic and intermediate digital skills for all to achieve digital inclusion
<b>Digital Decade Objective</b>	Promoting Human-Centred Digital Environment and Protecting Fundamental Rights
<b>Specific objective category</b>	Protecting and empowering people's rights online
<b>Link to Digital Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2); Solidarity and inclusion (chap. 2); Protection and empowerment of children and young people in the digital environment (chap. 5)

### Promotion of extracurricular activities related to Digital

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Offer an experience to children and young people, during the IPDJ School Holiday programs, by carrying out activities to raise awareness, motivate and promote skills in programming, robotics, digital communication and Artificial Intelligence. The pedagogical methodologies will be within the scope of non-formal education, prioritizing practical learning. The	

organizers will establish partnerships with startups, Higher Education Institutions, municipalities, associations, among others, in order to guarantee the sharing of knowledge, experiences and technological resources. Carrying out a Pilot Project in 10 municipalities.

<b>Expected impact and timing</b>	2025
<b>Digital Decade target</b>	Basic Digital Skills
<b>Specific target category</b>	Basic and intermediate digital skills for all to achieve digital inclusion
<b>Digital Decade Objective</b>	Promoting Human-Centred Digital Environment and Protecting Fundamental Rights
<b>Specific objective category</b>	Protecting and empowering people's rights online
<b>Link to Digital Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2); Solidarity and inclusion (chap. 2); Protection and empowerment of children and young people in the digital environment (chap. 5)

### Girls in STEM National Program

<b>New measure</b>	<b>Yes</b>
--------------------	------------

#### Short description of the measure

The Girls in STEM National Program and its action plan, to be launched in 2025, encompasses 3 main axes: Education; Higher Education; and Labor Market.

The implementation of this program will include:

- The **development of a seal** awarded by the Government to initiatives (driven by the public sector, private sector, third sector, academia and civil society) that promote the interest and retention of girls in STEM fields, ensuring visibility and public recognition of the work done.
- The creation of a **Network of Ambassadors**, consisting of women leaders in the STEM field and with academic and/or professional careers of excellence in these areas.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Basic Digital Skills; ICT specialists
<b>Specific target category</b>	Basic and intermediate digital skills in formal education; Basic and intermediate digital skills of girls and women; Achieving gender convergence: Boosting advanced and highly specialised digital skills of women
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1); Solidarity and inclusion (chap. 3)

## Digital Skills Curriculum

**New measure**

**Yes**

### Short description of the measure

Development of a national platform for the certification and management of micro-credentials in digital skills, to be integrated into the single public services portal, gov.pt.

**The micro-credentials certification model will be defined** by the public bodies responsible for accrediting and certifying qualifications and the Higher Education Institutions, in line with the European approach to micro-credentials.

The **National Catalogue of Micro-credentials in Digital Skills** will be integrated into the National Catalogue of Qualifications for Short and Medium Duration Pathways in Computer Science Education and Training, as well as within the scope of Digital Literacy, and also into the National Catalogue of Qualifications for new qualifications designed in Units of Competence in Computer Science Education and Training.

This catalogue will be developed in partnership with training centres, universities, technology companies, professional associations and other relevant actors in the educational and professional sector, with a view to gradually expanding the micro-credentials offer.

Development and provision of an interface with citizens for certification and management of micro-credentials, ensuring synergies and alignment with micro-credential certification initiatives at European level. Communication and dynamization of the **Digital Skills Curriculum**, in order to accelerate its use by citizens and other agents.

**Expected impact and timing**

2025-2026

**Digital Decade target**

Basic Digital Skills; ICT specialists

**Specific target category**

Basic and intermediate digital skills in formal education; Basic and intermediate digital skills of people currently in employment; Basic and intermediate digital skills for all to achieve digital inclusion; Strengthening of advanced and highly specialised digital skills in formal education including vocational education and training and Higher Education Institutions; Strengthening of advanced and highly specialised digital skills of people currently in employment

**Digital Decade Objective**

Competitiveness, Resilience

**Specific objective category**

Support digital ecosystems and scaling up innovative businesses

**Link to Digital Rights and Principles**

Digital Education, training and skills (chap. 2)

**Other Rights and Principles**

People at the centre of the digital transformation (chap. 1); Solidarity and inclusion (chap. 3)

## Digital Education (Azores)

**New measure**

**No**

### Short description of the measure

This measure aims to guarantee access to the use of digital technologies, promote equal opportunities and introduce significant improvements in learning environments, in line with the European Union's Digital Education Action Plan.

<b>Budget allocated or planned, other resources</b>	<b>EU: 29.328.673€</b>
<b>Expected impact and timing</b>	Until 2026 – Create 4 online courses open to everyone to promote the development of digital skills for classroom teaching and distance learning. Allocate 31.900 new laptops and tablets for pre-school, first and second cycle and secondary education. Complete the Internet connection of at least 1 Gbps in 95% of schools in the Autonomous Region of the Azores and the distribution of the following digital equipment.
<b>Digital Decade target</b>	Basic Digital Skills
<b>Specific target category</b>	Basic and intermediate digital skills in formal education; Basic and intermediate digital skills of girls and women; Basic and intermediate digital skills for all to achieve digital inclusion
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### Digital Education (Madeira)

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
This measure aims to create a more proactive, innovative, inclusive, autonomous, fair and open educational system in the Autonomous Region of Madeira, covering public and private schools. This investment will seek to provide quality learning and training and qualifications that prepare children and students to respond to the challenges of the 21st century.	
<b>Budget allocated or planned, other resources</b>	<b>EU: 7.803.733€</b>
<b>Expected impact and timing</b>	Until 2026 - Provide 5.120 students in the second and third cycles of primary and secondary education with access, during the school year, to a set of digital textbooks; 95% of primary and secondary schools connected to the structured wireless Internet network in the Autonomous Region of Madeira (RAM) with an Internet connection of at least 1 Gbps per school; 6.500 teachers and non-teaching staff at all levels of education training in digital and technological skills; 91 Innovative Learning Environments to allow new methodological approaches in the teaching and learning process.
<b>Digital Decade target</b>	Basic Digital Skills

<b>Specific target category</b>	Basic and intermediate digital skills in formal education; Basic and intermediate digital skills of girls and women; Basic and intermediate digital skills for all to achieve digital inclusion
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

## UpSkill

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
<p>UpSkill program aims to requalify underutilized or unemployed professionals, giving them specialized training in Information Technologies and communication (ICT). The program involves six months of intensive working classroom training, followed by 3 to 6 months of on-the-job training and professional integration into a company.</p> <p>Each annual edition of the program begins with companies identifying the technologies where they intend to hire new professionals. Those needs are then managed and worked on by the program and the high-degree institutions, leading to the creation of training actions. The program is a partnership between companies (represented by APDC - Digital Business Community), high-degree institutions, and IEFP that fully finance the classroom training. The program represents access to a new career and can be a life changer for the trainees. During the program, trainees have access to a scholarship that allows them to be fully dedicated to it and achieve the necessary knowledge in the training area, which is the only way to succeed in the new job opportunity.</p>	
<b>Budget allocated or planned, other resources</b>	<b>National: 30.000.000€</b>
<b>Expected impact and timing</b>	7.500 participants by the end of 2030.
<b>Digital Decade target</b>	ICT specialists
<b>Specific target category</b>	Strengthening of advanced and highly specialised digital skills of people currently in employment
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

## Introduction of new features on the Civic Participation Portal ([participa.gov.pt](https://participa.gov.pt))

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	

Introduction of new features on the national civic participation platform [participa.gov.pt](https://participa.gov.pt), making available enhanced mechanisms for digital civic participation, ensuring closer interaction with citizens and facilitating participation in a practical and secure way.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Accessibility and uptake of digital public services
<b>Digital Decade Objective</b>	Promote Democratic Life
<b>Specific objective category</b>	Making online participation in democratic life possible for everyone
<b>Link to Digital Rights and Principles</b>	Participation in the digital public space (chap. 4)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### Public consultation on critical areas of civic participation

<b>New measure</b>	<b>Yes</b>
--------------------	------------

#### Short description of the measure

Consultation of a representative sample of the population to identify challenges and barriers to citizens' civic participation and the transparency of public policies. Based on the data collected, five critical areas for strengthening civic participation and five critical areas for improving transparency in the definition and implementation of public policies will be identified, and an intervention plan will be defined taking into account the conclusions of the consultation.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Accessibility and uptake of digital public services
<b>Digital Decade Objective</b>	Promote Democratic Life
<b>Specific objective category</b>	Public debate/dialogue/participation for a culture of trust, transparency and openness
<b>Link to Digital Rights and Principles</b>	Participation in the digital public space (chap. 4)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### Strengthening civic participation through digital technologies

<b>New measure</b>	<b>Yes</b>
--------------------	------------

#### Short description of the measure

Development of three projects, promoted by LabX – Centre for Public Sector Innovation, to strengthen civic participation by integrating emerging digital technologies into the processes of interaction between the State and the citizen.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Accessibility and uptake of digital public services
<b>Digital Decade Objective</b>	Promote Democratic Life
<b>Specific objective category</b>	Public debate/dialogue/participation for a culture of trust, transparency and openness; Making online participation in democratic life possible for everyone
<b>Link to Digital Rights and Principles</b>	Participation in the digital public space (chap. 4)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

## 5.2. Digital Infrastructures

### Strengthening security and monitoring mechanism of Cybersecurity in PA

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
<p>Characterization of services, applications, computerized systems and publicly accessible technical identifiers of essential, important and relevant public administration entities, within the scope of the Cybersecurity Legal Regime, including interdependencies between computerized systems.</p> <p>Production of C-Level reports with the cybersecurity status of each of the Public Administration entities subject to the Cybersecurity Legal Regime.</p> <p>Creation of a management and configuration platform for name resolution systems in public administration bodies, configuring a perimeter security mechanism based on DNS Responsible Policy Zones</p>	
<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Secure & resilient digital public services to the digital economy; Support the digital transformation of public administration
<b>Digital Decade Objective</b>	Cybersecurity
<b>Specific objective category</b>	Cybersecurity measures and standards (through investments & regulatory measures)
<b>Link to Digital Rights and Principles</b>	A protected, safe and secure digital environment (chap. 5)

### Definition and implementation of a technical and financial support model for response to incidents in PA

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Analysis of the main gaps in the response of Public Administration entities to cyber incidents, with identification of the human, technical and financial resources for an effective response to this type of incident.

Defining a model for technical and financial support, common to the entire Public Administration, to support the response to cyber incidents.

Implementing the defined model in the form of a time pool that provides cybersecurity specialists to support public entities in critical incidents. Definition of clear criteria for activating the time pool, ensuring an agile and effective response.

<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Secure & resilient digital public services to the digital economy; Support digital transformation of public administration.
<b>Digital Decade Objective</b>	Cybersecurity
<b>Specific objective category</b>	Cybersecurity measures and standards (through investments & regulatory measures)
<b>Link to Digital Rights and Principles</b>	A protected, safe and secure digital environment (chap. 5)

### Development of a Sovereign Cloud Infrastructure Plan

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Within the scope of the Cloud Working Group of the Digital Council for Public Administration, define a development plan for a sovereign cloud infrastructure in Portugal, leveraging the infrastructure of cloud service providers in the national territory. Evaluation of a business model associated with sovereign cloud infrastructure, to provide cloud services to SMEs and other national bodies, contributing to the goal of 75% of SMEs adopting cloud services

<b>Expected timing</b>	2025
<b>Digital Decade target</b>	Cloud/AI/Big data uptake by enterprises
<b>Specific target category</b>	Support development of AI/Cloud/Big data capabilities
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Regulatory action for standard setting/ interoperability and fair competition for users, businesses and regions
<b>Link to Digital Rights and Principles</b>	A protected, safe and secure digital environment (chap. 5)
<b>Other Rights and Principles</b>	Sovereignty: Addressing dependencies for critical technologies' supply

### Definition of a Public Administration Data Model

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Definition of a Public Administration Data Model at a national level, with identification of rules and guidelines for hosting, security, curation, sharing and availability of data. Creation of a standardized structure to standardize and structuring data in all systems, facilitating interoperability and integration between the systems of the various Public Administration and private entities. Defining guidelines and an action plan for data reuse with a focus on creating value.	
<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Secure & resilient digital public services to the digital economy; Support digital transformation of public administration.
<b>Digital Decade Objective</b>	Promoting human-centred digital environment and protecting fundamental rights
<b>Specific objective category</b>	Protecting and empowering people's rights online
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2);
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3); Privacy and individual control over data (chap. 5)

### Update of the National Digital Interoperability Regulation

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Update of the National Digital Interoperability Regulation (RNID), reevaluating the national interoperability framework taking into account best international practices.	
<b>Expected timing</b>	2025
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Interoperable digital public services by design
<b>Digital Decade Objective</b>	Competitiveness, resilience
<b>Specific objective category</b>	Regulatory action for standard setting/ interoperability and fair competition for users, businesses and regions
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)

### Creation of a National Data Catalogue

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Creation of a National Data Catalogue, which aggregates in a harmonized way the list of existing public data sets and, if applicable, likely to be made available. Consolidation of various sources of Public Administration data catalogues.

Selection of data sets to be made available in open data format or via an information sharing interface.

Design of an evolution plan for the Catalogue, to integrate more data sets from AP entities and potential expansion to entities in the private sector, third sector and academia.

<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration.
<b>Digital Decade Objective</b>	Promoting human-centred digital environment and protecting fundamental rights
<b>Specific objective category</b>	Protecting and empowering people's rights online
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2);
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3); Privacy and individual control over data (chap. 5)

### Implementation of the Atlantic CAM Ring

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Replacement of the current Continent-Azores-Madeira submarine cable system, in operation since 1999 and at the end of its life span, through the implementation of a new Atlantic CAM connecting the Continent and the Autonomous Regions.

<b>Expected timing</b>	2025-2027
<b>Digital Decade target</b>	Key Public Services; Gigabit and 5G
<b>Specific target category</b>	Secure & resilient digital public services to the digital economy; Financial support for backbone, other strategic parts of networks
<b>Digital Decade Objective</b>	Building Technological Leadership; Digital for green
<b>Specific objective category</b>	Developing and deploying sovereign and resilient digital supply chains, infrastructures and technologies, assessing economic risks; Use of digital technologies to foster the green transition
<b>Link to Digital Rights and Principles</b>	Connectivity (chap. 2)
<b>Other Rights and Principles</b>	Sustainability (chap. 6)

### Implementation of the Azores Ring

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Implementation of the new inter-island cable system, called the “Azores Ring” to connect seven of the nine islands, reflecting its strategic importance for improving connections between the islands of the Azores Archipelago.

<b>Expected timing</b>	2025-2027
<b>Digital Decade target</b>	Key Public Services; Gigabit and 5G
<b>Specific target category</b>	Secure & resilient digital public services to the digital economy; Financial support for backbone, other strategic parts of networks
<b>Digital Decade Objective</b>	Building Technological Leadership; Digital for green
<b>Specific objective category</b>	Developing and deploying sovereign and resilient digital supply chains, infrastructures and technologies, assessing economic risks; Use of digital technologies to foster the green transition
<b>Link to Digital Rights and Principles</b>	Connectivity (chap. 2)
<b>Other Rights and Principles</b>	Sustainability (chap. 6)

### Expansion of the RCTS-Atlantic Network to Support Science, Technology and Higher Education in the Autonomous Regions

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Allocation of dedicated communication capacity in the new CAM Ring. Integration of higher education institutions and research centres in the National Advanced Computing Network, strengthening the regions' research and innovation capacities.

<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services; Gigabit and 5G
<b>Specific target category</b>	Secure & resilient digital public services to the digital economy; Financial support for backbone, other strategic parts of networks
<b>Digital Decade Objective</b>	Building Technological Leadership; Digital for green
<b>Specific objective category</b>	Developing and deploying sovereign and resilient digital supply chains, infrastructures and technologies, assessing economic risks; Use of digital technologies to foster the green transition
<b>Link to Digital Rights and Principles</b>	Connectivity (chap. 2)
<b>Other Rights and Principles</b>	Sustainability (chap. 6)

### Coverage of white areas

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Analysis of the results of the public tender for the coverage of white areas and identification of areas without coverage that require intervention once this has been completed. Re-evaluation of the model defined in the tender for coverage of white areas and identification of the reasons for the lack of total coverage, namely the absence of competitors or service providers with suitable offers to provide the services associated with the lots in the tender, as well as other relevant situations. In accordance with the areas of intervention identified and the analysis of the tender model, definition of actions to ensure national coverage.

<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Gigabit and 5G
<b>Specific target category</b>	Financial support for white/commercially non-viable areas (incl. rural and outermost)
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Developing and deploying sovereign and resilient digital supply chains, infrastructures and technologies, assessing economic risks
<b>Link to Digital Rights and Principles</b>	Connectivity
<b>Other Rights and Principles</b>	Solidarity and inclusion (chap. 2)

### Creation of the Digital Blueprint

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Development and launch of the Digital Blueprint platform, integrating indicators, initiatives and policies, and providing a platform for sharing data, publications and work carried out on Digital in Portugal. Creation of a Digital community of practice, with events and knowledge sharing. Mapping digital transformation projects in the public, private, third sector, academia and civil society.

<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	Connectivity (chap. 2)

### Implementation of platforms to improve urban management and sharing of territorial data

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Implementation of Urban Management Platforms to serve 75 municipalities.  
 Implementation of 5 Digital Twins in strategic areas.  
 Development of the Smart Territories Portal.  
 Implementation of the Public Policies Dashboard and the Local Government Observatory.  
 Implementation of the National Data Management System for Smart Territories.  
 Organization of training sessions, reaching 650 civil servants.

<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration.
<b>Digital Decade Objective</b>	Digital for Green; Link Between Green and Digital Transitions
<b>Specific objective category</b>	Use of digital technologies to foster the green transition; Ensuring coherence and coordination for policies and programmes to fully contribute to the European green and digital transition
<b>Link to Digital Rights and Principles</b>	Sustainability (chap. 6)
<b>Other Rights and Principles</b>	Connectivity (Chap. 2)

## 5.3. Digital Transformation of Businesses

### Support to Business for the Digital Transition (Coaching 4.0)

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Coaching 4.0 aims to support the development of processes and organizational skills in companies that foster the digital transformation of their business model, by awarding vouchers to SMEs for the purchase of service packages in the following areas: Customer Relations, ERP, Processes and Automation, Business Security, Data and Business Intelligence, Supply Chain Management, Advanced Technologies, Industry 4.0 and Building Information Modelling. It foresees a digital maturity assessment of the supported SMEs.	
<b>Expected impact and timing</b>	To be implemented in 2025.
<b>Digital Decade target</b>	SME basic digital intensity
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies; Support for uptake/ deployment; Development: Support development of digital technologies
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Connectivity (Chap. 2)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2); Interactions with algorithms and AI systems (chap. 3)

### National Program for Executive Digital Capacitation

**New measure**

**Yes**

#### Short description of the measure

This program aims to strengthen the competitiveness of Portuguese SMEs, training their leaders to face emerging economic challenges, such as the digital transition and the transition to more sustainable business models.

The action will feature the participation of Higher Education Institutions, technical and business partners, offering advanced training, applied training with case studies, visits to companies, immersive experiences and mentoring sessions adapted to the companies' needs.

**Expected impact and timing**

To be implemented in 2025-2026.

**Digital Decade target**

SME basic digital intensity

**Specific target category**

Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies;  
Development: Support development of digital technologies

**Digital Decade Objective**

Competitiveness, Resilience

**Specific objective category**

Support digital ecosystems and scaling up innovative businesses

**Link to Digital Rights and Principles**

Digital Education, training and skills (chap. 2);

**Other Rights and Principles**

Interactions with algorithms and AI systems (chap. 3)

### Creation and launch of the Collaborative Hub

**New measure**

**Yes**

#### Short description of the measure

Supported by both a digital platform and a physical space, the Collaborative Hub will integrate existing collaborative networks, encouraging cooperation between companies, startups, universities and research centres, with the aim of combining skills and available technical resources [e.g. integration of collaborative laboratories (CoLABs) and Technology and Innovation Centres].

The Public Administration will participate through the "Digital Transition" Thematic Platform, which is part of the National Research and Innovation Strategy for Smart Specialization 2030, and also through the networks promoted by PROCURE+i (Centre of Competence in Public Procurement for Innovation), allowing for a mapping of the challenges as well as the skills, capacities and solutions of the entities (companies, Startups, CoLABs, Technology and Innovation Centers, Higher Education Institutions, Digital Innovation Hubs, Testbeds) in the ecosystem.

**Expected impact and timing**

To be implemented through 2025-26.

**Digital Decade target**

SME basic digital intensity

<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies; Support for uptake/ deployment; Development: Support development of digital technologies
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2)
<b>Other Rights and Principles</b>	Connectivity (Chap. 2); Interactions with algorithms and AI systems (chap. 3)

### Identification of PA needs

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
<p>Definition of the Public Administration's specific needs, in areas such as climate transition, transport, agriculture, health and defence, translating them into clear challenges for the development of innovative digital solutions.</p> <p>Roadmaps for developing these challenges will be drawn up, defining the formal approach to implementation, which could follow the procurement mechanism known as Public Procurement for Innovation (Competitive Dialogue, Innovation Partnership, Negotiated Procedure; etc.), or other public procurement or collaboration processes, facilitating the acquisition of innovative technologies and services.</p>	
<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses; Deployment of interconnected single market infrastructures and technologies
<b>Link to Digital Rights and Principles</b>	Digital Public Services Online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### Innovation Public Procurement Programme

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
<p>The action should assist Public Administration entities during innovation public procurement processes:</p> <ul style="list-style-type: none"> <li>- Provision of technical assistance to entities interested in this type of process, generally complex and uncommon in national Public Administration.</li> </ul>	

- Co-participation in the initial phase of solution development, during which suppliers participate in ideation, define pilot product requirements and develop prototypes.

The remaining costs related to the development of solutions until they go into production will be assumed by Public Administration bodies, this stage being outside the scope of the measure.

<b>Expected impact and timing</b>	To be implemented through 2025-26.
<b>Digital Decade target</b>	SME basic digital intensity; Key public services
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies; Development: Support development of digital technologies; Support digital transformation of public administration
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses; Deployment of interconnected single market infrastructures and technologies
<b>Link to Digital Rights and Principles</b>	Digital Public Services Online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3); Interactions with algorithms and artificial intelligence systems (chap. 3)

### Financing strategies for collaborative networks

<b>New measure</b>	<b>Yes</b>
--------------------	------------

#### Short description of the measure

Development, in collaboration with other national and European entities, of funding strategies for collaborative networks to create prototypes, proofs of concept and develop products and services, with a view to scaling up and potentially exporting solutions and also to promote the creation of new companies and business models.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	SME basic digital intensity
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies; Development: Support development of digital technologies
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	A fair digital environment (chap. 3)
<b>Other Rights and Principles</b>	Digital Public Services Online (chap. 2)

### Launch of measures to reduce bureaucracy in the State's interaction with businesses

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Strengthening the 'Simplex' Program with measures aimed at simplifying and digitalizing State processes and services in interaction with companies.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	SME basic digital intensity; Key Public Services
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies; Development: Support development of digital technologies; Secure & resilient digital public services to the digital economy
<b>Digital Decade Objective</b>	Competitiveness, Resilience; Promote Democratic Life
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses; Public debate/dialogue/participation for a culture of trust, transparency and openness
<b>Link to Digital Rights and Principles</b>	A fair digital environment (chap. 3)
<b>Other Rights and Principles</b>	Digital Public Services Online (chap. 2)

### Creation of Business Consultation Mechanisms

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

This measure encompasses two strands:

- Consultation sessions with enterprises and business associations to define critical areas of intervention in the State's interaction with businesses;
- Creation of a mechanism for sharing good practices and information between companies and involving public administration entities, considering the lessons learned that can accelerate the digital transition and optimized access to resources (this mechanism should be integrated into the national participation platform, participa.gov.pt).

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	SME basic digital intensity; Key Public Services
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies; Development: Support development of digital technologies; Secure & resilient digital public services to the digital economy
<b>Digital Decade Objective</b>	Competitiveness, Resilience; Promote Democratic Life
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses; Public debate/dialogue/participation for a culture of trust, transparency and openness
<b>Link to Digital Rights and Principles</b>	Participation in the digital public space (chap. 4)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### Simplifying State's digital communication with companies

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Expansion and integration of the Business Spot platform into the single public services portal, gov.pt, thus ensuring a single point of access to information. This measure will allow centralized access to and consultation of information on applications for EU funds; the simplification of online communication between Public Administration and businesses; and the creation of a guide for good practices regarding State's interaction with companies.	
<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	SME basic digital intensity; Key public services
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies; Secure & resilient digital public services to the digital economy
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	A fair digital environment (chap. 3)

### National DIH Network

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
DIHs aim to promote the dissemination and adoption of advanced digital technologies by companies, especially start-ups, SMEs and Public Administration, through the development, testing and experimentation of those technologies, focusing on three disruptive technologies: AI, HPC, Cloud and Cybersecurity. DIHs comprise five types of services: 1   test before investing, 2   training in digital, 3   foster relationships and synergies, 4   support in financing, 5   support incubation. Of the 17 DIHs, 16 are part of the European network – 3 co-financed via DIGITAL and 13 were awarded seals of excellence. This will allow an increase in coverage with a more comprehensive number of clusters and regions covered by the programme and will stimulate technology-based innovation and collaboration.	
<b>Expected impact and timing</b>	Until 2027; It is expected to directly impact around 4000 companies (or public administration institutions) by the end of 2025, by directly provide services aiming to leverage digital transformation and digital technologies development and implementation. From the services provided, consultancy and technological experimentation are crucial to the digitalization of the economy.
<b>Digital Decade target</b>	Cloud/AI/Big data uptake by enterprises
<b>Specific target category</b>	Strengthen the ecosystems, information sharing and knowledge exchange on cloud/AI/big data uptake
<b>Digital Decade Objective</b>	Competitiveness, Resilience

<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2); Connectivity (Chap. 2)

### National Test Beds Network

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
"Creation of a national test beds network, through infrastructures that aim to create the necessary conditions for SMEs and Startups to develop and test new products and services, and accelerate their digital transition process, either in a physical space or via a virtual simulator. The coverage of industrial sectors, as well as their respective subsectors, must correspond to that foreseen for the DIH, in order to generate synergies and complementarities with the DIH network."	
<b>Expected impact and timing</b>	Until 2027 – It is expected to promote around 3000 test and experimentation services or technological pilots by the end of 2025. the aim is to directly provide services aiming to leverage digital transformation and digital technologies development and implementation. From the services provided, technological experimentation are crucial to the technological maturity evolution (TRL growth), enhancing the technology transfer capacity of enterprises.
<b>Digital Decade target</b>	SME basic digital intensity
<b>Specific target category</b>	Support for uptake/ deployment
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/ networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Connectivity (Chap. 2)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2); Interactions with algorithms and AI systems (chap. 3)

### Digital Commerce Neighbourhoods

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
With a total investment of more than 52 million euros and a geographic distribution that covers the entire national territory (mainland Portugal and the archipelagos), Digital Commerce Neighbourhoods (BCD) represent a fundamental investment for the revitalization, valorisation and modernization of commerce and proximity services, through of the digitalization of the business ecosystem installed in these districts. The application process was developed in two phases: the first took place in 2022, to which 187 consortia applied, and the second one was carried out in 2023, which culminated in the establishment	

of 95 BCD in all regions of Portugal, with the aim of supporting around 25 thousand companies in the commerce and services sectors. These BCD aim to catalyze economic growth, seeking to promote the rehabilitation of selected neighbourhoods, in coherence with the digital strategies defined for them, including the digitalization of economic operators and their business models, as well as recovering the meaning of urban-commercial planning, through integrated management between municipalities, business associations, shopper and the local population."

<b>Expected impact and timing</b>	Until 2025 - The goal to be achieved under this measure is the creation of 75 BCD by September 30, 2025. Currently, 93 of the 95 approved projects are being implemented. Aiming at the successful execution of all projects, the entity managing this measure has been carrying out permanent monitoring work close to the project teams. To date, approximately 100 verification meetings have been held. The main advantages of this measure include: businesses digitalization; improvement of consumer experience; urban rehabilitation; stimulation of digital entrepreneurship, creating new business and employment opportunities in the sectors of commerce and services; territorial cohesion; business sustainability.
<b>Digital Decade target</b>	SME basic digital intensity
<b>Specific target category</b>	Support for uptake/ deployment
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Connectivity (Chap. 2)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2); Interactions with algorithms and AI systems (chap. 3)

### Start-up mapping on the Startup Portugal Platform

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
Start-up companies mapped identifying their main business characteristics on the Startup Portugal platform. The new platform should accompany the ecosystem of start-up companies, especially, but not only, digitally based companies. The platform should be made available to the entire ecosystem (start-up companies, investors, accelerators/incubators, public entities).	
<b>Expected impact and timing</b>	Until 2025 - Data driven decisions on public policies regarding Startups
<b>Digital Decade target</b>	SME basic digital intensity
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies
<b>Digital Decade Objective</b>	Competitiveness, Resilience

<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Connectivity (Chap. 2)
<b>Other Rights and Principles</b>	Sustainability (chap. 6)

### AICeBlock - Artificial Intelligence Certification Through the Blockchain

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
<p>To develop and operate an AI Governance tool that helps the AI ecosystem actors across the EU, from developers, to implementors and regulation / supervision authorities, to comply with the AI Act. Meeting the requirements defined by the AI Act by Developers and Implementers will involve the implementation of AI government support tools that enable demonstrating compliance – to users and entities with a role in the regulatory dimension. AICeBlock was designed to support verifiable declaration, allowing to reduce the number of resources allocated by all parties, regulated organizations and regulators, to demonstrating compliance, as well as the reputational risk inherent to self-declarations. This added value arises directly from the technological architecture of the solution, based on blockchain, which will allow it to deliver everything that conventional solutions deliver, but with guarantees of traceability, inviolability, and total and transparent auditability.</p>	
<b>Expected impact and timing</b>	<p>The verifiable declaration approach, made possible by the underlying blockchain architecture, will allow a faster and much more efficient adoption of trustworthy AI across Europe, with full compliance with the AI Act. AICeBlock, currently in its Beta version, will be piloted in the Portuguese ecosystem in the 1st semester of 2025. The plan for dissemination across the EU will be ready during 2025 and will start to be deployed in 2026.</p>
<b>Digital Decade target</b>	Cloud/AI/Big data uptake by enterprises
<b>Specific target category</b>	Support development of AI/Cloud/Big data capabilities
<b>Digital Decade Objective</b>	Promoting Human Centred Digital Environment and Protecting Fundamental Rights
<b>Specific objective category</b>	Promote human centric and responsible AI systems
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	A protected, safe and secure digital environment (chap. 5)

### I am Digital

<b>New measure</b>	<b>No</b>
<b>Short description of the measure</b>	
<p>Consortium led by Portuguese Industrial Association (AIP) to create a digital commerce accelerator that aims to promote the digital transformation of processes and business models.</p>	

<b>Expected impact and timing</b>	7000 companies in the commerce and services sector in the NUT II Lisbon and Tagus Valley Region.
<b>Digital Decade target</b>	SME basic digital intensity
<b>Specific target category</b>	Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies
<b>Digital Decade Objective</b>	Competitiveness, Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2)
<b>Other Rights and Principles</b>	Sustainability (chap. 6)

### Entrepreneur App

**New measure** **No**

#### Short description of the measure

[Entrepreneur App](#) is an Innovation and Competitiveness Agency (IAPMEI) product designed to provide entrepreneurs with information and useful tools. To achieve this, it aims to support entrepreneurs in their actions and throughout their journey. In 2023, the Entrepreneur App was recognized by ACEPI with the Navegantes XXI'23 Award as the Best Project in Sustainability and Digital Inclusion.

**Budget allocated or planned, other resources** **EU: 94.095€**  
**National: 16.605€**

<b>Expected impact and timing</b>	Community that promotes networking and the sharing of knowledge and contacts, offering greater visibility and credibility, feedback, as well as critical and sustained mentorship to promote growth
<b>Digital Decade target</b>	SME basic digital intensity
<b>Specific target category</b>	Development: Support development of digital technologies
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Digital Education, training and skills (chap. 2)
<b>Other Rights and Principles</b>	Sustainability (chap. 6)

## 5.4. Digitalization of Public Services

### Digital transformation journey for PA Entities and Digital Maturity Assessment Model

**New measure** **Yes**

### Short description of the measure

Definition of the digital transformation journey of Central Public Administration bodies, aligned with the existing performance assessment systems in AP, in particular QUAR and SIADAP, establishing requirements for the four levels of digital transformation. Development of a digital maturity assessment model, integrated with the journey and in alignment with existing assessment instruments, such as the CNCS Cybersecurity Capabilities Assessment Framework.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Developing and deploying sovereign and resilient digital supply chains, infrastructures and technologies, assessing economic risks
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### Digital maturity assessment of all Central Public Administration bodies and development of an evolution roadmap

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Carrying out an annual assessment of the digital maturity of all Central Public Administration bodies, allowing entities to be mapped in relation to the different levels of digital transformation established in the digital transformation journey. Considering the results achieved, definition of an evolution roadmap for entities to reach higher levels of digital maturity. Provision of resources to support the digital transformation of PA bodies.

<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Developing and deploying sovereign and resilient digital supply chains, infrastructures and technologies, assessing economic risks
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### Guide with recommendations for drafting digital-ready legislation

<b>New measure</b>	<b>Yes</b>
--------------------	------------

### Short description of the measure

Definition of a reference framework for the development of digital-ready legislation, starting with the definition of the digital principles that the legislation must comply with. The framework will establish simple requirements for each of the digital principles identified, in order to ensure that the legislation produced is ready to be implemented, from a technological and digital point of view.

The integration of AI tools will be evaluated to assess the application of the identified requirements.

<b>Expected impact and timing</b>	To be implemented through 2025.
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Developing and deploying sovereign and resilient digital supply chains, infrastructures and technologies, assessing economic risks
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### GOV.PT App

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Launching of the single public services app, GOV.PT, and implementation of push notifications to proactively informing citizens about the services available. Design of an evolution roadmap for the gradual integration of proactive services.	
<b>Expected timing</b>	2025
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Accessibility and uptake of digital public services
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/ networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### Secure authentication in all digital public services portals (autenticação.gov.pt)

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Implementation of secure authentication and digital signature mechanisms made available by the State in autenticação.gov.pt (Citizen Card and Digital Mobile Key) as the exclusive means for secure authentication on all portals that provide digital public services.	

<b>Expected timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Accessibility and uptake of digital public services
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/ networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### Integration of services in GOV.pt

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Gradual integration of services into GOV.pt, guaranteeing an integrated approach to service delivery. This integration will follow an implementation schedule involving the multiple Public Administration entities that provide digital public services.	
<b>Expected impact and timing</b>	2025
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Accessibility and uptake of digital public services
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/ networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### Innovation Matrix for Monitoring and Evaluation of Public Services

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Development and implementation of a matrix for monitoring and evaluation of public services, supported by data, to identify opportunities for improvement and support the decision-making process. Launching of a 3-service evaluation pilot in 2025.	
<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Competitiveness and Resilience

<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	Connectivity (Chap. 2); People at the centre of the digital transformation (chap.1)

### Development and launch of the Portuguese Large Language Model (LLM)

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
<p>Provision of infrastructure to train and host the model, using national computing capacities and the Foundation for Science and Technology (FCT)'s infrastructure.</p> <p>Curating and making available high-quality data, starting with Arquivo.pt and expanding to other sources in PT-PT.</p> <p>Development of the LLM, using ongoing LLM projects in Portuguese language.</p> <p>Presentation of the Base Version of the LLM and gradual development of a Multimodal version, capable of processing text and images.</p> <p>Creation of interfaces and APIs for community use and integration with products such as the GOV.pt portal and dissemination of the model in the Public Administration.</p>	
<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### Implementation of an AI Factory

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
<p>International benchmark investment, based on collaboration between Portugal and Spain, with the participation of Romania and Turkey, aimed at creating an ecosystem that promotes the development of reliable, high-performance AI solutions.</p> <p>This AI Factory will have physical and digital infrastructures, including the installation of teams and support services for the development of AI-based applications in Portugal, taking advantage of European supercomputing resources and datasets.</p>	
<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Quantum computing
<b>Specific target category</b>	Support for deployment of quantum technologies

<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### Acquisition of computing capacity dedicated to AI

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Expansion of the computing capacity that the Portuguese State acquired on the Mare Nostrum 5 supercomputer, through the acquisition of computing capacity to be used for technological development related to AI.	
<b>Expected impact and timing</b>	2025-2026
<b>Digital Decade target</b>	Quantum computing
<b>Specific target category</b>	Support for deployment of quantum technologies
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### AI National Agenda

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Presentation and implementation of the National AI Agenda, based on 3 lines of action (innovation, talent and infrastructure) and with actions aimed at building a robust AI ecosystem.	
<b>Expected impact and timing</b>	2025
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Promote human centric and responsible AI systems
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	Digital public services online (chap. 2); Digital Education, training and skills (chap. 2); People at the Centre of the digital transformation (chap. 1)

### Study on the creation of a National Digital Agency

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Carry out a study on the creation of a National Digital Agency, considering its possible models, synergies and impacts. Draw up a detailed plan for the creation of the Agency, defining stages, responsibilities, resources and timetables, integrating the operational, regulatory and technological dimensions.	
<b>Expected impact and timing</b>	2025
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses; Regulatory action for standard setting/ interoperability and fair competition for users, businesses and regions; International dimension, EU Digital Diplomacy
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### Creation of the National Digital Agency

<b>New measure</b>	<b>Yes</b>
<b>Short description of the measure</b>	
Implementation of the necessary steps for the creation of the Agency. This phase includes setting up teams, defining processes and developing systems to ensure the fulfilment of the new Agency's functions and duties.	
<b>Expected impact and timing</b>	2026
<b>Digital Decade target</b>	Key Public Services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses; Regulatory action for standard setting/ interoperability and fair competition for users, businesses and regions; International dimension, EU Digital Diplomacy
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	People at the centre of the digital transformation (chap. 1)

### STAT. ANACOM - statistical information platform

<b>New measure</b>	<b>No</b>
--------------------	-----------

#### Short description of the measure

Development of an online platform with statistical information regarding Electronic and Postal services, with dynamic representation of statistical information.

<b>Budget allocated or planned, other resources</b>	<b>National: 500.000€</b>
---	---------------------------

<b>Expected impact and timing</b>	2023-2025; Users can explore the data and access to reports and dashboards already prepared. Some of the indicators will be in the range of open data.
-----------------------------------	--

<b>Digital Decade target</b>	Key Public Services
------------------------------	---------------------

<b>Specific target category</b>	Accessibility and uptake of digital public services
---------------------------------	---

<b>Digital Decade Objective</b>	Competitiveness and Resilience
---------------------------------	--------------------------------

<b>Specific objective category</b>	Support digital ecosystems and scaling up innovative businesses
------------------------------------	---

<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
--	--

<b>Other Rights and Principles</b>	Connectivity (Chap. 2); Digital Education, training and skills (chap. 2)
------------------------------------	--

## 6. Multi-country projects and EU level cooperation

### EuroQCS-Spain

#### Short description

EuroQCS-Spain will be an adiabatic quantum computer, or quantum annealer, hosted and operated by the Barcelona Supercomputing Centre (BSC) in Spain and integrated into the EuroHPC world-class supercomputer MareNostrum-5 (MN5). The EuroQCS-Spain consortium is led by BSC and includes Institut de Física d'Altes Energies (IFAE) from Spain and the International Iberian Nanotechnology Laboratory (INL) in Portugal.

**Budget allocated or planned, other resources**

**EU: 62.500€  
National: 62.500€**

#### Expected impact

This new quantum system will complement the digital quantum computer that BSC already hosts, and which was procured under the Quantum Spain initiative. These different quantum systems will be integrated into MN5 to provide European users access to a variety of different computing platforms.

**Digital Decade target**

Quantum computing

**Specific target category**

Support for deployment of quantum technologies

**Digital Decade Objective**

Building Technological Leadership

**Specific objective category**

Support research and development in technologies/networks/infrastructure

**Link to Digital Rights and Principles**

Interactions with algorithms and AI systems (chap. 3)

**Other Rights and Principles**

Sustainability (chap. 6)

### KDT JU Calls for Proposals (IA, RIA, CSA Actions)

#### Short description

Research and innovation on Electronic Components and Systems (ECS R&I) spans a broad range of application areas, complementing the Chips for Europe Initiative and benefiting from its capabilities. ECS activities aim to reinforce the EU's strategic autonomy in electronic components and systems, supporting future needs of industries and the economy.

**Budget allocated or planned, other resources**

**EU: 1.275.451€  
National: 1.743.154€**

#### Expected impact

The ECS R&I calls foster innovation in fields such as artificial intelligence, high-performance computing, cybersecurity, and digital infrastructure. The project is expected to begin in 2024 and end by 2026.

**Digital Decade target**

Semiconductors

**Specific target category**

Support for deployment of quantum technologies

**Digital Decade Objective**

Competitiveness and Resilience

**Specific objective category**

Sovereignty: Addressing dependencies for critical technologies' supply

<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	Sustainability (chap. 6))

**Chips JU calls non-initiative part 2024**

**Short description**

Research and innovation on Electronic Components and Systems (ECS R&I) spans a broad range of application areas, complementing the Chips for Europe Initiative and benefiting from its capabilities. ECS activities aim to reinforce the EU's strategic autonomy in electronic components and systems, supporting future needs of industries and the economy.

<b>Budget allocated or planned, other resources</b>	<b>EU: 840.000€ National: 560.000€</b>
---	--

<b>Expected impact</b>	The ECS R&I calls foster innovation in fields such as artificial intelligence, high-performance computing, cybersecurity, and digital infrastructure. The project is expected to begin in 2025 and end by 2027.
------------------------	---

<b>Digital Decade target</b>	Semiconductors
------------------------------	----------------

<b>Specific target category</b>	Support for deployment of quantum technologies
---------------------------------	--

<b>Digital Decade Objective</b>	Competitiveness and Resilience
---------------------------------	--------------------------------

<b>Specific objective category</b>	Sovereignty: Addressing dependencies for critical technologies' supply
------------------------------------	--

<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
--	---

<b>Other Rights and Principles</b>	Sustainability (chap. 6))
------------------------------------	---------------------------

**Competence Centre**

**Short description**

Competence centres in semiconductors will play an essential role in the Chips for Europe Initiative and will provide access to technical expertise and experimentation in the area of semiconductors, helping companies, SMEs in particular, to approach and improve design capabilities and developing skills. Competence centres will provide services to semiconductor stakeholders, including start-ups and SMEs. Examples include facilitating access to *pilot lines* and to the design platform, providing training and skills development, support to finding investors, making use of existing local competencies or reaching out to the relevant verticals. The services should be provided on an open, transparent and non-discriminatory basis. Each competence centre should connect and be part of the European network of competence centres in semiconductors and should act as an access point to other nodes of the network.

<b>Budget allocated or planned, other resources</b>	<b>If selected, this national Competence Centre will be co-funded by the Science and Technology Foundation (FCT) between 2024-2027 to a maximum of €4 Million</b>
---	---

<b>Expected impact</b>	In 2024 FCT launched a call to pre-select a candidate for a Portuguese Competence Centre in Semiconductors to be part of the European network of Competence Centres co-funded by the Chips JU.
------------------------	--

	A 17-institution consortium led by the INL - International Iberian Nanotechnology Laboratory - was selected and applied to the European network of Competence Centres.
<b>Digital Decade target</b>	Semiconductors
<b>Specific target category</b>	Support for deployment of quantum technologies
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Sovereignty: Addressing dependencies for critical technologies' supply
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	Sustainability (chap. 6))

### POTENTIAL - PiLOTs for EuropeaN digiTal Identity wAllet

#### Short description

POTENTIAL supports the broader objective of the European Digital Identity Framework to improve citizens' access to trusted and secure electronic identity means and services such as electronic signatures or attestations of attributes. They contribute to expanding citizens' possibilities to access public and private online services, as well as offline use, and improving their ability to control when and with whom their personal identity data is shared.

#### Budget allocated or planned, other resources

**EU: 15.731.724€ (Total Investment)**

#### Expected impact

Pilot the European Union Digital Identity Wallet (EUDIW); Promote the development and deployment of User Cases; Promote opportunities for the new infrastructure among public and private stakeholders; Test the interoperability and scalability of solutions; Collect feedback for iterative updates; Enable MS to build the necessary expertise and infrastructure. The project began in 2023 and is expected to end by 2025.

<b>Digital Decade target</b>	Digital Identity
<b>Specific target category</b>	Implementation of European Digital Identity Wallet
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Deployment of interconnected single market infrastructures and technologies
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### EDIC - Networked Local Digital Twins towards the CitiVERSE

#### Short description

The Networked Local Digital Twins towards a CitiVERSE is a multi-country project in European common data infrastructure and services shall be implemented by a European Digital Infrastructure Consortium (EDIC) under a Decision of the European Parliament and of the Council establishing the 2030 Policy Programme 'Path to the Digital Decade' (the DDPP Decision).

<b>Budget allocated or planned, other resources</b>	<b>National: 15.000€ (as in-kind contributions)</b>
<b>Expected impact</b>	The task of LDT CitiVERSE EDIC shall be to implement the Networked Local Digital Twins towards a CitiVERSE in the multi country project area of European common data infrastructure and services. In pursuance of this principal task, LDT CitiVERSE EDIC shall develop a common joint action by EU Member states for the implementation of a strong digital ecosystem around shared infrastructural components for data, digital services and related elements for cloud based Smart Communities.
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Greening digital
<b>Specific objective category</b>	Sustainable digital infrastructures and technologies / development and use of energy- and resource-efficient technologies and infrastructure
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

### EDIC - Alliance for Language Technologies

#### Short description

The role of ALT-EDIC is to implement the Multi Country Project (MCP): Alliance for language technologies in the European Union – ALTEU in the activity listed in the DDP Annex: European common data infrastructure and services. In this context, language coverage will focus on the official languages of all EU and EEA Member States and may extend to other socially and economically relevant languages to support the European Union's efforts towards equality, inclusion and accessibility efforts as well as its international market competitiveness and economic growth.

<b>Budget allocated or planned, other resources</b>	<b>Observer member</b>
<b>Expected impact</b>	All actions of the project will be coordinated with relevant existing European initiatives, including CLARIN-ERIC9 to ensure complementarity and synergies.
<b>Digital Decade target</b>	Key public services
<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Promoting human-centred digital environment and protecting fundamental rights
<b>Specific objective category</b>	Promote human centric and responsible AI systems
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

## INVEST - INTERoperability Vision in Europe - Strategy Timeplan

### Short description

INVEST through the development of a comprehensive strategic roadmap, ensures that digital public services are interconnected and function seamlessly across borders. This roadmap will update the European Interoperability Framework and implement, test, share, and reuse Interoperable Europe Solutions.

### Budget allocated or planned, other resources

**EU: 999.995€ (Total Investment)**

### Expected impact

INVEST promotes innovation through the formulation of a detailed implementation plan. This includes the establishment of regulatory sandboxes, which allow for the controlled testing of new technologies. INVEST also contributes to the digital transformation of public services. Through its structured approach to strategic planning, implementation, and stakeholder engagement, the project supports the development of a Digital Single Market.

### Digital Decade target

Key public services

### Specific target category

Interoperable digital public services by design

### Digital Decade Objective

Competitiveness, Resilience

### Specific objective category

Regulatory action for standard setting/ interoperability and fair competition for users, businesses and regions

### Link to Digital Rights and Principles

Digital public services online (chap. 2)

### Other Rights and Principles

A fair digital environment (chap. 3)

### Future projects

Portugal has participated in the submission of applications to several multi country projects, which the European Commission is now reviewing, namely:

- ✓ **LLMs4EU** - Large Language Models for the European Union.
- ✓ **MyHealthPath** – Implementation of the EUDI Wallet and Trust Ecosystem in the Context of User-Centred Health Services.
- ✓ **WE BUILD** – EUDI Wallet Ecosystem for Business and payments; use cases on Identification, Legal representation and Data sharing.
- ✓ **APTITUDE** – Advanced Project for Trusted Identity Technologies and Unified Digital Ecosystem. APTITUDE is the project that aims to follow up on POTENTIAL, with the development of more use cases that will pilot more functionalities in EUDIW.

## 7. Stakeholders

The National Digital Strategy, which will be launched by the Government by the end of this year, was under Public Consultation from November 21st until December 5<sup>th</sup>, 2024.

Hence, any person or organization was able to consult the preliminary version of the strategy and share contributions and suggestions with the Government, and the contributions have allowed the Government to enrich and refine the National Digital Strategy.

It is worth remembering that the National Digital Strategy aims to build a "Portugal where Digital Simplifies", acting in 4 key dimensions: People, Companies, State and Infrastructure. Therefore, the Government defined 10 strategic objectives and 10 goals to be achieved by 2030, through the implementation of 16 initiatives. For its conception, the Government has consulted:

- 20 Technical Experts and Specialists
- More than 30 companies
- 14 Business and Trade Associations
- Several Civic Representatives
- PA organizations through the Strategic Committee of the CDPA

It should also be noted that this strategy was designed based on national ambitions and specificities, but it also intends to reinforce Portugal's commitment to the objectives and ambitions of the European Union until 2030, being fully aligned with the Digital Decade Program.

This Roadmap reflects the actions included in the National Digital Strategy's Action Plan for 2025-26, alongside other relevant measures that were already in place.

With the mission of initiating and accelerating the implementation of the National Digital Strategy, a Technical Working Group will be formed within the scope of the Council for Digital in Public Administration, with the participation of the main entities responsible for the Strategy's initiatives.

## 8. Recommendations

List of measures put in place to respond to the recommendations envisaged in the national Digital Decade Report 2024.

**Intensify the existing measures in view of the ambitious target on the basic digital intensity of enterprises and the need to ensure continuity of support until 2030;**

### Response Measure

More Digital Leader

**Budget allocated or planned, other resources**

**EU: 9.000.000€**

### Expected timing and impact

2024-2025. Aimed at training and qualification of managers and directors of companies, business associations and social economy entities, as well as senior technical staff with the potential to develop leadership and management responsibilities who wish to increase their skills and qualifications in this area and support their organizations in their digital transformation processes. The priority is to:

- a) people of the under-represented gender in the role of manager and leader
- b) managers and directors of micro, small and medium-sized enterprises

The training paths, preferably with a minimum duration of 90 hours and a maximum of 116 hours, should guarantee the implementation of short- and medium-term plans for digital transformation of companies and social economy entities.

### Digital Decade target

SME basic digital intensity

### Specific target category

Strengthen the ecosystem, information sharing and knowledge exchange on digital technologies

### Digital Decade Objective

Building technological leadership

### Specific objective category

Support research and development in technologies/networks/infrastructure

### Link to Digital Rights and Principles

People at the centre of the digital transformation (chap. 1)

### Other Rights and Principles

Fair and just working conditions (chap. 2); Digital Education, training and skills (chap. 2)

**Continue reinforcing the country's start-up and scaleup ecosystem, in particular by ensuring availability and effectiveness of adopted measures.**

### Response Measure

Deep2Startup Program

**Budget allocated or planned, other resources**

**National: 60.600.000€**

**Private Sector: 50.000.000€**

<b>Expected timing and impact</b>	Beginning scheduled for 2025. Deep2Start: A program investing in advanced tech and engineering startups through equity, fostering knowledge transfer from academia to the economy, and supporting Portuguese bids to the EIC Accelerator.
<b>Digital Decade target</b>	Unicorn/Start-ups
<b>Specific target category</b>	Foster technology transfer, incubation, spin offs, spin outs, start-ups ecosystems and Digital Innovation Hubs
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

**Note:** The measures mentioned on section 5.3 of this Roadmap also respond to this recommendation.

**Continue efforts on semiconductors including by proposing concrete actions and exploring synergies between the national strategy and the EU-level cooperation.**

**Response Measure**

National Strategy for Semiconductors

**Budget allocated or planned, other resources**

**National: up to 121.000.000€**

<b>Expected timing and impact</b>	Launched in 2024, the National Strategy for Semiconductors aims to empower Portugal in this sector, ensuring a contribution to the joint resilience of the European Union and greater strategic autonomy, industrial involvement, and promotion, as well as the enhancement of the national scientific and technological system, establishing strategic lines of action in innovative areas.
<b>Digital Decade target</b>	Semiconductors
<b>Specific target category</b>	Support research and development for semiconductors
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	A fair digital environment (chap. 3)

**Support the development and deployment of digital solutions that reduce the carbon footprint in other sectors, such as energy, transport, buildings, and agriculture, including the uptake of such solutions by SMEs.**

**Response Measure**

Agenda/Green Alliance for Cristal and Eco-ceramics in Portugal

**Budget allocated or planned, other resources**

**National: 1.546.759€**

**Expected timing and impact**

Consortium led by Vista Alegre Atlantis, which aims to improve the global positioning of clusters in the Portuguese ceramics and glassware industries through the use of green energy; reducing the carbon footprint; the reuse and recycling of waste from the ceramic sector and the integration of waste from other sectors; the digitalization of products, processes and the logistics chain through a green digital passport and the training and qualification of human resources.

**Digital Decade target**

SME basic digital intensity

**Specific target category**

Support development of digital technologies

**Digital Decade Objective**

Digital For Green

**Specific objective category**

Use of digital technologies to foster the green transition

**Link to Digital Rights and Principles**

Sustainability (chap. 6)

**Adopt additional measures for ICT specialists, including cybersecurity talent and promoting ICT studies and gender balance in the field.**

**Response Measure**

+Digital Trainer Program

**Budget allocated or planned, other resources**

**EU: 3.000.000€**

**Expected timing and impact**

2024-2025. This Measure has the following focal elements: the attraction of professionals from the technological sector, specialists in the digital field, to develop pedagogical skills to obtain a certification that allows them to exercise the activity of trainer in their areas of specialization; and the reorientation of professionals who have certification of pedagogical skills and who wish to develop specialized skills within the scope of certain digital technologies.

**Digital Decade target**

ICT/STEM Specialists

**Specific target category**

Strengthening of advanced and highly specialised digital skills of people currently in employment.

**Digital Decade Objective**

Competitiveness and Resilience

**Specific objective category**

Support digital ecosystems and scaling up innovative businesses

**Link to Digital Rights and Principles**

Digital Education, training and skills (chap. 2)

**Other Rights and Principles**

People at the centre of the digital transformation (chap. 1); Fair and just working conditions (chap. 2)

**Adopt additional measures for ICT specialists, including cybersecurity talent and promoting ICT studies and gender balance in the field.**

**Response Measure**

EPICURE

<b>Budget allocated or planned, other resources</b>	<b>EU: 232.800€</b>
<b>Expected timing and impact</b>	The Centre of Excellence on Performance Optimization and Productivity (POP) aims at helping the HPC application developers and users to understand the performance-related issues of their applications and improve their efficiency.
<b>Digital Decade target</b>	ICT/STEM Specialists
<b>Specific target category</b>	Strengthening of advanced and highly specialised digital skills of people currently in employment.
<b>Digital Decade Objective</b>	Building Technological Leadership
<b>Specific objective category</b>	Support research and development in technologies/networks/infrastructure
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2)

**Adopt additional measures for ICT specialists, including cybersecurity talent and promoting ICT studies and gender balance in the field.**

**Response Measure**

DARE

<b>Budget allocated or planned, other resources</b>	<b>EU: 250.000€</b>
<b>Expected timing and impact</b>	Framework Programme Agreement (FPA) SGA-1 for European hardware and software technologies, based on RISC-V to deliver high-end processors and/or accelerators and systems based on a strategic research roadmap, and the realisation of testbeds, pilots and/or demonstrators, integrating these processors.
<b>Digital Decade target</b>	ICT/STEM Specialists
<b>Specific target category</b>	Strengthening of advanced and highly specialised digital skills of people currently in employment.
<b>Digital Decade Objective</b>	Competitiveness and Resilience
<b>Specific objective category</b>	Sovereignty: Addressing dependencies for critical technologies' supply
<b>Link to Digital Rights and Principles</b>	Interactions with algorithms and AI systems (chap. 3)
<b>Other Rights and Principles</b>	Digital Education, training and skills (chap. 2)

**Monitor and quantify the emission reductions of the deployed digital solutions in line with the relevant EU guidance and with the support of the methodology developed by the European Green Digital Coalition, in view of future policy development, as well as of attracting relevant financing**

**Response Measure**

iFAMA

**Budget allocated or planned, other resources**

**EU: 75.000€  
National: 45.000€**

**Expected timing and impact**

Considering the vast universe of environmental complaints sent simultaneously by the citizen to the different public entities of this consortium there is an expectation that there will be a significant reduction in the number of duplicated complaints sent when using the iFAMA platform. The use of the iFAMA portal as a single point of entry will avoid the dispersion and waste of resources (both human and technological) in responding to complaints sent through various channels, to various authorities, providing a more efficient and effective use of public resources and response to citizens.

**Digital Decade target**

Key public services

**Specific target category**

Support digital transformation of public administration

**Digital Decade Objective**

Green Digital

**Specific objective category**

Sustainable digital infrastructures and technologies / development and use of energy- and resource-efficient technologies and infrastructure

**Link to Digital Rights and Principles**

Digital public services online (chap. 2)

**Other Rights and Principles**

Sustainability (chap. 6)

**Support the development and deployment of digital solutions that reduce the carbon footprint in other sectors, such as energy, transport, buildings, and agriculture, including the uptake of such solutions by SMEs.**

**Response Measure**

Artificial Intelligence for environmental Permitting (AI4EP)

**Budget allocated or planned, other resources**

**Awaiting approval of application to TSI program**

**Expected timing and impact**

Use of Artificial Intelligence and risk analysis tools to speed up the entire licensing process and improve the collection and processing of information and data contained in the Single Environmental Titles (TUA), making this system faster and with less intervention from human resources.

**Digital Decade target**

Key public services

<b>Specific target category</b>	Support digital transformation of public administration
<b>Digital Decade Objective</b>	Green Digital
<b>Specific objective category</b>	Sustainable digital infrastructures and technologies / development and use of energy- and resource-efficient technologies and infrastructure
<b>Link to Digital Rights and Principles</b>	Digital public services online (chap. 2)
<b>Other Rights and Principles</b>	Sustainability (chap. 6)

## 9. Overall Conclusion

Portugal recognizes that digital resilience is a critical driver of progress for any modern nation and that the digital transition cuts across all sectors of society. The country has been channelling European funds into key areas such as digital skills development, public service modernization, electronic health systems, and the adoption of emerging technologies like cloud computing, artificial intelligence, and big data.

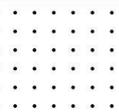
The Government is quite aware of how essential it is to reassess the investments as well as to allocate strategically the available resources in order to meet the ambitious goals set, and which are now fully aligned with the Digital Decade Program for 2030. That is the reason why a fully new National Digital Strategy has been designed to set the country in the right path for digitalization by adopting effective cross-cutting initiatives which aim to foster synergies among various development efforts.

Additionally, the Administrative Modernisation Agency will keep on overseeing the Portuguese involvement in the EU's Digital Decade 2030 initiative, including participation in the Digital Decade Board and Committee, carrying on as the single point of contact for the establishment of EDICs, among other activities.

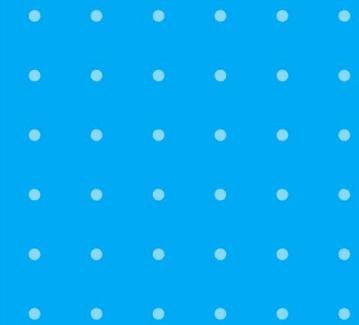
Portugal has almost achieved or is on track to achieve some of the Digital Decade targets ahead of the 2030 timeline, that is the case for instance of connectivity targets. Working alongside stakeholders, Portugal has developed a national digital compass that sets ambitious goals for advancing digitalisation, the data economy, public services, and cybersecurity.

Significant challenges remain in the sector of digital competences and the Government is committed to tackle these challenges by enhancing the digital skills of its population through comprehensive initiatives aimed at fostering inclusion, education, and workforce development. The lack of specialized professionals, particularly in ICT/STEM fields, poses a risk to the development of digital solutions for both businesses and public services, therefore the strengthening of ICT/STEM competencies, the continuous support to learning initiatives, and the increase in the number of higher education graduates will certainly contribute to achieving the digitalisation goals of businesses and public administration.

Portugal is also strongly committed to help its SMEs on their track to the adoption of new technologies. For this end, the Government is actively supporting SMEs in integrating digital technologies to enhance productivity and competitiveness through programs such as the Digital Innovation Hubs which will help these businesses to develop, test and experiment those technologies, focusing on the three disruptive technologies - AI, HPC, Cloud - in line with the goals of the EU Digital Decade program.



The Portuguese Government is confident in its ability to contribute meaningfully to the collective efforts of EU Member States in achieving the 2030 Digital Decade objectives. To this end, Portugal remains committed to implementing targeted measures to accelerate its digital skills programs, aiming to engage a broad and diverse demographic. Additionally, the government seeks to foster private sector investment in digital training and promote a culture of lifelong learning to ensure individuals and businesses can adapt to technological advancements and evolving industry demands.



REPÚBLICA  
PORTUGUESA

ama

AGÊNCIA PARA A  
MODERNIZAÇÃO  
ADMINISTRATIVA

