ICT STRATEGY 2020

PUBLIC ADMINISTRATION
DIGITAL TRANSFORMATION STRATEGY

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Introductory
Note

When we think about the current Public Administration (PA) it is impossible to imagine it without the use of information and communication technologies (ICT), whether for information processing and document management, or for the provision of services to citizens, even in cases where said services are still provided in person. Such technologies have become a key instrument for administrative modernization, giving rise to improved efficiency, service integration and availability, and even anticipating needs, being therefore a significant innovation engine.

The initial combination of ICT with administrative procedures gave rise to the dematerialization of paper circuits, automation of a few operations, and later, communication simplification via the general use of Internet.

However, the challenge has become bigger and much more demanding. Other than swift and standardized responses, a more extended ICT concept that includes robotics and artificial intelligence, currently offers deep transformations – both regarding Public Administration organization and the services it provides to its users.

One of the main transformations we keep facing is to focus services on citizens and companies, organizing them around their needs and not as the way the Public Administration and governments are organized.

As of today, we all wish our contacts with public services are easy and convenient, a good experience to repeat and even share with our friends on social media and out of them. We intend to find all information in a single – physical or virtual – point, by using a single identification only, therefore avoiding the labyrinth of portals we are still facing with our administration. We hate to have to notify the State about the same situation twice. We wish to be contacted to a single inbox and to be notified of our rights or obligations via smartphone. If we are served by a Citizen Spot, managed by a Parish Council, we expect to find several Public Administration and municipal services and even more. We compare public service applications with our best experiences in terms of other activities. If nowadays we are already being notified that our plane is late via smartphone, we expect the same for a doctor's appointment.

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We want our interactions with public services to be more and more focused on our pockets, just one tap away, available anytime, anywhere. We want to be able to initiate a process using a single contact point, and for it to be continued in another point, but as part of the same procedure. We intend services to be customized to meet our needs, to recognize us, to be contextual and suited to the territory where they are provided to citizens.

From the PA point of view, in order for this to happen, we need to collaborate with users to ensure our products meet their expectations. And we need a much more collaborative, common strategy, so we can sustainably respond to citizen expectations, observing financial balance and all constraints arising thereof.

Said common strategy must facilitate the cooperation between governmental areas and governance levels, in order to jointly and effectively design services, including, sometimes, private and social sector entities. It must ensure communication and data storage security, which gives particular significance to cybersecurity policies. It must contribute to reinforce and share digital competences, in addition to other skills currently associated with service design. It must enable larger synergies, prevent platform repetition and the use of unnecessary portals, reduce waste and uneeded redundancies, improve investment programming and accurately measure return for each one of them. It must ensure that no citizen is left behind, therefore contributing for the digital inclusion of about 30% of Portuguese people who are still not directly benefiting from the ICT and/or ensuring assisted digital services.

The need of a common strategy was the main goal leading to the creation of the Council for Information and Communication Technologies (CTIC) by Resolution of the Council of Ministers no.33/2016, which was instructed to prepare the ICT strategy, approved by the Council of Ministers on March 2nd, 2017.

The ICT Strategy 2020 is formed by three main axles.
The **first** corresponds to the promotion of ***integration and interoperability***.
Without these two, there will be no services organized per citizens or companies' life events, nor there will be the "once-only" principle that allows to avoid asking the citizen for the same information time and time again. The PA interoperability platform (iAP), used for the first time in the project Cartão do Cidadão (Citizen Card), is therefore a key instrument in ensuring services are organized into single contact points, and allowing the PA to use the information it already holds, in cases when citizens authorize so. "Electronic Notifications" or "Document Interoperability" are examples of this axle.

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But using technology, as always, is not enough. To turn technology into a transforming instrument we need to take risks, design and prototype new services or new ways to provide such services, to use available data to anticipate needs, to improve public services and to decrease administrative costs, by favouring company competitiveness.

For that reason, the **second axle** of this Strategy is ***innovation and competitiveness***, and includes more than 500 transversal and sectorial measures. Innovation has become as important to the Public Administration as it has always been to the private sector. Even if innovation does not depend solely on technology use, demanding much more than that, it is true that ICT are anyhow an important facilitator for the design of new services.

Furthermore, this axle includes the concern of preparing the future, looking at what science and technology offer us and to the possibilities this gives to innovation in the Public Administration. For instance, the use of data analytics or **artificial intelligence** as an automatic mean for the handling of data (some non-personal and available via the internet of things) in order to prevent problems and/or anticipate needs.
Processing all information given to us in this way allows, for example, to provide citizens with improved services using fully automatic customer care systems in natural language or in disease prevention. Another possibility is the use of **augmented reality** in the physical design of new services, e.g. by using the citizen service area prototyping. It is also possible to use some technologies, like **blockchain**, to ensure information and personal data protection and integrity. These are challenges, among several others, that we were able to anticipate and that will change the way of working and products and services configuration.

Lastly, for these two axles and their actions are viable, ***resource sharing and investment in digital competences*** are essential. These constitute **the third axle** of the common strategy. Cloud solutions are an example of how we can store, process and keep information in a distributed way, according to each moment's requirements, changing the way we develop and consume technology. This axle further includes measures associated with the promotion of open source applications which are already used, for example, in Portal do Cidadão + (Citizen's Portal +) and Bolsa de Documentos (Document Exchange).

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In the same way, it is urgent to execute the common digital competences plan in order to favour the use of digital public services and the qualification and specialization of people contributing to said services.

The coordinated effort from the several governmental areas is the only way to keep country's competitiveness in the 21st century and to ensure the Public Administration remains relevant, trustworthy and inclusive, having the financial and human resources required to meet citizens' expectations in constant development.

Lastly, I acknowledge all those who have allowed us to reach this commitment, especially to the ministerial representatives in the CTIC, and to the teams of the several public bodies who have collaborated with them. A special remark to AMA which has coordinated the preparation of this document. From now on, the most demanding task will be to ensure the execution of the strategy described herein.

Maria Manuel Leitão Marques
Minister for the Presidency and Administrative Modernization

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Executive
Summary

The **Public Administration** *Digital Transformation Strategy up to 2020* summarizes the Government vision for the use of Information and Communication Technologies (ICT) in the Public Administration for the next four years (2017-20), including initiatives common to all sectors of State Administration and specific initiatives for each sector.

This strategy was prepared by the CTIC - Conselho para as Tecnologias de Informação e Comunicação na Administração Pública (Council for Information and Communication Technologies in the Public Administration), bearing in mind its approval by the Council of Ministers.

The actions established therein are distributed by three main axles:

➜ Axle 1 – Integration and interoperability

➜ Axle 2 – Innovation and competitiveness

➜ Axle 3 – Resource sharing

These three axles foresee a total of 12 measures and 37 actions that include activities to implement in a cross-sectional and distributed way by the different government areas. Budgets and expected benefits are presented for all actions, whether in terms of savings for the Public Administration or economic and social benefits. Please refer to the end of this document for the methodology used in their calculation.

To govern ICT with a common strategy, coordinate sectorial initiatives, promote innovation and investment rationalization, therefore preventing unnecessary replications, are firstly measures that intend to ensure that digital services are simpler, more accessible and inclusive, in order to promote their use by all citizens. Likewise, we intend to obtain efficiencies that potentiate cost decrease, namely, by means of improved resource sharing, therefore making a sustainable Public Administration digital transformation.

Governance
of ICT - CTIC

The CTIC - Conselho para as Tecnologias de Informação e Comunicação na Administração Pública (Council for Information and Communication Technologies in the Public Administration) was created in 2016, with the organization, composition and relevance set by the Resolution of the Council of Ministers no. 33/2016 of June 3rd, with the goal of ensuring the development of a global planning and optimization strategy for the use of Information and Communication Technologies (ICT) in the Public Administration (PA).

CTIC appears as an evolution of the former ICT governance model based on the GPTIC - Grupo de Projeto para as Tecnologias de Informação e Comunicação (Project Group for Information and Communication Technologies) created in 2011, therefore benefiting from the gained experience and knowledge.

ICT governance is based on a structure that includes political, strategic and operational levels, having a cross-sectional vision materialized in ICT Sectorial Plans suited to the reality of each governmental area.

Figure 1
ICT Governance structure
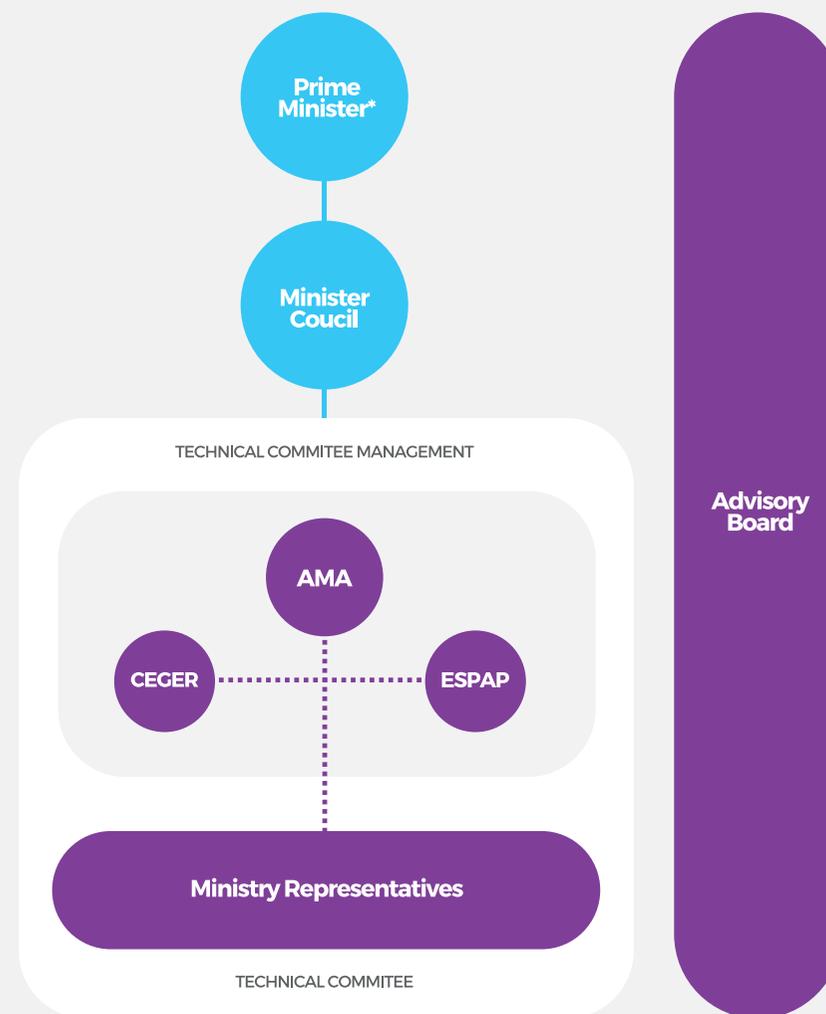
* Delegated to the Minister for the Presidency and Administrative Modernization in XXI Governo Constitucional

AMA - Agência para a Modernização Administrativa, I.P. (Administrative Modernization Agency)
CEGER - Centro de Gestão da Rede Informática do Governo (Government IT Network Management Centre)
ESPAP - Entidade de Serviços Partilhados da Administração Pública (Public Administration Shared Services Entity)

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Governance
of ICT - CTIC

CTIC

The CTIC is the coordination structure in charge for the operationalization of ICT strategy and global action plan, and focuses on making the most out of its transforming potential so that the ICT can enhance PA efficiency and effectiveness for improved public services.

The CTIC depends on the Prime-Minister or Government member to whom it is delegated, and is formed by a Technical Committee (TC) and an Advisory Board (AB).

Technical Committee

The Technical Committee is formed by representatives of Agência para a Modernização Administrativa, I.P. (AMA), Centro de Gestão da Rede Informática do Governo (CEGER), Entidade de Serviços Partilhados da Administração Pública (ESPAP) and representatives of each governmental sector – Ministerial Representatives.

Technical Committee Management

The Technical Committee Management is responsible for the operational management of the "ICT Strategy", and is formed by Agência para a Modernização Administrativa, I.P. (AMA), that manages and chairs, with the collaboration of a representative of Centro de Gestão da Rede Informática do Governo (CEGER) and a representative of Entidade de Serviços Partilhados da Administração Pública (ESPAP), whenever deemed relevant.

Ministerial Representatives

The Ministerial Representatives represent one or several governmental areas, according to each Government's organization.

Advisory Board

The Advisory Board is formed by five independent personalities, renowned in the area of administrative modernization, and information and communication technologies.

ICT STRATEGY 2020
PUBLIC ADMINISTRATION
DIGITAL TRANSFORMATION STRATEGY

ICT Strategy 2020:

Public Administration Digital Transformation Strategy

Vision and guiding principles

The ICT Strategy 2020 focuses on Public Administration digital transformation, with the ICT being a Public-Sector modernization catalyst.

Its goals are to respond to challenges arising from the need of promoting administrative simplification and public service organization depending on citizens and companies' requirements.

The main goals of the ICT Strategy 2020 are the following:

- ➔ To make digital services simpler, more accessible and inclusive;
- ➔ To potentiate digital service adoption by citizens and companies;
- ➔ To ensure a sustainable development in terms of digital transformation.

The guiding principles of the ICT Strategy 2020 are the following:

- ➔ Data security, resilience and privacy, in order to ensure the protection of information held by the PA;
- ➔ Public services usability and inclusion, in order to improve access and easiness of use;
- ➔ PA employees' digital competences and resource sharing, in order to ensure improved use efficiency.

ICT must catalyse
Public Administration Modernization

ICT Strategy 2020:

Public Administration Digital Transformation Strategy

ICT Strategy 2020 measures are distributed by three action axles:

➜ Integration and interoperability;

➜ Innovation and competitiveness;

➜ Resource sharing.

VISION

Better public services
for Citizens and Businesses

PRINCIPLES

Governance, security, reliability and data privacy

Public Sector transformation focusing in more efficiency, usability and inclusion

Reinforce the skills and share resources

AXLES

AXLE I
Integration and interoperability

AXLE II
Innovation and competitiveness

AXLE III
Resource sharing

ICT Strategy 2020:
Public Administration Digital Transformation Strategy

AXLE I – Integration and interoperability

➜ A **governance** model that allows the coordination of ICT investment and making the most of its transforming potential;

➜ A cross-sectional ICT strategy, adapted to the specific needs of the several areas via the implementation of **ICT sectorial plans;**

➜ **Interoperability** between different PA entities, and between the PA and companies;

➜ A common **reference architecture** that focuses on digital resilience and system and data security.

AXLE II – Innovation and competitiveness

➜ **Electronic identification** for improved trustworthiness and to promote the use of electronic services;

➜ Information produced by the PA made available in a **transparent** way in order to develop innovative services performed by the PA itself and by the civil society;

➜ Focus on the accessibility of **electronic services**, therefore promoting proximity and context cost reduction, and the participation of citizens and companies in the design of new services, in order to potentiate their usability;

➜ Specific **sectorial innovation** initiatives focusing on improved effectiveness and provided services for each governmental area.

AXLE III – Resource sharing

➜ Improved PA employees' **ICT skills** using, by means of training initiatives and the organization of ITC centres of competence;

➜ Development of **cloud services** and maximization of the capacity installed in datacentres;

➜ Development of a secure multi-service **communications network** that eliminates unnecessary redundancies;

➜ Development, management, contracting and negotiation of **PA software**, in an integrated way, strongly focusing on open source solutions.

ICT Strategy 2020:
Public Administration Digital Transformation Strategy

VISION

Better public services
for Citizens and Businesses

PRINCIPLES

Governance, security, reliability and data privacy

Public Sector transformation focusing in more efficiency, usability and inclusion

Reinforce the skills and share resources

AXLES

AXLE I Integration and interoperability	AXLE II Innovation and competitiveness	AXLE III Resource sharing

MEASURES

M01 Governance	**M05** Electronic ID	**M09** ICT centre of competence
M02 Sectorial Action Plans	**M06** Transparency and participation	**M10** Datacentre & cloud
M03 Interoperability	**M07** Eletronic services	**M11** Communications
M04 Common ICT architectures	**M08** Sectorial innovation	**M12** Common and open source APPs

AXLE I
Integration and interoperability

ICT integration and interoperability in the PA are the main goals for the promotion of modernization and administrative simplification projects, and for the adoption of good practices, liable to be replicated both at the State and local administration levels.

Measure 1: ICT Governance

→ Define and implement a cross-sectional governance model for the ICT;

→ Consolidate the ICT governance model for each governmental area.

Measure 2: ICT Sectorial Plans

→ Approve and publish ICT sectorial plans per governmental area, aligned with strategy, allocations and sectorial competences;

→ Elaborate annual project and ICT investment plans.

Measure 3: Interoperability

→ Provide an electronic service catalogue;

→ Extend interoperability to document management solutions;

→ Mass use the interoperability platform (iAP) for administrative simplification and modernization initiatives.

Measure 4: ICT reference architecture

→ Define and implement common ICT architectures;

→ Optimize ICT investments;

→ Define and implement a national information security strategy.

AXLE II
Innovation and competitiveness

ICT have a key role in administrative modernization and simplification by allowing the dematerialization of processes and the design of new services, creating new access channels for citizens – available anytime, anywhere.

Measure 5: Electronic identification

➜ Develop and provide a Citizen Card with new features;

➜ Allow a single authentication of citizens in PA sites and systems;

➜ Provide the SCAP - Sistema de Certificação de Atributos Profissionais (Professional Competences Certification System) for signing and authentication.

Measure 6: Transparency and participation

➜ Extend the open data disclosure and use via dados.gov.pt;

➜ Disclose execution indicators and benefits accomplished by executing PA policies, initiatives and projects;

➜ Provide instruments that facilitate the participation of citizen in public decision processes.

Measure 7: Electronic services

➜ Integrate user experience in service processes;

➜ Define common standards and models for the uniformization of the graphics and usability of electronic services;

➜ Consolidate electronic services in Portal do Cidadão;

➜ Provide information in the Portal do Cidadão, depending on citizen location;

➜ Provide citizen document exchange;

➜ Automate PA service provision and response to life events;

➜ Adopt virtual workstations, by incorporating the Bring Your Own Device (BYOD) concept;

➜ Drive the adoption of mobile ways of work and work from home in the PA;

➜ Implement Wi-Fi roaming in the PA – GOVroam;

➜ Scan the PA's physical archive.

Measure 8: Sectorial Innovation

➜ Develop sectorial actions to improve provided service quality and/or PA internal effectiveness by using the ICT.

AXLE III
Resource sharing

The need of improving the quality of public services and promoting PA higher efficiency implies a better use of skills and resources.

Measure 9: ICT centre of competences

→ Define the operation model and drive the development of an ICT centre of competences;

→ Promote the development of Digital Competences.

Measure 10: Cloud datacentres

→ Capitalize and concentrate computation capacity in data processing centres;

→ Create an interoperable cloud.

Measure 11: PA Communications

→ Rationalize voice and data communications;

→ Implement a common multi-service communications network;

→ Define and implement unified communication strategies.

Measure 12: Common and open source APPs

→ Globally manage State software cross-sectional licensing needs (including creation, reuse and negotiation);

→ Promote and disseminate open source software (OSS);
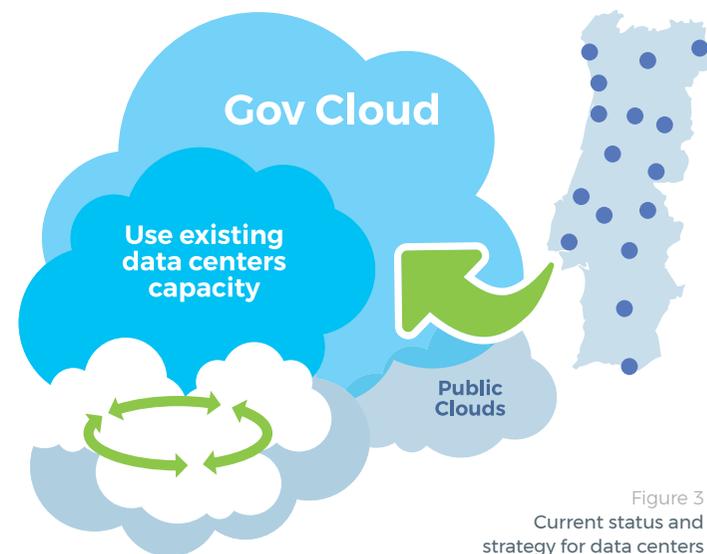
→ Create and promote the PA software catalogue.
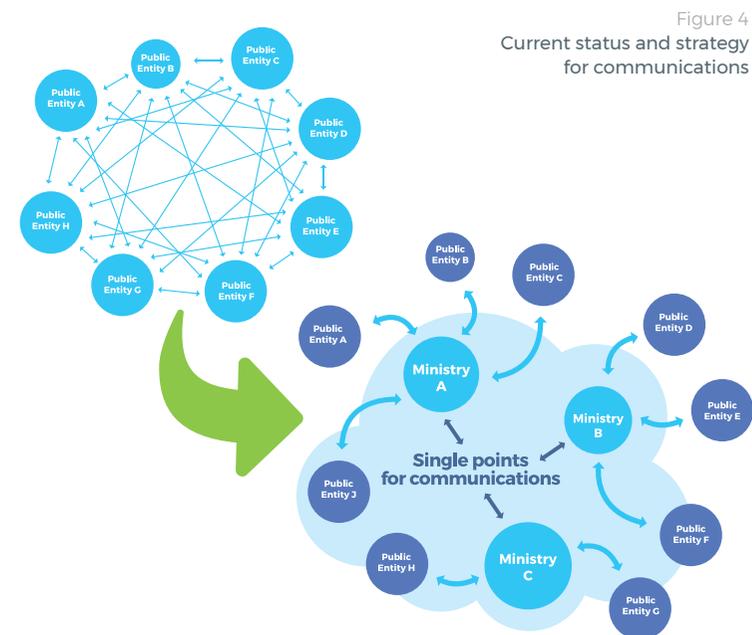

Figure 3
Current status and strategy for data centers

Figure 4
Current status and strategy for communications

STRATEGIC PROJECTS

Foreign Affairs

MNE

- → **Camões + Services abroad;**
- → **MNE (Ministry of Foreign Affairs) Document management and document classification plan;**
- → **Investor support;**
- → **MNE Interoperability and Communications Platform.**

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mne

Strategic projects

Camões + Services abroad

Brief description and key goals

This project integrates four initiatives:

- → To improve and simplify access to services and online submission of applications from Non-Governmental Organizations;
- → To improve access to and electronic verification of the existing library of contents on archives about Camões, I.P.;
- → To make content available in mobile platforms specific for online courses, for the Portuguese Education Network Abroad, for the foreign cultural initiative and cooperation projects;
- → Service Portal focusing on modernizing, integrating functionalities and allowing the convergence of applications that enable a communication more focused on services provided by Camões, I.P. and a more structured navigation from the common theme between those services.

(Support to measures #40, #50, #85, #170, Simplex+ 2016)

Main benefits for the State, citizens and companies

- → Improvement of services provided by Camões, I.P. to the public (new service portal);
- → Paperwork reduction therefore increasing transparency and accounts rendering (eLearning Camões and online Cooperation);
- → Improvement on access to historic archives and documents library, therefore contributing to preserve the Public Administration's institutional memory.

MNE Document management and document classification plan

Brief description and key goals

- → The new version of the document management system allows the Ministry of Foreign Affairs to develop its document and process managing and to prepare document management interoperability with the Management Body and other bodies.

Main benefits for the State, citizens and companies

- → MNE internal interoperability between headquarters and posts, and whenever possible, with other bodies with which, by virtue of their allocations, the Ministry keeps closer relations;
- → Integrated management of document and process knowledge.

Foreign Affairs

MNE

→ **Camões + Services abroad;**

→ **MNE (Ministry of Foreign Affairs) Document management and document classification plan;**

→ **Investor support;**

→ **MNE Interoperability and Communications Platform.**

Strategic projects

Investor Support

Brief description and key goals

→ To make the electronic submission of applications to investment projects available for those who intend to be recognized as projects with potential national interest or to benefit from the supervision of the investor support standing committee.

(Support to Measure #37, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ To ensure the compulsory requirement of presenting information only once;

→ To produce appealing digital services that are easy to use;

→ To manage processes via electronic means focusing on effectiveness and efficiency.

MNE Interoperability and Communications Platform

Brief description and key goals

The MNE Interoperability and Communications Platform is an integrated project that includes four areas:

→ To develop an intranet and a portal with contents useful for the citizen, using the interoperability with other PA platforms;

→ To implement a new Consular Management system that, in addition to management features, will allow a single consular registration;

→ Information Security Institutional Qualification;

→ To renew voice and communications infrastructures in order to modernize the work across the entire MNE network.

Main benefits for the State, citizens and companies

→ Development of user service management, including the new consular management system, with the main goal of improving access to the ICT by MNE users;

→ Development of portals for significant usability improvement, in order to attract more and more users to this channel to the detriment of the on-site channel.

Presidency and Administrative Modernization

MPMA

- **Electronic notification service;**
- **Bolsa de Documentos (Document Wallet);**
- **Single contact points** (Portal do Cidadão and Licensing Platforms)**;**
- **Interoperable document management system;**
- **Electronic yellow book.**

Sectorial plan elaborated in conjunction with the Ministry of Culture.

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mpma

Strategic projects

Electronic notification service

Brief description and key goals

→ Electronic notifications public service technological support platform, associated to a single digital address that allows to prove and register the date and time at which electronic notifications were made available at the recipients' single digital addresses.

(Support to measure #168, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ Reduction of citizens and companies' notification times;
→ Reduction of costs associated with postal correspondence sending and printing;
→ Increase in citizens and companies' convenience when interacting with the Public Administration.

Document Wallet

Brief description and key goals

→ Online solution that allows sending, receiving and manage electronic or digital documents.

(Support to measure #2, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ Simpler and swifter interactions with the PA;
→ Decrease of requested information.

Single Contact Points (Portal do Cidadão and Licensing Platforms)

Brief description and key goals

→ To provide information on Portal do Cidadão depending on citizen location and context.

(Support to measures #58 and #189, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ Simplification of the PA electronic service use experience.

Presidency and Administrative Modernization

MPMA

- **Electronic notification service;**
- **Bolsa de Documentos (Document Wallet);**
- **Single contact points** (Portal do Cidadão and Licensing Platforms)**;**
- **Interoperable document management system;**
- **Electronic yellow book.**

Strategic projects

Interoperable document management system

Brief description and key goals

- To drive and create conditions for electronic document exchange between Public Administration bodies, with security and guarantee of being delivered.

Main benefits for the State, citizens and companies

- Reduction of waiting time in access to decisions and information;
- Support to internal dematerialization processes which involve more than one body;
- Decrease on paper circulation and consequent reduction of costs associated with printing and postal services.

Electronic yellow book

Brief description and key goals

- Make claims, compliments and suggestions available online or via a physical book, and respective management.

  (Support to measure #156, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Dematerialization of claim mechanisms with paper use reduction;
- Improvement of the follow-up in claim responses.

Finance

MF

- **Automatic tax return;**
- **PAEP (Plataforma da Administração e Emprego Público) – Public Administration and Employment Platform;**
- **PLAFIO – Financial planning and budgeting and ECE (Entidade Contabilística do Estado) - State Accounting Entity, responsibility of UNILEO;**
- **Centralization of the MF (Ministry of Finance) communications network (Voice and Data);**
- **PA Cloud – Interoperable PA cloud pilot.**

Strategic projects

Automatic tax return

Brief description and key goals

- To progressively eliminate the need of the submission of a tax return for taxpayers in conditions of dependent work, pensioners and people who are retired. Calculations will be made based on information already available at the AT - Autoridade Tributária (Tax Authority), with the taxpayer having however the possibility of complaining.

(Support to measure #4, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Improvement on the relationship between citizens and the Tax Authority;
- Reduction of administrative expenses arising from time spent during tax return submission process.

PAEP - Public Administration and Employment Platform

Brief description and key goals

- Single reference platform for the Public Administration that includes all information regarding Public Administration entities and employees.

Main benefits for the State, citizens and companies

- The creation of PAEP will allow the improvement of the efficiency and quality of services for all involved entities, therefore contributing for cost reduction, process rationalization and improvement in the quality of provided services;
- Information collection, enrichment and examination, in order to promote effective and good governance measures in resource use, as well as the reformulation of existing instruments.

Finance

MF

- Automatic tax return;
- PAEP (Plataforma da Administração e Emprego Público) – Public Administration and Employment Platform;
- PLAFIO – Financial planning and budgeting and ECE (Entidade Contabilística do Estado) - State Accounting Entity, responsibility of UNILEO;
- Centralization of the MF (Ministry of Finance) communications network (Voice and Data);
- PA Cloud – Interoperable PA cloud pilot.

Strategic projects

PLAFIO – Financial planning and budgeting and ECE - State Accounting Entity, responsibility of the Implementation Unit of LEO

Brief description and key goals

- To develop the multi-annual programming process, by consolidating principles, rules, methodologies and procedures to elaborate, monitor and update the multi-annual budgeting programming framework for the Central Administration.

Main benefits for the State, citizens and companies

- To ensure a higher effectiveness in budgeting control by actually monitoring different sub-sectorial execution. Consolidated assessment, in terms of financial and national accounting, with the introduction of mechanisms to control obligations and to evaluate measure budgeting and economic impacts;
- To obtain a multi-annual framework for the budgeting programs, in accordance with the financial targets set by the stability program.

Centralization of the MF communications network (Voice and Data)

Brief description and key goals

- To create a public, shared network for the data transmission component.

Main benefits for the State, citizens and companies

- Estimated financial benefits in the reduction of public expenditure in the amount of 1 M€ a year.

PA Cloud – Interoperable PA cloud pilot

Brief description and key goals

- To make a pilot for the provision and consumption of services provided in a cloud model, whether they are provided or use the Public Administration existing capacity, or they use services available in the market, always ensuring the required security requisites.

Main benefits for the State, citizens and companies

- Resource sharing based on the implementation and optimization of the capacity installed at the PA datacentres, with the formation of a PA Cloud service network which eliminates inefficiencies.

National Defense

MDN

- **Service desk federation for defence entities;**
- **Identity federation;**
- **Decision-making support;**
- **National defence memory institution portal;**
- **Online Port Authority.**

Strategic projects

Service desk federation for defence entities

Brief description and key goals

- To integrate our service desk processes and respective platforms in order to uniform the catalogue of common services and to make clear to the users the place where the incident they describe is solved.

Main benefits for the State, citizens and companies

- Ability to respond to incidents and service requests;
- Adoption of common procedures by the several defence entities.

Identity federation

Brief description and key goals

- To increase digital security by using identity federation mechanisms for accessing applications transversally provided to the national defence users' universe.

Main benefits for the State, citizens and companies

- To implement user lifecycle management, including the definition of a profile matrix which allows the segregation of the respective functions in the ICT service ecosystem.

Decision-making support

Brief description and key goals

- To integrate, in a gradual way, decision-making support models used in the general secretariat and branches, by providing cross-sectional services and local abilities for each body's specific services.

Main benefits for the State, citizens and companies

- Ability to support decision-making, namely via the online monitoring of financial and logistic cycles and human resources management, according to operational requirements;
- Provision of business intelligence capacity for improved use of information recorded by Defence Management Systems (ERP).

National Defense

MDN

→ **Service desk federation for defence entities;**

→ **Identity federation;**

→ **Decision-making support;**

→ **National defence memory institution portal;**

→ **Online Port Authority.**

Strategic projects

National defence memory institution portal

Brief description and key goals

→ Focuses on integrating national defence archive, library and museum contents in a common collective catalogue by using the same searching solution for all three aspects.

(Support to measure #188, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ Improvement on information and provided service quality, bringing the PA closer to citizens and companies;

→ More effective user service by privileging communication via computers or automatic terminals.

Online Port Authority

Brief description and key goals

→ To consolidate the online port authority as a single counter of Autoridade Marítima Nacional (Portuguese Maritime Authority), foreseeing dematerialization and digital service provision in an integrated way, by using the electronic ID and the integration platform iAP.

(Support to measure #63, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ To access information by providing a single online search point for the several national defence document and patrimonial systems;

→ To value memory institutions past (archives, museums and libraries).

Internal Administration

MAI

- **GeoMAI;**
- **Georeferencing of Internal Administration means;**
- **Computer security of RNSI - Rede Nacional de Segurança Interna (Portuguese Internal Security Network);**
- **Costumer service management for PSP (Public Security Police) and GNR (National Republican Guard);**
- **Update of SIIOP - Sistema Integrado de Informações Operacionais de Polícia (Integrated Police Operational Information System) of GNR.**

Strategic projects

GeoMAI

Brief description and key goals

- Single, integrated system allowing to enrich operational databases with geolocation, cartographic, socio-economic, populational, meteorological information and points of interest. Real-time updates with smart business information and analysis tools.

Main benefits for the State, citizens and companies

- Improved quality of the information required for the internal administration operational activity, subsequently and positively impacting public security.

Georeferencing of Internal Administration means

Brief description and key goals

- Georeferencing applications for means and occurrences allowing integrated operational command and control, therefore improving the decision-making capacity in situations involving means allocated to the ground.

Main benefits for the State, citizens and companies

- Improved effectiveness in the suitability of means allocated to events and occurrences;
- Improved response capacity in rescue, emergency and security situations.

Computer security of RNSI

Brief description and key goals

- Improved computer security network tools and equipment, pursuant to the internal administration safety policy aligned with the best industry practices in order to face cybernetic threats.

Main benefits for the State, citizens and companies

- Capacity to respond to cyberspace permanent mutation, by updating means of research and means of fighting against illicit activities;
- Improved swiftness in fighting occurrences that may compromise security.

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mai

Internal Administration

MAI

- **GeoMAI;**
- **Georeferencing of Internal Administration means;**
- **Computer security of RNSI - Rede Nacional de Segurança Interna (Portuguese Internal Security Network);**
- **Costumer service management for PSP (Public Security Police) and GNR (National Republican Guard);**
- **Update of SIIOP - Sistema Integrado de Informações Operacionais de Polícia (Integrated Police Operational Information System) of GNR.**

Strategic projects

Citizen service management for PSP and GNR

Brief description and key goals

- System for the management of a centralized interaction with citizens, in several the moments, contact points and channels provided for such purpose (on-site and telephonic services, among others);
- Support to occurrence management and monitoring, automatically integrated with the relevant operational systems.

Main benefits for the State, citizens and companies

- Improved citizen and company service;
- Management more suited to security force means dedicated to these activities;
- Creation of a 360° view of citizens and integration with analytic exploitation abilities.

Update of SIIOP of GNR

Brief description and key goals

- Technological modernization of SIIOP processes and functionalities, including the reinforcement of development and interoperability with security forces internal and external systems, namely PIIC, SIS II, ANSR and others, in the police and criminal context.

Main benefits for the State, citizens and companies

- To ensure service continuity and resilience of police and criminal investigation means;
- Interoperability between information systems;
- Improvement on GNR internal and citizen services.

For detailed information on the Sectorial Plan for this governmental area, please visit
https://tic.gov.pt/ctic/ministerios/mai

Justice

MJ

- → **Tribunal+;**
- → **BUPi - balcão único do prédio (single building counter);**
- → **Automatic transcription;**
- → **Justice Transparency Platform;**
- → **Ministry of Justice Common Services.**

Strategic projects

Tribunal+

Brief description and key goals

- → Integrated in the Program Justiça Mais Próxima (closer justice), this is an administrative simplification project, formed by three areas: front office, back office and internal management support tools. Currently, a pilot was created and is in course at Palácio da Justiça de Sintra.
- → Outcomes will be used to guide the rollout for more than 300 courts and will allow to promote a new organizational culture and a more rational management of existing resources and provided services.

Main benefits for the State, citizens and companies

- → Resource use optimization with an actual reduction of time spent to execute certain tasks;
- → Improved focus on secretariat work, therefore inducing higher productivity and improved satisfaction indicators;
- → Improved effectiveness in procedural paperwork;
- → Catalyst of organizational cultural and service provision changes;
- → Reduction of waiting time and travelling needs;
- → Improved comfort and forwarding;
- → To improve experience and results obtained when using Justice services provided by courts.

BUPi, single building counter

Brief description and key goals

- → To establish a simplified procedure for the registration of ownerless agricultural properties.

Main benefits for the State, citizens and companies

- → To simplify and standardize procedures currently distributed by several entities;
- → Improved territorial management capacity and knowledge;
- → To contribute for fire risk management;
- → To simplify agricultural property registration.

Justice

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→ **Automatic transcription;**

→ **Justice Transparency Platform;**

→ **Ministry of Justice Common Services.**

Strategic projects

Automatic Transcription

Brief description and key goals

→ To implement an automatic recording and transcription pilot in the judicial system that can be used, for instance, in the scope of witness hearing regardless of the type of proceeding or case procedural stage.

Main benefits for the State, citizens and companies

→ To save human resources and time;

→ Improved effectiveness in information use.

→ Improved swiftness in procedural paperwork that depends on transcriptions.

Justice Transparency Platform

Brief description and key goals

→ To provide data and information about activity of the several Justice services, bringing justice closer to citizens, therefore boosting trust and transparency.

Main benefits for the State, citizens and companies

→ To promote an internal transparency, openness, accountability, and initiative culture and internal collaborative spirit;

→ Improved knowledge about Justice activity;

→ Improved ability to assess results and resource use by the State;

→ Possibility of creating value and active participation in the Justice system.

Ministry of Justice Common Services

Brief description and key goals

→ Justice Modernization Plan Measure that, taking into account an initial pilot stage, intends to provide common supporting services, like: human resources, accountability, document management, printing & finishing in services within the Ministry of Justice.

Main benefits for the State, citizens and companies

→ To increase the effectiveness of Justice services.

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mj

Local Autarchies, Equality and Immigration

MA

- **SIIAL - Sistema Integrado de Informação das Autarquias Locais (Integrated Local Autarchies Information System)**
- **Domestic Abuse Support App;**
- **My CNAI - Centros Nacionais de Apoio ao Imigrante (National Immigrant Support Centres);**
- **App immigrant welcome;**
- **Portugal Concilia.**

Strategic projects

SIIAL (Local Autarchies Information Integration System)

Brief description and key goals

- Design, development and implementation of a system capable of receiving, in a standardized format, local administration information regarding finances and human resources via interoperability mechanisms;
- Financial information gathering made according to the provisions of the PA accounting normalization system;
- Analytical exploitation of data in data warehouse;
- New authentication mechanisms via autenticação.gov.

Main benefits for the State, citizens and companies

- Vehicle for mass interoperability in local administration information systems;
- To consolidate digital working place by means of a single authentication via autenticação.gov;
- To monitor and control local administration financial and human resources information;
- Production of indicators for the municipal transparency portal and participation by disclosing revenue, municipal expenses, economic competitiveness, public services and financial sustainability.

Domestic Abuse Support APP

Brief description and key goals

- To implement an app that allows to amplify the dissemination of existing information included in the website of CIG – Comissão para a Cidadania e Igualdade de Género (Committee for the Citizenship and Equality of Gender), making it liable to be accessed by all people in deed of direct support or wanting to report a case or seek help from a third party.

  (Support to measure #49, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Improved agility in the provision of a quality service, closer to citizens.
- Simplification of the work of professionals who monitor and advise on domestic abuse cases.

Local Autarchies, Equality and Immigration

MA

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- **Portugal Concilia.**

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/ma

Strategic projects

My CNAI (National Immigrant Support Centres)

Brief description and key goals

- Digital immigrant support counter consisting in the dematerialization of all documents used by CNAI.

  (Support to measure #165, SImplex+ 2016)

Main benefits for the State, citizens and companies

- To improve the quality of services provided to immigrants.

App immigrant welcome

Brief description and key goals

- To create a mobile communication app with the mapping of services that may be useful to immigrants.

  (Support to measure #48, SImplex+ 2016)

Main benefits for the State, citizens and companies

- To provide new channels for improved citizenship and transparency;
- Information systems interoperability.

Portugal Concilia

Brief description and key goals

- Pilot-project, in partnership with some autarchies, with the goal of mapping and providing online support services included in Mapa do Cidadão (Citizen Map).

  (Support to measure #196, SImplex+ 2016)

Main benefits for the State, citizens and companies

- Information systems interoperability;
- To extend to citizens the disclosure of proximity information provided by local administrations.

Culture

MC

→ **Culture Portal;**

→ **Portuguese news hub.**

Strategic projects

Culture Portal

Brief description and key goals

→ Development of a dynamic portal that provides cultural content.

(Support to measure #88, SImplex+ 2016)

Main benefits for the State, citizens and companies

→ To create a more dynamic, interactive relation between cultural production and cultural agents, media, citizens and other interested parties, and bring them closer together.

Portuguese news hub

Brief description and key goals

→ Portal including the LUSA's overall future service offer, therefore enabling new ways to access services, new applications and news packages, and being permanently interconnected with social media.

Main benefits for the State, citizens and companies

→ To diversify and increase its audiences, multiply digital information production and circulation in the Portuguese-speaking world, as well as to provide its services in a more effective and convenient way to its clients and to new clients that may be in need of technologically innovative solutions.

Plano setorial elaborado em conjunto com o Ministério da Presidência e da Modernização Administrativa

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mc

Science, Technology and Higher Education

MCTES

- **More science, less paperwork;**
- **Cultural and heritage liability;**
- **Applications management platform of Fundação para a Ciência e Tecnologia (Foundation for Science and Technology) (AGIL);**
- **Supporting platform for the management, production and access to information about the national scientific activity (PTCRIS);**

Strategic projects

More science, less paperwork

Brief description and key goals

Creation of the platforms Ciência-id e Estudante-id e Ciência Vitae, with new identifiers destined to:

- Researchers (c-id);
- Higher education students (e-id);
- The creation of a national science curricular management system (CV).

(Support to measures #62, #111, #135 and #253, SImplex+ 2016)

Main benefits for the State, citizens and companies

- Student data access simplification;
- School social action system debureaucratization;
- Optimization of the validation and recognition of qualifications, diplomas and competences;
- Optimization of foreign students' certification;
- Rationalization of data gathered in connection with the HR of IES.

Cultural and heritage liability

Brief description and key goals

- Digital repository file and portal including the identification of scientific and technological heritage of MCTES (Ministry of Science, Technology and Higher Education) institutions.

Main benefits for the State, citizens and companies

- Provision of digital repositories more suited to citizen's needs in an integrated way.

Science, Technology and Higher Education

MCTES

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For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mctes

tic.gov.pt

Strategic projects

Applications management platform of Fundação para a Ciência e Tecnologia (AGIL)

Brief description and key goals

- Migration of all applications management files of Fundação para a Ciência e Tecnologia to the AGIL platform.

Main benefits for the State, citizens and companies

- Improvement of science management systems and their usability by the entire research community.

Supporting platform for the management, production and access to information about the national scientific activity (PTCRIS)

Brief description and key goals

- Normative and database with administrative information about science and technology files.

Main benefits for the State, citizens and companies

- National resource sharing between the several research units and articulation with their European equivalents.

Education

MEdu

- Escola 360 (School 360);
- Digital education platform;
- Integrated teaching and non-teaching staff recruitment management system;
- Big data for financial management;
- Qualifica portal and passport.

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/medu

Strategic projects

Escola 360°

Brief description and key goals

- To consolidate preschool, primary and secondary education school management processes, in a centralized, reliable, secure and less expensive application.

  (Support to measure #3, SImplex+ 2016)

Main benefits for the State, citizens and companies

- Simplification of the entire student management process;
- Simplification and transparency of processes and of parent interaction with school, and their children supervision.

Digital education platform

Brief description and key goals

- Implementation of an effective, efficient physical and logical architecture including several key areas of education management.

Main benefits for the State, citizens and companies

- Improved security and accordance with best practices;
- Improved service quality for system users (usability, performance and reliability);
- Interoperability between internal and external systems;
- More visibility and interaction for all education system users;
- Aggregation and consolidation of services that are critical and essential for the development of information and communication technologies in the educational field.

Integrated teaching and non-teaching staff recruitment system

Brief description and key goals

- Development of an integrated platform for the management of several business components regarding recruitment and career management in the educational field for teaching and non-teaching staff, that integrates all application procedure and mobility aspects.

Main benefits for the State, citizens and companies

- Information sharing and closer relation between the several administrative entities and the user citizen;
- Integrated vision about education human resources professional activity.
- Improvement of administrative and functional processes regarding the interaction with the several stakeholders.

Education

MEdu

→ **Escola 360 (School 360);**

→ **Digital education platform;**

→ **Integrated teaching and non-teaching staff recruitment management system;**

→ **Big data for financial management;**

→ **Qualifica portal and passport.**

Strategic projects

Big data for financial management

Brief description and key goals

→ Implementation of a big data platform for financial information and human resources processing regarding the educational field, including information from different sources.

(Support to measure #61, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ Educational financial data and human resources analysis optimization;

→ Definition of trends that enable decision-making.

Qualifica portal and passport

Brief description and key goals

→ Provision of technological instrument with added value for the citizen that includes all information about individual education and adult training career, including the initial diagnosis, all obtained qualifications and how to proceed up to final certification.

Main benefits for the State, citizens and companies

→ Reduction of the training, qualification and school certification deficit in adults;

→ To facilitate lifelong learning.

Labour, Solidarity and Social Security

MTSSS

- **Social security platform;**
- **Basic service platform;**
- **Relationship solution;**
- **Big data and combat to fraud;**
- **MTSSS document management platform.**

Strategic projects

Social security platform

Brief description and key goals

- To promote process dematerialization, simplification and transparency by transforming the social security information system into an accessible, available system, useful for citizens and economic agents.

Main benefits for the State, citizens and companies

- Social benefit management process simplification;
- Social benefit allocation process automatization;
- Optimization of the exercise of rights and obligation compliance.

Basic service platform

Brief description and key goals

- To enable data interoperability between the social security and economic agents by means of the interaction with company management systems.

Main benefits for the State, citizens and companies

- Process optimization;
- Simplification of the compliance of companies with declarative obligations;
- Context cost reduction;
- Fraud reduction.

Relationship solution

Brief description and key goals

- To integrate, in a single platform, all services and communication channels, creating a citizen 360° view (record citizen data and all their interactions with social security, in whichever channel).

Main benefits for the State, citizens and companies

- Improvement on citizen user experience with the social security;
- Improvement on citizen and company service;
- Integrated vision of the relationship between the citizen and social security.

Labour, Solidarity and Social Security

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- Social security platform;
- Basic service platform;
- Relationship solution;
- Big data and combat to fraud;
- MTSSS document management platform.

Strategic projects

Big data and combat to fraud

Brief description and key goals

- Reinforce mechanisms to fight d contribution and benefit fraud and evasion, by using innovative mass data handling and analysis solutions.

Main benefits for the State, citizens and companies

- Social security system credibility reinforcement;
- Reinforcement of combat to irregular behaviour;
- Definition of social benefit risk beneficiary profiles.

MTSSS document management platform

Brief description and key goals

- Creation of an integration document management strategy with the implementation of a single document management solution for all MTSSS bodies.

Main benefits for the State, citizens and companies

- Improvement on document and proceeding circuits and work methodologies;
- Promotion of an innovation and improved performance organizational atmosphere;
- Improvement on resource use effectiveness.

Health

MS

- **ICT service catalogue;**
- **ICT portfolio and budgeting;**
- **Interoperability in the health sector;**
- **Health ICT competences;**
- **Datacentre rationalization.**

Strategic projects

ICT service catalogue

Brief description and key goals

- Focuses on promoting improved service and support management practices, namely by defining and disclosing ICT service catalogues according to service levels, including intraorganizational, intraministerial and interministerial levels – in articulation with RSPTIC – Rede de Serviços Partilhados TIC (ICT Shared Services Network).

Main benefits for the State, citizens and companies

- Improvement on ICT service provided to users;
- Improved ICT area efficiency by sharing and reusing services.

ICT portfolio and budgeting

Brief description and key goals

- To implement a centralized management of the ICT initiative portfolio (programs, projects and services), including their budgeting, throughout its lifecycle, by balancing existing goals and resources, by monitoring execution and analysing costs and benefits and by disclosing achieved results.

Main benefits for the State, citizens and companies

- Alignment of ICT initiatives with health policies and stakeholders' requirements;
- Improved effectiveness and swiftness of ICT implementation processes.

Interoperability in the health sector

Brief description and key goals

- To promote the use of technical standards, interoperability platforms and common vocabulary and terminology among the several solutions used in the health sector, in compliance with health reference architecture, in order to improve information disclosure and sharing at the interministerial, local, national and international levels.

Main benefits for the State, citizens and companies

- Single, full vision on the citizen, allowing improved healthcare integration, quality and safety;
- Process simplification and redundancy reduction.

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/ms

Health

MS

- → **ICT service catalogue;**
- → **ICT portfolio and budgeting;**
- → **Interoperability in the health sector;**
- → **Health ICT competences;**
- → **Datacentre rationalization.**

Strategic projects

Health ICT Competences

Brief description and key goals

→ To consolidate health ICT competences model by promoting human resource skills and by sharing competences between the several bodies.

Main benefits for the State, citizens and companies

→ Improved quality and agility of ICT services and products;
→ Improved effectiveness on human resources management.

Datacentre rationalization

Brief description and key goals

→ To capitalize and concentrate data processing ability, suited to the ICT function rationalization model in the health sector.

Main benefits for the State, citizens and companies

→ To capitalize installed capacity and expenses with infrastructures, platforms and systems;
→ Improved risk and ICT service management.

Planning and Infrastructures

MPI

- **Portugal 2020 Funds Information System;**
- **Development of the Integrated Management Platform (IMP) of Infraestruturas de Portugal;**
- **Document management tool;**
- **SIGCTV - Sistema integrado de gestão de condutores, veículos e transportes (Integrated driver, vehicle and transportation management system);**
- **Basic portal.**

Strategic projects

Portugal 2020 Funds Information System

Brief description and key goals

- To implement the information system for Portugal 2020;
- Application dematerialization.

  (Support to measure #56, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Form and process simplification and improved information access;
- Information sharing via data electronic Exchange between the group of funds.

Development of the Integrated Management Platform (IMP) of Infraestruturas de Portugal

Brief description and key goals

- To optimize budgeting activity planning, management and control. This evolution intends to respond to the specificities arising from the EP/REFER merger.

Main benefits for the State, citizens and companies

- Activity lifecycle control;
- Improved portfolio management transparency and improved project management effectiveness;
- Improved budgeting execution rigor and predictability.

Document management tool

Brief description and key goals

- Tool and respective customization according to organization's needs;
- User training and passing all documents currently in paper to digital format.

Main benefits for the State, citizens and companies

- Five percent increase on staff cost efficiency;
- Paper use decrease, therefore reducing costs in relation to this heading and helping to decrease the carbon footprint.

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mpi

Planning and Infrastructures

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- → **Development of the Integrated Management Platform (IMP) of Infraestruturas de Portugal;**
- → **Document management tool;**
- → **SIGCTV - Sistema integrado de gestão de condutores, veículos e transportes (Integrated driver, vehicle and transportation management system);**
- → **Basic portal.**

Strategic projects

Integrated driver, vehicle and transportation management system (SIGCTV)

Brief description and key goals

- → Implementation of a centralized system that integrates the several components regarding driver, vehicle and transportation areas in a single platform.

Main benefits for the State, citizens and companies

- → Public service provision in a simplified and integrated way;
- → Decrease of operational costs of the different agents.

Basic portal

Brief description and key goals

- → To adapt the Basic Portal to challenges arising from the amendments made to the Public Procurement Code and from the obligation to report to the European Commission, public bodies' needs and, especially, to provide a solution allowing the improved monitoring of public acquisition policies.

Main benefits for the State, citizens and companies

- → To bring institutions closer to citizens, as this stimulates public expenditure observation and knowledge.

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Economy

ME

- **Online complaints book;**
- **Portal Turismo+ (Tourism Portal);**
- **Incentive management system;**
- **Balcão do empreendedor+ (Entrepreneur's Counter);**
- **Geoportal2020.**

Strategic projects

Online complaints book

Brief description and key goals

- Single online entry point for consumer complaints, automatically forwarding them to the relevant authorities.

  (Support to measure #158, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Complaints handling optimization allowing to swiftly respond to consumers;
- Rationalization of human resources and materials related to complaints handling.

Portal do Turismo +

Brief description and key goals

- New portal with information suited to touristic operators' needs and with new touristic activity supporting services.

  (Support to measure #193, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Improved touristic operators' activity supporting information;
- Provision of services destined to raise new touristic flows;
- Informative front office resources release.

Incentive management system

Brief description and key goals

To suit information systems of IAPMEI – Agência para a Competitividade e Inovação, I.P. (Agency for Competitiveness and Innovation) to Portugal 2020 demands in order to:

- Support companies in managing their projects via smart electronic instruments;
- Support IAPMEI's technical teams in complying with company service level indicators.

  (Support to measure #126, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Decision and payment time reduction;
- Incentive recovery reduction;
- Reduction of produced, sent or received printed documents;
- Improved front office and back office resource management effectiveness.

Economy

ME

- → **Online complaints book;**
- → **Portal Turismo+ (Tourism Portal);**
- → **Incentive management system;**
- → **Balcão do empreendedor+ (Entrepreneur's Counter);**
- → **Geoportal2020.**

Strategic projects

Balcão do Empreendedor +

Brief description and key goals

→ Development and operationalization of the back office supporting the new SIR - Sistema da Indústria Responsável (Responsible Industry System).

(Support to measure #58, Simplex+ 2016)

Main benefits for the State, citizens and companies

→ Access to improved electronic services, therefore reducing response times and increasing decision predictability;

→ Release of SIR's back office human resources and materials.

Geoportal 2020

Brief description and key goals

→ To centralize georeferenced geological information on the national territory;

→ To ensure the interface to an increasing articulation with European and community initiatives in terms of geological thematic geographical information of an informative nature.

Main benefits for the State, citizens and companies

→ Improved information quality, accessibility and availability;

→ Improved efficiency and effectiveness regarding projects involving licensing;

→ Back office resources release;

→ Administrative and technical task time reduction.

Environment

MAmb

- **TUA - Título único ambiental (Single Environmental Title);**
- **Online territorial planning + digital REN (National Power Grid);**
- **iFAMA, Single agriculture, sea and environment inspection and monitoring platform;**
- **Supported rent platform;**
- **Document management system.**

Strategic projects

TUA - Título único ambiental

Brief description and key goals

Module included in the web solution of Agência Portuguesa do Ambiente (Portuguese Environmental Agency) with, but not limited to, the following goals:

- To support the single environmental title integrating eleven legal frameworks and all procedures;
- To allow the delivery of all instructional elements online and at once.

(Support to measure #5, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Process simplification via the single title;
- Time, resources and material savings, especially paper and printing;
- Interoperability with other entities and solutions.

Online territorial planning + digital REN

Brief description and key goals

To develop a collaborative territorial management platform that:

- Supports the monitoring of programs and territorial plans;
- Manages each entity's internal process;
- In the scope of the digital REN, automatically submits letters from the national ecological reserve to be published in Diário da República (Official Gazette).

(Support to measures #181 and #224, Simplex+ 2016)

Main benefits for the State, citizens and companies

- Improved information management swiftness;
- Timely provision of information and processes;
- Single information point by integrating data between entities.

Environment

MAmb

- → **TUA - Título único ambiental (Single Environmental Title);**
- → **Online territorial planning + digital REN (National Power Grid);**
- → **iFAMA, Single agriculture, sea and environment inspection and monitoring platform;**
- → **Supported rent platform;**
- → **Document management system.**

Strategic projects

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iFAMA, Single agriculture, sea and environment inspection and monitoring platform

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Brief description and key goals

To develop a platform supporting inspection activity, intranet/internet portal, internal management system and geographical information system that allows:

- → Georeferencing control, audit, inspection, administrative infractions and economic activities encompassed by the legal environmental frameworks.

(Support to measure #131, Simplex+ 2016)

Main benefits for the State, citizens and companies

- → Improved information management swiftness;
- → Timely provision of information and processes;
- → Single information point by integrating data between entities.

Supported rent platform

Brief description and key goals

To create an electronic platform destined to organize and keep up-to-date information about rented houses, in a supported rental regime, and respective tenants, including:

- → Access to information available at Autoridade Tributária (Tax Authority) and Instituto dos Registos e Notariado (Institute for Registries and Notaries);
- → Automatic validation of public housing access conditions.

(Support to measure #184, Simplex+ 2016)

Main benefits for the State, citizens and companies

- → Swiftness and clarity in information access;
- → Contribution for information and process reputation;
- → Improved body and provided services visibility.

Document management system

Brief description and key goals

Implementation, in different entities, of document and process management support systems that allow to:

- → Contribute to process and system dematerialization;
- → Increase organizational security and efficiency to provide quality services.

Main benefits for the State, citizens and companies

- → Process handling simplification;
- → Information management swiftness and rigor increase;
- → Timely provision of information and processes needed for decisions;
- → Savings in time, resources and materials (paper/printing).

Agriculture, Forests and Rural Development

MAFDR

- **Agricultural, Forests and Rural Development and Sea Cloud;**
- **Desktop as a Service - DaaS;**
- **MAFDR single landline communications network;**
- **Document and procedural protocol management system for Agriculture, Forests and Rural Development and Sea (SGDPi);**
- **Agriculture, Forests and Rural Development and Sea Interoperability.**

Sectorial plan elaborated in conjunction with the Ministry of Sea

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mafdr

Strategic projects

Agricultural, Forests and Rural Development and Sea Cloud

Brief description and key goals

Provision of virtual resources including:

- Computation capacity;
- Storage;
- Backup and Disaster Recovery.

Main benefits for the State, citizens and companies

- Optimization and improvement of information systems, internal organization and functionalities for citizens and companies;
- Resource sharing;
- Cost reduction.

Desktop as a Service-DaaS

Brief description and key goals

- Provision of virtual working environments;
- To boost the BYOD – Bring your Own Device – concept.

Main benefits for the State, citizens and companies

- Cost reduction, namely regarding equipment, energy efficiency, operation and maintenance;
- Swift desktop provisioning.

Single landline communications network for Agriculture, Forests and Rural Development and Sea

Brief description and key goals

- Document and procedural protocol management system;
- State, citizens and companies' procedural facilitator.

Main benefits for the State, citizens and companies

- To boost interoperability;
- Digital preservation;
- Internal organization.

Agriculture, Forests and Rural Development

MAFDR

- **Agricultural, Forests and Rural Development and Sea Cloud;**
- **Desktop as a Service - DaaS;**
- **MAFDR single landline communications network;**
- **Document and procedural protocol management system for Agriculture, Forests and Rural Development and Sea (SGDPi);**
- **Agriculture, Forests and Rural Development and Sea Interoperability.**

Sectorial plan elaborated in conjunction with the Ministry of Sea

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mafdr

Strategic projects

Document and procedural protocol management system for Agriculture, Forests and Rural Development and Sea (SGDPi)

Brief description and key goals

➔ Document and procedural protocol management system shared by every MAFDR and MM body.

Main benefits for the State, citizens and companies

➔ Optimization of procedural protocols between the state, citizens and companies.

Agriculture, Forests and Rural Development and Sea Interoperability

Brief description and key goals

➔ To enhance interoperability between data management solutions, by using the iAP.

Main benefits for the State, citizens and companies

➔ Knowledge sharing;

➔ Improved interoperability between information systems;

➔ Procedural facilitator – state/citizens/companies;

➔ Digital preservation;

➔ Internal organization.

Sea

MM

- → **JUL – Janela Única Logística (Single Logistic Counter)**
- → **VTS+ Modernized Maritime Traffic Control System**
- → **Maritime, Fishery and Regulations Single Counter**
- → **PSOEM – Plano de Situação do Ordenamento do Espaço Marítimo Nacional (Electronic National Maritime Area Regulations Situation Plan)**
- → **Licenses, Titles and Electronic Certificates for maritime activities**

Sectorial plan elaborated in conjunction with the Ministry of Agriculture, Forests and Rural Development

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mm

Strategic projects

JUL Janela Única Logística (Single Logistic Counter)

Brief description and key goals

- → Development of Janela Única Portuária (Single Port Window), extending information flows to the entire logistic chain, therefore integrating all terrestrial transportation means and connections to dry docks, having the model implemented in the Port of Sines as a reference.

Main benefits for the State, citizens and companies

- → Overall costs reduction in transportation between ports and end customers;
- → Time and administrative costs reduction in transportation and goods shipment in each transportation interchange point;
- → Improved transportation infrastructure productivity (maritime terminals, railways, roads and logistic platforms);
- → Transportation carbon footprint reduction.

VTS+ Modernized Maritime Traffic Control System

Brief description and key goals

- → Modernization of the National Maritime Traffic Control System in order to comply with Portugal's legal obligations under the Directive 2002/59/CE, reviewed, as well as to comply with all associated legal coastal state instruments by means of a single solution encompassing the totality of the Portuguese territory.

Main benefits for the State, citizens and companies

- → To reduce costs and improve computer security and system failure tolerance;
- → To increase mechanisms of sovereignty on the Portuguese sea and borders;
- → To improve maritime traffic security and effectiveness, especially in concentration points, to preserve human life at sea and to prevent and fight against pollution;
- → To increase operation redundancy and productivity.

Sea

MM

- → **JUL – Janela Única Logística (Single Logistic Counter)**
- → **VTS+ Modernized Maritime Traffic Control System**
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Sectorial plan elaborated in conjunction with the Ministry of Agriculture, Forests and Rural Development

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mm

Strategic projects

Maritime, Fishery and Regulations Single Counter

Brief description and key goals

- → Integrated solution to support DGRM business essentially focusing on providing services via a single frontend for citizens and companies, included in Portal do Empreendedor/Portal do Cidadão, and whose back office is able to respond, in a dematerialized way, to process analysis and management, as well as to interoperate with other intervening entities by using the Public Administration's Interoperability Platform (iAP), allowing to support services provided to citizens, companies and organizations.

Main benefits for the State, citizens and companies

- → To improve response times to citizen and company requests;
- → To electronically concentrate all services in a single electronic contact point;
- → To reduce service provision context costs;
- → To apply the principle of collaboration between the several ministries, with different administration levels, and information sharing between public entities.

PSOEM – Plano de Situação do Ordenamento do Espaço Marítimo Nacional eletrónico (Electronic National Maritime Area Regulations Situation Plan)

Brief description and key goals

- → Information System dedicated to the elaboration of an Electronic National Maritime Area Regulations Situation Plan) that provides spatial information coming from several entities, documents the reference situation and the situation plan, and is the Administration's preferred channel when it comes to receiving public participation prior to the formal public consultation of PSOEM, meeting the legal requirements of the Information Rights of all interested parties.

Main benefits for the State, citizens and companies

- → Compliance with the legislation regarding public information regulations;
- → Improved transparency in sea use;
- → Improved public participation in maritime regulations;
- → Improved literacy in Portuguese sea regulations.

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Sea

MM

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- → **PSOEM – Plano de Situação do Ordenamento do Espaço Marítimo Nacional (Electronic National Maritime Area Regulations Situation Plan)**
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Sectorial plan elaborated in conjunction with the Ministry of Agriculture, Forests and Rural Development

For detailed information on the Sectorial Plan for this governmental area, please visit https://tic.gov.pt/ctic/ministerios/mm

Strategic projects

Licenses, Titles, Electronic Certificates for maritime activities

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Brief description and key goals

- → Digital framework for the issuance of electronic Licenses, Titles and Certificates for maritime activities, in a secure way that observes all applicable national standards and international conventions, suited, whenever possible, to the universe of documents issued by the DGRM.

Main benefits for the State, citizens and companies

- → To optimize issuance service levels and waiting times for citizens and companies;
- → To increase supporting infrastructures rationalization;
- → To increase transparency (by digitally providing information in a swifter and prompt way);
- → To promote the use of electronic identification means.

INVESTMENTS, SAVINGS AND ECONOMIC AND SOCIAL BENEFITS
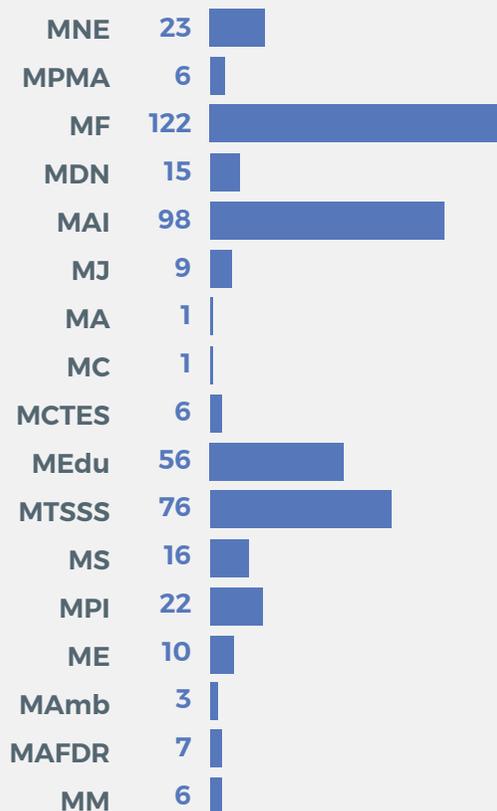
ICT Strategy
and sectorial plans
Investment

477 M€
in 4 years
Overall estimated investment
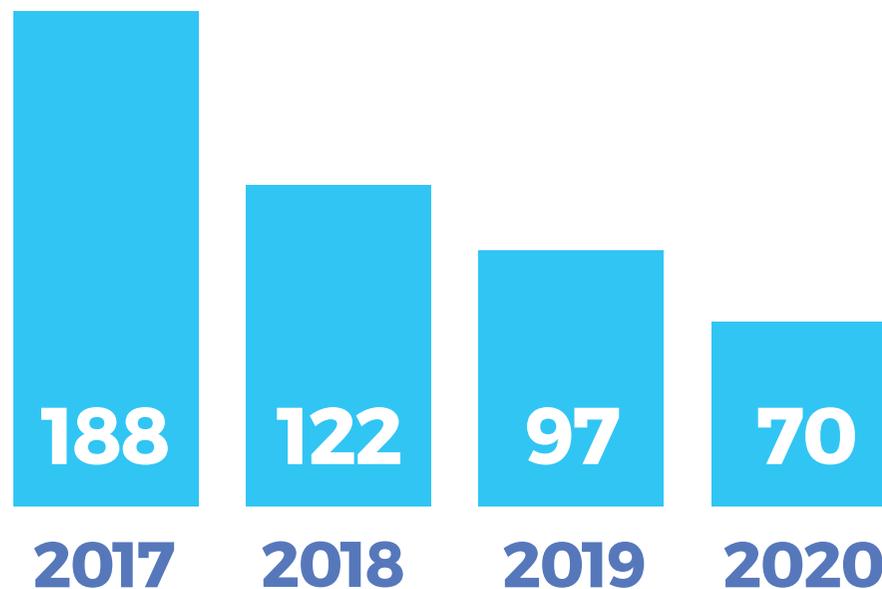
2017	2018	2019	2020
188	122	97	70

(M€) Amounts rounded to millions of euros

ICT Strategy and sectorial plans
Overall summary

Investment per governmental area (M€)

Ministry	Investment
MNE	23
MPMA	6
MF	122
MDN	15
MAI	98
MJ	9
MA	1
MC	1
MCTES	6
MEdu	56
MTSSS	76
MS	16
MPI	22
ME	10
MAmb	3
MAFDR	7
MM	6

(M€) Amounts rounded to millions of euros

Sums per governmental area (M€)

Ministry	Investment	ICT Savings	Non-ICT Savings	Economic and Social Benefits	Overall Net Benefits
MNE	22,7	0,5	14,1	43,8	35,7
MPMA	5,9	5,8	21,3	9,4	30,5
MF	122,4	16,7	235,4	150,0	279,6
MDN	14,7	0,0	0,0	0,3	-14,4
MAI	98,0	49,0	75,7	277,9	304,6
MJ	9,2	6,2	2,5	17,6	17,1
MA	1,3	0,3	1,6	0,0	0,7
MC	0,8	1,1	0,2	0,1	0,6
MCTES	5,7	9,6	18,9	90,6	113,4
MEdu	56,4	76,6	42,3	67,8	130,2
MTSSS	76,0	9,3	179,1	240,9	353,2
MS	16,2	3,3	61,2	0,0	48,3
MPI	22,3	5,0	51,1	0,0	33,8
ME	9,8	13,6	5,3	2,1	11,3
MAmb	3,4	0,0	2,9	0,1	-0,5
MAFDR	7,2	2,3	2,2	3,4	0,8
MM	5,6	3,2	2,7	1,1	1,4
SUMS	**477**	**202**	**717**	**905**	**1346**

ICT Strategy and sectorial plans
Overall summary

Investment return
in the second year

Accumulated investment
Accumulated ICT and Non ICT Savings
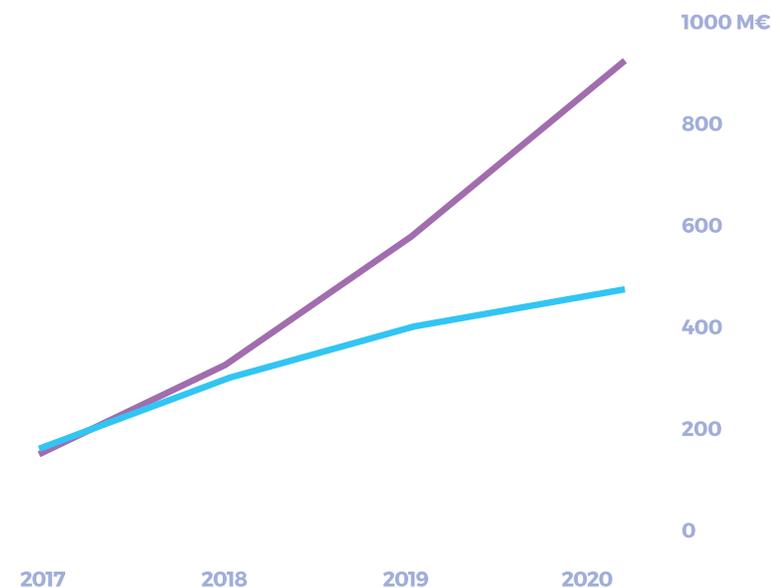
Global sums per year (M€)

Year	Investment	ICT Savings	Non-ICT Savings	Economic and Social Benefits	Overall Net Benefits
2017	188,4	47,6	127,6	109,6	96,3
2018	122,5	50,1	118,8	163,8	210,2
2019	96,9	51,8	210,4	252,4	417,8
2020	69,7	52,8	259,7	379,2	622,0
SUMS	**477**	**202**	**717**	**905**	**1346**

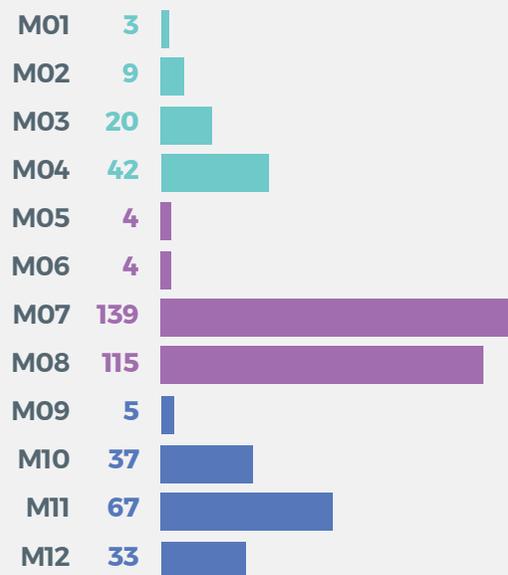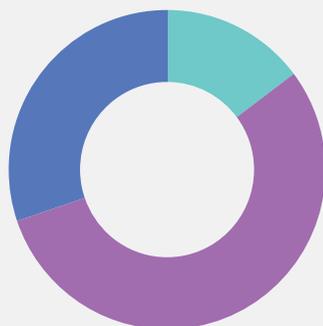(M€) Amounts rounded to millions of euros

ICT Strategy and sectorial plans
Overall summary

Investment per measure (M€)

15%
AXLE I
Integration and interoperability

55%
AXLE II
Innovation and competitiveness

30%
Axle III
Resource sharing

Measure	Value
M01	3
M02	9
M03	20
M04	42
M05	4
M06	4
M07	139
M08	115
M09	5
M10	37
M11	67
M12	33

(M€) Amounts rounded to millions of euros

Global sums per measure (M€)

Measure	Investment	ICT Savings	Non-ICT Savings	Economic and Social Benefits	Overall Net Benefits
M01	3,4	4,1	0,2	0,3	1,3
M02	9,5	0,0	0,4	0,0	-9,1
M03	20,1	3,3	17,3	83,4	83,9
M04	41,7	9,3	10,7	44,9	23,2
M05	3,7	1,2	0,9	79,7	78,1
M06	4,5	1,0	14,9	1,7	13,2
M07	138,7	74,7	418,6	394,4	749,0
M08	114,6	19,6	225,4	291,9	422,3
M09	4,6	0,8	11,7	0,0	7,9
M10	37,1	13,9	1,4	4,9	-16,9
M11	66,6	56,3	0,2	0,0	-10,0
M12	33,2	18,0	14,7	3,9	3,5
SUMS	**477**	**202**	**717**	**905**	**1346**

BENEFIT CALCULATION METHODOLOGY

Benefit
calculation metodology

All benefits arising from the implementation of the foreseen projects were estimated in the scope of the elaboration of the ICT strategy and sectorial plans.

Based on the Standard Cost Model (SCM)*, the ministerial representatives, in collaboration with the several bodies, have quantified both investment amounts and implementations costs, and generated savings and benefits for each project.

1. INVESTMENTS AND COSTS

Investments identified in the ICT Strategy and Sectorial Plans for each year include all investment (CAPEX) and operation (OPEX) costs required for project implementation at the sectorial level in the period between 2017 and 2020.

2. SAVINGS AND BENEFITS

The execution of projects and activities foreseen by the ICT Strategy anticipate direct savings for the Public Administration and/or economic and social benefits for the society.

2.1 Public Administration Direct Savings

Set of benefits ensured by the Public Administration, whether in the ICT component – ICT savings, or in the "business" process effectiveness gain component, generated by the ICT – non-ICT savings.

2.1.1 ICT Savings

Savings originated annually from ICT investment and operation costs reduction (including potential operational costs reduction). These savings may arise from the reduction of costs associated with human resources allocated to activities related to the ICT or from the reduction of costs regarding datacentres, communications, software licensing and support, etc.

2.1.2 Non-ICT savings

Savings originated annually from the increase of internal effectiveness in the relationship with citizens (front office) and internal functioning (back office). These savings may arise, among other aspect, from process dematerialization and optimization, interoperability between bodies, release of resources to be allocated to other tasks, reduction of the number of printed documents and space release, etc.

2.2 Social and economic benefits

Benefits originated annually from context cost reduction for citizens and companies, like: reduction of the number of travels, waiting and service time, number of documents and service execution time.

3. NET BENEFITS

Net benefits identified by the ICT Strategy and Sectorial Plans arise from the sum of amounts regarding ICT and non-ICT savings, estimated social and economic benefits, to which the investment amounts and implementation costs are subtracted.

SECTORIAL PLANS

Sectorial Plans

Sectorial plans available online at:

Foreign Affairs
https://tic.gov.pt/ctic/ministerios/mne

Presidency and Administrative Modernization
https://tic.gov.pt/ctic/ministerios/mpma

Finance
https://tic.gov.pt/ctic/ministerios/mf

National Defence
https://tic.gov.pt/ctic/ministerios/mdn

Internal Administration
https://tic.gov.pt/ctic/ministerios/mai

Justice
https://tic.gov.pt/ctic/ministerios/mj

Local autarchies, equality and immigration
https://tic.gov.pt/ctic/ministerios/ma

Culture
https://tic.gov.pt/ctic/ministerios/mc

Science, Technology and Higher Education
https://tic.gov.pt/ctic/ministerios/mctes

Education
https://tic.gov.pt/ctic/ministerios/medu

Labour, Solidarity and Social Security
https://tic.gov.pt/ctic/ministerios/mtsss

Health
https://tic.gov.pt/ctic/ministerios/ms

Planning and Infrastructures
https://tic.gov.pt/ctic/ministerios/mpi

Economy
https://tic.gov.pt/ctic/ministerios/me

Environment
https://tic.gov.pt/ctic/ministerios/mamb

Agriculture, Forests and Rural Development
https://tic.gov.pt/ctic/ministerios/mafdr

Sea
https://tic.gov.pt/ctic/ministerios/mm

TECHNICAL FILE

Technical File

The list of people who have collaborated in the ICT Strategy and ICT Sectorial Plans is the following:

➜ Technical Committee Management representatives:

    Pedro Silva Dias - Agência para a Modernização Administrativa, IP

    Jaime Quesado - Entidade de serviços Partilhados da Administração Pública, IP

    Tito Vieira e Rui Silva - Centro de Gestão da Rede Informática do Governo

➜ Ministerial Representatives for each governmental area:

    Ana Martinho - Foreign Affairs

    Pedro Silva Dias – Presidency and Administrative Modernization | Culture

    Carlos Gonçalves - Finance

    Gustavo Madeira – National Defence

    Francisco Gomes – Internal Administration

    Hugo Nunes - Justice

    Joaquim Muxagata – Local Autarchies, Equality and Immigration

    João Nuno Ferreira – Science, Technology and Higher Education

    Teresa Evaristo - Education

    Carla Costa – Labour, Solidarity and Social Security

    Henrique Martins - Health

    Mário Nogueira – Planning and Infrastructures

    Maria Ermelinda Carrachás - Economy

    Alexandra Carvalho - Environment

    Eduardo Diniz – Agriculture, Forests and Rural Development | Sea

ICT Strategy available online at: https://tic.gov.pt/ctic/