

Portugal Digital Strategy

Report on the work of the
Technical Working Group and on
the Status of the implementation
of the Strategy

July 2025



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EXECUTIVE SUMMARY

During the first half of 2025, the Technical Working Group (TWG), created with the mission of supporting the installation and operationalisation of the initiatives of the Portugal Digital Strategy (*Estratégia Digital Nacional*, EDN), promoted a continuous articulation between entities, developed mechanisms for monitoring and evaluating the initiatives as well as a uniform reporting model, aimed at supporting initiative managers and progress analysis under the EDN.

One of EDN's most relevant contributions has been its ability to provide a more cross-cutting and integrated view of the importance of digital in different business areas, reinforcing collaboration between entities and highlighting the structuring role of digital in the transformation of society.

Despite the progress made, the implementation process has been conditioned by several contextual factors. The changes in the governance structure have implied the need for temporary adjustments in some actions, while the reprogramming of the Recovery and Resilience Plan (*Plano de Recuperação e Resiliência*, PRR) required an adaptation of the schedules, mainly affecting actions with greater dependence on funding or that require close coordination between different government areas.

In view of this scenario, the importance of ensuring the continuity of the TWG as a technical support and coordination structure of the EDN is underlined. It is also recommended the adoption of shared methodologies for the planning, monitoring and reporting of initiatives, in order to promote greater consistency, efficiency and effectiveness in the implementation of the Strategy.

These measures are key to ensuring a structured, collaborative and results-oriented implementation of the EDN, also contributing to a more integrated governance of the digital transition and to the achievement of national policy objectives.

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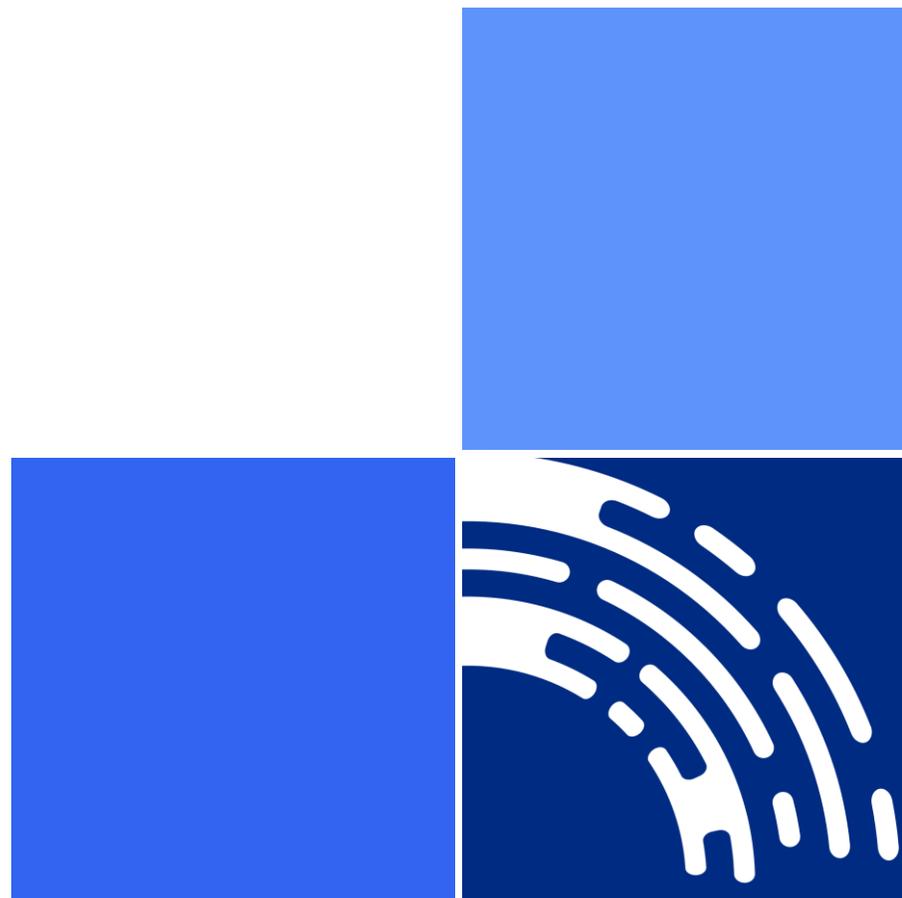
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OVERVIEW



01 OVERVIEW

Portugal Digital Strategy

EDN aims to position Portugal as a European leader in digital transformation, promoting an inclusive, sustainable and ethical transition.

In line with the European Union's "Digital Decade 2030" program, it prioritizes inclusion, sustainability and responsible innovation, ensuring that digital is an opportunity for all and not just a tool for some.



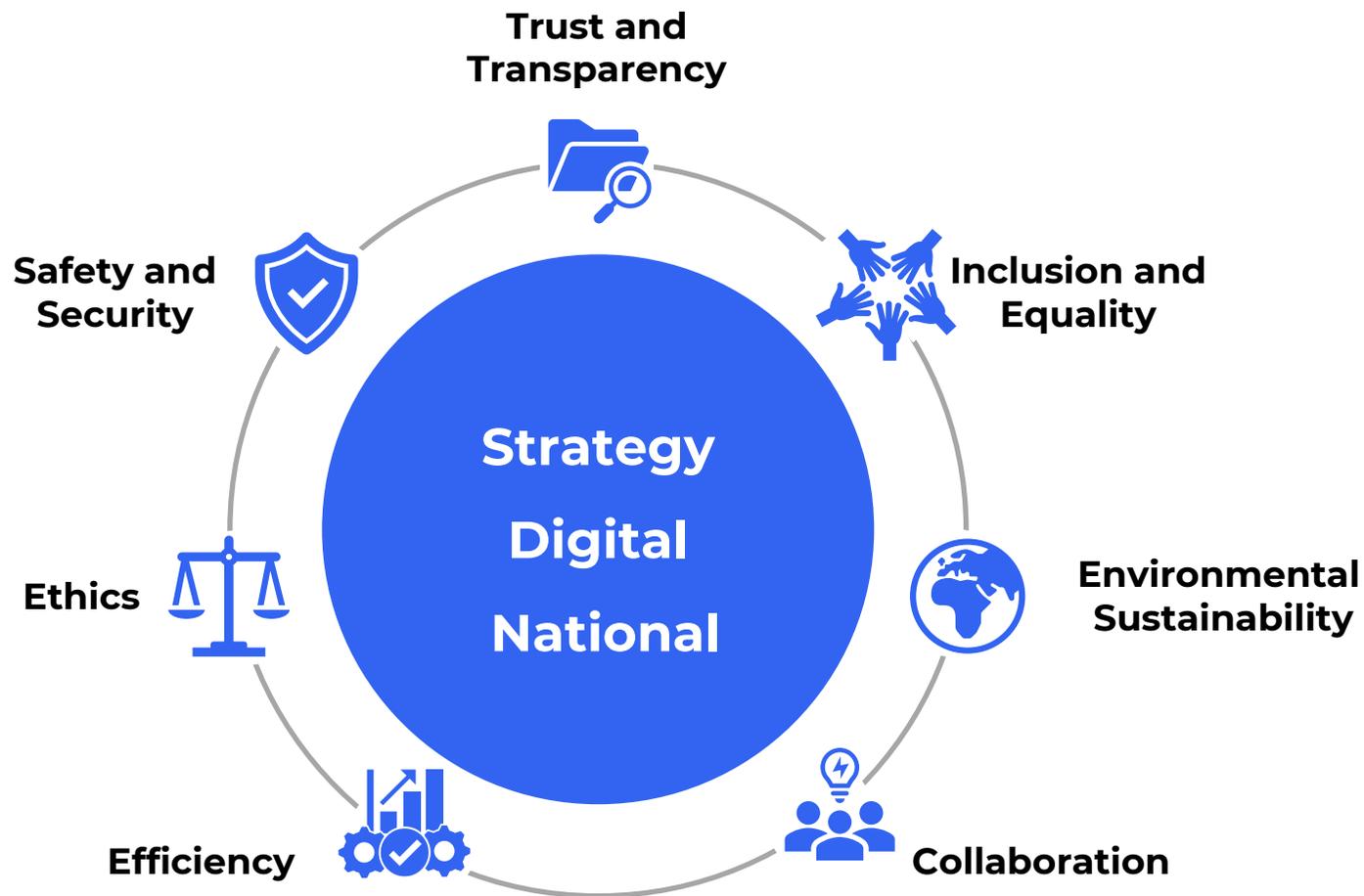
It aims to simplify the digital interaction between citizens, businesses and the Government, ensuring the protection of fundamental rights and universal accessibility to digital technologies.

"A prosperous and innovative Portugal, which uses digital technologies to boost the quality of life of the population and the competitiveness of the economy."

01

OVERVIEW

Portugal Digital Strategy – Guiding Principles



01

OVERVIEW

Portugal Digital Strategy – Dimensions

4 Dimensions

16 Initiatives

49 Actions

 **PEOPLE**

4 initiatives

14 actions

 **BUSINESS**

3 initiatives

9 actions

 **GOVERNMENT**

4 initiatives

13 actions

 **INFRASTRUCTURE**

5 initiatives

13 actions

01 OVERVIEW

Portugal Digital Strategy – Initiatives



PEOPLE

- #1. Digital Skills
- #2. National Programme for Girls in STEM
- #3. Digital Skills Curriculum
- #4. Civic Participation through Digital Technologies



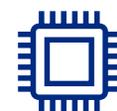
BUSINESS

- #5. Digital Journey for SMEs
- #6. Collaborative Hub for Digital Transformation in Portugal
- #7. Simplified Digital Interaction with Businesses



GOVERNMENT

- #8. Digital Journey for Public Administration
- #9. More Digital and Streamlined Public Services
- #10. National Artificial Intelligence Agenda
- #11. National Digital Agency



INFRASTRUCTURE

- #12. Cybersecurity and Digital Infrastructures
- #13. Data Available for Everyone
- #14. Territorial Cohesion through Digital Technologies
- #15. Digital Blueprint
- #16. Digital and Intelligent Nation

DURATION

6 months (with possible extension)

COORDINATION

AMA

CONSTITUTION

- ANI
- CIG
- ESPAP
- FCT
- GNS
- IAPMEI

The Resolution of the Council of Ministers (*Resolução do Conselho de Ministros, RCM*) No. 207/2024 defines the creation of a TWG, of the Council for Digital in Public Administration (*Conselho para o Digital na Administração Pública, CDAP*), to ensure the implementation of the EDN.

MISSION

- Install and start operationalizing EDN initiatives, promoting a quick and efficient implementation of the same.

OBJECTIVES

- Ensure the efficient and effective implementation of initiatives and measures through monitoring and effective articulation between entities;
- Close monitoring of all aspects related to EDN, through an approach that favors communication and collaboration;
- Identify and assess risks associated with the implementation of the actions provided for in the Action Plan (AP);
- Report deviations in the implementation of the actions provided for in the AP.

EXPECTED RESULTS

- Implementation of the actions registered in the EDN AP.

01

OVERVIEW

Technical Working Group on the Portugal Digital Strategy – Activities developed



06

Meetings held

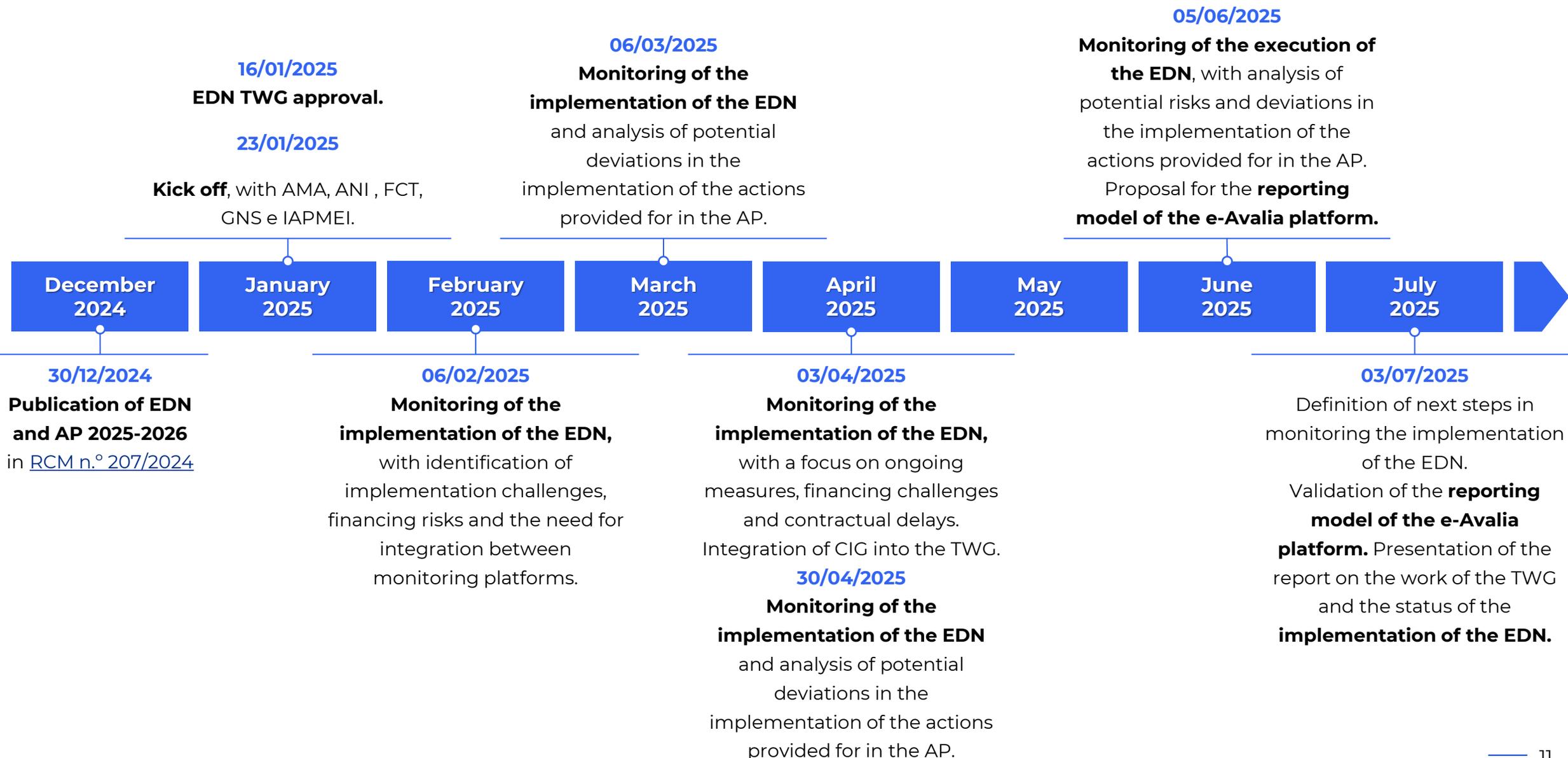


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Participants

Activities developed

- Presentation of the scope of the working group and framework of the key points of the EDN.
- Identification of stakeholders for each action, point of contact and risk matrix.
- Monitoring the execution of the EDN, analysis of potential deviations in the implementation of the actions provided for in the AP and identification of potential risks.
- Presentation of progress by entities (FCT, CNCS, IAPMEI, ANI, CIG and AMA), with emphasis on ongoing measures, financing challenges and contractual delays.
- Definition of the reporting model of the e-Avalia platform.
- Preparation of the report on the work of the TWG and the status of the implementation of the EDN.



02

STATUS UPDATE OF THE IMPLEMENTATION OF THE STRATEGY



02 STATUS UPDATE OF THE IMPLEMENTATION OF THE STRATEGY

Reporting Model

To ensure consistency, clarity and comparability between projects, monitoring is based on a **model structured by stages** aligned with the guidelines of the **Mosaico** regarding project management in the Public Administration (PA).



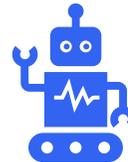
Align

Definition of the strategic vision of the project, team and initial conditions, ensuring the involvement of all.



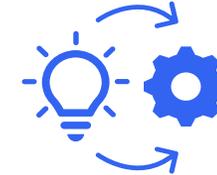
Research and Co-create

Identification of the real needs of stakeholders and co-creation of ideas together.



Experiment

Development and testing of prototypes, collecting feedback to improve the solution.



Implement

Execution and consolidation of the solution in a real environment, ensuring its operationality.



Launch and Evaluate

Launch of the final version and continuous evaluation, focusing on the improvement of the service/product.



02 STATUS UPDATE OF THE IMPLEMENTATION OF THE STRATEGY

Global analysis

The EDN's AP 2025/2026, which started in January 2025, covers 49 actions in areas such as digital empowerment, Artificial Intelligence (AI), sovereign cloud, cybersecurity, among others.

The overall physical execution rate currently stands at 30%, reflecting consistent progress towards the defined objectives.



49
Actions



31%
Execution

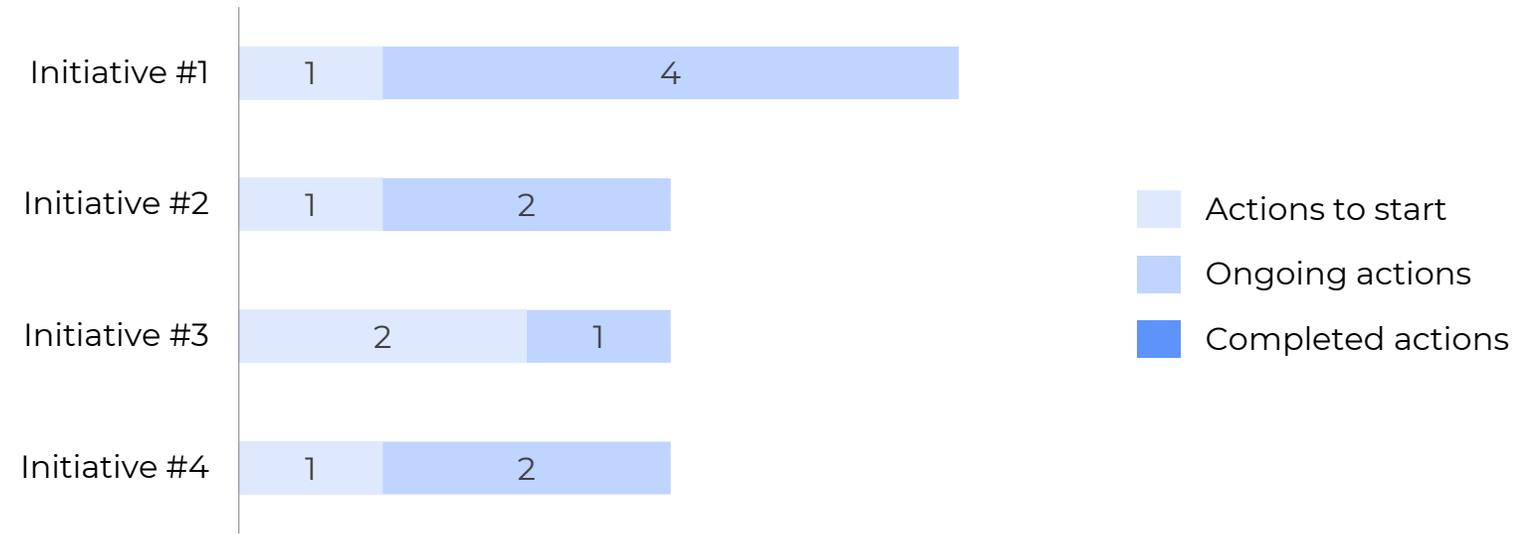
Dimension	To start	Ongoing	Completed	Physical Execution
People #4 Initiatives	5	9	0	18%
Business #3 Initiatives	2	7	0	14%
Government #4 Initiatives	1	11	1	46%
Infrastructure #5 Initiatives	2	11	0	41%



02 STATUS UPDATE OF THE IMPLEMENTATION OF THE STRATEGY

Dimension 1 – People

The **People** dimension focuses on the digital empowerment of all citizens, with the aim of raising the share of the population with basic digital skills from the current 44% to 80% by 2030. This dimension also includes specific initiatives such as the National Programme for Girls in STEM, the development of digital micro-credentials through certified curricula, and the promotion of digital civic participation to foster inclusion, gender equality, and active engagement in the digital society.

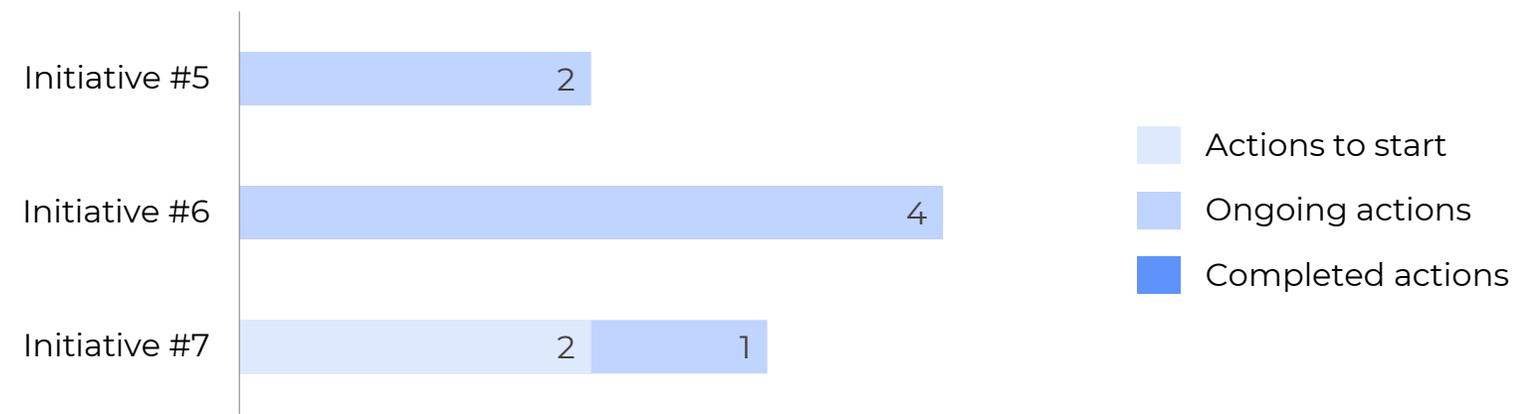




02 STATUS UPDATE OF THE IMPLEMENTATION OF THE STRATEGY

Dimension 2 – Business

The **Business** dimension focuses on the digitalisation of the business fabric, with special attention to small and medium-sized enterprises (SMEs), promoting the adoption of technologies such as AI, cloud and cybersecurity. It aims to ensure that 90% of companies have, by 2030, at least a basic level of digital intensity, through training programs, access to finance and partnerships for innovation, strengthening the competitiveness, sustainability and internationalization of the national economy.

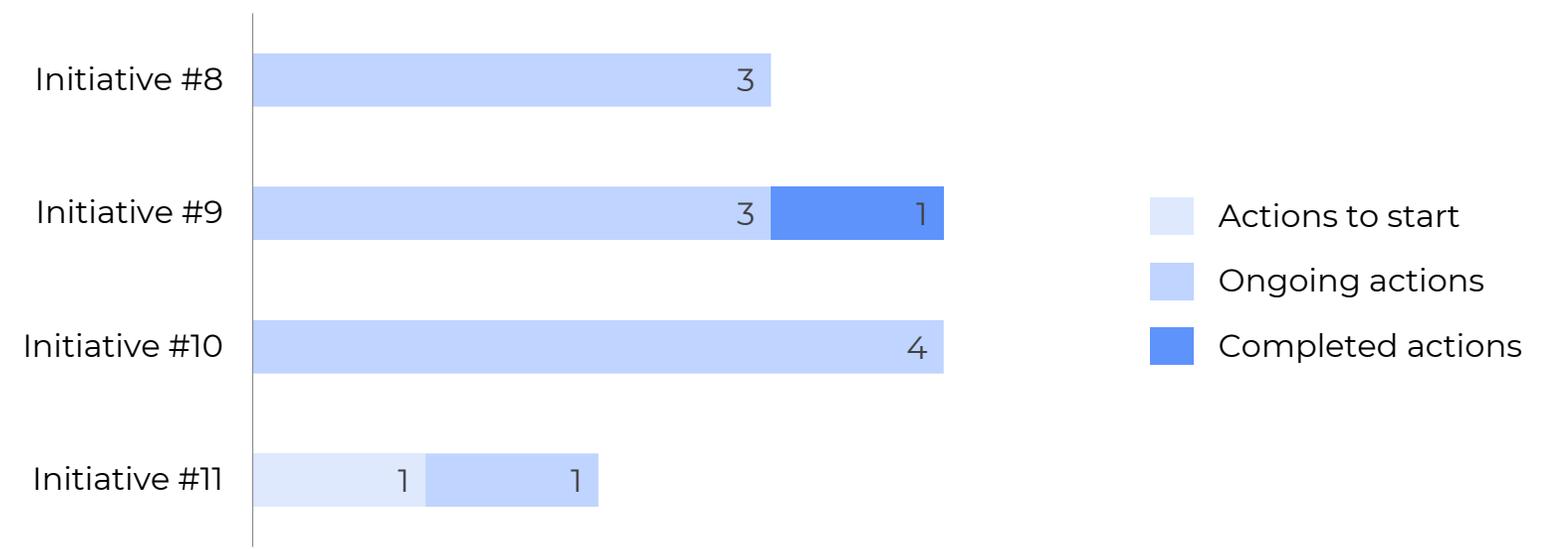




02 STATUS UPDATE OF THE IMPLEMENTATION OF THE STRATEGY

Dimension 3 – Government

The **Government** dimension is committed to the digital transformation of Public Administration, ensuring more accessible, simple and citizen-centred public services. By 2030, it is intended that 100% of priority services will be available digitally, through platforms such as gov.pt, virtual assistants and interoperability between systems. This dimension also includes the creation of a sovereign public cloud and the use of data to improve the Government's response, ensuring transparency, efficiency and inclusion.

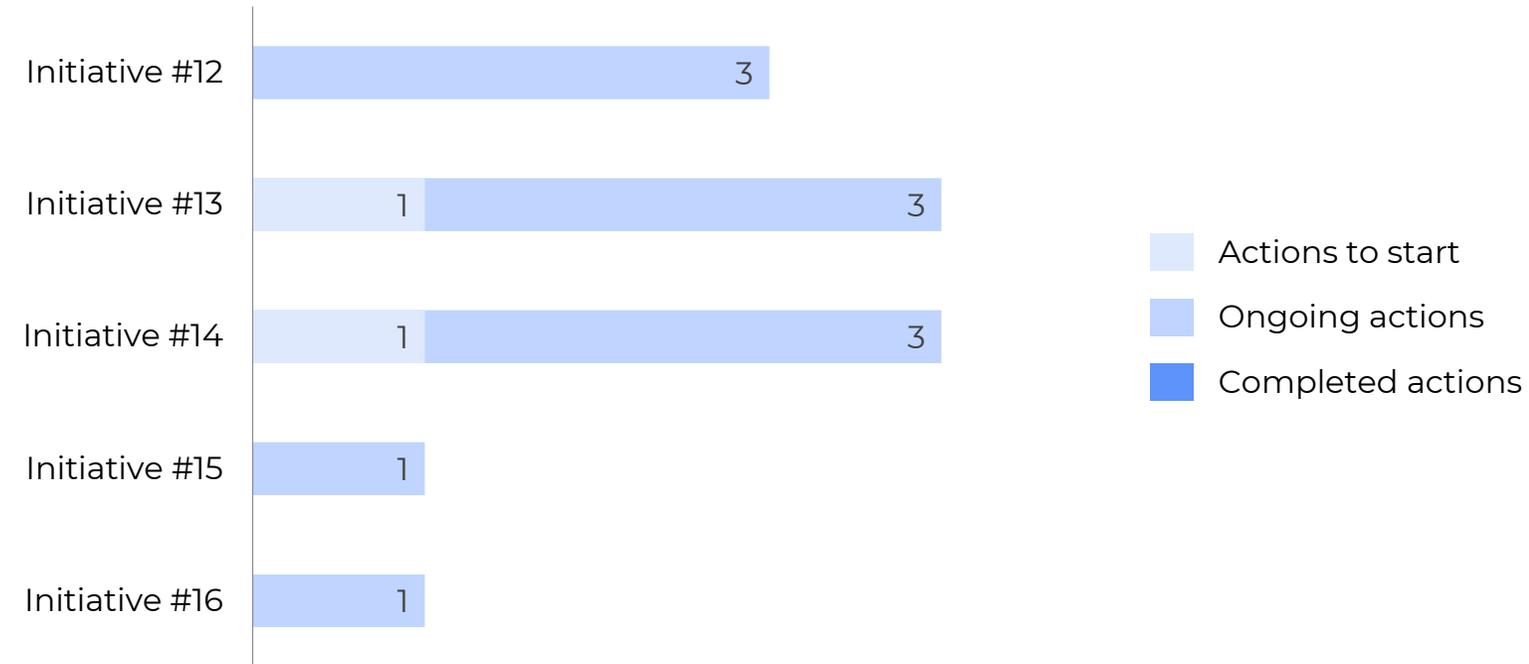




02 STATUS UPDATE OF THE IMPLEMENTATION OF THE STRATEGY

Dimension 4 – Infrastructure

The **Infrastructure** dimension aims to ensure a robust and secure technological base to support the country's digital transition. It sets as goals, by 2030, the total coverage of the population with 5G and fiber optics, as well as the strengthening of cybersecurity and digital sovereignty with the creation of a sovereign cloud. This dimension is essential to ensure the connectivity of people, companies and public services, promoting territorial cohesion and digital inclusion.



03

CONCLUSIONS AND RECOMMENDATIONS



03 CONCLUSIONS AND RECOMMENDATIONS

The activity developed by the TWG has allowed a close and rigorous **monitoring of the implementation of the EDN**, promoting an effective articulation between the various entities involved and contributing to the creation of favorable conditions for the implementation of the initiatives included in the respective Action Plan.

One of the EDN's most significant contributions lies in its ability to provide a **cross-cutting and integrated view of the importance of digital in different business areas**. This expanded perspective has favoured greater collaboration between the entities responsible for EDN actions, which previously had more limited interaction in this area.

EDN has thus asserted itself as a **strategy of an aggregating and holistic nature**, providing a broad reading of social and economic dynamics, and revealing more clearly the structuring impact of digital on society. In this context, **EDN is a particularly relevant milestone, reinforcing the role of digital as a cross-cutting vector of transformation**.

03 CONCLUSIONS AND RECOMMENDATIONS

Despite the progress achieved, the implementation process has been affected by several contextual factors, among which the changes in the Government's organic structure stand out, which implied the **need to reassess strategic and operational guidelines**. These changes led to adjustments in some actions, currently dependent on the issuance of new guidelines by the respective guardianships.

In addition, any **reprogramming of the PRR** may require an adaptation of the calendars of some initiatives, especially those with greater dependence on funding or that require close coordination between different government areas.

On the other hand, it is important to highlight the **use of the EDN reporting platform**, created with the aim of supporting initiative managers in systematically monitoring and reporting the progress of actions. This tool makes it possible to **standardize reports through a common model**, increase the quality of the information collected and facilitate a more efficient cross-sectional analysis of the progress made under the Strategy.

03 CONCLUSIONS AND RECOMMENDATIONS

In this context, it is essential to **ensure the continuity of the TWG**, not only to ensure the coherence of the implementation of the EDN, but also to safeguard the accumulated institutional memory and maintain the capacity to respond to new guidelines. It is also recommended to maintain the work of the remaining CDAP working groups, which have played a decisive role in the integrated approach to cross-cutting challenges, promoting collaborative and coherent solutions between different entities.

Finally, the **definition and adoption of common methodologies for the planning, monitoring and reporting of initiatives should be encouraged**, respecting the specificities of each area, but contributing at the same time to the reduction of asymmetries and to the acceleration of the achievement of concrete results.

These recommendations aim not only to mitigate the identified risks, but **above all to strengthen the effectiveness, efficiency and consistency of the implementation of the EDN**, ensuring a structured, collaborative and result-oriented action.



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PRR
Plano de Recuperação
e Resiliência



REPÚBLICA
PORTUGUESA



Financiado pela
União Europeia
NextGenerationEU

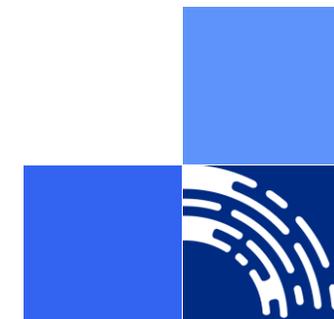
ama

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ANNEXES



01. SUMMARY BY INITIATIVE





Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
1.1	Technological Education Curriculum Review	DGE	10%	[Progress bar]							
1.2	Digital Skills in Education Index	AMA	10%	[Progress bar]							
1.3	Digital Awareness in Citizen Spaces	AMA	80%	[Progress bar]							
1.4	National Campaign "Digital +Seguro"	AMA	0%	[Progress bar]							
1.5	Extracurricular activities for Digital	IPDJ and AMA	50%	[Progress bar]							

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 1.1 – First phase of revision of curricular documents completed. Action 1.2 – Defined the strategic vision of the project, team and initial conditions. Stakeholder involvement is ensured. Action 1.3. – Training in Citizen Spaces started – 11 face-to-face sessions were held. Action 1.4 – Not initiated. Action 1.5 – Project Design of the summer camp activities by the IPDJ. 	<ul style="list-style-type: none"> Action 1.1 – Pre-implementation of new essential learning in a set of schools. Public Consultation of documents. Approval (March 2026). Action 1.2 – Identification of the real needs of stakeholders and co-creation of ideas. Action 1.3 – Holding new sessions and dissemination of training by partner entities. Action 1.4 – Action design. Action 1.5 – Formalization of financing. 	



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
2.1	Creation of the Program Ambassadors Network	AMA and CIG	10%	[Grey bar]							
2.2	Creation of the 'Girls in STEM' Badge	AMA and CIG	10%	[Grey bar]							
2.3	Operationalisation of the Girls in STEM Program	AMA and CIG	0%	[Grey bar]							

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 2.1 – Under analysis of the financing of the measures through the People 2030 Operational Programme. Action 2.2 – WADA proposal for the creation of the emblem, in conjunction with the IGC. Action 2.3 – Activities are being developed to support projects in this area. 	<ul style="list-style-type: none"> Actions 2.1 and 2.3 – Programme in preparation, expected to be published by the end of the year. Action 2.2 – Validation of the proposal and design of the action. 	<ul style="list-style-type: none"> Actions 2.1, 2.2 and 2.3 – Delay in the project completion date, scheduled for the end of 2025.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
3.1	Micro-credential certification model	AMA	30%	[Grey bar]							
3.2	Catalogue of micro-credentials in Digital Skills	AMA	0%	[Grey bar]							
3.3	Digital Skills Curriculum	AMA	0%	[Grey bar]							

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> • Actions 3.1 – Definition of the strategic vision of the project, team and initial conditions, ensuring the involvement of all. Needs assessment, national benchmarking and alignment with the European initiative. • Actions 3.2 and 3.3 – In the planning phase. 	<ul style="list-style-type: none"> • Action 3.1 – Involvement of stakeholders in the co-creation of the model. • Actions 3.2 and 3.3 – Complete the definition of the action plans. 	



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
4.1	New features in the participa.gov.pt portal	AMA	35%	[Progress bar]							
4.2	Consultation on civic participation and transparency	AMA	15%			[Progress bar]					
4.3	Strengthening Civic Participation through Digital Technologies technologies	AMA	0%				[Progress bar]				

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 4.1 – Mobilization of the team, benchmarking, short-term requirements gathering and preparation of documentation with the vision, roadmap for 2025 and architecture of the new solution. Action 4.2 – Construction of evaluation instruments with partners of the National Open Administration Network. Action 4.3 – Conclusion of the TSI #Promoting Civic Participation with Emerging Technologies project to define the vision for the evolution of the Participa.gov. 	<ul style="list-style-type: none"> Action 4.1 – Migration from the current Participa.gov to new infrastructure, functional specification of the long-term solution (new portal) and design of the experience of the new solution (new portal). Action 4.2 – Auscultation instrument test. Action 4.3 – Complete the vision document and requirements for the evolution of the Participa.gov. 	<ul style="list-style-type: none"> Action 4.1 – Delay in the completion date of the project, scheduled for the end of 2025, due to dependence on external stakeholders to identify the new features of the Participa.gov. Mitigation actions are underway, which include ensuring the involvement of all stakeholders and holding regular meetings.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026	
5.1	Coaching 4.0	IAPMEI	80%	[Progress bar]								
5.2	National Digital Executive Training Program	IAPMEI	5%	[Progress bar]								

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 5.1 – Launch of the notice (4000 applications) and start of the analysis of the applications. Action 5.2 – Roadmap, resources and governance model defined. Part of the stakeholders identified and involved. 	<ul style="list-style-type: none"> Action 5.1 – Completion of the analysis of applications and activation of vouchers. Action 5.2 – Awaiting guidance on the continuity of this action. 	<ul style="list-style-type: none"> Action 5.1 – Target verification mechanism may be highly complex. Action 5.2 – Action under the Accelerate the Economy Programme. The implementation of this measure is preceded by the implementation of some activities to be included in a SIAC provided for in the COMPETE2030's notice plan.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
6.1	Development and launch of the Collaborative Hub	ANI	10%								
6.2	Identifying and prioritizing the specific needs of the PA	ANI	10%								
6.3	Public Innovation Procurement (CPI) Programme	ANI	10%								
6.4	Funding strategies for collaborative networks	ANI	10%								

Status update – 1st Semester 2025

- Action 6.1 – Preliminary planning work for the functional design of the Collaborative Hub.
- Action 6.2 – Priority areas for intervention have been defined and the mapping of relevant stakeholders has begun. Preparation of a calendar of workshops and contacts with public entities.
- Action 6.3 – Preliminary planning of the incentive program has been carried out. Identified the guidelines and support typologies to be included. Informal contacts with PA entities interested in CPI processes.
- Action 6.4 – The activity was subject to strategic reassessment and there is a proposal to discontinue

Next Steps

- Action 6.1 – Launch of the process for contracting consulting services. Beginning of the conceptualization of the platform and collaborative operating model. Preliminary identification of partner entities and sources of information for integration into the Cluster.
- Action 6.2 – Conducting technical visits and meetings with PA entities. Preparation of the first workshops to identify challenges. Structuring of the National Meeting of CPI.
- Action 6.3 – Hiring of a consultancy to structure the program. Definition of the technical and financial regulation of the incentive mechanism.

Identified Risks

- Action 6.1 – Delay in hiring the specialized consultancy and lack of adherence of technological entities to the Pole.
- Action 6.2 – Low involvement of public entities in the workshops and difficulty in transforming needs into challenges appropriate to the CPI.
- Action 6.3 – Delays in the approval of financial support models and difficulty in maturing projects for TRL 7-9 in the expected time.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
7.1	Debureaucratization in the interaction between the Government and companies	AMA	0%		[Progress bar]						
7.2	Creation of mechanisms for listening to companies	AMA	5%		[Progress bar]						
7.3	Simplification of the Government's communication with companies	AMA	0%		[Progress bar]						

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> • Actions 7.1 and 7.3 – Not initiated. • Action 7.2 – First meetings with stakeholders held. 	<ul style="list-style-type: none"> • Actions 7.1 and 7.3 – Design of the action. • Action 7.2 – Field Consultation Planning. Articulation with SIMPLEX development plan. 	<ul style="list-style-type: none"> • Action 7.2 – Association with SIMPLEX processes.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026		
8.1	Digital Transformation Journey and Digital Maturity Assessment Model	AMA	10%		[Progress bar]								
8.2	Digital Maturity Assessment of PA Entities	AMA	10%		[Progress bar]								
8.3	Guide to recommendations for legislation for digital	AMA	30%		[Progress bar]								

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> • Actions 8.1 and 8.2 – Defined the strategic vision of the project. • Action 8.3 – Creation of a team to plan and streamline the action. 	<ul style="list-style-type: none"> • Action 8.1 and 8.2 – Involvement of stakeholders, identification of their real needs and co-creation of ideas. • Action 8.3 – Stakeholder involvement. 	



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
9.1	Launch of the gov.pt app	AMA	100%	[Green bar in 1T 2025]							
9.2	Autenticação.gov across all digital public services	AMA	60%	[Grey bar from 1T 2025 to 4T 2026]							
9.3	Integration of services in gov.pt	AMA	60%	[Grey bar from 1T 2025 to 4T 2026]							
9.4	Matrix for Monitoring and Evaluation of Public Services	AMA	85%	[Grey bar from 1T 2025 to 3T 2026]							

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 9.1 – Availability of the gov.pt application. Action 9.2 – New service integrations with autenticação.gov. Action 9.3 – New services are made available in the gov.pt. Action 9.4 – Pilot kick-off. 	<ul style="list-style-type: none"> Ação 9.4 – Desenvolvimento do piloto. 	<ul style="list-style-type: none"> Actions 9.2 and 9.3 – Difficulty in defining the goal for completing the actions. Action 9.4 – Lack of structured data usable by public entities to evaluate their services.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
10.1	Development and launch of Amália	FCT and AMA	50%	[Progress bar]							
10.2	Implementation of an AI Factory	FCT	33%	[Progress bar]							
10.3	Acquisition of AI-dedicated computing capacity	FCT	58%	[Progress bar]							
10.4	Operationalisation of the National AI Agenda	Government of Portugal	50%	[Progress bar]							

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 10.1 – Public presentation of the project and contracting of the partnership with the entities. Action 10.2 – Completed the contract and the execution began, which proceeds as planned. Action 10.3 – Financing agreement signed with EuroHPC and technical requirements and evaluation formula defined. Action 10.4 – Interactions with stakeholders involved. Opening of Invitations for the scaling of AI solutions in PA. 	<ul style="list-style-type: none"> Action 10.1 – Monitor the development and testing of new improved versions. Action 10.2 – Continue to develop with international partners, the plan defined in the proposal. Action 10.3 – Monitor the procurement process that will be developed by EuroHPC. Action 10.4 – Launch of the National AI Agenda. 	<ul style="list-style-type: none"> Action 10.1 – Lack of definition of the sustainability model of operating costs, after entry into production. Action 10.2 – Difficulties in hiring the necessary qualified resources. Action 10.3 – Delays in the acquisition, installation and acceptance process that may jeopardize PRR funding.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
11.1	Study on the creation of a National Digital Agency	AMA	50%	████████████████████							
11.2	Creation of the National Digital Agency	Government of Portugal	0%					████████████████████			

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 11.1 – Definition of the Specifications and launch of an international public tender. Action 11.2 – Not initiated, the action is dependent on the completion of action 11.1. 	<ul style="list-style-type: none"> Action 11.2 – Conclusion of the contracting procedure and start of the study. 	<ul style="list-style-type: none"> Action 11.1 – Delay in the conclusion of the study in view of the contracting procedure.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
12.1	Strengthening of the security and monitoring mechanisms of the PA's Cybersecurity	CNCS	50%	[Progress bar]							
12.2	PA Cyber Incident Response Technical and Financial Support Model	CNCS	30%			[Progress bar]					
12.3	Sovereign cloud infrastructure development plan	AMA	35%		[Progress bar]						

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 12.1 – Availability of new mechanisms by the CNCS. Action 12.3 – In development – project kick-off (first versions). Action 12.3 – Beginning of the study for the development of Sovereign Cloud infrastructure. 	<ul style="list-style-type: none"> Action 12.3 – Completion of the study, ensuring regular sharing of insights during the study, for further validation. 	<ul style="list-style-type: none"> Action 12.3 – Considering the high number of stakeholders involved in the project, the reconciliation of agendas may lead to delays in carrying out co-creation actions (e.g. workshops).



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026	
13.1	Definition of a PA Data Model	AMA	80%	[Progress bar]								
13.2	RNID Update	AMA	0%	RCM planned				[Progress bar]				
13.3	Creating a National Data Catalog	AMA	80%	[Progress bar]								
13.4	Plan for the creation of common sectoral data spaces	AMA	20%	[Progress bar]								

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 13.1 – Data model defined, and its update is in progress. Action 13.2 – Not initiated. Action 13.3 – National Data Catalogue created, and its updating is in progress. Action 13.4 – Action design. 	<ul style="list-style-type: none"> Action 13.2 – Action design. 	<ul style="list-style-type: none"> Action 13.2 – Change of the planned execution schedule. Actions 13.1 and 13.3 – Difficulty in defining the goals/objectives to be achieved – the actions may not be closed because there is always data to add.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
14.1	Implementation CAM Ring	IP	45%	[Progress bar]							
14.2	Implementation Azores Ring	IP	0%	[Progress bar]							
14.3	Expansion of the RCTS-Atlantic Network	FCT	53%	[Progress bar]							
14.4	Coverage of White areas	ANACOM	30%	[Progress bar]							

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 14.1 – Approved the definitive route of the submarine cable. Defined the location of the sensors. Approved the engineering drawing of the Telecommunications component. Beginning of the manufacture of the submarine cable. Action 14.2 – Not initiated. Instructions from the Guardianship regarding the project are awaited. Action 14.3 – Defined the objectives of the project and entities involved. Outlined solution outline and developed technical requirements. Action 14.4. – Public Tender launched, tender documents made available on the acinGov platform and deadline for submission of proposals ended. The evaluation reports of the proposals were approved. 	<ul style="list-style-type: none"> Action 14.1 – Continuation of cable manufacturing. Beginning of the manufacture of the different components of the system according to the Work Plan, and the manufacturing phase of the components (Submarine Cable, Repeaters, Equalizers, Line Amplifiers, Earth and Power System) should be completed in May 2026. Action 14.3 – Look for alternative sources of funding for this action, with subsequent launch of the international public tender. 	<ul style="list-style-type: none"> Action 14.1 – Conclusion of Contracts for accommodation and land paths of submarine cable at Mooring Stations, dependent on RCM with authorization of the respective Multiannual, not considered in RCM No. 104/2022 and No. 18/2023. Action 14.3 – Dependence on a source of financing.



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
15.1	Digital Creation Blueprint	AMA	50%								

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> Action 15.1 – Design of the needs associated with the project, with integration of project development in actions already underway at AMA. 	<ul style="list-style-type: none"> Action 15.1 – Project development (MVP in September). 	



Timeline

	Action	Responsible	Execution	1T 2025	2T 2025	3T 2025	4T 2025	1T 2026	2T 2026	3T 2026	4T 2026
16.1	Platforms to improve urban management and sharing territory data	AMA	69%								

Status update – 1st Semester 2025	Next Steps	Identified Risks
<ul style="list-style-type: none"> • Notice of the Urban Management Platforms (PGU) completed and candidates notified. • Final results of the Digital Twins Notice published. • Local Government Observatory to be developed by ANMP (start of the project with a supplier). • Parts of the procedure finalized and opening of the procedure scheduled for the beginning of the second half of 2025. • Made available Portal of Smart Territories. • In the compulsory module, 737 trainees were reached. 	<ul style="list-style-type: none"> • Implementation of the PGU by the candidates. • Hiring of the winning teams for the development of the Digital Twins; • Monitoring of the development of the Local Government Observatory. • Launch of the SDTI procedure. 	<ul style="list-style-type: none"> • Reliance on other entities for implementation. • Dependence on public procurement deadlines by the entities that have to acquire the PGU.



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