2021-2026
Strategy for the Digital Transformation of Public Administration

Interim Report

March 2024

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EXECUTIVE SUMMARY

The 2021-2026 Strategy for the Digital Transformation of Public Administration (*Estratégia para a Transformação Digital da Administração Pública*, ETDAP 2021-2026) is based on six strategic lines (SL) and has among its main objectives the promotion of better public services for citizens and businesses, through the exploration of the potential for transformation of digital technologies and the intelligent use of data. The ETDAP 2021-2026 provides for the implementation of the 2021-2023 Action Plan, with measures cross-cutting to the entire Public Administration, as well as the development of a set of sectoral initiatives, between 2021 and 2026.

The progress achieved so far has contributed to the achievement of 12 of the 40 strategic objectives of the ETDAP 2021-2026, through the completion of 39 cross-cutting actions and 124 sectoral initiatives, with a set of initiatives, still ongoing, that will continue in the next three years. A total investment of around 217 million euros was expected, with 26.9 million euros having already been executed with the 2021-2023 Action Plan and 46 million euros with sectoral initiatives.

In addition to the analysis of the state of play of the ETDAP 2021-2026, this mid-term review made it possible to identify opportunities for improvement and propose recommendations for the remaining time frame.
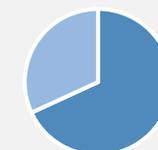
12
Strategic objectives fulfilled

39
Cross-cutting actions completed

124
Sector initiatives completed

Index

01 OVERVIEW

More digital Public Administration: better services, greater value

The 2021-2026 Strategy for the Digital Transformation of Public Administration (ETDAP 2021-2026) seeks to contribute to the Transformation of Public Administration so that it is more responsive to the expectations of citizens and businesses, provides simpler, more integrated and inclusive services, and operates more efficiently, intelligently and transparently by exploiting the transformative potential of digital technologies and the intelligent use of data.

The ETDAP 2021-2026 includes six SL, for each of which objectives and compliance goals are defined, according to what is listed in the Resolution of the Council of Ministers (*Resolução do Conselho de Ministros*, RCM) 131/2020 of October 10.

SL I – DIGITAL PUBLIC SERVICES	SL II – DATA VALORISATION	SL III – REFERENCE ARCHITECTURES
SL IV – ICT SKILLS	SL V – ICT INFRASTRUCTURES AND SERVICES	SL VI – SECURITY AND TRUST

The implementation of ETDAP 2021-2026 is structured in two three-year periods, with two Action Plans (2021-2023 and 2024-2026), which integrate the transversal measures to be applied throughout the Public Administration and to be developed in the respective periods. It also foresees the development of a set of sectoral initiatives between 2021 and 2026.

In accordance with the provisions of RCM 131/2021, the interim balance of the ETDAP 2021-2026 should be carried out at the end of the first triennium, allowing recommendations and new actions to be proposed for the remaining time frame.

ETDAP 2021-2026

Action Plan 2021-2023	Action Plan 2024-2026

Sectoral initiatives 2021-2026

2021 → 2022 → 2023 → 2024 → 2025 → 2026
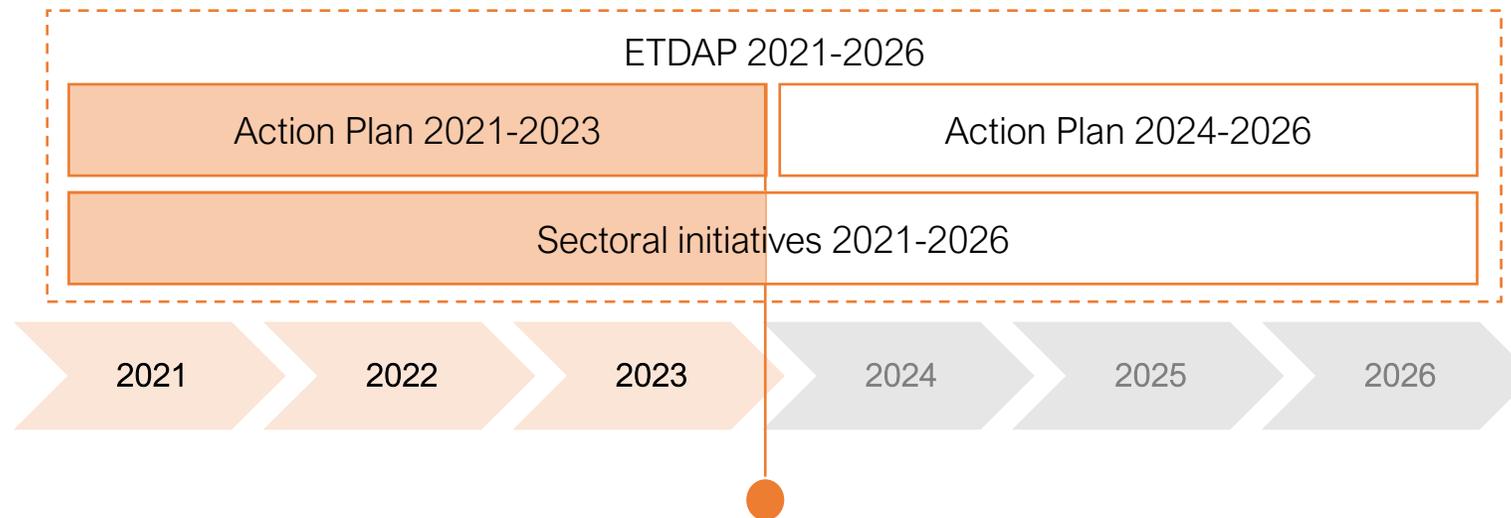
Mid-term review of the Digital Transformation Strategy 2021-2026 and recommendations for the 2024-2026 Action Plan.

02 STATUS OF ETDAP 2021-2026

The implementation of the 2021-2023 Action Plan has made it possible to achieve the achievement of 12 strategic objectives defined in the ETDAP 2021-2026 (see Annex I), with the remaining 28 with actions already underway.

The progress achieved in the first three years of ETDAP 2021-2026 allows us to face the second triennium with optimism. Of note is the implementation of strategic lines V and VI, with more than 50% of the objectives already met.
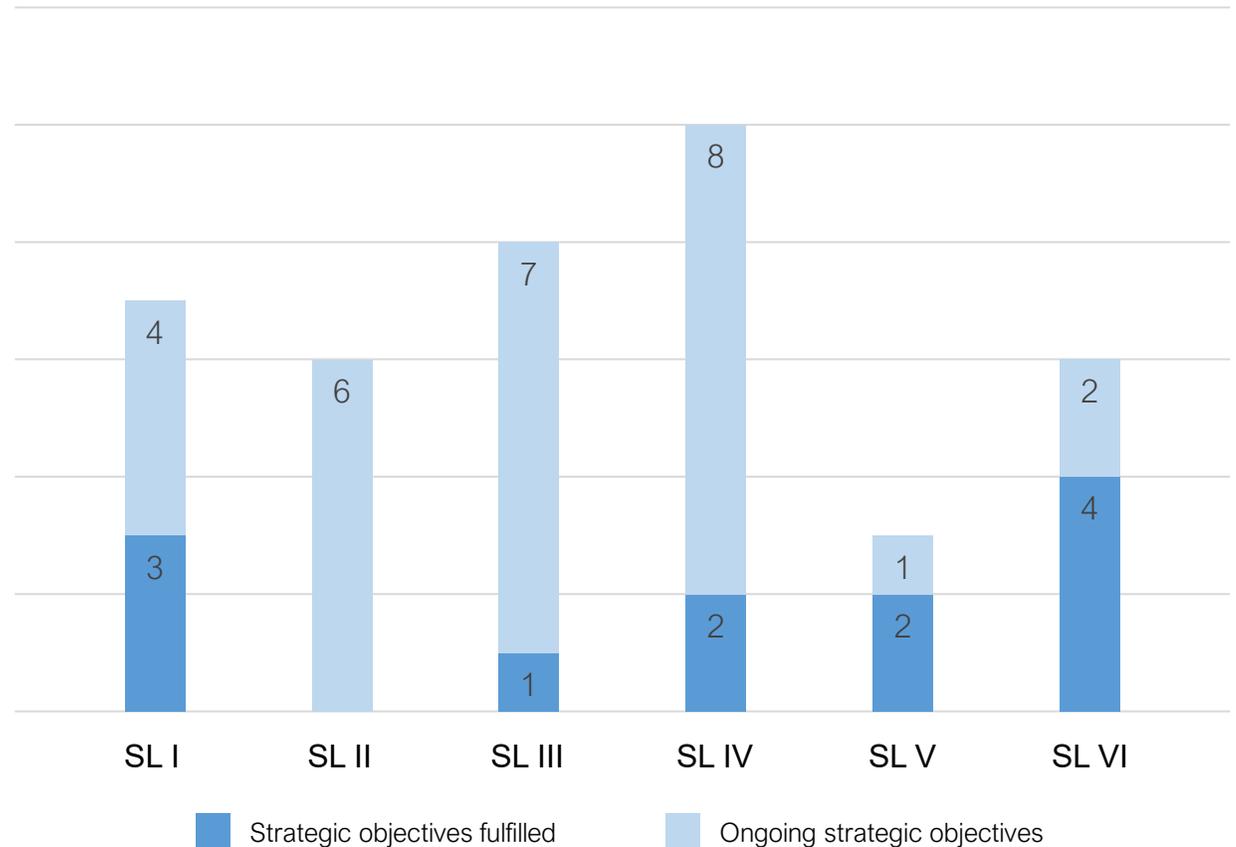
40
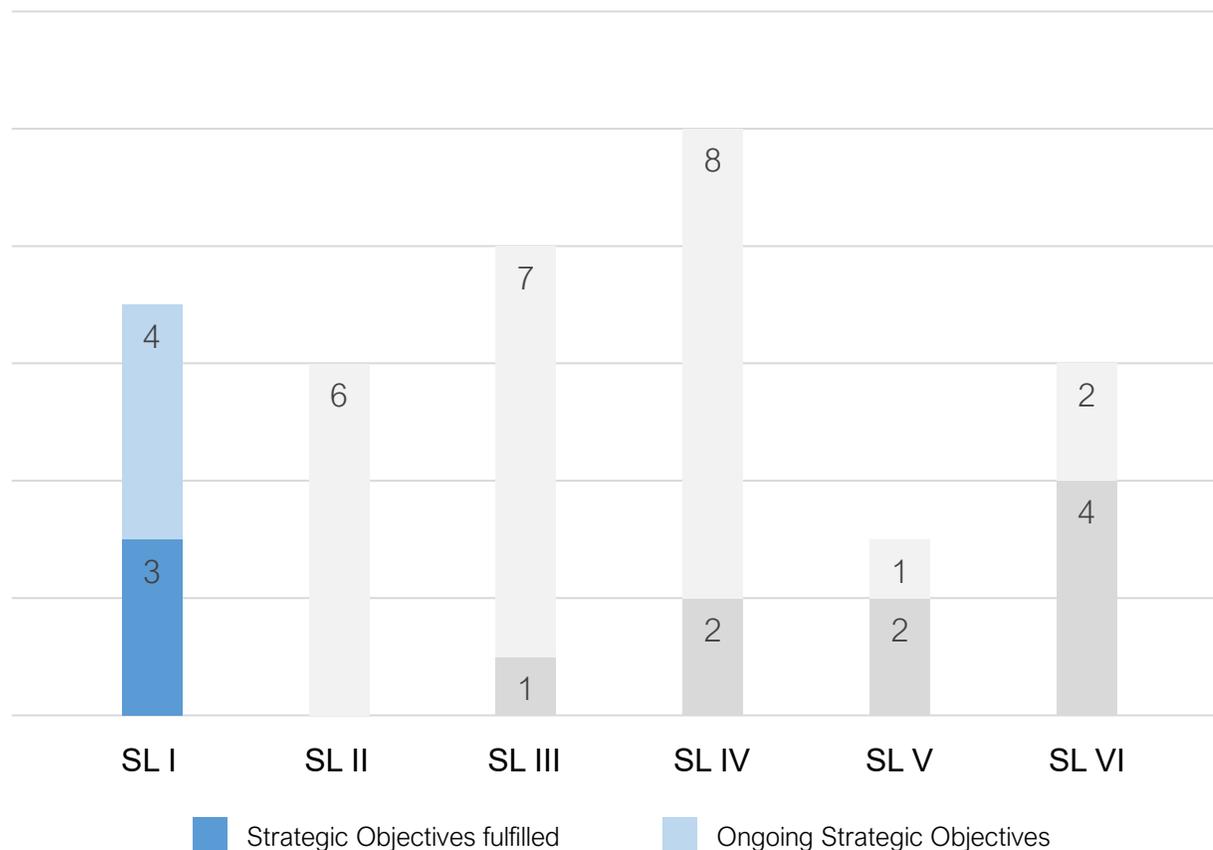Strategic objectives

12
Strategic objectives fulfilled

Legend: ■ Strategic objectives fulfilled   ■ Ongoing strategic objectives

Strategic Line I aims to digitize the provision of public services in order to promote the simplification and efficiency of services, following the premise that meeting the needs and expectations of users is the ultimate purpose of digital public services.

Of the seven strategic objectives associated with SL I, three have already been completed, namely the degree of adherence to Digital Public Services; the provision of a common model for the design and development of Digital Public Services; and the promotion of the use of cross-cutting solutions throughout the Public Administration.
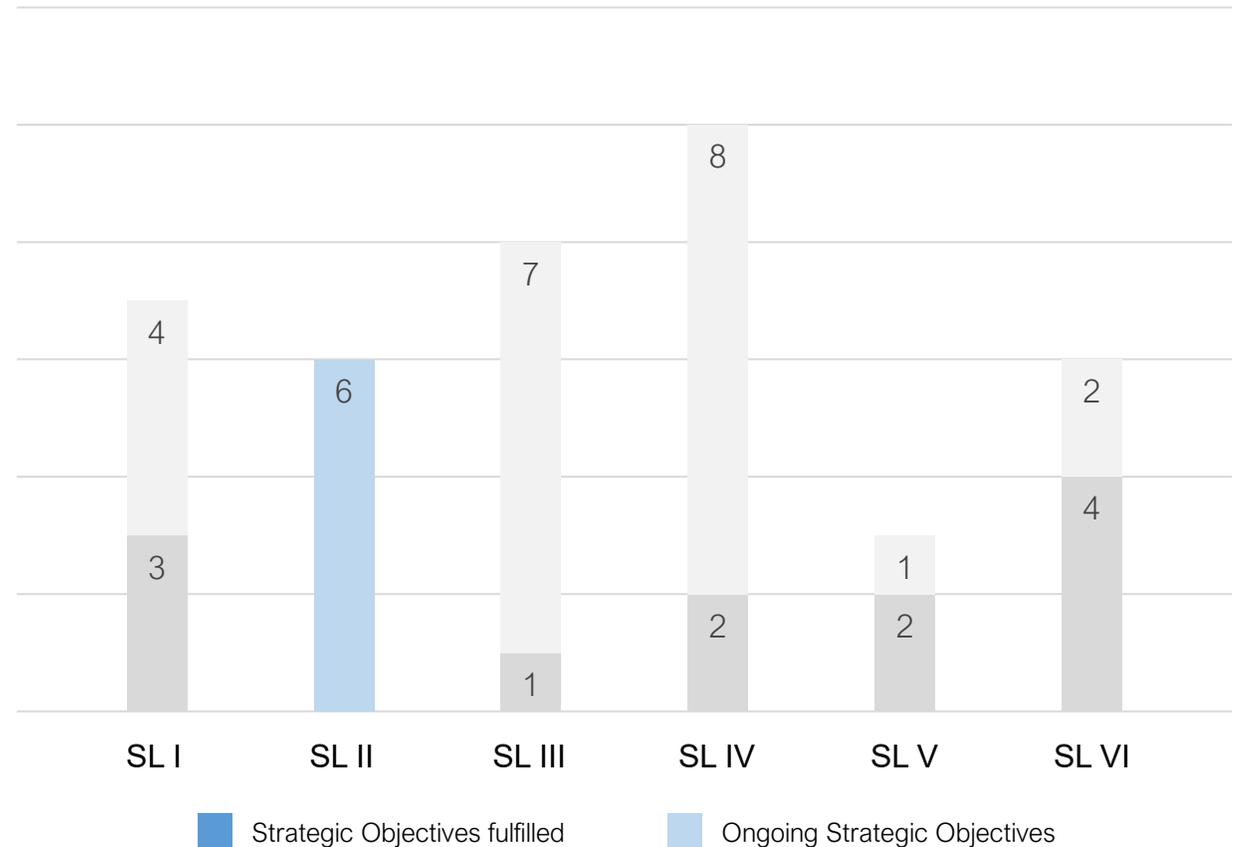

Legend: ■ Strategic Objectives fulfilled ■ Ongoing Strategic Objectives

With the implementation of Strategic Line II, it seeks to ensure the full use of the data available to the Public Administration to provide public services to citizens and companies, based on the diversity of technologies available. At the same time, it aims to promote transparency and the use of reliable and trustworthy data, ensuring alignment with European Regulations and Directives.

The work developed under the 2021-2023 Action Plan has made it possible to respond to the six strategic objectives proposed for this Strategic Line and its targets, with emphasis on the fulfilment of some defined targets.

Chart — bars by Strategic Line:
- SL I: 4 (ongoing), 3 (fulfilled)
- SL II: 6 (fulfilled)
- SL III: 7 (ongoing), 1 (fulfilled)
- SL IV: 8 (ongoing), 2 (fulfilled)
- SL V: 1 (ongoing), 2 (fulfilled)
- SL VI: 2 (ongoing), 4 (fulfilled)

Legend: ■ Strategic Objectives fulfilled   ■ Ongoing Strategic Objectives

In order to accelerate innovation in the development of public services, Strategic Line III provides for the creation of a reference architecture that allows interoperability between existing solutions, the sharing and reuse of services and/or data, and compliance with regulations. The effort applied to achieve the eight proposed objectives has already made it possible to provide the Public Administration with a transversal reference architecture, as well as to contribute considerably to the cataloguing and availability of various public services on the ePortugal platform, as well as the dissemination of the use of the Public Administration Interoperability Platform (*Interoperabilidade na Administração Pública*, iAP).
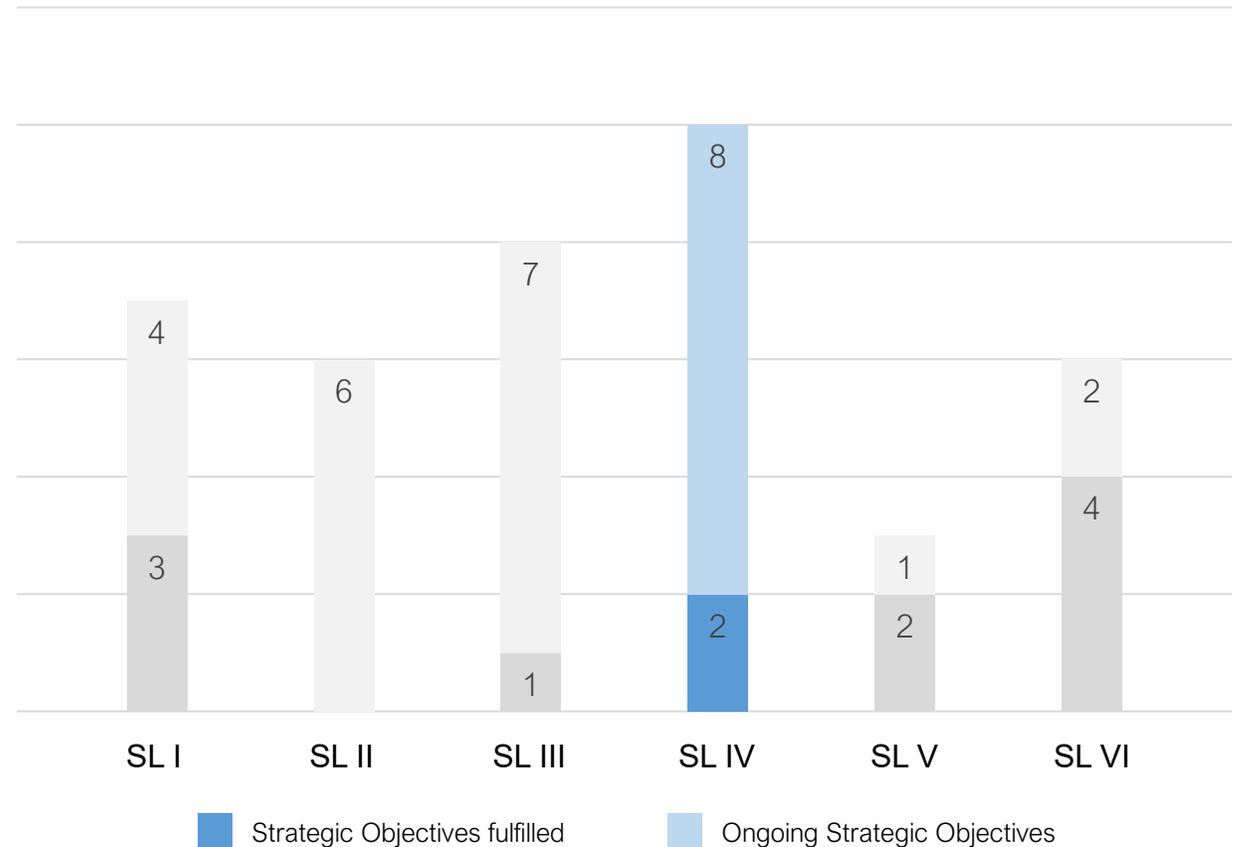

Bar chart: SL I: 4, 3; SL II: 6; SL III: 7, 1; SL IV: 8, 2; SL V: 1, 2; SL VI: 2, 4.
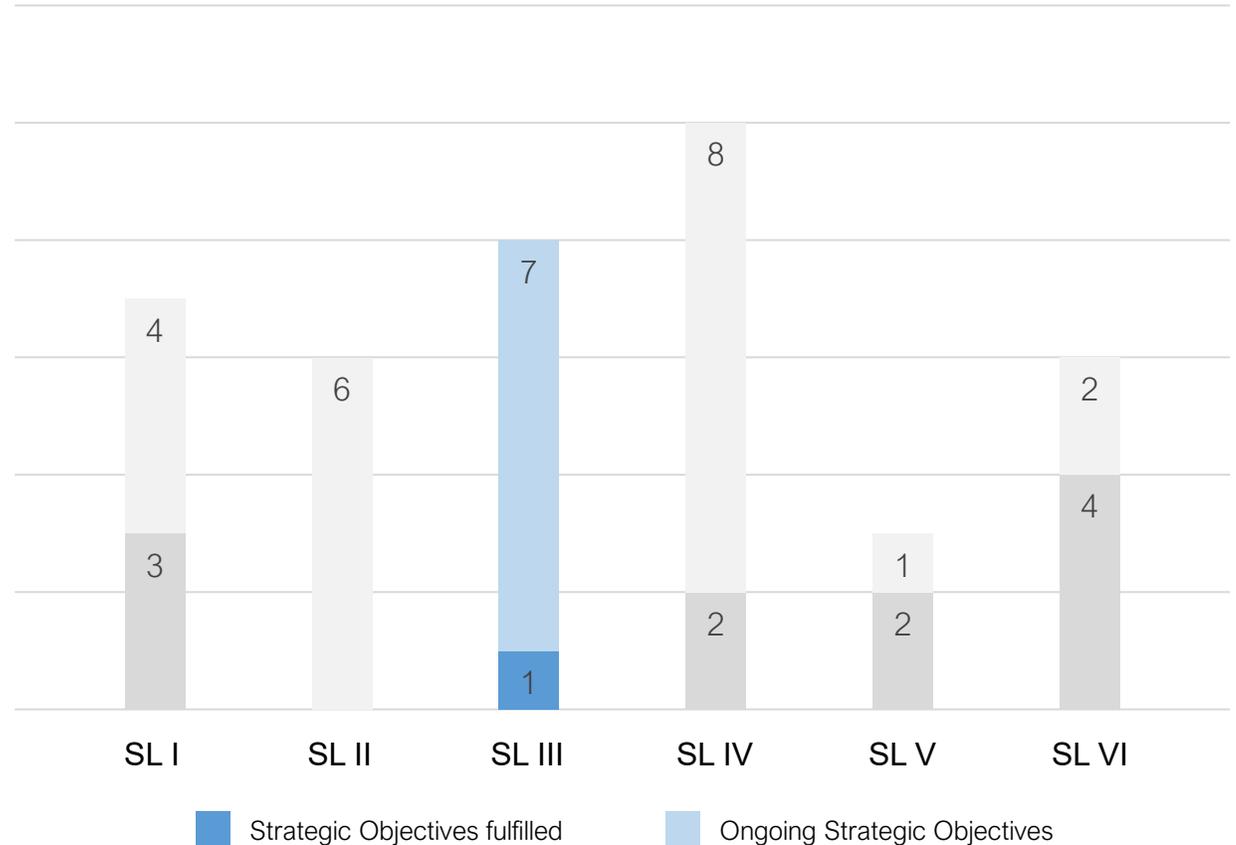
Legend: ■ Strategic Objectives fulfilled   ■ Ongoing Strategic Objectives

The shortage of human resources in the digital domain has created challenges in the context of Public Administration. The digitalisation of Public Services, responding to the needs of the various stakeholders, requires the appropriate skills, so it is in this sense that Strategic Line IV is structured. Its implementation has sought to strengthen the internal capacity in the digital field of organizations, and two of the ten strategic objectives defined for this purpose have already been fulfilled.

Collaborative work between internal teams of the Public Administration, the establishment of communities of practice and the empowerment of the various digital actors have been enhanced.

Chart legend: Strategic Objectives fulfilled (dark blue), Ongoing Strategic Objectives (light blue)

	SL I	SL II	SL III	SL IV	SL V	SL VI
Ongoing Strategic Objectives	4	6	7	8	1	2
Strategic Objectives fulfilled	3		1	2	2	4

Prioritizing the definition of clear indications for the contracting and management of computing capacity and data storage in a secure, sustainable and resilient way, allows for the provision of better public services and creates confidence in Digital Transformation.

Strategic Line V has established three strategic objectives. By 2023, the Public Administration Cloud Strategy (RCM 84/2020) has already been implemented, as well as the dissemination of the communication network through the Internet Exchange Point (IXP).

Strategic Objectives fulfilled   Ongoing Strategic Objectives
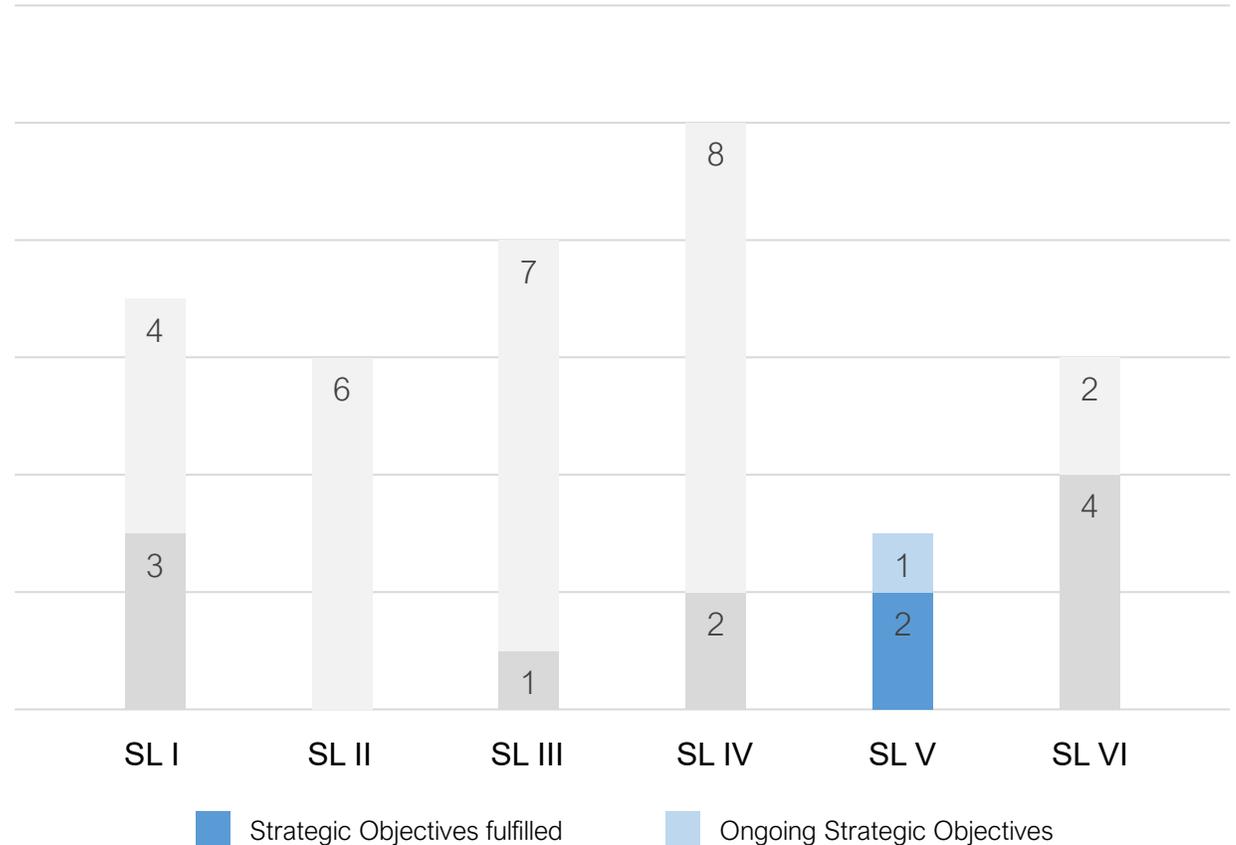
New security challenges emerge when we aim for increasingly interconnected systems and services. Security and trust are two basic principles in the development and delivery of Digital Public Services.

In Strategic Line VI, six strategic objectives were defined, of which four have already been fulfilled. In the last three years, work has been carried out related to the certification of entities in the National Reference Framework in Cybersecurity and their adherence to PANORAMA, as well as the promotion of secure digital identity and the widespread use of certification by professional attributes.

	SL I	SL II	SL III	SL IV	SL V	SL VI
	4	6	7	8	1	2
	3		1	2	2	4

■ Strategic Objectives fulfilled   ■ Ongoing Strategic Objectives
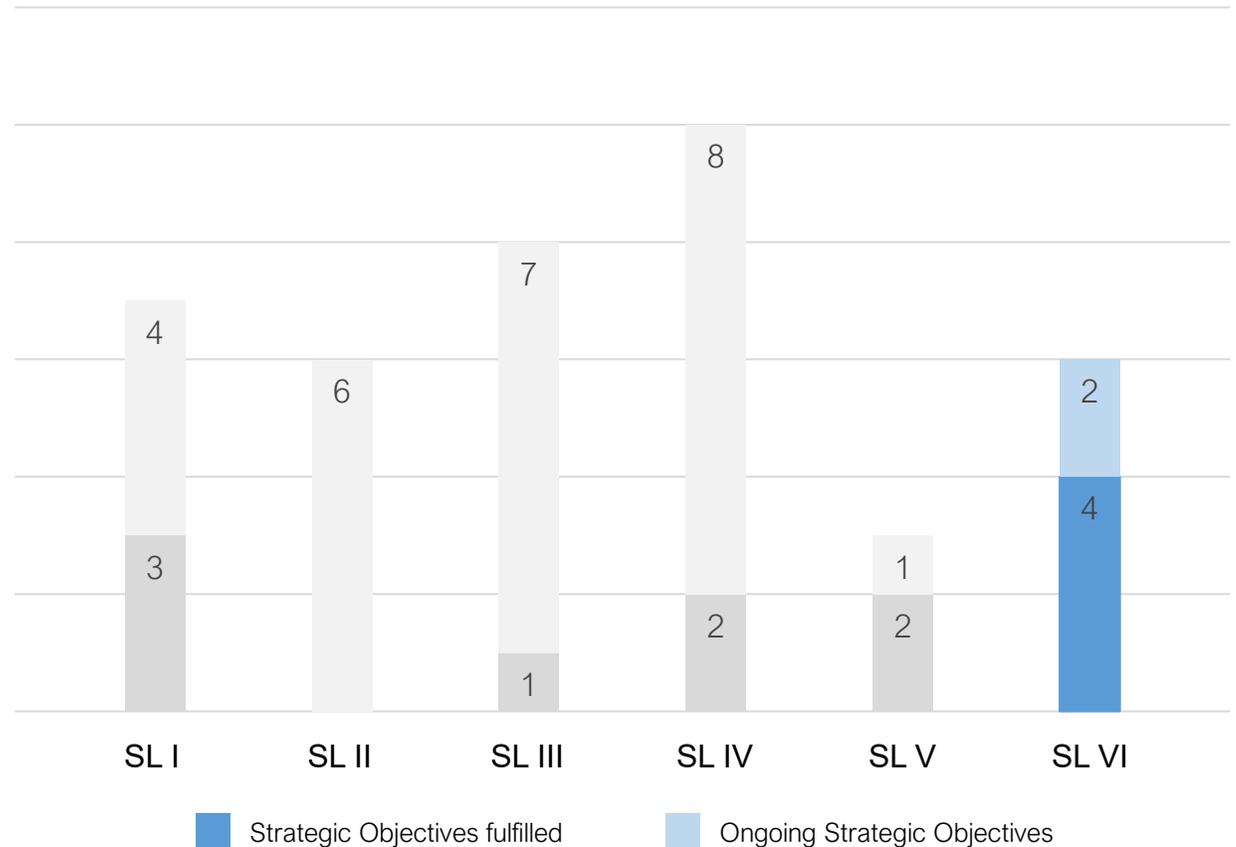
03

ACTION PLAN
2021-2023

The 2021-2023 Action Plan brings together the set of actions transversal to the entire Public Administration to be developed by the end of 2023 (see Annex II).

The effort applied in the last three years allowed the completion of a large number of actions, achieving a material execution of the Action Plan of **89%**.

44
Cross-cutting actions

89%
Execution

	Completed	Ongoing	Execution
SL I – Digital Public Services	9	0	100 %
SL II – Data Valorisation	5	0	100 %
SL III – Reference Architectures	6	3	67 %
SL IV – ICT Skills	9	2	82 %
SL V – ICT Infrastructures and Services	3	0	100 %
SL VI – Security and Trust	7	0	100 %
	39	5	89 %

Within the scope of SL I, the **creation of new high-value Digital Public Services** was promoted, designed, developed and evaluated based on the common model, the **Mosaico**. This model is a tool that aims to help all PA ICT teams, internal and/or external employees, to design and develop citizen- and business-focused SPD. An integrated vision was also created that allows the **Public Administration to work in a dematerialized and remote way** in collaborative contexts, enabling the optimization of resources, the reduction of costs and the increase of information security and confidentiality.

Additionally, a **communication plan** was created with the aim of promoting the use of the PA's transversal solutions, through the promotion of numerous activities for civil society and the PA.

In the field of **Accessibility and Digital Usability**, the adoption of good user experience practices was encouraged, responding to the needs of the user and eliminating barriers for citizens with disabilities or disabilities. In this sense, the work carried out in the last three years has included diagnosing and inventorying all AP websites and Apps, in order to create a plan that ensures that they present the Accessibility Declaration and Usability and Accessibility Seals of Excellence.

Sharing data allows the Public Administration to enhance the creation of new public services and promote the **transparency of the public sector** in the way it manages the means, creating value in the economy. Thus, within the framework of SL II, an action plan was developed to promote the **sharing of high-value data** by all government areas. It was also invested in the creation of a portal that allows the availability of data in real time, and another that allows citizens to access all management information and public resources made available by the State.

In order to provide a solution that helps to balance the demand and supply of public services in the face-to-face channel, **a monitoring system for the service points** was developed that allows the identification and evaluation of the provision of the various places and services, contributing to improve the efficiency of the Public Administration.

The adoption of transformative technologies, such as **Artificial Intelligence**, allows better decisions and to provide public services with more quality and more reliability. In this sense, **guidelines** for its **responsible use** were created, as well as a risk assessment tool was made available, which can be applied in all Artificial Intelligence projects in the Public Administration.

One of the main objectives of SL III is to **identify, catalogue and characterise public services**, as well as the channels through which they are provided, in order to organise and optimise the provision of services in the logic that best serves citizens and companies. Thus, the process of integrating Public Administration services into the **Single Digital Point (ePortugal)** began.

In order to build more rational and secure digital services, the reuse of existing solutions, the return on investments made and the acceleration of the development of new interoperable solutions should be encouraged. Thus, work began on the **cataloguing and availability of Public Administration services and data** on the **iAP**, as well as a solution for cataloguing PA APIs, which will improve communication between entities.

At the same time, it is important to extend **document interoperability** to the entire Public Administration, thus supporting the promotion and development of automatic services and the "once-only" principle through iAP.

SL III also aimed to create a **Transversal Reference Architecture** for PA information systems, identifying transversal architectural components, in order to improve the articulation and coherence of public services, interoperability and reuse of data, planning and optimization of ICT investments.

03

Within the scope of SL IV, the organic structure of the **Council for Information and Communication Technologies in Public Administration** (*Conselho para as Tecnologias da Informação e Comunicação*, CTIC) was created, to ensure the alignment of the various aspects of the Digital Transformation of Public Administration and government areas with a common transversal strategy, which includes a sectoral level.

Another aspect of this SL was the **training of citizens and various profiles of professionals**, taking into account the evolution of good practices and the Reference Architecture of Public Administration. Communities of practice were created aimed at sharing knowledge in specific methodologies or technologies, promoting human resources skills, agility in the development and reuse of methodologies and software.

Work was developed to create **best practice guides for the contracting** of digital services, including transversal specifications by type of service and the provision of pre-qualification mechanisms for suppliers.

The best strategy to attract and **retain high-value resources** in the area of ICT in Public Administration was also analysed, promoting, whenever possible, **gender balance** and investing in the hiring of **young professionals**.

The **Cloud Strategy** is related to the adoption of a resilient and secure infrastructure, managed according to best practices and in a European framework. The **Public Cloud** allows the Public Administration to focus its technical resources on the components that generate the greatest value, and substantially increase the levels of availability, resilience and security of its systems. This has been one of the main themes developed within the scope of SL V.

At the same time, providing the Public Administration with a **communications architecture** that connects the various sectors and bodies with the main service providers in a secure and resilient way, allowed the development of new and better services and supported new ways of working and interacting.

The model for the creation of a **common and open repository for applications developed in the Public Administration** was also defined, which will allow the reuse of existing knowledge, reduce asymmetries and reduce costs and time for the development of new services and solutions.

The work carried out in SL VI has ensured that operators of essential services and digital service providers adopt the appropriate and proportionate technical and organisational measures to manage the risks posed to the **security of networks and information systems**.

With the evolution of digital, there is a need for a **digital identity** that ensures access to services, public and private, in multiple channels. The secure identification of citizens and businesses is therefore essential. In this sense, efforts have been made to capitalize and massify existing digital identity infrastructures, platforms and solutions, innovating and providing new services, allowing to support Digital Transformation processes in different sectors.

At the same time, there has been a concern to make citizens aware of the type of **data that Public Administration entities collect, store and process**, in order to increase their confidence in digital processes and public organizations.

Contributing to the situational awareness of **Cybersecurity** at national level, the adherence of public entities to processes and technologies that facilitate the sharing and correlation of information in real time on potentially malicious activity was also promoted.

For the transversal actions of the 2021-2023 Action Plan, an investment of approximately **87** million euros was foreseen.

87,3 M€	26,9 M€
Planned investment	Executed investment

Financial Execution = 31%

Financial Execution= Executed Investment/ Planned Investment

04 SECTORAL INITIATIVES

Within the scope of the ETDAP triennium 2021-2026, it was initially planned to develop **374** sectoral initiatives between 2021 and 2026, of which **197** were scheduled to be completed by 2023 and **93** by 2026. The execution of these initiatives is extremely relevant for the fulfilment of the defined strategic objectives. Of the proposed initiatives, **51** were cancelled due to changes in priorities/options of the different government areas and **33** will be started in the next three years. Thus, **290** sectoral initiatives started in the first three-year period of ETDAP 2021-2026, of which **197** were scheduled to end by 2023 and **93** by 2026.

Sectoral initiatives 2021-2026

| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |

374 Initiatives initially proposed

51 Cancelled initiatives

290 Initiatives initiated

SECTORAL INITIATIVES

Status of Initiatives for the 2021-2023 Period

The universe of the mid-term review is the **197** sectoral initiatives with an implementation deadline in the period 2021-2023. Of these, 124 initiatives were completed, which generated an execution rate of **63%**. There are 58 initiatives still in progress, which will continue in the next three years.

Legend:
- 2021-2023
- 2021-2026
- 2024-2026
- Canceladas

Values shown: 51, 33, 93, 197

ETDAP Global Analysis 2021-2026

Legend:
- Completed
- Ongoing
- No report

Values shown: 8%, 29%, 63%
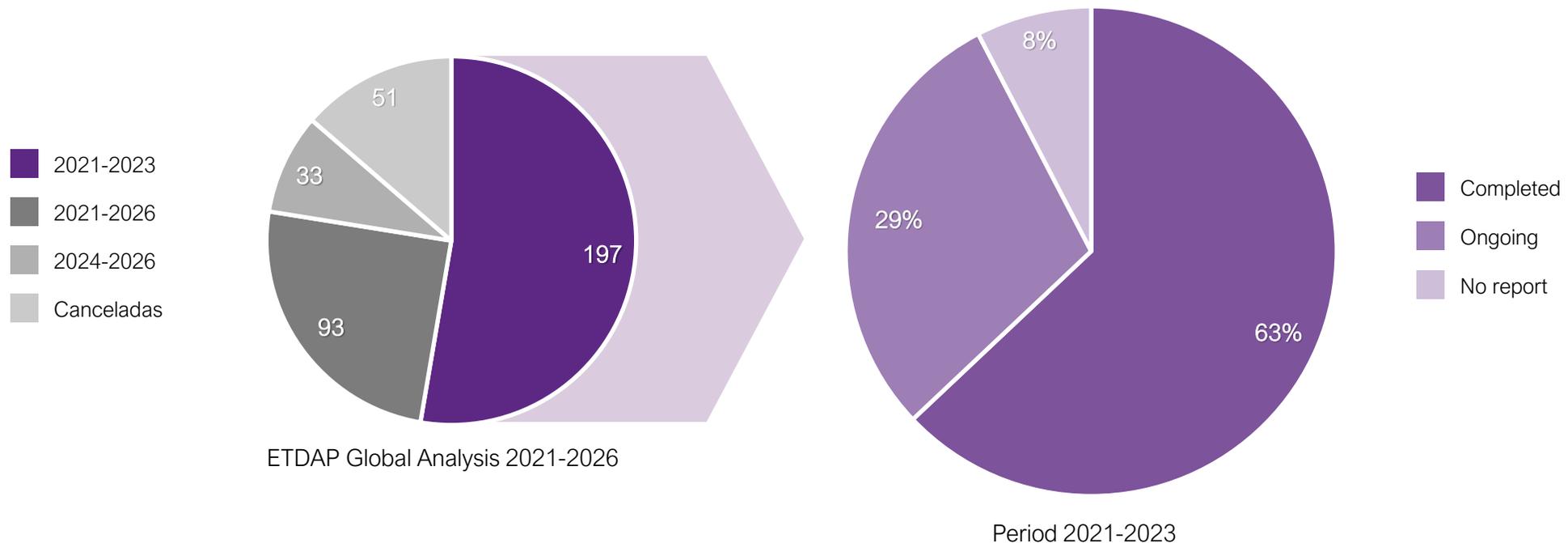
Period 2021-2023

In sectoral terms, it can be seen that most government areas had an execution rate higher than 50% of the initiatives planned for the 2021-2023 period.

4	Three government areas have completed all the initiatives planned for the first three years.
10	Most government areas have completed, on average, two-thirds of the initiatives proposed for the 2021-2023 period.
3	There are four government areas that, on average, have a third of the proposed initiatives currently completed.
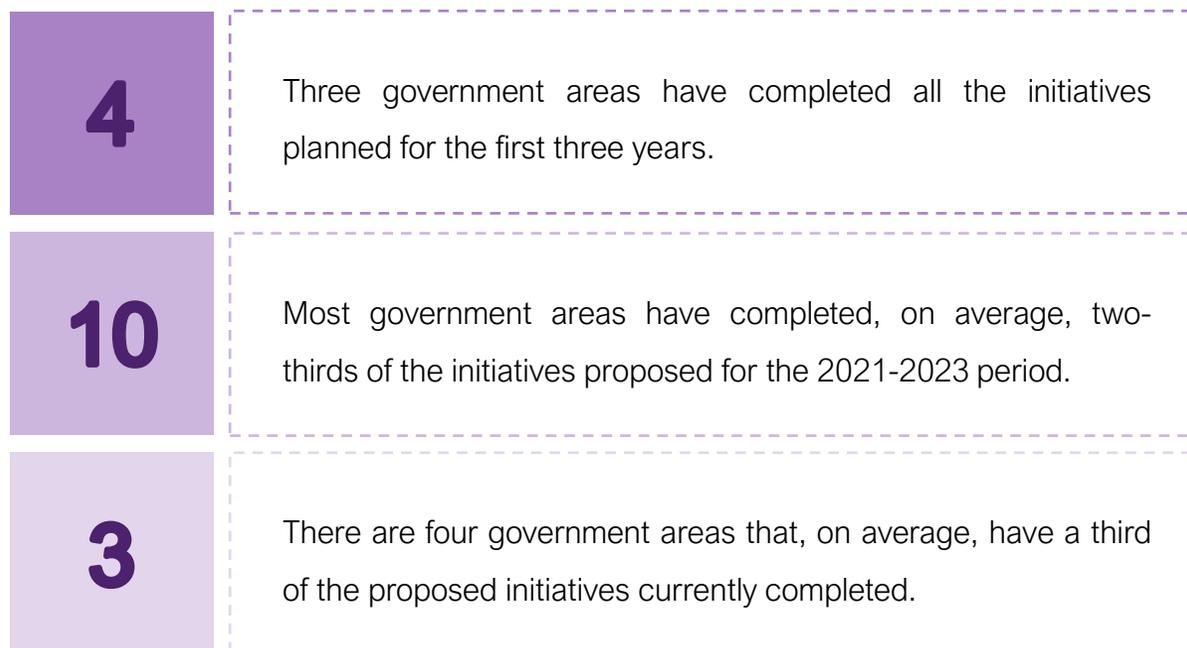
Note: It should be noted that all initiatives of the Ministry of Justice take place in the period 2021-2026, so this governmental area is not included in this analysis.

04 SECTORAL INITIATIVES

Status of Initiatives for the 2021-2023 Period

	Σ Total	✓ Completed	↻ Ongoing	? No report	% Execution
SS Digitalisation and Administrative Modernisation	1	1	0	0	100%
Presidency	8	3	3	2	38%
Ministry of Foreign Affairs	10	10	0	0	100%
Ministry of National Defence	22	13	9	0	59%
Ministry of Home Affairs	13	8	5	0	62%
Ministry of Finance	18	10	8	0	56%
Minister of State for Parliamentary Affairs	4	3	1	0	75%
Ministry of Economy and Maritime Affairs	8	5	3	0	63%
Ministry of Culture	3	1	2	0	33%
Ministry of Science, Technology and Higher Education	11	11	0	0	100%
Ministry of Education	9	4	5	0	44%
Ministry of Labour, Solidarity and Social Security	10	5	5	0	50%
Ministry of Health	1	1	0	0	100%
Ministry of Environment and Climate Action	15	10	5	0	67%
Ministry of Housing	19	13	5	1	68%
Ministry of Territorial Cohesion	8	5	1	2	63%
Ministry of Agriculture and Food	37	21	6	10	57%

Investment of the Initiatives of the 2021-2023 Period

For the initiatives registered in the period between 2021 and 2023, an investment of approximately **130** million euros was foreseen.

Completed projects	**57,9 M€** Planned investment	**33,3 M€** Executed investment	**24,5 M€** Unused balance
Ongoing projects	**71,8 M€** Planned investment	**13,0 M€** Executed investment	**58,8 M€** Investment to be made

Financial execution = 44%

Financial execution = executed investment / (planned investment – unused balance)

04 SECTORAL INITIATIVES

Investment of the Initiatives of the 2021-2023 Period

	€ Planned Investment	% Financial Execution
SS Digitalisation and Administrative Modernisation	19 850,00 €	100%
Presidency	3 616 630,00 €	53%
Ministry of Foreign Affairs	2 759 339,00 €	100%
Ministry of National Defence	6 206 463,95 €	69%
Ministry of Home Affairs	14 046 449,33 €	48%
Ministry of Finance	14 186 511,80 €	41%
Minister of State for Parliamentary Affairs	4 524 807,50 €	14%
Ministry of Economy and Maritime Affairs	2 379 826,37 €	91%
Ministry of Culture	127 662,00 €	94%
Ministry of Science, Technology and Higher Education	2 845 651,48 €	100%
Ministry of Education	21 093 900,00 €	5%
Ministry of Labour, Solidarity and Social Security	7 853 175,47 €	71%
Ministry of Health	2 075 297,91 €	100%
Ministry of Environment and Climate Action	3 307 198,90 €	51%
Ministry of Housing	6 302 770,63 €	45%
Ministry of Territorial Cohesion	15 173 295,00 €	11%
Ministry of Agriculture and Food	23 167 804,80 €	86%

* Initially planned values were rectified, by subsequent conclusion and approval of the application to the PRR.

05

CONCLUSIONS AND RECOMMENDATIONS

05 CONCLUSIONS AND RECOMMENDATIONS

The results obtained with this interim balance of the ETDAP 2021-2026 allows us to evaluate, both at a cross-cutting and sectoral level, the evolution of the Public Administration in relation to the objectives initially proposed. These results come from a collaborative **effort between all government areas**, whose involvement has been fundamental for the results obtained so far.

The fulfilment of 89% of the cross-cutting actions proposed in the 2021-2023 Action Plan has already achieved 12 of the 40 strategic objectives (30%) defined by the end of 2026. Despite the high execution of the Action Plan, some difficulties were highlighted in the way the impact of the various projects should be measured – in this sense, it is recommended that **performance indicators and targets** for each action be included in the 2024-2026 Action Plan, as well as indicators that allow measuring the real impact on the proposed objectives.

In addition, there are difficulties in **determining social and economic benefits**, as already identified in previous strategies. It is recommended to carry out collaborative work in order to harmonize the form of calculation, through the application of common models (e.g. Standard Cost Model).

05 CONCLUSIONS AND RECOMMENDATIONS

As a result of the national and international social and economic context in which the implementation of the 2021-2023 Action Plan took place, the investment executed presented values below the forecast, both at a transversal (31%) and sectoral (44%) levels. However, it **should be noted that this situation did not jeopardize the high levels of material implementation of the 2021-2023 Action Plan**, as well as the implementation of structural projects at sectoral level.

Regarding **cross-cutting actions**, it is important to consider not only the percentage of completed actions (89%) but also the progress in meeting the strategic objectives (30%). The actions developed in this first triennium made it possible to **define the models, governance and basic tools** that will allow the implementation of ETDAP 2021-2026 in its entirety. The actions to be included in the Action Plan 2024-2026 should be supported by the implementation of the models and practices defined in this phase.

As for **sectoral initiatives**, there is a **high number of initiatives that are still ongoing**. They are at different stages of development, justifying the low financial execution to the global constraints mentioned above. In this context, part of the planned investment will not be executed (unused balance) due to the implementation of actions **using own resources, investments below what was initially planned**, among others.

05 CONCLUSIONS AND RECOMMENDATIONS

It is noted that there are still **58 sectoral initiatives in progress out of the 197 initially proposed**, with a slight delay in the implementation of these initiatives. In addition, there is a set of initiatives that have been **rescheduled for the next three years**. These constraints result from a variety of factors, from delays in the contracting and consequent implementation of the RRP, shortage of human resources in the bodies to implement the actions, changes in the external context of the entities (redefinition of public policies) or organizational changes in the entities/government areas, which in many cases lead to changes in the scope of the initiatives. Therefore, a more detailed assessment of potential risks is recommended, in order to plan their management during the course of the initiatives.

In general, the difficulty in collecting data for reporting is also highlighted, as well as in the dissemination of certain cross-cutting actions by different bodies. Thus, the need to **improve the articulation between cross-cutting and sectoral initiatives** and to promote **greater cooperation between the various stakeholders** (e.g. the implementation of thematic Taskforces resulted in a substantial improvement in collaborative work) is highlighted. It is also recommended to **strengthen the role of Ministerial Representatives** within the governmental area, which can be an asset in the dissemination of the themes and their involvement in the fulfilment of the ETDAP 2021-2026.

05 CONCLUSIONS AND RECOMMENDATIONS

The development of several projects associated with emerging technologies and data intelligence was another of the factors highlighted during this triennium. The dissemination of these technologies by Public Administration bodies has promoted innovation and the development of digital public services. However, it has been verified that dissemination must be **accompanied by control and risk assessment mechanisms**, so it is recommended to develop and update some existing regulations and guides (e.g. GuIA – Ethical Use of AI).

Finally, and as a result of the manifest interest on the part of the Regional and Local Public Administration in the development and alignment of joint projects with Central Public Administration bodies, it is also recommended to extend the ETDAP 2021-2026, **creating specific actions in the 2024-2026 Action Plan for Regional and Local Administration** entities (e.g. creation of pilot projects with Intermunicipal Communities or City Councils).

06 ANNEXES

ANNEX I

Strategic Objectives

I. **Digital Public Services**

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

✅ Strategic Objectives fulfilled

🔄 Ongoing Strategic Objectives

STRATEGIC OBJECTIVES	GOAL	STATUS
1.1 Promote the uptake of digital public services.	65% Penetration Index	✅
1.2 Provide a common model for the design and development of digital public services.	2021 Version 1.0	✅
1.3 Provide new digital public services designed, developed and evaluated based on the common model.	25 New Services	🔄
1.4 Promote inclusion through digital services, ensuring their usability and accessibility.	2023: 90% Websites with Accessibility Usability Seal	🔄
1.5 Promote the use of the PA's transversal solutions, namely electronic notifications, payment platform, electronic yellow book, among others.	All Government Areas	✅
1.6 Promote the incorporation into public services of components that implement an omnichannel approach, namely using videoconferencing, PA messaging platform and chatbot.	All Government Areas	🔄
1.7 Promote the availability in English of digital public services and their information content.	All Government Areas	🔄

Strategic Objectives

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

STRATEGIC OBJECTIVES	GOAL	STATUS
2.1 Increase the pool of open data available for reuse and valorisation by society through dados.gov.pt.	100% high-value EU datasets	↻
2.2 Provide open data in real time in dados.gov that allow the creation of applications with economic value by society.	+100 real-time datasets	↻
2.3 Increase the transparency of the main services and essential areas of the State through the provision of dashboards from the reuse of open data available in the dados.gov.pt.	12 areas of transparency	↻
2.4 Guide the PA towards evidence-based management of data (data driven), namely in decisions related to public service, enriching the capabilities of the Intelligent Management of Face-to-Face Service (GIAP) service.	25 most popular services	↻
2.5 Provide guidelines for adoption and evaluate public sector solutions that use data science, AI, machine learning, among others, in accordance with ethical, accountability, and transparency principles.	3 Guides/Reports	↻
2.6 Ensure, whenever possible, the analysis of the characteristics of users, including the disaggregation by sex and type of disability (physical, sensory, cognitive or communication) with a view to optimizing services.	2023	↻

☑ Strategic Objectives fulfilled

↻ Ongoing Strategic Objectives

Strategic Objectives

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

✓	Strategic Objectives fulfilled
↻	Ongoing Strategic Objectives

STRATEGIC OBJECTIVES	GOAL	STATUS
3.1 Provide the PA with a transversal reference architecture for information systems.	2022	✓
3.2 Catalog and describe all services provided by PA in the Catalog of Entities and Services (CES) and respective data from which they are primary sources in the AP data catalog.	2023	↻
3.3 Provide all digital services, with correspondence in Portugal, at the National Contact Point – ePortugal portal, according to the European regulation of the Single Digital Gateway.	2023	↻
3.4 Provide access to data sources and microservices related to the main PA registries on the PA Interoperability Platform (Interoperabilidade na Administração Pública, iAP), namely people, companies, real estate, vehicles, education, health, taxes, social security and internal administration.	All government areas	↻
3.5 Make available in the iAP a catalog of Programming Interface for Applications (IPA).	2022	↻
3.6 Increase the number of digital services that consume data through iAP.	100 New Services	↻
3.7 Completely dematerialize documents between PA agencies.	All government areas	↻
3.8 Promote the definition and evolution of the PA cross-cutting reference architecture to incorporate interoperability, open data and other requirements that may prove relevant, such as those necessary for the development of smart cities.	All government areas	↻

Strategic Objectives

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

✓ Strategic Objectives fulfilled

↻ Ongoing Strategic Objectives

STRATEGIC OBJECTIVES	GOAL	STATUS
4.1 Formalise, at sectoral level and at the level of public bodies, the coordination roles of the Digital Transformation.	2021	↻
4.2 Provide each profile of public workers involved in the Digital Transformation with skills aligned with a common model for the design and development of digital services.	3 Prog. Tic.gov.pt training	✓
4.3 Analyse the terms for the creation of a pool of professionals with recognized experience in areas of knowledge where there is a high need.	2022	↻
4.4 Promote civil society collaboration in the development of public sector projects.	6 Challenges	✓
4.5 Evaluate the establishment of a "PA Digital Innovation Observatory" in conjunction with academia, entrepreneurs and the market.	2022	↻
4.6 Provide a "Best Practice Guide for the procurement of ICT services".	2021 renewed annually	↻
4.7 Build communities of practice around common model methodologies, standards or technologies.	6 communities	↻

Strategic Objectives

I.   Digital Public Services

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VI. Security and Trust

☑ Strategic Objectives fulfilled

⟳ Ongoing Strategic Objectives

STRATEGIC OBJECTIVES	GOAL	STATUS
4.8 To analyse the terms under which a renewal of the PA's human resources in strategic areas of ICT and data science can be carried out.	5 specialized areas	⟳
4.9 Consider the methods and conditions for retaining high-value resources or resources with essential ICT skills in the PA.	2023	⟳
4.10 Promote, where possible, gender balance among participants in digital skills enhancement activities.	Minimum of 40% of each sex	⟳

Strategic Objectives

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STRATEGIC OBJECTIVES	GOAL	STATUS
5.1 Implement a PA cloud strategy that favors the contracting of public cloud services (openly available through the Internet), ensuring data sovereignty and security.	2022	☑
5.2 Connect all government areas and the main public bodies through a common redundant network (AP-PTT exchange point) that allows digital services to be provided and consumed.	2022	☑
5.3 Provide repository for sharing and reuse open source developed by the PA.	2022	↻

☑ Strategic Objectives fulfilled

↻ Ongoing Strategic Objectives

Strategic Objectives

I. Digital Public Services

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VI. Security and Trust

STRATEGIC OBJECTIVES	GOAL	STATUS
6.1 Promote the certification of PA entities in the National Cybersecurity Reference Framework (QNRCS).	80% ICT entities	↻
6.2 Adherence of public entities to the support systems for the National Situational Framework (PANORAMA) for national cybersecurity.	2023	↻
6.3 Develop a mechanism that allows citizens, with maximum autonomy and independence (with accessibility) and in a single place, to know and authorize the exchange of personal information held by the PA.	2021	☑
6.4 Strengthen the uptake of secure means of digital identity, with accessibility, to simplify life for users, taking advantage of emerging technologies such as biometrics.	4 million active CMD	☑
6.5 Provide identity and attribute proof services on mobile phones through ID.gov, including for public officials.	2023	☑
6.6 Promote the broadening of scope and the adoption of the signature with professional attributes.	2023	☑

☑ Strategic Objectives fulfilled

↻ Ongoing Strategic Objectives

ANNEX II

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

✅ Action fulfilled

🔄 Ongoing Action

MEASURE 1.1 COMMON MODEL FOR THE DESIGN AND DEVELOPMENT OF DIGITAL PUBLIC SERVICES

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
1.1.1 Creation of communication campaigns for AP's digital services	AMA	✅
a) Identification of the 20 main services provided by each government area, identifying the services available in the digital channel	Ministerial Representative	-
1.1.2 Creation of the 1st version of the common model for the design and development of digital public services	AMA	✅
1.1.3 Evaluation and development of the 2nd version of the common model for the design and development of digital public services	AMA	✅
1.1.4 Creating and providing guidance for the Public Administration on the translation of digital public services, seeking to encourage the use of the machine translation tool, in particular those provided by the European Commission	AMA	✅

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 1.2 NEW GENERATION DIGITAL PUBLIC SERVICES

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
1.2.1 Delivering new high-value digital public services	AMA	☑
a) Proposal for a plan for the adoption of the common model for the design of digital public services 2021-2026 in each government area	Ministerial Representative	-
1.2.2 Creation of an action plan for the promotion of inclusive digital services	AMA	☑
a) Proposal for a plan for the adoption of the Declaration of Accessibility and Usability (DL 83/2018) and attribution of the Usability and Accessibility Seal to all digital services in each government area	Ministerial Representative	-
1.2.3 Create a communication plan for the transversal solutions of the PA to all bodies	CTIC	☑
a) Identification and action plan for the use of transversal solutions of the governmental areas that can incorporate PA solutions	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔁 Ongoing Action

MEASURE 1.2 NEW GENERATION DIGITAL PUBLIC SERVICES

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
1.2.4 Provide a reference architecture to support a new work paradigm in the PA, promoting collaborative work	AMA	☑
a) Identification and elaboration of a plan for the provision of public services in a multichannel logic	Ministerial Representative	-
1.2.5 Provide a solution for companies and citizens that allows invoices to be sent to the email address associated with the adhering taxpayer	Ministry of Finance, Mission Structure Portugal Digital and AMA	☑

Cross-cutting actions

MEASURE 2.1 OPEN DATA AND RE-USE

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
2.1.1 Creation of an Action Plan for Open Data in PA	AMA + CTIC	☑
a) Identification and preparation of a plan for the availability of the existing High value datasets in each governmental area	Ministerial Representative	-
b) Identification and preparation of a plan for sharing datasets representative of the activity of each sectoral area	Ministerial Representative	-
c) Identification of datasets from other government areas whose availability would simplify or increase the efficiency and quality of decision-making	Ministerial Representative	-
2.1.2 Creating infrastructure to support real-time data consumption in the dados.gov	AMA	☑
(a) Identification of services that produce and would benefit from real-time data consumption	Public Administration Organisms	-

☑ Action fulfilled

↻ Ongoing Action

Cross-cutting actions

MEASURE 2.1 OPEN DATA AND RE-USE

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
2.1.3 Create Transparency Portal	AMA	☑
a) Identification of the main indicators and availability of essential data of the governmental area in dados.gov	Ministerial Representative	-
2.1.4 Extend GIAP to all PA service (multichannel logic)	AMA	☑
a) Provide access and publication as open data of data related to the service through the various channels of the most sought after services	Top 3 organizations in each area	-

☑ Action fulfilled

↻ Ongoing Action

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation ☑

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

↻ Ongoing Action

MEASURE 2.2 SERVICES USING AUTOMATIC DECISION-MAKING MODELS

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
2.2.1 Provide a new version of GuIA - guide and evaluation tool for Ethical AI in PA and incorporate it into the processes of prior opinion and evaluation of applications for funding	AMA	☑
a) Evaluation of all ongoing artificial intelligence projects for ethical and liability criteria	Bodies with IA projects funded by FCT and SAMA	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

✓ Action fulfilled

↻ Ongoing Action

MEASURE 3.1 ARCHITECTURE AND CATALOGUE OF PUBLIC SERVICES

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
3.1.1 Reference Cross-Sectional Architecture Design for PA	CTIC	✓
a) Develop sectoral reference architecture based on the cross-cutting architecture	Ministerial Representative	-
3.1.2 Provision in CES of functionalities that allow the sectoral management of the service catalogue	CTIC	✓
a) Review and upload to CES of sectoral service catalogues	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 3.2 DATA CATALOGUE AND INTEROPERABILITY

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
3.2.1 Availability of service catalog and AP data in iAP - following CES structure	CTIC	🔄
a) Identification of the data and digital services that the government area needs to automate services and implements the "once-only" concept	Ministerial Representative	-
3.2.2 Integrate all services into the Single Digital Point	AMA	🔄
a) Integration of the main services of each government area in the Single Digital Point	Ministerial Representative	-
3.2.3 Cataloguing the data and services available at IAP	AMA	☑
a) Integration into the iAP of services and data relating to the main registers: persons, companies, real estate, vehicles, education, health, taxes, social security and internal administration	Bodies with Main PA Registrations	-
b) Integration into the iAP of the 5 services and data relating to the main records of each government area	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 3.2 DATA CATALOGUE AND INTEROPERABILITY

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
3.2.4 Availability in iAP of a solution for cataloging PA APIs	AMA	☑
a) Identification of API's to be made available through iAP	Ministerial Representative	-
b) Cataloging API's in iAP	Ministerial Representative	-
3.2.5 Promote the development of automatic/seamless services and the "once-only" principle through iAP	AMA	☑
a) Identification and preparation of a plan for the provision of public services in the governmental area that implement the "once-only" principle	Ministerial Representative	-
b) Provision by each government area of 3 digital public services that do not require the intervention of citizens or companies using iAP	Public Administration Organisms	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

MEASURE 3.2 DATA CATALOGUE AND INTEROPERABILITY

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
3.2.6 Extend document interoperability to all bodies exchanging documents within the PA	AMA	↻
a) Elaboration of a plan for the integration into document interoperability of the main intra-sector processes involving the exchange of documents between bodies in the same sectoral area	Ministerial Representative	-
b) Preparation of a plan for the integration of processes between government areas in the document interoperability platform	Ministerial Representative	-
3.2.7 Promote the definition and evolution of the PA transversal reference architecture in order to incorporate interoperability, open data and other requirements that may prove relevant such as those necessary for the development of smart cities.	AMA	☑

☑ Action fulfilled

↻ Ongoing Action

Cross-cutting actions

I. Digital Public Services

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VI. Security and Trust

☑ Action fulfilled

↻ Ongoing Action

MEASURE 4.1 SECTORAL CXO (SECTOR RESPONSIBLE FOR DIGITAL TRANSFORMATION)

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
4.1.1 Empower Ministerial Representatives for the Digital Transformation Role	AMA + INA	☑
a) Formalization of the sectoral Digital Transformation function	Ministerial Representative	-

Cross-cutting actions

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V. ICT Infrastructure and Services

VI. Security and Trust

✅ Action fulfilled

🔄 Ongoing Action

MEASURE 4.2 TRAINING PROGRAMME TIC.GOV.PT

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
4.2.1 Production of courses in the various digital areas for ICT training on the NAU Platform	AMA + INA	✅
a) Mapping of training needs for PA employees in structuring digital axes	Ministerial Representative	-
4.2.2 Create partnerships with universities for capacity building and project development in PA	AMA	✅

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

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VI. Security and Trust

✅ Action fulfilled

🔄 Ongoing Action

MEASURE 4.3 COMMUNITIES OF PRACTICE

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
4.3.1 Create a platform to promote collaboration with civil society in capacity building and project development	AMA	✅
a) Identify projects to promote civil society collaboration	Ministerial Representative	-
4.3.2 Promote the sharing of resources in the implementation of high-value projects for the PA	DGAEP	✅
a) Identification of resources for participation in cross-cutting projects in the PA	Public Administration Organisms	-
4.3.3 Implementation of a Community of Practice in Digital Accessibility and Usability, Interoperability and Open Data, among others to be defined	AMA	✅
a) Identification of the topics of greatest interest to the bodies of the governmental area	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

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MEASURE 4.4 ICT CONTRACTING

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
4.4.1 Fostering innovation through procurement processes	ESPAP	☑
4.4.2 Provide a centralized repository of specifications and good practices in ICT contracting	ESPAP	↻
a) Identification of best practices and example cases existing in government areas	Ministerial Representative	-
4.4.3 Create a plan to attract young graduates in conjunction with universities	AMA	☑
a) Identification of best practices and example cases existing in government areas	Ministerial Representative	-

☑ Action fulfilled

↻ Ongoing Action

Cross-cutting actions

I.   Digital Public Services

II. Data Valorisation

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VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 4.5 OBSERVATORY OF DIGITAL INNOVATION AND EMERGING TECHNOLOGIES

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
4.5.1 Establishment of an Observatory for Digital Innovation and Emerging Technologies	AMA	🔄
a) Identification of areas for solution development	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

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III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 4.6 GENDER BALANCE IN ICT

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
4.6.1 Development of a plan of initiatives for dissemination, recruitment and retention of women in the performance of ICT functions in the PA (including diagnosis of the situation)	AMA + CIG + DGAEP	☑
(a) Mobilisation of organisations	Ministerial Representative	–

Cross-cutting actions

I. Digital Public Services

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V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 5.1 CLOUD STRATEGY

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
5.1.1 Provide the tools of the Cloud PA Strategy	CTIC	☑
a) Definition of a sectoral plan for migration to the Public Cloud	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

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IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 5.2 PA COMMUNICATIONS NETWORK

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
5.2.1 Widespread uptake of the Internet Exchange Point (TTP) at cross-sectoral and sectoral level	ESPAP	☑
a) Creation of an action plan for the integration of PA bodies into the PTT	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

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V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 5.3 OPEN SOURCE IN THE PA

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
5.3.1 Definition of incentive model and platform for open source sharing of PA	AMA	☑
a) Creation of an action plan for open source sharing	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

⟳ Ongoing Action

MEASURE 6.1 COMPLIANCE WITH THE NATIONAL REFERENCE FRAMEWORK FOR CYBERSECURITY (NCRQS)

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
6.1.1 Create the certification ecosystem for QNRCS under the National Cybersecurity Certification Framework	CNCS	☑
a) Certification of ICT entities in QNRCS	Public Administration Organisms	-

Cross-cutting actions

I. Digital Public Services

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VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 6.2 SECURE DIGITAL IDENTITY

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
6.2.1 Extend the certificate of professional attributes to all civil servants	AMA	☑
a) Implementation of the certificate of professional attributes in all bodies	Public Administration Organisms	-
6.2.2 Widespread Adoption of eIDAS Authentication by AP Solutions	AMA	☑
a) Integration of authentication with eIDAS in all government solutions	Public Administration Organisms	-
6.2.3 Creation of an action plan for the implementation of strong authentication mechanisms	GNS + AMA	☑
a) Integration of strong authentication mechanisms into existing systems	Public Administration Organisms	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

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V. ICT Infrastructure and Services

VI. Security and Trust

| ✓ | Action fulfilled |
| ↻ | Ongoing Action |

MEASURE 6.2 SECURE DIGITAL IDENTITY

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
6.2.4 Extending the application of the ID.gov to civil servants	AMA	✓
(a) make a plan to make available and recognise cards and identifiers in the ID.gov	Public Administration Organisms	–

Cross-cutting actions

I. Digital Public Services

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VI. Security and Trust

| ✓ | Action fulfilled |
| ↻ | Ongoing Action |

MEASURE 6.3 PRIVACY AND CONTROL OF DATA BY THE CITIZEN

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
6.3.1 Provision of a mechanism for authorizing access to public data by citizens - My data	AMA	✓
a) Definition of a sectoral plan for the integration of the systems holding personal data in the "My Data" system	Ministerial Representative	-

Cross-cutting actions

I. Digital Public Services

II. Data Valorisation

III. Reference Architectures

IV. ICT Skills

V. ICT Infrastructure and Services

VI. Security and Trust

☑ Action fulfilled

🔄 Ongoing Action

MEASURE 6.4 CONTRIBUTION TO NATIONAL CYBERSECURITY SITUATIONAL AWARENESS

TRANSVERSAL ACTION	RESPONSABILITY	STATUS
6.4.1 Adherence to PANORAMA	CNCS	☑
a) Adherence of PA entities to PANORAMA	Public Administration Organisms	-

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