

Cross-Cutting Action Plan for the Digital Transformation of Public Administration

2021 - 2023

INTRODUCTORY MESSAGE

If four years ago we talked about information and communication technologies, today we talk about digital transformation and this alone is revealing of the work that has already been done and the digital offer that currently exists in public services.

Referring to digital transformation means taking the next step: it is to organize the Public Administration (PA) so that it is more responsive to the expectations of citizens and companies, providing simpler, more integrated and inclusive services. This implies having public services that work more efficiently, intelligently and transparently, which is possible by exploiting the transformative potential of digital technologies and the intelligent use of data.

At the same time, it is also important to ensure that this transformation process is carried out with respect for the principles of trust, transparency and the protection of privacy and data.

Thus, the PA Digital Transformation Strategy that is now presented aims to contribute to a more digital public administration, which provides better services and with greater added value, being closer to citizens and companies. Basically, just a click away for all those who do not have a face-to-face relationship with the various public services.

To this end, this Strategy is organized around six strategic lines: digital public services, valuing the role of data, reference architectures, ICT skills, ICT infrastructures and services, and security and trust.

This Strategy should follow the path of digital transformation based on the sharing of resources, interoperability of systems and respect for the 'once only' principle with the aim of creating a Public Administration prepared to respond to the challenges of a society in constant change.

Minister for the Modernisation of the State and Public Administration

June 2021

ACTION PLAN

Cross-cutting actions

Cross-cutting actions

1. Digital Public Services
2. Data Valorisation
3. Reference Architectures
4. ICT Skills
5. ICT Infrastructure and Services
6. Security and Trust

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

	CROSS-CUTTING ACTION	RESP.	CALENDAR
1.1.1	Creation of communication campaigns for PA digital services	AMA	1T 22
	a) Identification of the 20 main services provided by each government area, identifying the services available in the digital channel	Ministerial Representative	3T 21
1.1.2	Creation of the 1st version of the common model for the design and development of digital public services	AMA	4T 21
1.1.3	Evaluation and development of the 2nd version of the common model for the design and development of digital public services	AMA	4T 22
1.1.4	Create and make available 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	4T 22

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MEASURE 1.2 NEW GENERATION DIGITAL PUBLIC SERVICES

	CROSS-CUTTING ACTION	RESP.	CALENDAR
1.2.1	Delivering new high-value digital public services	AMA	4T 22
	a) Proposal for a plan for the adoption of the common model for the design of digital public services 21-26 in each governmental area	Ministerial Representative	4T 21
1.2.2	Creation of an action plan for the promotion of inclusive digital services	AMA	4T 21
	a) Proposal for a plan for the adoption of the Accessibility and Usability Declaration (DL 83/2018) and attribution of the Usability and Accessibility Seal to all digital services in each government area	Ministerial Representative	4T 21
1.2.3	Create a communication plan for the transversal solutions of the PA to all entities	CTIC	2T 22
	a) Identification and action plan for the use of transversal solutions of the governmental areas that can incorporate the PA solutions	Ministerial Representative	4T 21

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MEASURE 1.2 NEW GENERATION DIGITAL PUBLIC SERVICES

	CROSS-CUTTING ACTION	RESP.	CALENDAR
1.2.4	Provide a reference architecture to support a new work paradigm in the PA, promoting collaborative work	AMA	4T 21
	a) Identification and elaboration of a plan for the provision of public services in a multichannel logic	Ministerial Representative	4T 21
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	4T 22

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MEASURE 2.1 OPEN DATA AND RE-USE

CROSS-CUTTING ACTION		RESP.	CALENDAR
2.1.1	Creation of an Action Plan for Open Data in PA	AMA + CTIC	4T 21
	a) Identification and elaboration of a plan for the availability of the existing High value datasets in each governmental area	Ministerial Representative	3T 21
	b) Identification and preparation of a plan for sharing datasets representative of the activity of each sectoral area	Ministerial Representative	4T 21
	c) Identification of datasets from other government areas whose availability would simplify or increase the efficiency and quality of decision-making	Ministerial Representative	4T 22
2.1.2	Creating infrastructure to support real-time data consumption in the dados.gov	AMA	2T 22
	a) Identification of services that produce and would benefit from real-time data consumption	PA Agencies	1T 22

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MEASURE 2.1 OPEN DATA AND RE-USE

CROSS-CUTTING ACTION		RESP.	CALENDAR
2.1.3	Create Transparency Portal	AMA	2T 21
	a) Identification of the main indicators and availability of essential data of the governmental area in dados.gov	Ministerial Representative	1T 22
2.1.4	Extend GIAP to all PA service (multichannel logic)	AMA	4T 21
	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	2T 22

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MEASURE 2.2 SERVICES USING AUTOMATIC DECISION-MAKING MODELS

	CROSS-CUTTING ACTION	RESP.	CALENDAR
2.2.1	Provide a new version of GuIA - guide and evaluation tool for Artificial Intelligence and Ethics in PA and incorporate it into the preliminary opinion and evaluation processes for funding applications	AMA	2T 21
	a) Evaluation of all ongoing artificial intelligence projects for ethical and liability criteria	Entities with IA projects funded by FCT and SAMA	4T 21

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MEASURE 3.1 ARCHITECTURE AND CATALOGUE OF PUBLIC SERVICES

	CROSS-CUTTING ACTION	RESP.	CALENDAR
3.1.1	Cross-cutting reference architecture design for PA	CTIC	1T 22
	a) Develop sectoral reference architecture based on the cross-cutting architecture	Ministerial Representative	3T 22
3.1.2	Provision of functionalities at CES that assigned sectoral management of the service catalog	CTIC	2T 22
	(a) Review and upload to the ESC of sectoral service catalogues	Ministerial Representative	4T 22

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MEASURE 3.2 DATA CATALOGUE AND INTEROPERABILITY

CROSS-CUTTING ACTION		RESP.	CALENDAR
3.2.1	Provision of PA data and services catalog on the PA Interoperability Platform (iAP) — following the CES structure	CTIC	3T 22
	a) Identification of the data and digital services that the government area needs to automate services and implements the “only-once” concept	Ministerial Representative	3T 21
3.2.2	Integrate all services into the Single Digital Point	AMA	4T 22
	a) Integration of the main services of each government area in the Single Digital Point	Ministerial Representative	2T 22
3.2.3	Cataloguing the data and services available at IAP	AMA	4T 21
	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	Public Administration Entities with Main Registers	4T 22
	b) Integration into the iAP of the 5 services and data relating to the main records of each government area	Ministerial Representative	4T 22

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MEASURE 3.2 DATA CATALOGUE AND INTEROPERABILITY

CROSS-CUTTING ACTION		RESP.	CALENDAR
3.2.4	Provision on the iAP of a solution for the cataloguing of PA APIs	AMA	4T 21
	a) Identification of PAI's to be made available through the iAP	Ministerial Representative	4T 21
	b) API cataloging in iAP	Ministerial Representative	2T 22
3.2.5	Promote the development of automatic/seamless services and the "only-once" principle through iAP	AMA	4T 23
	a) Identification and elaboration of a plan for the provision of public services in the government area that implement the "only-once" principle	Ministerial Representative	1T 22
	b) Provision by each government area of 3 digital public services that do not require the intervention of citizens or companies using iAP	PA Agencies	2T 24

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MEASURE 3.2 DATA CATALOGUE AND INTEROPERABILITY

	CROSS-CUTTING ACTION	RESP.	CALENDAR
3.2.6	Extend document interoperability to all entities exchanging documents within the PA	AMA	4T 23
	a) Elaboration of a plan for the integration in documentary interoperability of the main intra-sector processes that involve the exchange of documents between entities of the same sectoral area	Ministerial Representative	2T 22
	b) Preparation of a plan for the integration of processes between government areas in the document interoperability platform	Ministerial Representative	4T 21
3.2.7	Promote the definition and evolution of the cross-cutting reference architecture of the PA in order to incorporate the requirements of interoperability, open data and others that may prove to be relevant such as those necessary for the development of smart cities.	AMA	4T 22

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MEASURE 4.1 SECTORAL CHIEF DIGITAL OFFICERS (CXOS)

	CROSS-CUTTING ACTION	RESP.	CALENDAR
4.1.1	Empower Ministerial Representatives for the digital transformation function	AMA + INA	4T 21
	a) Formalization of the sectoral digital transformation function	Ministerial Representative	1T 22

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MEASURE 4.2 TRAINING PROGRAMME TIC.GOV.PT

	CROSS-CUTTING ACTION	RESP.	CALENDAR
4.2.1	Production of courses in the various digital areas for ICT training on the NAU Platform	AMA + INA	4T 22
	a) Mapping of training needs for PA employees in structuring digital axes	Ministerial Representative	3T 22
4.2.2	Create partnerships with universities for training and project development in PA	AMA	2T 22

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MEASURE 4.3 COMMUNITIES OF PRACTICE

	TRANSVERSAL ACTION	RESP.	CALENDAR
4.3.1	Create a platform to promote collaboration with civil society in capacity building and project development	AMA	4T 22
	a) Identify projects to promote civil society collaboration	Ministerial Representative	2T 22
4.3.2	Promote the sharing of resources in the realization of high-value projects for the PA	DGAEP	4T 21
	a) Identification of resources for participation in cross-cutting projects in the PA	PA Agencies	4T 22
4.3.3	Implementation of Community of Practice in Digital Accessibility and Usability, Interoperability and Open Data, among others to be defined	AMA	4T 22
	a) Identification of the topics of greatest interest to government agencies	Ministerial Representative	3T 21

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MEASURE 4.4 ICT CONTRACTING

	CROSS-CUTTING ACTION	RESP.	CALENDAR
4.4.1	Promoting innovation through procurement processes	ESPAP	4T 22
4.4.2	Provide a centralized repository of specifications and best practices in ICT contracting	ESPAP	2T 22
	a) Identification of best practices and example cases existing in government areas	Ministerial Representative	1T 22
4.4.3	Create a plan to attract young graduates in conjunction with universities	AMA	1T 22
	a) Identification of best practices and example cases existing in government areas	Ministerial Representative	4T 21

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MEASURE 4.5 DIGITAL INNOVATION AND EMERGING TECHNOLOGIES OBSERVATORY

	CROSS-CUTTING ACTION	RESP.	CALENDAR
4.5.1	Creation of an Observatory of Digital Innovation and Emerging Technologies	AMA	1T 22
	a) Identification of areas for solution development	Ministerial Representative	4T 21

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MEASURE 4.6 GENDER BALANCE IN ICT

	CROSS-CUTTING ACTION	RESP.	CALENDAR
4.6.1	Development of a plan of initiatives to disseminate, attract and retain women in the performance of ICT functions in the PA (including situation diagnosis)	AMA + CIG + DGAEP	2T 22
	(a) Mobilisation of organisations	Ministerial Representative	4T 22

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MEASURE 5.1 CLOUD STRATEGY

CROSS-CUTTING ACTION		RESP.	CALENDAR
5.1.1	Providing the tools of the Cloud PA Strategy	CTIC	2T 22
	a) Definition of a sectoral plan for migration to the Public Cloud	Ministerial Representative	2T 22
5.1.2	Definition of Incentives model for PA open source sharing	AMA	2T 22

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MEASURE 5.2 PUBLIC ADMINISTRATION COMMUNICATIONS NETWORK

	CROSS-CUTTING ACTION	RESP.	CALENDAR
5.2.1	Widespread adoption of the Internet Exchange Point (TTP) at cross-cutting and sectoral levels	ESPAP	4T 22
	a) Creation of an action plan for the integration of PA entities into the PTT	Ministerial Representative	1T 22

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MEASURE 5.3 PUBLIC ADMINISTRATION OPEN SOURCE

	CROSS-CUTTING ACTION	RESP.	CALENDAR
5.3.1	Definition of incentive model and platform for open source sharing of PA	AMA	4T 22
	a) Creation of an action plan for open source sharing	Ministerial Representative	1T 22

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

	CROSS-CUTTING ACTION	RESP.	CALENDAR
6.1.1	Create the certification ecosystem for QNRCS under the National Cybersecurity Certification Framework	CNCS	4T 22
	a) Certification of ICT entities in QNRCS	PA Agencies	4T 24

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MEASURE 6.2 SECURE DIGITAL IDENTITY

	CROSS-CUTTING ACTION	RESP.	CALENDAR
6.2.1	Extend the certificate of professional attributes to all civil servants	AMA	4T 21
	a) Implementation of the certificate of professional attributes in all entities	PA Agencies	4T 22
6.2.2	Widespread adoption of eIDAS authentication by PA solutions	AMA	4T 23
	a) Integration of authentication with eIDAS in all government solutions	PA Agencies	4T 23
6.2.3	Creation of an action plan for the implementation of strong authentication mechanisms	GNS + AMA	4T 21
	a) Integration of strong authentication mechanisms into existing systems	PA Agencies	4T 23
6.2.4	Extending the application of the ID.gov to civil servants	AMA	1T 21
	(a) make a plan to make available and recognise cards and identifiers in the ID.gov	PA Agencies	4T 22

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MEASURE 6.3 PRIVACY AND CONTROL OF DATA BY THE CITIZEN

	CROSS-CUTTING ACTION	RESP.	CALENDAR
6.3.1	Provision of a mechanism for authorizing access to public data by citizens - My data	AMA	4T 21
	a) Definition of a sectoral plan for the integration of the systems holding personal data in the "My Data" system	Ministerial Representative	4T 21

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MEASURE 6.4 CONTRIBUTION TO NATIONAL CYBERSECURITY SITUATIONAL AWARENESS

CROSS-CUTTING ACTION		RESP.	CALENDAR
6.4.1	Joining PANORAMA	CNCS	4T 23
a) Adhesion of PA entities to PANORAMA		PA Agencies	4T 23



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