

# eGovernment in Portugal



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### **Disclaimer:**

This document is not intended to be exhaustive. Its purpose is to provide an overview of the general eGovernment status in Portugal. Even though every care has been taken to ensure accuracy, the information herein should be treated as indicative and no responsibility for errors can be assumed. Neither the European Commission, nor any person acting on its behalf can be held responsible for the use that could be made of the information provided.

## Country Profile

### Basic data and indicators

#### Basic Data

**Population (1 000):** 10 487.3 inhabitants (2013)

**GDP at market prices:** 165 666.3 million Euro (2013)

**GDP per inhabitant in PPS (Purchasing Power Standards, EU-27 = 100):** 76.0 (2012)

**GDP growth rate:** -1.4 % (2013)

**Inflation rate:** 0.4 % (2013)

**Unemployment rate:** 15.2 % (2014)

**Government debt/GDP:** 129.0 % (2013)

**Public balance (government deficit or surplus/GDP):** -4.9 % (2013)

Source: [Eurostat](#)

**Area:** 92 072 km<sup>2</sup>

**Capital city:** Lisbon

**Official EU language:** Portuguese

**Currency:** Euro

Source: [Europa website](#)

#### Political Structure

Portugal is a **parliamentary republic**. Legislative power is held by a unicameral [Parliament](#) comprised of 230 members elected for a four-year term of office (universal suffrage). Portugal is divided into eight regions that consist of 308 municipalities.

Executive power is held by the [National Government](#), led by the [Prime Minister](#). The Head of State is the [President](#) of the Republic, who is elected by popular vote for a maximum of two consecutive five-year terms. Under the Constitution, the President “represents the Portuguese Republic”, “is the guarantor of national independence, the unity of the State and the proper working of the democratic institutions” and “is the Supreme Commander of the Armed Forces”. While not exercising direct executive duties, the President appoints the Prime Minister (the head of the leading party), in addition to the other members of Government (Ministers and State Secretaries). Presidential powers include dissolving the Assembly of the Republic and dismissing the government following a hearing by the Council of State, and promulgating the laws of the Assembly and the Government’s law or regulatory decrees.

The [Constitution](#) of the Portuguese Republic was adopted on 2 April 1976 and amended for the seventh time in 2005.

Portugal became a member of the European Union on 1 January 1986.

**Head of State:** President [Aníbal Cavaco Silva](#) (since 22 January 2006).

**Head of Government:** Prime Minister [Pedro Passos Coelho](#) (since 21 June 2011).

## Information Society Indicators

### Generic Indicators

**Percentage of households with Internet access:** 62 % (2013)

**Percentage of enterprises with Internet access:** 96 % (2013)

**Percentage of individuals using the Internet at least once a week:** 58 % (2013)

**Percentage of households with a broadband connection:** 62 % (2013)

**Percentage of enterprises with a broadband connection:** 90 % (2013)

**Percentage of individuals having purchased/ordered online in the last three months:** 15 % (2013)

**Percentage of enterprises having received orders online within the previous year:** 14 % (2013)

### eGovernment Indicators

**Percentage of individuals using the Internet for interaction with public authorities:** obtaining information 35 %, downloading forms 21 %, returning filled forms 27 % (2013)

**Percentage of enterprises using the Internet for interaction with public authorities:** obtaining information 77 %, downloading forms 81 %, returning filled forms 85 % (2013)

Source: [Eurostat](#)

*Editorial notice: Statistical indicators referenced in this section reflect those of Eurostat at the time the Edition is being prepared.*

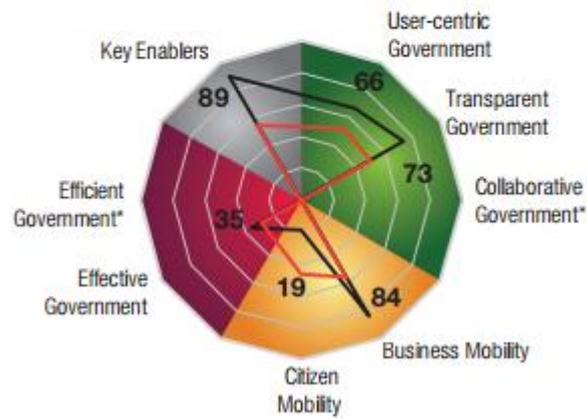
### eGovernment State of Play

The spider graph below is the result of the latest [eGovernment Benchmark study](#), which monitors the development of eGovernment in Europe, based on specific indicators. These indicators are clustered within the four main priorities (User-empowerment, Single Market, Efficiency & Effectiveness, Pre-conditions) of the eGovernment Action Plan, and are measured using a life-events (mystery shopping) approach. 'Collaborative Government' and 'Efficient Government' were however not part of the 2012 measurement. The spider graph thus compares the development of eGovernment in a specific country compared to the EU27 average.

## E-GOVERNMENT MATURITY PER TOP LEVEL BENCHMARK

Synthesis of 4 priorities for eGovernment for EU27+

■ User Empowerment ■ Single Market ■ Efficiency & Effectiveness  
■ Pre-conditions ■ PT ■ EU27+



\* not part of 2012 measurement

Source: [eGovernment Benchmark 2013](#)

## eGovernment History

### Main developments and key milestones (in reverse chronological order)

For the latest developments, see: [ePractice news for eGovernment](#)

## Recent News

### June 2014

In June, Portugal prepared the launching of the Digital "Key Mobile" a complementary authentication solution through mobile devices, safer than the access via username and password, to electronic public services (more security to the State) and simpler to the citizen (more effectiveness and efficiency to citizens and companies).

### May 2014

In May, the European Commission launched the results of the European e-Government Benchmark 2012-2013, placing Portugal among the top three in Europe concerning the metrics: User Centric, Key Enablers and Transparency.

### April 2014

In April, the ommon Knowledge Network portal, a collaborative platform to support the share of information about modernisation, innovation and administrative simplification within the Public Administration, is re-launched with a new interface, simpler and more efficient.

### March 2014

- ▶ Launched in March 2014, the National Administrative Modernization Strategy is based on the digital by default principle in order to reduce the bureaucratic burden on citizens and economic operators, by introducing transparency and efficiency and reducing the constraints generated by the slowness of the different procedural acts.
- ▶ In March, under the motto "[Open Administration + Simple + Close](#)", the new model of the Citizen Spots, that operate in a closer collaboration with local authorities, was announced. The development of the Citizen Spots, widely implemented across national territory and making available several public electronic services with assistance from a public servant or other; a new web and mobile application with info on public services; the Digital Mobile Key, a form of authentication that complements the Citizen Card functionalities; and the re-launch of the Simplex programme were also announced.

### February 2014

The latest version of the [Zero Licensing platform](#) came into [operation](#) on 24 February 2014 in the municipalities of Abrantes, Agueda and Tavira. These municipalities are distinguished by their efforts towards modernization and simplification for the companies installed or to be installed in their territory. This platform can be used by all municipalities in the country, a process that wishes to see completed during the current year.

## January 2014

In January, the Bank of Portugal issues a resolution stating the Citizen Card and the Interoperability Framework as important instruments for financial security.

## November 2013

In November, Portugal organizes the Conference CPLP on e-Government 2013. CPLP, the Portuguese Speaking Countries Community, includes Portugal, Angola, Brazil, Cape Verde, Guiné-Bissau, Mozambique, São Tomé and Príncipe, and East-Timor. The development of the eGov cooperation within this community was the motto.

## October 2013

In October, Portugal was the host of the 47th edition of the Annual ICA Conference - International Council for Information Technology in Government Administration.

## July 2013

In July, the Public Software Portal Público is launched. It promotes the sharing of free software, open source, open code and good practices in the usage of open software in the Public Sector.

## June 2013

- ▶ In June, the European Commission awarded the Zero Licensing Initiative with the European Prize for Innovations in Public Administration. The Zero Licensing Initiative was considered an excellence project in the category of innovative initiatives in the Public Administration.
- ▶ In June, the European e-Government Benchmark states that Portugal maintains its leading position in the benchmark, in what concerns to electronic public services delivery. The Business Portal is highlighted a success case within the European context.

## May 2013

In May, the Zero Licensing Platform is launched. It considerably simplified the licensing procedures necessary to carry out several economic activities by reducing red tape through an electronic point of single contact. The Zero Licensing for Industry initiative, which was approved in August 2012 with the Decree-Law no. 169/2012, regulates the practice of industrial activity. Portugal implemented the Platform through which companies can perform their licensing procedures, in a totally digital way.

## News 2012-2001

### 2012

- ▶ On *December 20 2012*, a new Digital Agenda was approved by the Council of Ministers. It aims to contribute to the development of the Digital Economy and the knowledge-based society, preparing the country for a new model of economic activity centred on innovation and knowledge and a new industrial policy, as a basis for the provision of new products and higher value-added services and targeted to international markets.
- ▶ On *7 February 2012*, the "Global Strategic Plan for Rationalization of ICT Costs in Public Administration (PGETIC) is formally published in the [Ministers Council Resolution n.12/2012](#)". It aims to improve the efficiency and effectiveness of public investment based on a cross-sector, holistic approach regarding the public administration. It responds to a [Resolution of the Council of Ministers](#)

approved in November underlining Portugal's strong commitment in this domain. The plan incorporates 25 measures for ICT rationalisation, represented by several lines of action. From improving governance mechanisms to implementation of common ICT solutions, global savings estimations of € 500 million per year are anticipated for the central Public Administration.

## 2011

- ▶ In *November 2011*, the [Entrepreneur's Desk](#), a national electronic one-stop shop that enables the completion of administrative formalities for businesses, [becomes available](#) via the [Business Portal](#). It serves as a single access point for integrated information presented in a simple and uniform manner on 462 services that are required in carrying out over 450 business activities, of which 130 can be performed completely online.
- ▶ A [high level group](#) responsible for eGovernment delivers to the Deputy and Parliamentary Affairs Minister a comprehensive plan envisaging an extensive ICT domain reform within the Public Administration. The 'Global strategic plan for ICT rationalisation and cost reduction' (*'Plano global estratégico de racionalização e redução de custos'*) involved representatives from several public bodies with responsibilities in this area.
- ▶ In *November 2011*, the [Entrepreneur's Desk](#), a national electronic one-stop shop that enables the completion of administrative formalities for businesses, [becomes available](#) via the [Business Portal](#). It serves as a single access point for integrated information presented in a simple and uniform manner on 462 services that are required in carrying out over 450 business activities, of which 130 can be performed completely online.
- ▶ '[Dados.gov](#)' is launched on 24 November 2011 following the guidance of the [Digital Agenda for Europe](#) and all the European efforts that are being made concerning open data domains. It involves 14 entities providing about 100 datasets. The Agency for the Public Services Reform (AMA) is making efforts to involve more public bodies, civil society organisations, developer communities, national Internet content producers and higher education institutions. The website format is currently in beta version.
- ▶ Between November 2010 and 10 June 2011, 452 new online services have become [available](#) on the national eGovernment portals aimed at [citizens](#) (*Portal do Cidadão*,) and [businesses](#) (*Portal da Empresa*,) respectively. This initiative - a mission of the Agency for Administrative Modernisation (*Agência para a Modernização Administrativa - AMA*,) in collaboration with various government entities - aims to render the information for citizens and businesses simpler, clearer and more accessible.

The number of services and government entities represented on the portal has grown. On 10 June 2011, users can obtain information and use over 1 800 services provided by 392 and 126 authorities registered on the Citizens' portal and on the Businesses' Portal respectively. Users have been able to reach the following services of both portals without leaving their home, or their office: the [online request for certificates](#) service; the [change of address](#) service; the '[My Street](#)' service for reporting problems in /damage to streets and public spaces; the step-by-step [online formation of a company](#) service; and the [Simplified Business Information](#) service.

- ▶ In *May*, the [Common Knowledge Network](#) [wins](#) the 2011 edition of the United Nations Public Services Awards in the knowledge management category. In addition, the Simplex Programme, on the strength of its public participation dimension, obtains the second prize in the 'Promoting participation in policy making processes' category. This marks the first time that a Portuguese project achieves such recognition.
- ▶ In *April 2011*, the Parliament approves [legislation](#) establishing the use of **open standards** in the information systems of Public Administration institutions. It is considered a fundamental step for the sovereignty of and the control over documents that public institutions own, thus reducing the dependence on businesses and external applications that can properly interpret information stored electronically.

- ▶ Portugal **leads** all 32 EU measured countries in the provision of **online public services**, according to the '[Digitising Public Services in Europe: Putting ambition into action - 9th Benchmark Measurement](#)'. Portugal has achieved the maximum result (100 %) in terms of availability and sophistication of online public services directed at citizens and businesses. Furthermore, it ranks above the EU average in all other benchmarked indicators.

## 2010

- ▶ On *20 September 2010*, the Ministry of Economy, Innovation and Development presents the '[Digital Agenda 2015](#)', a programme that forms part of the country's '[Technological Plan](#)', a wider effort to promote the development of the information society and to improve the country's competitiveness. The 'Digital Agenda' is the national action plan of record for the promotion of an information and knowledge society in Portugal.

In the same month, the portal '[Ticket 001](#)' (*Senha 001*) is officially launched in September 2010. It contains a national aggregator of online public services that are already made available via the Citizen Card online authentication method. This user-friendly portal invites citizens and enterprises to avoid queues in public services by employing user-friendly and secure online services.

- ▶ On *26 June 2010*, the '[Direct Social Security](#)' service can be accessed using the Citizen Card. This action is the first achievement of the '[Simplex '10 Programme](#)'. The initiative aims to progressively expand online access to other services.
- ▶ A new functionality of the Citizen Card is [presented](#) on *18 May 2010*. It enables card holders to access online the Library of the [European Information Centre 'Jacques Delors' \(CIEJD\)](#) in order to search for publications and order them electronically. The aim of the project is for the Citizen Card to replace the library card. Thanks to this new functionality, the procedures will be dematerialised, the online registration will be streamlined and a series of new online services will be provided, including the online update of personal data and the online booking of a publication.

In the same month, the [Online Case-Law Database becomes available](#) on the National Institute of Industrial Property portal, allowing users to access material related to court decisions on trademarks or technological matters. The initiative is aimed at developing the necessary internal expertise and providing guidance for any future legal decision that needs to be made, while at the same time offering users a simple and user-friendly tool to access recent Industrial Property case-law.

- ▶ On *10 March 2010*, the Justice Ministry issues Decree-Law no. 145/2010, establishing **permanent certificates of citizen's civil status**. The document becomes accessible online on 20 March 2010 via the '[Civil Online](#)' website. This permanent certificate of civil status means the availability in electronic format of up-to-date information contained in one's birth records.
- ▶ As from the end of *February 2010*, several **Portuguese** and **Spanish eGovernment services** have become **interconnected**, thus allowing citizens to access and use the services of the other country. As part of the first stage of this collaboration, Portuguese businesses operating in the civil construction sector in Spain will be able to register their employees with the Spanish Ministry of Employment and Immigration online using a Citizen's Card. Likewise, Spanish citizens will have the possibility to set up a company online through the Portuguese [Business Portal](#) following identification with their national eID card (*DNI electrónico*).

## 2009

- ▶ The '[Working in the Public Administration](#)' portal goes live on *7 December 2009*. It consists of systematic information on the legal framework governing public employment. It provides all stakeholders and public administration employees with a practical approach to the rules pertaining to public service.

- ▶ On 6 November 2009, the National Statistics Institute releases the '[Survey on the Use of Information Technology and Communication](#)' ('*Inquérito à Utilização de Tecnologias da Informação e da Comunicação*', IUTIC). According to the survey, 46 % of households have broadband access.
- ▶ Spain and Portugal sign on 22 September 2009 a [collaboration agreement](#) concerning the validation of digital certificates. The purpose of the agreement is to enable citizens to use national eCertificates for communicating and dealing with the Public Administration of the other country.
- ▶ The Common Telematic Information Network portal (*Rede Telemática de Informação Comum - RTIC*), is [launched](#) on 17 August 2009, providing consumers with online information about the status of their grievances in the goods and services sectors.

## 2008

- ▶ In October 2008, the Government [launches 'Base'](#), a new portal for all information on contracts covered by Portugal's new Public Contracts Code. It gives access to IT systems to receive, structure and process data on the formulation and implementation of public contracts for the purchase or rental of goods and services, public works contracts and the contracting out of public services.
- ▶ In July 2008, the Government presents the '[Simplex for Municipalities](#)' (2009-2010) programme. The main objectives are to improve the quality of life of all citizens and to reduce the administrative burden for citizens and enterprises. Nine municipalities participate in this first initiative.
- ▶ In February 2008, the 3rd edition of the '[Simplex](#)' Programme is presented. It outlines a set of 189 simplification measures for citizens, businesses and the Public Administration.

## 2007

- ▶ As of September 2007, Portuguese inventors are able to [submit patent applications online](#).
- ▶ On 1 July 2007, Portugal assumes the EU Council Presidency from Germany. The Portuguese Presidency will continue the eGovernment efforts carried out by the European Union and will stimulate the visibility of national policies and the sharing of best practices at European level.
- ▶ As of June 2007, Portuguese consumers are able to use the Internet to report poor food hygiene and other violations of trading standards.
- ▶ According to April 2007 figures, the number of [electronic tax declarations](#) in Portugal has risen from 306 000 to 1.57 million over the previous four years. The figure represents an increase of nearly 39 % over 2006.
- ▶ Portugal officially unveils its **national eID card** on 14 February. The card is based on the Identification Authentication Signature (IAS) criteria. A pilot project is launched in the region of Azores.

## 2006

- ▶ The '[West Digital](#)' project, financed by the Digital Cities and Regions Network of the Portuguese Operational Programme for the Knowledge Society, is officially launched on 14 July 2006. The occasion also provides an opportunity to present the project's main focus, the '[Oestedigital](#)' information portal.
- ▶ On 30 June 2006, the Portuguese Prime Minister José Socrates attends a presentation on the launch of '[Empresa On-line](#)', a facility permitting the online registration of companies through the new Business Portal ('[Portal da Empresa](#)').

In the same month, Prime Minister José Socrates presides over the launch of [ViaCTT](#), an electronic post box service for citizens, businesses and institutions. The service will permit the creation of up to 10 million email accounts.

- ▶ In *April 2006*, the Government merges all the different commitments and goals into one far-reaching strategic plan known as the '[Simplex Programme](#)'. In practice, Simplex incorporates an extensive administrative and legislative simplification initiative designed to reduce bureaucracy, to increase the State's transparency and the Public Administration's efficiency, while improving citizens' relationship with public departments.

- ▶ On *8 March 2006*, results of the first tests on the new Portuguese **ID card** are [presented](#) at an official ceremony.

In the same month, the Government [adopts](#) a set of measures aimed at facilitating and encouraging the electronic submission of personal income statements. New measures include an email alert service for the early detection of errors.

- ▶ By the end of *January 2006*, all public schools in Portugal are [equipped](#) with a broadband connection.
- ▶ As of *1 January 2006*, all companies and other legal entities are [required](#) to submit their annual income tax declaration and/or yearly declaration of accounting and fiscal information electronically via the Government's 'eFinance' website.

## 2005

- ▶ On *30 June 2005*, the Portuguese Council of Ministers [approves](#) a decree enabling the new 'Company in One Hour' ('*Empresa na Hora*') service. That decree will permit any citizen to create a new business with a single visit to a Government office. The Council has approved a resolution which mandated the Public Administration to have fully switched to electronic invoicing by 31 December 2006.

In the same month, the new '[Connecting Portugal](#)' (2005-2010) action programme for the information and knowledge society is launched. This document has aimed to create a transparent, modern and efficient Public Administration.

- ▶ In *April 2005*, the Government [approves](#) the 'Citizen Card' project. The multi-use citizen card combines ID, tax, social security, health insurance and electoral information, thus enabling citizens to carry one single card instead of five different ones.
- ▶ In *January 2005*, the National eProcurement Portal is launched. Developed under the framework of the '[National eProcurement Programme](#)', the portal has aimed to establish a new standard for public procurement.

In the same month, the '[Operational Programme for Public Administration 2004-2006](#)' is presented. The programme intends to support projects and investments to modernise the Public Administration.

The '[Operational Programme for the Knowledge Society \(POSC\)](#)' is introduced in *January 2005*.

## 2004

- ▶ The '[Information and Knowledge Society \(2005-2006\)](#)', the Government's new strategy for the development of an information and knowledge society, is presented in *November 2004*. To reinforce the national commitment in this area, the Mission Unit for Innovation and Knowledge (UMIC) – a temporary body created in November 2002 – is renamed Knowledge Society Agency (UMIC) - a permanent Government agency.
- ▶ In *February 2004*, the [Citizen's Portal](#) (*Portal do Cidadão*) is launched. It replaced INFOCID and was the result of a collaborative effort by approximately 120 public and private entities. The new eGovernment portal targeted businesses as well as citizens, with a separate section for each category of users.
- ▶ The '[Future 2010 - Operational Programme for the Knowledge Society](#)', known as the 'knowledge and innovation' initiative, is presented in *January 2004*. The aim of this strategic initiative is to foster

the development of a true knowledge society in Portugal. Among other actions, the initiative will promote public sector reform through the continued use of ICT and the development of eServices.

## 2003

- ▶ In *July 2003*, the Council of Ministers approves the strategic lines of a large-scale **Public Administration reform**, aimed at building a more outcome-oriented and flexible public sector in order to enhance development and improve productivity.
- ▶ In *June 2003*, the Government adopts the '[National eProcurement Programme](#)'. The programme aims at saving between 10 % and 20 % on public procurement costs from 2003 to 2006, thanks to the deployment of eProcurement systems across government bodies.

In the same month, two further action plans are officially approved by the Government: the '[Action Plan for the Information Society](#)' and the '[eGovernment Action Plan](#)'. The latter constitutes an integral part of the former, becoming the main instrument for the strategic and operational coordination of information society policies in Portugal. The overall goal is to transform public sector bodies into client-focused organisations, thereby placing the public sector among the country's best service providers.

## 2002

- ▶ In *November 2002*, the Innovation and Knowledge Mission Unit ([UMIC](#)) is created as part of the Office of the Prime Minister. UMIC is tasked with coordinating and providing focus for the Government's activities in the information society, eGovernment and innovation.

## 2001

- ▶ INFOCID is re-launched as the Government's citizen portal in *February 2001*, providing a single entry point to public information and services for citizens and businesses. The portal provides access to the 'Direct Public Service' application, enabling users to request birth, marriage, death, building and commercial certificates online.

## News 2000 and before

- ▶ In *2000*, the '[Operational Programme for the Information Society \(POSI\)](#)' is adopted. It aims to develop ICT skills across society, assist the transition to a digital Portugal and transfer public services online.

The Government launches the '[Internet Initiative](#)' in *2000*, establishing as a strategic priority the rapid increase in the use of the Internet by schools, households, enterprises and Public Administration.

The Programme '[Digital Cities](#)' is extended in *2000*, and intended to be developed through 20 to 25 large-scale projects stimulating regional innovation throughout the entire country.

- ▶ In *1998*, the Programme '[Digital Cities](#)' is launched and designed to foster the development of a digital culture at local and regional levels. The purpose is to bring local administration and services closer to citizens, to enhance local and regional competitiveness and to improve quality of life.
- ▶ In *1997*, the Council of Ministers approves the '[Green Paper on the Information Society in Portugal](#)', containing a set of recommendations aimed at the development of the information society. Following its publication, several task forces are set up to develop operational implementation plans.
- ▶ In *1996*, the Government launches a [National Initiative for the Information Society](#), structured around four main themes: school (IT in education); enterprises (electronic business); local and

regional Public Administration (open administration); and knowledge (libraries, museums, databases, R&D institutions).

- ▶ In *1991*, the Interdepartmental Information System for the Citizen (INFOCID) is created. Until 2004 INFOCID had been a public network of all State organisations dealing with citizens and aimed to provide a simpler method of interacting with the Public Administration.

# eGovernment Strategy

## Main strategic objectives and principles



### Administrative Modernization Strategy (2014-present)

Launched in March 2014, the National Administrative Modernization Strategy is based on the *digital by default* principle in order to reduce the bureaucratic burden on citizens and economic operators, by introducing transparency and efficiency and reducing the constraints generated by the slowness of the different procedural acts. It is not sufficient to provide services, as their quality needs to be high, which implies simplifying all processes and removing constraints.

#### I. GOALS

With more and better services, public administrations can rationalize their resources, whereas interactions between citizens and economic operators, and the State, are facilitated, which necessarily results in cost reductions. Furthermore, the use of digital tools can facilitate dialogue between the State and citizens and economic agents.

##### Strategic Goals

The strategic objectives of administrative modernization are:

- ▶ Promote the existence of more public services through a policy of digital by default;
- ▶ Make available online services to citizens and economic agents by installing Citizen Spots;
- ▶ Increase the simplification of processes, reducing the administrative burden for citizens and companies;
- ▶ Evaluate systematically, based on information management, in order to simplify the interface of the State with citizens and companies and within the State itself;

##### Operational Goals

The operational objectives of administrative modernization are:

- ▶ Promote the digital by default principle through an appropriate legal framework;
- ▶ Promote processes and information systems architecture;
- ▶ Install a capillary network of Citizen Spots throughout the national territory;
- ▶ Provide presence and e-learning training to human resources involved in the public services delivery;
- ▶ Make a regular and accurate review of the entire process of public services delivery, whether mediated, physical or online ones, through the integration of different analysis and assessment systems available in the several public organizations;
- ▶ Make available digital services across different platforms;
- ▶ Improving the web interface between the State and citizens;
- ▶ Streamline ICT in public administration by boosting all existing information systems in the State.

## II. Importance of Citizen Spots

The administrative modernization of the State requires both a broad view of the State as well as a *governance as a service* approach.

The "Citizen Spot" is the result of cooperation between the central Government and the local Government, but can and should also be open to cooperation with other entities. The Citizen Spots are governed by a principle of *franchising* that allows all of these entities to integrate in the services they already provide to the community, and other services provided by the State that are available in digital format.

## III. Impacts

### Political

- ▶ Improve the dialogue between the State and citizens;
- ▶ Achieve integration and interoperability of public services delivered by different sectors of the State;
- ▶ Increase the autonomy and role of Local Government in providing global public services to citizens and economic agents without diseconomies of scale (leveraging synergies with the reorganization of parishes);
- ▶ Generate synergies in the public services delivery with the third sector and civil society;
- ▶ Reduce operational costs in public administration while increasing the proximity of the State and its effectiveness and efficiency in the provision of public services;
- ▶ Ensure and promote the image of excellence of Portugal in regard to administrative simplification and digital administration with the European partners and, in general, at international level.

### Economic

- ▶ Improve the dialogue between the State and the Economic Agents;
- ▶ Cost reduction in economic activities;
- ▶ Create conditions for the internationalization of companies providing services for the administrative modernization to the State;
- ▶ Create an environment favorable to innovation and good use of resources.

## Global Strategic Plan for ICT Rationalisation and Cost Reduction (2012-present)

### **A holistic approach for a transversal change in the Portuguese Public Administration – towards an efficient, cost-effective, citizen-centric public service.**

Nowadays one of the main challenges that organizations face is reducing costs and optimizing their operations. Although a Public Administration can be considered a particular organization, it is confronted with the same challenge.

On the 14 November 2011, in order to address the technological component of this issue, the Portuguese Government decided through the Council of Ministers Resolution n.46/2011 to set up the "Project Group for Information and Communication Technologies" (PGICT) to create a global rationalization and cost reduction Plan in Public Administration regarding the management and use of ICT.

The PGICT Group designed the "Global Strategic Plan for Rationalization of ICT Costs in Public Administration (PGETIC)" in order to improve the efficiency and effectiveness of public investment based

on a cross-sector, holistic approach regarding the public administration. On 7 February 2012, it was formally published in the [Ministers Council Resolution n.12/2012](#).

This strategic plan is organized around five **main action areas**:

- (i) improvement of governance mechanisms
- (ii) cost reduction
- (iii) using ICT to enhance administrative change and modernization
- (iv) implementing common ICT solutions and
- (v) stimulating economic growth.

25 measures are identified for ICT rationalization based on their transverse character and potential impact on public administrations as a whole.

- ▶ Concerning **governance mechanisms**, 5 measures are set out, including defining and implementing a model that enables the holistic management of ICT, ending the current fragmentation and reduced maturity of the IT function and consolidating a national strategy for information security.
- ▶ Likewise, concerning **cost reduction**, 5 measures are also set out, namely mandatory preliminary and subsequent assessment of the cost and benefit of ICT investment and expenditure according to architectures and transverse guidelines previously outlined, the rationalization of means (data processing centers, communications and information systems) and the rapid adoption of transverse human and financial resources management solutions.
- ▶ **ICT use to enhance administrative change and modernization** includes the increase of organizational, semantic and technical interoperability in public administrations and its alignment with the European<sup>1</sup> "meta framework", the use of alternative channels already developed and made available to all for the provision of public services (v. g., ATM and pay shop networks, television, mobile phone, among others), but also greater efficiency in the management of all public entities (i.e. printing centralization, dematerialization of internal processes, etc., among many other measures).
- ▶ The **implementation of common ICT solutions** foresees namely the provision of specific expertise to public administrations' human resources, the creation of a software catalogue strengthened with applications developed by the State itself, which should be shared within the Administration (and in some cases with the civil society, helping companies to add value) as well as the cost and benefit assessment of adopting a computing cloud for the whole Administration, concentrating and providing infrastructures, platforms and services to the vast community that is the country's public sector.
- ▶ Finally, among the measures to **stimulate economic growth**, the Plan foresees the adoption of open source software for the State's systems, the improvement of public procurement processes and solutions, the international spread of methodologies, ICT solutions and knowledge through national competitiveness clusters and, in the scope of the Open Government strategy, the wide provision of public sector information in reusable format through projects such as dados.gov.pt, favoring the coproduction of services with the civil society, with added value for both the State and the economy.

With the official approval of the PGETIC, AMA became responsible for the implementation of the Portuguese ICT strategy, in close collaboration with the Prime-Minister's cabinet, and is now at the core

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<sup>1</sup> European Interoperability Framework (EIF) for European public services.

of the entire restructuring process inside public administration by transforming into practical and measurable projects the 25 measures established by the Project Group.

Estimations, after the PGICT's Plan full implementation, point to savings in the Central Administration which will amount to up to 500 million Euros per year in administrative expenditure, considering not only those items more directly related with ICT management (software, hardware, services and communications), but also efficiency gains, namely in facilities management, human resources and other operational costs.

Some results:

- ▶ Negotiation with global software providers allowed an average reduction of expenditure of more than 10%, which corresponds to an estimated reduction of 3 million euros per year.
- ▶ In 2012 more than 6 million euros were already saved (Ministry of Health) and 4.4 million euros (in the Ministry of Internal Affairs) based on this procurement model.
- ▶ The centralization of the IT function of the General Directorate of Cultural Activities (IGAC) with the Agency for Public Services Reform (AMA) plus the adoption of open source software allows a reduction of more than 50% of ICT expenditure.
- ▶ A survey was carried out to map Public Administration's ICT infrastructure.
- ▶ The centralization of IT function in the Presidency of the Council of Ministers has been initiated.
- ▶ A regulation for the Use of Open Standards in the Public Administration was issued.
- ▶ Implementation of the Tool for the Architecture of Information Systems in the Public Administration.
- ▶ Definition by all ministries of sectoral plans regarding ICT use and management.
- ▶ Implementation of the system and procedure for the evaluation of projects and ICT expenditure across the Public Administration.
- ▶ Analysis of total cost of ownership (TCO) software licensing versus open software – promotion of open software.
- ▶ New public acquisition model: negotiation of major software contracts in the public administration.
- ▶ Some of other main achievements include the capacity to gather all ministries around this Global Strategic Plan for Rationalization of ICT Costs in Public Administration, based on a sustained strategy alignment around a common goal, resulting on strong support on its implementation. It succeeded in creating and introducing this ambitious plan, addressing the Portuguese public administration as whole.

The creation of the Global Strategic Plan for Rationalization of ICT Costs in Public Administration (PGETIC) meant great achievements in ICT management in the Portuguese Public Administration. It provided the public sector with an extra set of tools to enhance its operation, and represents the beginning of a global plan towards a rational use of ICT resources, with a flexible and resilient structure that allows to address future challenges in a very fruitful way.

The Plan benefits citizens and enterprises both directly and indirectly. Directly because the interaction with public administrations is progressively made simpler, more organized and redirected as to ensure that citizens and enterprises are the main focus of the processes. Indirectly, through more agile back-office processes as well as the predicted economic growth.

## Digital Agenda: Portugal Digital (2012-present)



The Portugal Digital Agenda, along with the "Strategic Plan of ICT Rationalization and Cost Reduction", approved by the Council of Ministers Resolution No. 12/2012, on February 7, will make an important

contribution to the achievement of the national objectives in the fields of administrative modernization.

It was approved by the Council of Ministers on December 20 2012, with the aim of contributing to the development of the Digital Economy and the knowledge-based society, preparing the country for a new model of economic activity centered on innovation and knowledge and a new industrial policy, as a basis for the provision of new products and higher value-added services and targeted to international markets.

Portugal intends to reap the full benefits of information and communication technologies (ICT) and electronics and digital economy. The Digital Agenda has thus aimed to promote the development and use of digital economy by citizens, businesses and the State, stimulating the production of products, services and competitive technological solutions, targeted at international markets.

Therefore, the Portugal Digital Agenda no longer focused only on Government action and public administration, and also have a strong involvement and participation of civil society and the private sector, in particular, of the entities related to the ICT sector.

The Digital Agenda aligns its areas of intervention with the areas of the Digital Agenda for Europe, creating an environment more favourable to activity of enterprises, in particular small and medium-sized enterprises (SMEs), thereby complying with the guidelines endorsed by Portugal under the Small Business Act (SBA) for Europe.

### Goals

- ▶ To develop an adequate broadband infrastructure so that by 2020, all citizens will have access to broadband with a speed equal or faster than 30 Mbps and also, that 50% of households have access to broadband equal or faster than 100Mbps.
- ▶ To increase by up to 50%, in comparison to 2011, the number of companies using e-commerce.
- ▶ To ensure that 50% of the population is using e-government services, by 2016.
- ▶ To rise/increase by 20%, in comparison to 2011, the amount of exports of Portuguese ICT services.

### Actions

- ▶ Access to broadband and the digital market: To develop infrastructures for Basic broadband and high-speed. To create adequate tools and conditions in order to promote e-commerce, therefore allowing a single European digital market.
- ▶ Develop literacy, qualifications and digital inclusion: Promote the access to ICT and develop digital qualifications, thus reinforcing companies' competitiveness and employability. Catalyse the construction and enlargement of a digital market.
- ▶ Investment in R&D and Innovation: Reinforce investigation and capacity to innovate within the ICT market.
- ▶ Fight against tax evasion: Reinforce the role of ICT companies in the fight against parallel economies, simplification of tax declaration, increase companies' efficiency and transparency, and introducing functional improvements in all stages of e-commerce.
- ▶ Answering social challenges: Improve the efficiency and reduce spending within Public Administration (civil services).
- ▶ Entrepreneurship and internationalisation of the ICT market: Strengthen the support given to entrepreneurship and internationalisation of Portuguese ICT companies.

It is, thus, an agenda with strong public and private commitment, with ambitious objectives and goals, as to ensure that Portugal is one of the most advanced countries in the digital economy in the EU27.

## Previous eGovernment Strategies

### Technological Plan (2005-present)

Portugal's eGovernment drive is part of its Technological Plan, a wider effort to promote the development of the information society and to improve the country's competitiveness. The Plan, presented in November 2005, constitutes the focal point of the Government's economic policy. It consists of a series of articulated transversal measures aimed, among other objectives, at modernising the Public Administration. The plan is based on three **strategic axes**:

- ▶ **Knowledge:** to qualify citizens for the knowledge society by fostering structural measures aimed at enhancing the average qualification level of the population, by implementing a broad and diversified lifelong learning system, as well as mobilising citizens for the information society.
- ▶ **Technology:** to overcome the scientific and technological gap by reinforcing national scientific and technological competences, both public and private, by recognising the role played by enterprises in training skilled labour and in R&D activities.
- ▶ **Innovation:** to boost innovation by assisting the productive chain to be adapted to the challenges of globalisation by means of diffusion and development of new procedures, organisational systems, services and products.

Spread across these three main axes, the action agenda defines a set of **measures\*** in order to achieve its objectives and targets, many of which are directly related to eGovernment:

#### Public administration:

- ▶ creation of the Citizen Card, which combines in one single document the identification, the social security, the national health service, the taxpayer and the voter cards;
- ▶ creation of the Portuguese electronic passport;
- ▶ creation of the common Knowledge Network of the Public Administration;
- ▶ creation of the Knowledge Network of the Public Libraries (digital libraries);
- ▶ application of an electronic invoice control system by the Public Administration.

#### Public services online:

- ▶ simplification of the use and offer of broadband Internet;
- ▶ creation of the universal electronic mailbox;
- ▶ promotion of the electronic democracy;
- ▶ creation of digital libraries;
- ▶ creation of the training and employment web portal.

#### Enterprises:

- ▶ implementation of the on-the-spot firm initiative;
- ▶ creation of a national services network operated through technological centres;
- ▶ set-up of urban Networks for Competitiveness and Innovation.

## Digital Agenda 2015 - New Technologies. Better Economy

Following the approval of the '[Digital Agenda for Europe \(2010-2020\)](#)', a new phase of the Technological Plan was presented in September 2010, entitled '[Digital Agenda 2015 - New Technologies. Better Economy](#)'. The strategy document seeks to improve the quality of service provision for citizens and businesses through the use of new generation networks (NGNs). It contains 26 measures, some of which are currently being implemented.

Key **eGovernment measures** include:

**1. Next Generation Networks (NGNs)** – To install a telecommunications network on a national scale, with increased broadband transmission and bandwidth capacities available to the end user that creates high added value services for citizens and businesses alike, with an impact on their efficiency. Furthermore, NGNs will contribute to the reduction of carbon emissions and promote national equality and unity, be it social or economic. They should eventually create conditions for the development of businesses providing services and advanced products in the Information Technology, Electronics and Communications (ITEC) sector so as to assist them in accessing international markets.

**2. Better Governance** – To guarantee that citizens and businesses alike can have access to better public services, together with the high level of online availability already achieved; to identify and to promote solutions with an impact on Portuguese society and with high export potential.

**3. Excellence in Education** – To create platforms that can motivate the various players in the educational community in implementing practices that make possible the use of ICT tools in teaching and learning contexts; to bring a new dynamism into the content market in the context of the Portuguese language.

**4. Proximity Healthcare** – To develop and to implement intelligent platforms that will optimise the provision of proximity healthcare, generating solutions that can be exported to other markets. To guarantee that health information is available for the public and for the health professionals that provide these services, in a safe and appropriate method, at the time and place in which they are required.

**5. Smart Mobility** – To develop technological mobility solutions and to support Smart Mobility and energy optimisation with a strong home-grown technological input based on: national competencies in IT; national competencies in smart grids; knowledge of technologies associated with electronic mobility; 'export clusters' which will work in close cooperation with competitiveness hubs, the industrial clusters already in existence and adapting to the new paradigms.

## **SIMPLEX '10 - The simpler, the better**

Besides the Technological Plan, eGovernment is closely linked with 'Simplex', a yearly comprehensive **administrative** and **legislative simplification** programme which addresses the need for simplifying the public sector and its service provision.

Objectives and actions for the latest instalment have been laid down in the '[Simplex '10 Programme](#)', whose overall aim is to improve the exchange between citizens and public services, to reduce businesses' contextual costs in their interactions with such services and to make Public Administration more efficient.

The following five major **objectives** have been put forth:

- ▶ **User-friendly services:** simplified services with less administrative burden, more transparency and shorter waiting times.
- ▶ **Services closer to the citizen:** one-stop shop services that are either physical or virtual for life events which reach out to the citizen and business via SMS or by phone.
- ▶ **Tailor-made services:** services that cater to the citizen, where participation is sought and valued for the selection of priorities in planning measures to simplify and to evaluate services.
- ▶ **Most valued services:** services deemed to be significant, associated with statistical indicators, the number of users, response times, costs, simplification of the savings for enterprises and the degree of citizen satisfaction to improve public services.
- ▶ **Do more with less:** efficient services with enhanced cooperation between departments within the Central Government and Local Administration, with a better use of existing capacities, sharing and reuse of resources for the effectiveness of public services.

Simplex '10 contains 129 **measures** which involve the Public Administration and are designed to: make life easier for citizens with respect to public services; eliminate and/or decrease the bureaucratic burden

imposed on business activities; improve the efficiency of public services, reduce operating costs and simplify the interaction with their employees.

The 2010 'Simplex' public consultation resulted in 343 contributions from citizens and enterprises which were in turn forwarded to ministerial contact points for follow up.

### Simplegis 2010-2011

'Simplegis' is a sub-programme of 'Simplex', which envisages a less complicated and a more transparent legal system in Portugal. Among its objectives is the elimination of unnecessary formalities, the simplification of procedures and/or the introduction of new services online or at one-stop shops.

It seeks to bring about relevant benefits for citizens and businesses, which are mainly focused on the following aspects:

- ▶ **Transparency:** information for citizens and businesses about the rules and regulations which apply to their daily lives and activities.
- ▶ **Cost reduction:** an estimated yearly savings of € 200 million in direct costs otherwise incurred by citizens and companies.
- ▶ **Improved enforcement:** greater efficiency while ensuring that laws fully produce the intended results.
- ▶ **International prestige:** permanent compliance with Portugal's obligations towards the EU as regards the transposition of legislation with consequent gains in the country's global prestige.

### Simplex for Municipalities (2010-2011)

The simplification programme for local Government adopted the same goals as the 'Simplex Programme' for central administration, while strictly observing the autonomy of the participating municipalities. It is open to the participation of all local government bodies that wish to implement the proposed measures, as well as to put forward their own simplification initiatives.

In 2011, the municipalities of Arganil, Oliveira do Bairro, Paredes and Reguengos de Monsaraz joined the current instalment of the programme.

'Simplex for Municipalities' involves 126 municipalities and contains 746 simplification measures (municipal, inter-municipal and inter-sectoral), centred on four key **action areas**:

- ▶ improve and optimise the internal operation of municipal services;
- ▶ improve the provision of services to citizens and businesses;
- ▶ promote interactions between the different Public Administrations;
- ▶ contribute to strengthening citizenship and the quality of democracy.

### Connecting Portugal (2005-2010)

The '[Connecting Portugal](#)' (2005-2010) initiative was part of a broader strategy for the wide mobilisation of people and organisations for knowledge-based growth and employment through the general use of ICT. eGovernment projects were intended to simplify and to improve the provision of public services for citizens and businesses through: efficiency and ease of use for services provided to citizens by the State, supported by ICT; realisation of the one-stop-shop principle in the State's dealings with citizens and businesses; and development of modern public services.

Specific guidelines for the modernisation of Public Administration were laid down, including: acquisition of a full range of telecommunications services by all public institutions; digital skills training for all civil servants; interactive access to public services; general electronic invoicing in most commercial transactions and full adoption of electronic invoices in the Public Administration.

## Action Plan for the Information Society (2003-2006)

The eGovernment strategy for the period 2003-2006 was laid down in the '[eGovernment Action Plan](#)'. The document was an integral part of the '[Action Plan for the Information Society](#)', which was the main instrument for the strategic and operational coordination of information society policies in Portugal.

The strategic goal of the eGovernment plan was to transform public sector bodies into client-focused organisations, thereby placing the public sector among the country's best service providers. This vision was to be implemented through the creation of high-quality, efficient public services supported by comprehensive IT solutions.

## eGovernment Legal Framework

### Main legal texts impacting on the development of eGovernment



### eGovernment Legislation

#### Current status

There is currently no distinctive overall eGovernment legislation in Portugal. Several legal texts make up the national framework for a number of eGovernment domains.

#### Ministerial Network for Administrative Modernisation

The Decree-Law no. 4/97, reviewed by the Decree-Law no. 72/ 2014, approved in May 2014, creates the Ministerial Network for Administrative Modernisation (RIMA).

It establishes, in particular, administrative modernization measures on methodology and mechanisms for regulatory impact assessment of normative acts.

#### Decree-Law on Digital Service

The Decree-Law establishes the contact rules between citizens and Public Administration by creating a network of citizen spaces disseminated throughout the country. For those who cannot, will not or do not know how to use digital tools, the interaction is available through a mediated access promoted by the public administrations.

#### Decree-Law on Administrative Modernization

The Decree-Law no. 135/ 99, reviewed by the Decree-Law no. 73/2014, approved in May 2014, establishes some important administrative modernization measures.

The "digital by default" principle will lead to several standards, particularly relating to administrative communications, being always provided for electronic information and communication with citizens.

#### [Law on the use of Open Standards in Public Administrations Information Systems](#)

The Law no. 36/2011, which was approved in June 2011, establishes the use of **open standards** in the information systems of public administrations. It is considered as a fundamental step for the sovereignty of and the control over documents that public institutions own, thus reducing the dependence on businesses and external applications that can properly interpret information stored electronically.

The Resolution of Cabinet n.º 91/2012, of 8 november, establishes the standards that can be used to provide interoperability in the information systems of public administrations.

#### [Decree-Law on the 'Zero Licensing'](#)

The Portuguese '[Zero Licensing](#)' programme is one of the most representative initiatives of the eGovernment agenda. Its main objective is to considerably simplify the licensing procedures necessary to carry out several economic activities by reducing red tape through an electronic point of single contact. One of the first objectives was achieved in April 2011, following the approval of [Decree-Law no. 48/2011](#), which saw a significant reduction in the required licenses for the establishment and adaptation of food and beverage establishments.

### [Decree-Law on the Responsible Industry Regime](#)

Also known as the Zero Licensing for industry, the Decree-Law no. 169/2012, which was approved in August 2012, and it regulates the practice of industrial activity.

## Freedom of Information Legislation and Re-use of Public Sector Information (PSI)

### [Law of Access to Administrative Documents](#)

[Article 268 no. 2](#) of the Portuguese Constitution establishes the fundamental right of access to administrative archives and registries, except for information related to state security, criminal investigation and personal privacy.

The Law of Access to Administrative Documents no. 46/2007, was adopted on August 26. It allows any citizen to demand access to administrative documents held by the state authorities, public institutions and local authorities in any form. Requests have to be made in writing. Government agencies are required to respond no later than 10 days following such a request. Those denied access to documents can appeal to the [Commission for Access to Administrative Documents \(CADA\)](#), an independent Parliamentary agency.

### [Law on the Access to and Reuse of Administrative Documents](#)

[Article 268 no. 2](#) of the Portuguese Constitution establishes the fundamental right of access to administrative archives and registries, except for information related to state security, criminal investigation and personal privacy. A further law regulates the right of access to public documents ([Law no. 65/93](#), of 26 August, republished by Law no. 94/99, of 16 July). On 7 September 2007, Portugal notified full transposition of the [European Directive 2003/98/EC](#) of 17 November 2003 on the re-use of public sector information, brought about by Law 46/2007.

## Data Protection/Privacy Legislation

### [Law on the Protection of Personal Data](#)

Law no. 41/2004, of 18 August transposes into national law [Directive 2002/58/EC](#) concerning the processing of personal data and the protection of privacy in the electronic communications sector, except for Article 13 which concerns unsolicited communications. This legislation applies to the processing of personal data within the context of publicly available electronic communications services and networks, while complementing the provisions of [Law no. 67/98](#) of 26 October (Law on the Protection of Personal Data). Its provisions shall ensure protection of the legitimate interests of subscribers who are legal entities to the extent that such protection is consistent with their nature.

## eSignatures Legislation

### [Decree-Law on Electronic Signatures](#)

The Decree-Law on Electronic Signatures no. 62 of 3 April 2003 aims to align the legal regime for digital signatures established in a previous Decree-Law ([Decree-Law no. 290-D/99](#)) to [Directive 1999/93/EC](#) on a Community framework for electronic signatures. The [Decree-Law no.165/2004](#) of 6 July and the [Regulatory Decree no. 25/2004](#) of 15 July constitute further legislation in this area.

### [Law on Citizen Cards](#)

The Law no. 7/2007 of 5 February 2007 created the Citizen's Card and regulates its issuance, replacement, use and cancellation. Article 18 lays down the provisions for digital certificates, an electronic document which uses a digital signature. They include, among others: an eSignature based on a qualified certificate is optional; it can only be activated and used by citizens over the age of 16; no eSignature based on a related qualified certificate can be activated, if a holder requesting a Citizen's Card is deemed unsuitable.

#### eSignature based on a qualified certificate

The provisions of [Decree-Law no. 290-D/99](#), [Decree-Law no. 165/2004](#), [Decree-Law no. 62/2003](#) and [Decree-Law no. 116-A/2006](#) shall apply to an eSignature based on a qualified certificate, while these certificates are subject to the applicable rules and regulations pertaining to the [State Electronic Certification System \(SECS\)](#).

## eCommerce Legislation

### [Decree-Law on Electronic Commerce](#)

The Decree-Law on Electronic Commerce no. 7/2004, of 7 January and the [Joint Order no. 357/2006](#) of 28 April transposed into national law the EU Directive on eCommerce ([Directive 2000/31/EC](#)). This Decree-Law governs unsolicited communications for direct marketing purposes, and provides for protection measures against the invasion of privacy. The obligation on providers to obtain the previous consent of the recipient to send messages with direct marketing purposes has already been provided for in this legislation, as well as the obligation to maintain, on their own or through bodies that represent them, an updated list of persons who have expressed their wish not to receive such advertising communications.

An amendment ([Decree-Law no. 62/2009](#)) considers these lists to be insufficient and that it should be incumbent on the General Consumer Directorate (DGC) to permanently maintain an up-to-date national list.

## eCommunications Legislation

### [Law on Electronic Communications](#)

Published on 10 February 2004, Portugal's Law on Electronic Communications no. 5/2004 transposes most of the EU regulatory package on electronic communications ([2002/19/EC](#), [2002/20/EC](#), [2002/21/EC](#), [2002/22/EC](#) and [2002/77/EC](#)). It was amended by [Decree-Law no. 116-A/2006](#) which transposes the EU Directive [1999/93/EC](#) on electronic signatures regulating the Community framework for recognised electronic signatures. The first amendment ([Decree-Law no. 88/2009](#)) to Decree-Law no. 116-A/2006 undertakes the harmonisation of these two legal documents, mainly with regard to the use of qualified certificates by public bodies. These bodies may issue electronic documents bearing a qualified electronic signature in line with the rules of this amendment and with the provisions of Decree-Law no. 116-A/2006.

The European Directive [2002/58/EC](#) on privacy and electronic communications is transposed by [Law no. 41/2004](#) of 18 August.

## eProcurement Legislation

### [Decree-Law on eProcurement](#)

Public Procurement Code (PPC) Decree-Law no. 18/2008 published on 29 January, transposes the EU public procurement directives ([2004/17/EC](#) and [2004/18/EC](#)).

eProcurement provisions are based on three major innovations:

- ▶ full adoption of eProcurement for any open, restricted or negotiated procedure in awarding a public contract, avoiding traditional paperwork and increasing speed, transparency and competitiveness;
- ▶ increase of accessibility through electronic publication by an official portal ('base.gov.pt') of all notices and contract announcements;
- ▶ full specification of the multi-criteria model to be adopted by the jury in selecting the most economically advantageous proposal and its presentation in the procedure documents to be known by any tenderer so that equity and equal treatment will be fully respected.

## eGovernment Actors

### Main roles and responsibilities

#### National eGovernment

##### Policy/Strategy

###### [Deputy Secretary of State of the Administrative Modernization of the Minister in the Cabinet of the Prime Minister and for Regional Development](#)

The Deputy Secretary of State of the Administrative Modernization is responsible for the modernisation of public administration and eGovernment.

###### [Agency for the Administrative Modernization \(AMA\)](#)

The AMA develops policies to modernise and simplify public administration. Created in 2007 within the Presidency of the Council of Ministers, AMA is the Portuguese public body which is in charge of public services modernization and administrative and regulatory simplification. The promotion of e-Government and the improvement of public services delivery are some of its main competences.

##### Coordination

###### [Agency for the Administrative Modernization \(AMA\)](#)

AMA coordinates measures, programmes and projects aimed at modernising and simplifying the public administration, the electronic administration and the distribution of public services.

##### Implementation

###### [Agency for the Administrative Modernization \(AMA\)](#)

AMA implements initiatives to modernise and to simplify public and electronic administration.

#### Individual Government Ministries and Agencies

Individual Government Ministries and Agencies carry out projects within the framework of their competences.

##### Support

###### [Organisation for Information and Communication Technology \(CEGER\)](#)

CEGER, under the Prime Minister's Office, provides support to government bodies in the field of IT. It is responsible for the management of all the technological infrastructure of the Government network, including maintenance of the Data Processing Centre, technological equipment, systems and the electronic communication network. In addition, CEGER focuses on electronic security and on advanced systems in support of Government decision-making. It also acts as the certification manager for the Electronic Certification System of the State - management of Public Keys (SCEE). It is the responsible entity for registration of GOV.PT Internet sub-domains.

##### Audit/Assurance

###### [Court of Auditors](#)

The Portuguese Court of Auditors is in charge of auditing public funds, public revenue and expenditure, as well as public assets, with a view to ensuring that administration of these resources complies with the law and principles of financial responsibility.

#### Data Protection

##### **National Commission for Data Protection**

The National Commission for Data Protection is an independent body with powers of authority that extend throughout the country. It supervises and monitors compliance with the laws and regulations in the area of personal data protection, with strict respect for the human rights and the fundamental freedoms and guarantees enshrined in the Constitution and the law.

## Regional & Local eGovernment

#### Policy/Strategy

##### **Regions and Municipalities**

Regions and Municipalities are in charge of related policies/strategies within the framework of their competences.

#### Coordination

##### **Ministry for Internal Administration (MAI)**

The MAI is in charge of coordinating central government policies with local authorities.

##### **Agency for the Administrative Modernization (AMA)**

AMA coordinates national programmes of administrative modernisation that involve, via a very active model, most of the municipalities. Among several initiatives, highlight for areas such as co-financing (SAMA), licencing (Zero Licencing and Industrial Licensing), Citizen Spots (One-Stop-Shops with a stronger role of municipalities). The Common Knowledge Network electronic platform works as an enabler.

#### Implementation

##### **Regions and Municipalities**

Regions and Municipalities carry out projects within their competences.

Furthermore, AMA not only coordinates, but also plays an active part in the implementation of several initiatives such as licencing (Zero Licencing and Industrial Licensing) and public services delivery Citizen Shops and Citizen Spots (One-Stop-Shops with a stronger role of municipalities). The Common Knowledge Network electronic platform works as an enabler.

#### Support

##### **National Association of Portuguese Municipalities (ANMP)**

The ANMP is the representative body of the Portuguese Municipalities. It promotes their interests and provides support services in various areas, including ICT and public management.

## eGovernment Who's Who

Main eGovernment decision-makers and executives

### Ministers responsible for eGovernment



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## eGovernment Infrastructure

### Main eGovernment infrastructure components

#### Portals

##### [Citizen's portal](#)

The Citizen's portal is the central channel for electronic access to public services. It currently offers more than 1000 citizen-oriented 24/7 services provided by around 160 bodies and public entities. Users are able to consult two different kinds of information: first, information concerning daily life events such as birth, death and employment, and second, information on specific areas of interest, such as justice, health, tax systems and education.

An electronic payments platform has been introduced, allowing for different forms of payments. The platform enables the issuing of payment orders which can be processed through the unified Automated Teller Machine (ATM) network widely available in Portugal, or without leaving home or the office for eBanking users. Development of the portal has been continuous. Besides improvements with the user interface, it has been offering services supported by SMS and access through WAP protocol by mobile phones and PDAs.

##### [Business portal](#)

The Business portal provides electronic access to public services supplied to businesses by way of an integrated access point. The additional services now provided include the complete setting up of a business through the Internet ('[Online Business](#)'), as well as the 'Business Electronic Dossier', where the different interactions of each business with the public administrations are gathered and made easily and securely available to business partners or their representatives through identity authentication by advanced eSignature certificates. This ensures full transparency on the status of the respective processes.

The Business portal also brings together information of interest for business activities related to the management, expansion and closure of enterprises, and provides information on opportunities for businesses.

##### ['Dados.gov' Open Data Portal](#)

Following international practices in the area (e.g. the [US](#) or the [UK](#) Data.Gov projects), the Agency for the Administrative Modernization (AMA) is committed to the development of a wide and open platform containing all kinds of data from public bodies. The 'Dados.gov' Portal makes available to citizens an extensive range of information from very diverse areas.

The objective of this policy - keeping in mind the right of any citizen to consult public administration information - is to democratise that access by facilitating the means to obtain it. It is based on the premise that the average citizen is interested in consulting such a vast amount of data. However, the main objective is to make this data available to be studied by researchers. On the other hand, as seen in other countries, the availability of data fosters the development of software applications that render them useful for several purposes.

The 'Dados.gov' project is a key initiative of the Portuguese open government agenda. A [beta version](#) was made available to the public in November 2011, incorporating about 100 datasets from 14 public bodies.

### [Taxes Portal](#)

The Ministry of Finance makes available to citizens and companies the Finances Portal, which allows for tax submission, and fiscal situation consultation, among a wide range of services. The online income tax service allows complete online declaration, notification and assessment of personal taxes. Users can consult their tax files, statistics and conduct simulations. Advanced functionalities have been recently integrated into the system allowing for enhanced usability. The income tax declaration is automatically prefilled with all relevant data, conforming with data protection regulations. The declaration receipts and the notification of the final tax calculation can now be confirmed electronically.

### [Direct Social Security](#)

Citizens can access to their Social Security data and perform a wide range of services from submitting requests for unemployment benefits, child allowances, leaves, payments and have access to the whole information needed regarding their rights and duties in the social security domains. Authentication via Citizen Card (eID) is available and the platform presents lots of information already prefilled, based on back office automatization and interconnection with other public organizations.

## Networks

### RIMA

The Ministerial Network for Administrative Modernisation (RIMA) establishes, in particular, administrative modernization measures on methodology and mechanisms for regulatory impact assessment of normative acts.

### PGETIC

On the 14 November of 2011, the Portuguese Government set up the "Project Group for Information and Communication Technologies" (PGICT) to create a global rationalization and cost reduction Plan in Public Administration regarding the management and use of ICT. The PGICT Group drafted the "Global Strategic Plan for Rationalization of ICT Costs in Public Administration (PGETIC)" in order to improve the efficiency and effectiveness of public investment based on a cross-sector, holistic approach regarding the public administration. The Group meets to ensure the implementation of the Plan and is a reference platform for eGovernment strategy.

### [RCC - Common Knowledge Network](#)

The Common Knowledge Network is a collaborative platform to support the share of information about modernisation, innovation and administrative simplification of Public Administration. It is a network of knowledge share based on open membership by public bodies, central and local administrations, private entities and any citizen who wishes to participate. Furthermore, the platform is now expanding to include social networks. A wiki space is already functional and accounts by leading social networking services are now being used dynamically.

## eIdentification/eAuthentication

### Chave Móvel Digital - Digital "Mobile Key"

The Digital "Key Mobile" is a complementary and alternative authentication mechanism to the Citizen Card. It is a form of secure online authentication of citizens to the Public Administration, based on a system similar to homebanking solutions, through the introduction of username, password and a single-

use code with limited validity, sent by SMS or e-mail to a mobile phone or email account recorded by the citizen for the effect.

In sum, the main objective is making available a complementary authentication solution through mobile devices, safer than the access via username and password, to electronic public services (more security to the State) and simpler to the citizen (more effectiveness and efficiency to citizens and companies).

### [Electronic Identity Card \(eID\)](#)

The Citizen's Card is the Portuguese electronic identity card (eID) that provides visual identity authentication with increased security and electronic identity authentication using biometrics and electronic signatures. It allows the holder to provide identification when dealing with computerised services and to authenticate electronic documents. It enables holders to take advantage of a multi-channel delivery system in their interactions with public and private services.

### [Portuguese Electronic Passport \(PEP\)](#)

The PEP represents the beginning of a new generation of eID documents and adheres to the most rigorous security patterns. It preserves the features of the current passport in the identification of its holder, but integrates innovative devices ranging from facial recognition to the incorporation of a contactless chip. All the information contained in the chip can only be read by specialised equipment.

### [Electronic Certification System of the State \(SCEE\)](#)

The SCEE is an infrastructure of public keys which supports electronic signatures and other electronic security services activated by public keys (algorithms). The SCEE architecture constitutes a hierarchy of trust that guarantees the electronic security of the State and the strong digital authentication of electronic transactions among several public services and organisations, and between the State and citizens and businesses. It allows interoperability with the infrastructures that fulfil the necessary rigorous authentication requirements through adequate technical mechanisms and compatibility in terms of certification policies, primarily within the scope of the EU Member States.

## eProcurement

### [Public eProcurement Portal](#)

The national eProcurement platform is mandatory for all public authorities and is led by ESPAP. There are several private platforms for eProcurement that operate at different institutional tiers.

The national portal publishes electronically all notices and contract announcements, and lists all certified eTendering platforms. Public entities can acquire eTendering services with minimal effort. Calls for tenders are published in the [Electronic Official Journal \(DRE\)](#). Publication requests can only be submitted electronically. Some innovations are not in general use (e.g. eAuctions, dynamic purchasing systems), and eProcurement in the post-award phase (e.g. ordering, invoicing and contract management), is still in its infancy.

All public administration contracts are required to be published on this central portal. A user can perform a thorough search, analyse expenses by public sector, public body and enterprise, among other actions. The portal is one of the key examples of recent transparency efforts involving all Public Administration activity as a whole.

## Knowledge Management

### [RCC - Common Knowledge Network](#)

The Common Knowledge Network is a collaborative platform to support the sharing of information about modernisation, innovation and administrative simplification of Public Administration. It is a network of knowledge sharing based on open membership by public bodies, central and local administrations, private entities and any citizen who wishes to participate. Furthermore, the platform is now expanding to include social networks. A wiki space is already functional and accounts by leading social networking services are now being used dynamically.

### [b-on: Online Knowledge Library](#)

The Online Knowledge Library (b-on) is a virtual library which provides unlimited and permanent access to international scientific journals from a wide range of publishers, through subscriptions negotiated on a national basis with these publishing houses.

### [PORBASE, the National Bibliographic Database](#)

The primary objective of PORBASE is the permanent update and promotion of the National Library's general catalogue, current national bibliography and the Portuguese library's collective catalogue. It reflects the collections of the National Library and over 170 Portuguese private and public libraries. PORBASE currently contains over 1.5 million bibliographic records. The database is updated daily and its average annual growth is estimated at 100 000 bibliographic records.

## Other Infrastructure

### Legal/Financial eServices

#### [CITIUS service](#)

The CITIUS service enables electronic submission of documents for use in court cases. Lawyers are able to present evidence and documents to the courts, check their distribution, look up cases and keep track of fees electronically. For civil cases and injunctions, most of the correspondence can be conducted electronically. Sets of copies and duplicates are no longer needed. The system is secure in that the use of personal, non-transferable electronic certificates is required.

#### [Permanent Business Certificate \(PBC\)](#)

The PBC discloses the legal information of any business so as to ensure the safety of its transactions. This service allows any entity whose record is in the Information System of Commercial Registry (SIRCROM) database to have a permanent certificate available over the Internet. This ensures that while such a certificate is online, no entity, be it public or private, can demand a paper certificate.

#### [Simplified Business Information \(IES\)](#)

IES is the delivery of declarative obligations related to accounting, taxation and statistics via electronic means and in a completely dematerialised form. All information which businesses have to provide concerning their annual accounts is transmitted collectively and to a single entity.

The IES submission has to be made through the Business portal, by choosing IES and filling in the form directly or by opening and sending the corresponding file previously formatted according to specifications laid down by law. It is then submitted electronically to the IES, and the automatically-generated ATM

reference has to be retained to allow the payment of the accountability submission registration. The registration for the accountability submission has to be paid within five working days.

## Interoperability

### [Interoperability in Public Administration \(iAP\) platform](#)

The iAP is a services-oriented central platform that aims to make available to all public administrations a shared tool that allows multichannel services for citizens and enterprises. The iAP comprises four independent services: 'Integration Platform' provides a simple and integrated delivery of cross-cutting electronic services, becoming a cornerstone in the administrative modernisation process; 'Authentication Supplier' allows authentication using the Citizen's Card in portals duly accredited and authorised for that purpose; 'Payments Platform' permits the availability and integrated management of multiple payment methods for different channels; 'SMS Gateway' enables the sending and receiving of SMSs via short numbers between citizens and public administration bodies, thus enlarging the number of available contact channels for managing the relationship with citizens.

## eInclusion

### [Access Unit Portal](#)

The overall purpose of the "Access Unit Portal" run by the public FCT - Foundation for Science and Technology is to promote the development, availability and dissemination of ICT accessibility rules and regulation to enable citizens with special needs to overcome their difficulties. To do so, it aims to minimise the digital barriers in content, software and hardware interfaces offered by the Central Government on the Internet.

### [Solidarity Network](#)

The Solidarity Network consisted of around 280 Internet access points belonging to NGOs of and for people with disabilities, the elderly or those at risk of exclusion. Today it is an information aggregator portal for NGOs and the referred target groups.

### [Public Internet Spaces](#)

'Public Internet Spaces' provide free access to computers and the Internet to citizens throughout the country, including special needs groups. In all the Internet Spaces, trained personnel offer permanent support to users and assume the role of mediators with respect to ICT in local and remote communities.

'Public Internet Spaces' have set the following objectives:

- ▶ establish a national collaborative framework for Internet Spaces;
- ▶ jointly promote the use of ICT and social inclusion activities;
- ▶ foster exchange of best practices and dissemination initiatives;
- ▶ maximise the collective contribution of the various individuals and entities involved and their drive to develop and to exploit the instrument for inclusion that this network offers, given its dimension and penetration within Portuguese territory.

## eGovernment Services for Citizens

### Availability and sophistication of eServices for Citizens

The information in this section presents an overview of the 20 basic public services, which were identified by the European Commission and Member States, in the [eEurope initiative of 2000](#), to measure the take-up by businesses and citizens of electronically-available public services.

#### The 12 services for citizens are as follows:

1. Income taxes: declaration, notification of assessment
2. Job search services by labour offices
3. Social security benefits
4. Personal documents: passport and driver's licence
5. Car registration (new, used, imported cars)
6. Application for building permission
7. Declaration to the police (e.g. in case of theft)
8. Public libraries (availability of catalogues, search tools)
9. Certificates (birth and marriage): request and delivery
10. Enrolment in higher education/university
11. Announcement of moving (change of address)
12. Health related services (interactive advice on the availability of services in different hospitals; appointments for hospitals)

#### 1. Income taxes: declaration, notification of assessment

Responsibility: Central Government, Ministry of Finance and Public Administration, Directorate General for Taxation

Website: <http://www.portaldasfinancas.gov.pt/>

Description: The online income tax service allows complete online declaration, notification and assessment of personal taxes. Users can consult their tax files, statistics and conduct simulations. Advanced functionalities have been recently integrated into the system allowing for enhanced usability. The income tax declaration is pre-populated with all relevant data, conforming with data protection regulations. The declaration receipts and the notification of the final tax calculation can now be confirmed electronically.

## 2. Job search services by labour offices

Responsibility: Central Government, Institute of Employment and Vocational Training

Website: <http://www.netemprego.gov.pt/>; <http://www.portaldocidadao.pt/>

Description: The Institute of Employment and Vocational Training offers services for jobseekers and employers. Jobseeker online services include provision of information on the labour market, job-search facilities with regional, national and international scopes, CV advertising services and job matching facilities, among others.

## 3. Social security benefits

### a. Unemployment benefits

Responsibility: Central Government, Ministry of Labour, Social Affairs and Family

Website: <http://www.seg-social.pt/>

Description: Information and forms for download purposes.

### b. Child allowances

Responsibility: Central Government, Ministry of Labour, Social Affairs and Family

Website: <http://www.seg-social.pt/>

Description: Information and forms for download purposes.

### c. Medical costs (reimbursement or direct settlement)

Responsibility: N.A

Website: N.A

Description: This service is not relevant to Portugal. Healthcare services are free. The provision of services by local Health Centres is part of the National Health Service. Expenses outside the National Health Service are not refundable.

### d. Student grants

Responsibility: Central Government, Ministry of Science, Technology and Higher Education, Directorate-General for Higher Education

Website: <http://www.dges.mctes.pt/DGES/pt>

Description: Information, forms for download purposes and interactive grant simulator.

## 4. Personal documents: passport and driver's licence

### a. Passport

Responsibility: Central Government

Website: <http://www.pep.pt/>

Description: For information purposes only.

**b. Driver's licence**

Responsibility: Central Government, Ministry of Interior, Directorate-General for Traffic – DGV

Website: <http://www.mai.gov.pt/>

Description: The Portuguese Directorate-General for Traffic (DGV) is responsible for administering the traffic system and road safety, as well as for studying and implementing operational measures and regulations for traffic enforcement. Information and forms for download can be found on the DGV website.

**5. Car registration (new, used, imported cars)**

Responsibility: Central Government, Ministry of Justice, Directorate for Registration and Notaries

Website: <http://www.irn.mj.pt/>; <http://www.automovelonline.mj.pt/>

Description: The '*Automóvel On-line*' service can be used by any citizen who possesses one of Portugal's new eID cards; it can also be accessed by lawyers and notaries. The system makes it possible to obtain current registration data on a car over the Internet. Following its purchase, it also has to be registered under the new owner's name. An all-electronic car registration costs € 15 less than its paper-based equivalent. Authentication is accomplished via the digital certificate on the eID card.

**6. Application for building permission**

Responsibility: Local Government

Website: <http://www.portaldocidadao.pt/>

Description: Information and forms for download purposes.

**7. Declaration to the police (e.g. in case of theft)**

Responsibility: Central Government, Public Security Police, Ministry of Interior - Public Administration

Website: <http://www.psp.pt/>; <https://queixaselectronicas.mai.gov.pt/>

Description: Run by the Ministry of Internal Administration, the '*Queixa Electrónica*' service enables citizens to report an offence online that can range from domestic violence and assault to fraud, pollution and marriages of convenience. Users have to launch an eight-step reporting process providing details such as the time and date, identification of the complainant and the place where the offence occurred. Complaints are subsequently forwarded to the relevant law enforcement authorities.

## 8. Public libraries (availability of catalogues, search tools)

Responsibility: Central Government/Local Government

Website: <http://www.porbase.org/>

Description: PORBASE, the National Bibliographic Database, is the Portuguese libraries' union catalogue with over 1.3 million bibliographic records. The database is updated daily and its average annual growth is estimated at 100 000 bibliographic records. PORBASE reflects the collections of the National Library and over 160 Portuguese private and public libraries.

## 9. Certificates (birth, marriage): request and delivery

Responsibility: Central Government, Directorate for Registration and Notaries

Website: <http://www.portaldocidadao.pt/>

Description: Online request for civil certificates.

## 10. Enrolment in higher education/university

Responsibility: Central Government, Ministry of Science, Technology and Higher Education, Directorate-General for Higher Education

Website: <http://www.dges.mctes.pt/>

Description: Provides information and a simulator allowing users to find out whether or not they would be accepted for enrolment in a particular university/area.

## 11. Announcement of moving (change of address)

Responsibility: Central Government

Website: <http://www.portaldocidadao.pt/>

Description: Centralised service that communicates the user's change of address to a number of institutions. Currently, the downloadable form has to be signed and delivered offline.

## 12. Health related services (interactive advice on the availability of services in different hospitals; appointments for hospitals)

Responsibility: Central Government, Ministry of Health

Website: <http://www.portaldasaude.pt/>

Description: The Citizen's portal provides a wide range of information on public healthcare. In Portugal, an appointment at a hospital can be made by an intermediary or a health centre. An electronic network links those centres with hospitals.

## eGovernment Services for Businesses

### Availability and sophistication of eServices for Businesses

The information in this section presents an overview of the 20 basic public services, which were identified by the European Commission and Member States, in the [eEurope initiative of 2000](#), to measure the take-up by businesses and citizens of electronically-available public services.

#### The 8 services for businesses are as follows:

1. Social contributions for employees
2. Corporate tax: declaration, notification
3. VAT: declaration, notification
4. Registration of a new company
5. Submission of data to statistical offices
6. Customs declarations
7. Environment-related permits (incl. reporting)
8. Public procurement

#### 1. Social contributions for employees

Responsibility: Central Government, Ministry of Labour, Social Affairs and Family  
Website: <http://www.seg-social.pt/>  
Description: Online declaration and payment of social contributions for employees.

#### 2. Corporate tax: declaration, notification

Responsibility: Central Government, Ministry of Finance and Public Administration, Directorate General for Taxation  
Website: <http://www.portaldasfinancas.gov.pt/>  
Description: Allows registered businesses to file their taxes online, consult their online files, statistics and conduct simulations. Both the declaration receipts and the notification of the final tax calculation can be confirmed electronically.

#### 3. VAT: declaration, notification

Responsibility: Central Government, Ministry of Finance and Public Administration, Directorate General for Taxation  
Website: <http://www.portaldasfinancas.gov.pt/>  
Description: Allows registered businesses to file their VAT returns online.

#### 4. Registration of a new company

Responsibility: Central Government, Centre for Corporate Procedures (CFE)

Website: <http://www.portaldaempresa.pt/>

Description: The service '*Empresa On-line*' offers the possibility to completely carry out the declaration of a new business via the website and to set it up in less than one hour at a smaller cost than before. The portal assists entrepreneurs on a range of legal procedures and administrative formalities and furthermore provides advisory services, such as business simulators and mobile telephony provider comparisons.

#### 5. Submission of data to statistical offices

Responsibility: Central Government, National Institute of Statistics (INE)

Website: <http://www.ine.pt/>

Description: Service is not available.

#### 6. Customs declarations

Responsibility: Central Government, Ministry of Finance and Public Administration, Directorate for Customs and Excise Duties

Website: <http://www.dgaiec.min-financas.pt/>

Description: Online declaration for customs' operations.

#### 7. Environment-related permits (incl. reporting)

Responsibility: Central Government, Portuguese Environment Agency

Website: <http://www.iambiente.pt/>

Description: The service provider offers the possibility to entirely complete the delivery of environment-related permit electronically. Case handling, decision and delivery of a standard procedure to obtain an environment-related permit can be performed via eServices. In addition, customised and segmented (by sector and size) information on new environment-related regulations and obligations for businesses can be obtained.

#### 8. Public procurement

Responsibility: Central Government

Website: <http://www.base.gov.pt/>

Description: The national portal publishes electronically all notices and contract announcements, and lists all certified eTendering platforms.

## **European Commission - eGovernment Practice**

eGovernment practice (epractice.eu) is an information and exchange service for European professionals.

The eGovernment factsheets are one of the epractice.eu services. The factsheets present an overview of the eGovernment status and progress in the European countries.

The eGovernment factsheets are produced and updated twice a year.

eGovernment practice is an initiative by the Directorate General for Communications Networks, Content and Technology.

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