



PORTUGAL DIGITAL

*MOVING FORWARD.
MOVING WITH A PURPOSE.*

Portugal's Action Plan for Digital Transition

5 March 2020

Language Translation Disclaimer

The English version of this document is a complimentary translation of the original in Portuguese for information purposes only. In case of a discrepancy, the Portuguese original document will prevail.

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1. Executive Summary

In the current age of the fourth industrial revolution, with increasing Digitization of the society and the economy, Portugal's digital transition is imperative, allowing the country to become more competitive and strengthened in the international context.

Having this in mind, Portugal adopted the *"Action Plan for Digital Transition"*¹, as the country's transformation with the purpose of accelerating Portugal, leaving no one behind, and pitching the country in the world. To this end, the *"Action Plan for Digital Transition"* has three focus areas: digital empowerment of people, businesses' digital transformation and public services' digitization.

This Action Plan is drawn from the strategy set out for the digital transition and summarizes the Government's perspective on this issue, which is embodied in a structure that comprises three main pillars of action, as well as an additional catalyst dimension to create the proper conditions to accelerate the country's digitalization:

- Pillar I - Capacity building and digital inclusion
- Pillar II - Businesses' digital transformation
- Pillar III - Public services' digitalization
- Catalyzation of Portugal's digital transition

While defining the *“Action Plan for Digital Transition”*, an analysis of the different digital programmes and strategies existing in Portugal was carried out and a set of priority measures and actions was established, resulting from synergies and links between the several sectoral policies.

As today, these measures can be considered essential for the digital transition and, having in mind their number and their heterogeneity, as well as the complexity associated to their implementation, coordination and monitoring, the follow-up of the Action Plan will be ensured by the *“Portugal Digital Mission Structure”*² in the short and medium run, depending on the maturity degree of the measures.

The *“Portugal Digital Mission Structure”*, while being committed to the plan’s strategic objectives, is responsible for ensuring the global coordination of the *“Action Plan for the Digital Transition”*, ensuring the links with the different structures involved in the measures, their implementation and the reporting of the results of the Action Plan, as well as promoting it, both at a national and international level, thus contributing actively to its success.

2. Strategy framework and definition

2.1 Digitization: a priority for Portugal

Digitization is an inevitable reality in today's world, where the society and the economy are increasingly based on science, technological development and innovation. Thereby, in order to take advantage of the digital transforming potential for promoting a new era, there has been a strong investment in the digital field at the European level, namely:

- Setting up of programmes and strategies to boost businesses' digital and economic competitiveness;
- Supporting initiatives that aim to empower citizens with the necessary digital skills in the labor market by promoting gender equality;
- Establishing a regulatory and economic environment conducive to the use and creation of new technologies, with a particular focus on the citizens' well-being and prosperity;
- Developing a digital infrastructure that allows citizens to take advantage of the new opportunities offered by technology;
- Initiatives that promote e-government, state innovation (based on new technologies), co-creation and experimentation of digital public services, the implementation of Open Administration principles and the creation of partnerships between innovative actors.

Aiming to converge with Europe in the digital domain, Portugal is going through its digital journey, which has been reinforced as a strategic priority and essential vector for the country's economic growth in the XXII Constitutional Portuguese Government Programme. At the same time, the alignment of the national digital priorities with the policies, regulatory frameworks and funding sources of the European Union must be promoted, allowing to maximize the outcomes, more than just the outputs.

The digital transition must be seen as the engine of transformation in the country, as well as an effective contribution to the creation of more and better jobs, to the internationalization of companies and to the modernization of the State and society in general.

2.2 Guiding principles adopted in the preparation of the Action Plan

When designing the “*Action Plan for the Digital Transition*”, six fundamental guiding principles were followed, namely:

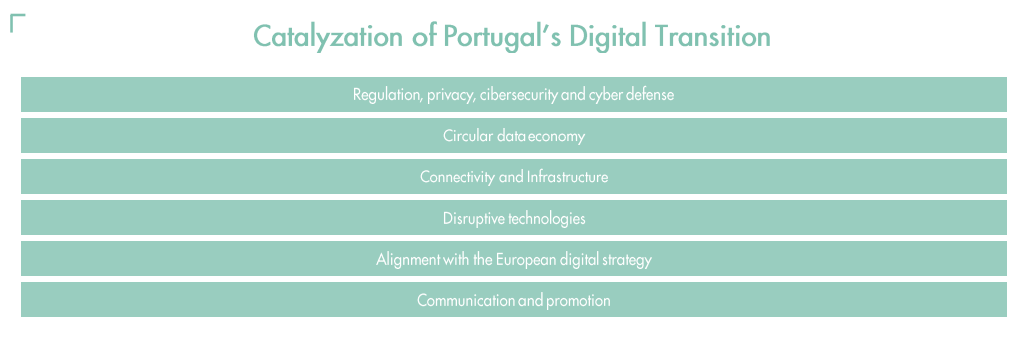
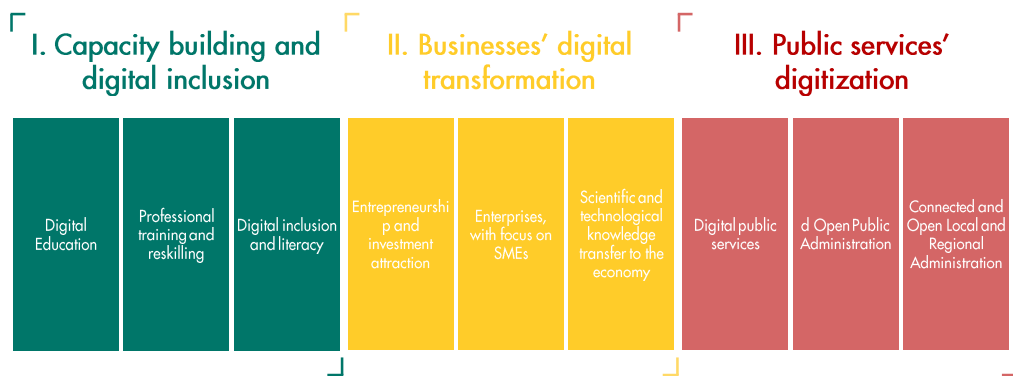
1. **Transversal focus**, on citizens, businesses and public services, as structuring dimensions of the digital transitions;
2. **Ambition**, in the sense of placing Portugal as an international reference, having the best examples on a global scale as benchmark, as well as european and global practices and standards;
3. **Pragmatism**, making the most of the several programmes and strategies existing in Portugal concerning the digital domain, both public and private;
4. **Involvement** of the several public and private agents in the programme implementation, and in the follow-up, monitoring and disclosure of outputs and impacts achieved;
5. **Communication and promotion** of the strategy in Portugal and at the international level, in a multichannel perspective, based on the new brand “*Portugal Digital*”;
6. **Monitoring and accountability** of persons in charge through the definition and implementation of a transparent model for monitoring both outputs and outcomes;
7. **Replication, reuse and sustainability**: taking advantage of successful and unsuccessful cases, to support public entities, avoiding redundant efforts and taking advantage of built up experience; encouraging reuse of value propositions and standardization of shared solutions; and ensuring that public entities are able to internalize the capabilities and to guarantee their update and reinvention abilities in the long term.

2.3 Purpose and pillars of the Action Plan

Having the guiding principles previously presented as the underlying basis, the Strategy for the Digital Transition in Portugal was set up and culminates with the “*Action Plan for the Digital Transition*”.





The “*Action Plan for the Digital Transition*” is
the country’s transformation engine, aiming to
accelerate Portugal by leaving no one behind,
through capacity building and digital inclusion
among people, businesses’ digital
transformation and public services’
digitization.

Following the strategic perspective outlined by the Portuguese Government, the “*Action Plan for the Digital Transition*” is structured around three fundamental pillars, each one comprising several sub-pillars, and a cross-cutting catalyst dimension, working as an instrument to accelerate the digital transition in Portugal:



2.4 Contributions to the Action Plan

While designing the “*Action Plan for the Digital Transition*”, 21 programmes and strategies in the digital domain were analysed, either at the national level as under the European Commission’s scope, allowing to identify and to set priorities for each of the pillars, which will be followed up in a closer way by the “*Portugal Digital Mission Structure*”, namely:

Pillar I Capacity building and digital inclusion	Pillar II Businesses’ digital transformation	Pillar III Public services’ digitization	Catalyzation of Portugal’s digital transition
 <p>Digital inclusion programme for adults</p>			 <ul style="list-style-type: none"> • Building Europe Digital Future • Communication «AI for Europe» • Digitization of European Industry

Exhaustive identification of programmes, strategies and other policy instruments allowed to assess more than thousand initiatives. This work was also complemented by the analysis of strategies and action plans concerning the digital transition in other European countries.

This identification was then improved and enriched with an inclusive consultation process, through which important contributions from the several governmental areas were collected.

As a result of the process, a final set of fundamental measures and actions for the digital transition came up as the main target for monitoring and follow-up activities to be carried out by the *“Portugal Digital Mission Structure”*.

In the next section of this document, the 57 initiatives of the *“Action Plan for the Digital Transition”* will be introduced, and 12 of them are worth highlighting, once they are assumed as priorities for Portugal, due to their critical role and, therefore, requiring urgent implementation.

3. Strategic pillars and goals



Pilar I: Capacity building and digital inclusion



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3.1 Pilar I: Capacity building and digital inclusion

Increasing the country's level of competitiveness necessarily requires a stronger and more effective commitment to human resources and to the added value of labor production.

Qualification of Portuguese population should focus, above all, on an inclusive investment that encourages access to education and lifelong learning, and which favors the creation of conditions for generalized, easy and free access to the Internet, as an engine for updating knowledge and skills.

People's training and digital inclusion emerge as imperatives of response to the impact that digitization can have in the life of each person, implying an integrated approach that ensures differentiated measures depending on citizens' life cycle:

- Technologies integration in the different curricular areas of basic and secondary education, aiming at improving continuous learning quality, as well as innovation and development of the educational system, providing children and young people with the necessary for their full personal and professional fulfillment. Just as equal opportunities in access to quality digital educational equipment, resources and investment in the digital skills of teachers, and trainers in the context of the training modalities of the National Qualifications System;
- The widening of the training offer of higher education institutions and their approach to companies, ensuring response to the specific needs of the labor market in terms of digital skills;

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- Vocational training responses including reskilling of employed or unemployed workers that fosters employment in the digital area and ensures that the impact of automation in the labor market is minimized.

Alongside the development of a specific plan for education, to be prepared by a working group specifically created for this purpose, it is also essential to develop and implement the INCoDe.2030 programme, as an inter-ministerial initiative aimed at responding to three major challenges:

- Ensure digital inclusion and literacy for the exercise of citizenship;
- Stimulate specialization in digital technologies and applications for job qualification and an economy with greater added value;
- Produce new knowledge in international cooperation.

The objective of promoting initiatives that contribute to the development of digital skills in society in general, justifies the adoption of measures that specifically address the three defined sub-pillars:

1. Digital education;
2. Professional training and reskilling;
3. Digital inclusion and literacy.

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Within the scope of this symbiosis of strategies, it is important to identify a set of 19 measures and actions whose relevance is considered essential to the achievement of government policies defined for the digital transition.



Pilar I. Capacity building and digital inclusion

Sub-pillar	Measure	Program	Coordinating Entity
<i>Digital Education</i>	1. Digitization programme for schools (M # 1) *		GA of education
	2. ICT in basic education curricula	INCoDe	GA of education
	3. Programming, robotics and digital literacy	INCoDe	AMA, I.P. /GA of State and PA modernization
	4. Girls Engineers for 1 Day Project	Portugal + Igual Strategy	GA citizenship and equality
<i>Professional training and reskilling</i>	5. Intensive and specialized training programme of 3.000 professionals in the digital area - UpSkill (M # 2) *		Portugal Digital Mission Structure
	6. Digital Guarantee for all unemployed		GA of labor, solidarity and social security
	7. Project-based learning methodologies in TeSP courses	INCoDe	GA of science technology and higher education
	8. Teachers training (basic and secondary education)	INCoDe	GA of education
	9. Continuous training of trainers on ICT field	INCoDe	GA of education



* highlight measure detailed in this document
 AG: Governance Area
 TeSP: professional higher technical courses
 AP: Public Administration

Pilar I. Capacity building and digital inclusion

Sub-pillar	Measure	Program	Coordinating Entity
<i>Professional training and reskilling</i>	10. 4.0 Academies	Capacitar i4.0	IAPMEI, I.P.
	11. Digital training programs Info Exclusion Zero and PA Digital 4.0		INA
	12. Technological Academies	INCoDe	
	13. Digital and sectoral qualification (management and technical staff training)	Industry 4.0	COTEC Portugal
	14. Learning Factories (training of human resources)	Industry 4.0	COTEC Portugal
	15. Coaching i4.0 (training actions with financing component)	Industry 4.0	COTEC Portugal
<i>Digital inclusion and literacy</i>	16. Digital inclusion programme for 1 million adults (M # 3) *		Portugal Digital Mission Structure
	17. Social tariff for access to services Internet (M # 4)		Portugal Digital Mission Structure
	18. Creative Communities for Digital Inclusion	INCoDe	Portugal Digital Mission Structure
	19. Action Plan "Closing the Gender Gap in Digital Technologies" 2030 Agenda	INCoDe	GA of presidency
	20. NAU Project	INCoDe	GA of science technology and higher education

In the context of Pillar I, among the initiatives and actions identified above, there are four that deserve emphasis (the one's marked with *), considering their contribution to Pillar I. Capacity building and digital inclusion.

Having in consideration their relevance, it is understood that the following measures should already be enunciated, with identification of the respective actions to be implemented, expected benefits, coordinating entity and entities involved:

Measure #1

Digitization Programme for Schools

I. Capacity building and digital inclusion | Digital Education

Development of a Programme for the digital transformation of schools, which will be conceived, analyzed and proposed by a working group led by the governmental area of education. The Programme should include the following dimensions:

- Availability of individual equipment adjusted to the needs of each educational level for use in learning context;
- Guarantee of free mobile connectivity for students, teachers and trainers of the National Qualifications System, providing Internet access of quality at school, as well as Internet access anywhere;
- Access to quality digital educational resources (e.g., school textbooks, activity books, interactive classes, interactive tests, exam preparation, performance analysis, diagnosis and proposed learning paths, progress report for parents/guardians and dictionaries);
- Access to collaboration tools in digital environments that promote innovation in the teaching-learning process, stimulate creativity and innovation, allow distance monitoring of the classroom (especially in cases of illness or special needs) and collaborative work online, bringing new generations closer to the new paradigms of life in society and to the world of work;
- The definition of processes that will lead to the realization and electronic classification of external evaluation tests in digital environment.

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The programme also provides a strong commitment to the training of teachers, trainers of the National Qualifications System and IT technicians in each school, through a digital teacher training plan that guarantees the acquisition of the necessary skills for teaching in this new digital context.

Expected benefit: This measure will actively contribute to the technological modernization of schools, bringing students closer to productivity and collaboration tools that you can find in a professional work environment.

Coordinating entity: governance area of education

Entities involved: governance area of economy and digital transition

Measure #2

Intensive and specialized training programme in the digital area - UpSkill

I. Capacity building and digital inclusion | Professional training and reskilling

Development of a national programme for the reskilling of 3.000 workers, employed and unemployed, as professionals in the area of ICT. The programme involves an intensive training period of six and nine months, using the polytechnic network for theoretical training, during which trainees are financially supported by the Government, followed practical training in the workplace and their professional integration in a company.

For the implementation of this initiative, it should be highlighted the relevance of involving the following stakeholders, responsible for developing several actions, namely:

- Participating Companies:
 - Survey filling on ITCE competence needs for the next three years;
 - Co-development of training content in partnership with polytechnics, IEFP, I.P. and ANQEP, I. P.;
 - Teaching sharing of the practical component of the training in work environment;
 - Guarantee trainee's employability, after finishing the training programs.
- Polytechnic Network, IEFP, I.P., and ANQEP, I. P. :
 - Operationalization of the training programme, in line with the identified needs plan and employability commitment of the involved companies;
 - Adaptation of the training portfolio in order to respond to the needs explained by the programme.
- Trainees:
 - Access to the programme through a pre-qualification and selection mechanism;

- Achieving a good performance in order to ensure integration in a company (intermediate or higher specialization profile in unemployment situations or in functions that do not capitalize on their potential).
- Government:
 - Guarantee of a training scholarship equivalent to the national minimum wage during the training period;
 - Provision of a grant program to support the production of content and teaching time developed by specialized professionals from each company.

Expected benefit: This measure will actively contribute for the reskilling of 3.000 workers into professionals in ICT field, allowing the increase of qualified employment as well as of the average remuneration, also satisfying the demand by national companies for this kind of professionals.

Coordinating entity: Portugal Digital Mission Structure

Entities involved: Governance Area of economy and digital transition, governance area of labor, solidarity and social security, governance area of science, technology and higher education, governance area of territorial cohesion, Polytechnic Network and adherent companies.

Measure #3

Adult Digital Inclusion Programm

I. Capacity building and digital inclusion | Digital inclusion and literacy

Development of an educational project for the digital inclusion of one million info-excluded adults within the term of the legislature, based on a national network of 10.000 young volunteers and 950 training centers. The basic training content covered in the programme involves, among others, the creation and management of the e-mail account, the ability to search online, consult and use digital public services, access to services such as home banking or access to social networks. The initiative comprises the following activities:

- Development and monitoring of a National Network with 950 centers (secondary schools, universities, polytechnics, Private Social Solidarity Institutions, senior universities, "Qualifica" Centers, among others);
- Development and monitoring of a National Network of 10.000 young volunteers;
- Communication actions of the programme (advertising, events and media), online presence (website of centers, App of the volunteer and social networks) and global coordination of the program.

Expected Benefits: This measure will actively contribute for the training of 1.000.000 info-excluded adults by 2023, in basic digital skills, reducing the percentage of Portuguese population that doesn't take advantage of the benefits of Digitization in various fields, among which communications, access to information and use of public digital services.

Coordinating Entity: Portugal Digital Mission Structure

Entities involved: Governance area of economy and digital transition, governance area of finance, governance area of the presidency of the council of ministers, governance area of science, technology and higher education, governance area of education, governance area of state modernization and public administration, governance area of labor, solidarity and social security, governance area of territorial cohesion, governmental area of agriculture, local authorities, among others.

Measure #4

Social tariff for access to Internet services

I. Capacity building and digital inclusion | Digital inclusion and literacy

Establishment of a social tariff for access to Internet services, allowing a broader use of this resource, in order to promote digital inclusion and literacy among the most disadvantaged.

This measure, included in the Program of the XXII Constitutional Government, is aligned with the training initiatives included in the axis 1 of the INCoDe.2030 Programme, which promotes digital literacy and the use of basic digital services that requires connectivity assurance, namely:

- Consultation and use of digital public services;
- Homebanking access;
- Email account management.

Expected Benefits: This measure will actively contribute for the promotion of digital inclusion and literacy among the most disadvantaged and reduce the percentage of citizens who do not use the internet.

Coordinating Entity: Portugal Digital Mission Structure

Entities involved: Governance area of economy and digital transition, governmental area of the presidency of the council of ministers; governmental area of labor, solidarity and social security, governmental area of infrastructures, governmental area of territorial cohesion, ANQEP, I.P., National Communications Authority, Association of Electronic Communications Operators and telecommunications operators.

Pilar II: Businesses' Digital Transformation



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3.2 Pilar II: Businesses' Digital Transformation

In the economic context of international competition, in which the competitiveness of most companies is not limited to their territory of origin, the development of digital skills in their structure and operation is of particular importance, as a way of mitigating the opportunity costs associated with the peripheral position that Portugal assumes within Europe.

Incentive and promotion of actions that fit national companies in a new paradigm of development and competitiveness, facilitating their transition to digital, are thus essential vectors for Portugal's economic progress.

The focus on this pillar is based mainly on measures and actions that delivers support for investment, stimulate Digitization of companies and raise awareness and training in particular of SMEs, which represent the vast majority of the business population as well as employment in Portugal, and promote the development of initiatives that contribute to the consolidation of scientific and technological business knowledge.

The present pillar is sub-divided in three sub-pillars that aggregate 11 measures described in the following table:

1. Entrepreneurship and investment attraction;
2. Companies, with a focus on SMEs;
3. Scientific and technological knowledge transfer to the economy.

Pilar II. Businesses' Digital Transformation

Sub-pillar	Measure	Program	Coordinating Entity
<i>Entrepreneurs hip and investment attractiveness</i>	21. e-Residency Programme - System of Digital Identity (M#5)*	Simplex 2019	AMA, I.P.
	22. Financing and investment support (access, financing and transformation)	Industry 4.0	COTEC Portugal
<i>Companies, with a focus on SMEs</i>	23. Digital Capacity Building Programme for SMEs inland (M#6)*	+CO3SO Digital	IEFP, I. P.
	24. Digital Maturity and Cybersecurity Tool Dissemination	Industry 4.0	IAPMEI, I. P.
	25. Experience i4.0 (sharing of business models, value chains and establishment of partnerships)	Industry 4.0	COTEC Portugal
	26. Digital Connection of SME and Large Enterprises ("Nuclear Companies") with suppliers	Industry 4.0	COTEC Portugal
	27. Development of guidelines and support instruments (i.e., contact center) to assist SMEs in patents register process.	Industry 4.0	COTEC Portugal
	28. Increase the digital presence of SMEs through face-to-face actions, with a financing model dependent on the obtained results, in order to provide the SMEs with the necessary skills to use social networks and online sales		Portugal Digital Mission Structure
<i>Scientific and technological knowledge transfer to the economy</i>	29. Promotion of Technological Free Zones (ZLTs) (M#7)*		Portugal Digital Mission Structure
	30. Stimulating innovation (partnerships with technology centers and universities)	Industry 4.0	COTEC Portugal
	31. Digital Innovation Hubs supporting Entrepreneurship (M#8)*	Industry 4.0	IAPMEI, I. P.

Within the scope of this pillar, and among the initiatives and actions identified, there are measures that deserve an emphasis (marked with *), taking into account its contribution to the digital transformation.

In this sense, it is understood that the following measures should already be enunciated, with identification of the respective actions to be implemented, expected benefits, coordinating entity and entities involved:

Measure #5

e-Residency Programme

II. Businesses' Digital Transformation | Entrepreneurship and investment attraction

This measure, included in the Simplex 2020 Programme (named as Digital Identity "Identidade Digital"), aims to create a concept of digital identity using the Digital Mobile Key (DMK), allowing citizens, nationals or foreigners not residing in the country, to use Portuguese public services in its *online* version.

A specific working group that will elaborate the e-Residency Programme and proposal for its regulation, will be established. Nevertheless, it is important to list here, those that should be the guiding principles of the work to be developed by the mentioned group.

The implementation of this programme responds to the needs of a new type of public known as digital nomads, for whom the development of economic activity can be done, in a transparent manner, from any place worldwide, also allowing to minimize costs and administrative inefficiencies, while reinforcing Portugal's international recognition as a digitally advanced country.

The implementation of the e-Residency Programme in Portugal is expected to comprise the following initiatives:

Phase 1 - Concept development and technological approach:

- Analysis of technological programs and interfaces implemented in other countries, such as Estonia (as a case of international success);

- Inventory of the existing legal framework and mapping of the necessary legislation and regulations associated with possible implementation options;
- Development of technological and functional proposal.

Phase 2 - Programme implementation:

- Systems integration, legislative package approval and content translation;
- Operationalization of the system in test mode and validation of the integration with service providers;
- Launch of the platform globally during the 2020 edition of the *Web Summit*.

Expected Benefits: This measure will actively contribute to stimulating the economy and entrepreneurship in Portugal, by promoting the flexibility of legislative environments and the construction of business bridges in Europe, allowing the largest possible number of people to create a virtual residence in Portugal.

Coordinating Entity: AMA, I.P.

Entities Involved: Governance area of economy and digital transition, governmental area of foreign affairs, governance area of finance, governance area of justice, governance area of internal administration (MAI), governance area of the presidency of the council of ministers (GNS/CNCS), StartUP Portugal, RNI, among others.

Digital Capacity Building Programme for SMEs inland - +CO3SO Digital

I. Businesses' Digital Transformation | Companies, with a focus on SMEs

Programme aiming at the reskilling of workers in ICT professionals and its establishment in the interior regions of the country, to be implemented in two stages: the first focused on intensive training of staff (from three to six months), subsidized by IEFP, I.P., and Operational Program Competitiveness and Internationalization (COMPETE Program) (funding of trainers), in a polytechnic institute inland, followed by a second stage of integration in a qualified SME, with a contribution supported by the +CO3SO Employment Programme, from MCT, of 1 900 €/month (up to 36 months including overheads).

During the first stage, corresponding to training, the following actors shall contribute, with their activities:

- **Trainee candidate**, presenting an intermediate or higher specialization profile, unemployed or in job functions that do not capitalize it's potential;
- **Polytechnic Network/MCTES** (supported by COMPETE (ESIF), which will assume the following responsibilities:
 - Adapt the training portfolio in order to respond to the needs of the programme;
 - Operationalize the program in polytechnic institutes in the interior regions of the country;
 - Form candidates.

In the following stage, of employability, these actors should be involved:

- **Employee candidate**, who successfully concludes the training of phase 1 or equivalent (to be defined), presents himself in a situation of unemployment or in job functions that do not capitalize his potential, and whose access to the program is reflected through mechanisms of prequalification and selection defined;
- **StartUP Portugal RNI**, which assumes the following responsibilities:
 - Coordinate and identify TICE skills needs for one year;
 - Periodically publish the number of qualified startups and SMEs and the number of employees in the program by SME;
 - Actively promote the programme through business incubators and their associates.
- **Adherent SMEs**, which are registered in the RNI, and have the head office in low-density territory and who have identified the TICE competence needs for one year.

Across the phases of the programme, its operationalisation also requires the intervention of the following entity:

- IEFP, I.P. that assumes the following responsibilities:
 - Provide the platform for operationalizing the programme;
 - Validate the situation of unemployment or job situation that does not capitalize the candidates' potential;
 - Prepare and publish the Program's annual report.

Expected Benefits: This measure is going to actively contribute to convert inland workers into TICE professionals, promoting the competitiveness of the country as a whole.

Coordinating Entity: IEFP I.P.

Entities Involved: Governance area of economy and digital transition, governance area of labor solidarity and social security, governance area of science, technology and higher education, governance area of territorial cohesion, polytechnic network, COMPETE (ESIF), RNI and adherent SMEs.

Measure #7

Promotion of Technological Free Zones through the creation of special regulatory regimes

II. Businesses' Digital Transformation | Scientific and technological knowledge transfer to the economy

Promotion and development of Technological Free Zones (TFZ) – physical spaces / local spaces for the demonstration and testing of new technologies (e.g. 5G, autonomous vehicles) through the creation of specific and adapted regulatory regimes, involving the following activities:

- Definition of the National Strategy for TFZ;
- Definition of cross-cutting principles and rules for the generality of TFZs, as well as their structure and organization;
- Definition of vertical rules for each of the sectors selected in the National Strategy for TFZs, in order to make the testing of new technologies more flexible;

- Promotion of the implementation of the concept through the development of a pilot project that associates new technologies and different entities;
- Definition of the regulations needed for the collection and the mobilization of entities to settle in TFZs.

A cross-cutting approach to the relevant sectors and areas that make the applicable legal rules more flexible, should be addressed, promoting the creation of an innovative, wide (i.e. that allows testing technologies, products, services and products) and diversified ecosystem.

Expected Benefits: This measure is going to contribute actively for the development of Portuguese industry and research centers by accelerating processes of development, testing and creating Portuguese knowledge and intellectual property. As a result, it will promote Portugal's positioning in research and development (R&D), national resources and participation in international projects, as well as the attraction of innovative projects and foreign investment related to emerging technologies.

Coordinating Entity: Portugal Digital Mission Structure

Entities Involved: Governance area of economy and digital transition, governance area of science, technology and higher education, governance areas involved in vertical areas, Industrial and Technological Clusters, R&D Centers, National Network of Incubators - RNI, among others).

Measure #8

Digital Innovation Hubs supporting Entrepreneurship

II. Businesses' Digital Transformation | Scientific and technological knowledge transfer to the economy

Digital Innovation Hubs are collaborative networks that include specific digital competence centers, with the purpose of disseminate and promote the adoption of advanced digital technologies by companies, particularly SMEs, through the development, testing and experimentation of these technologies.

Hubs act as a gateway and strengthen the innovation ecosystem as they result from cooperation between several partners with complementary skills and actions, including research centers, universities, technology interface centers, incubators, competitiveness clusters, business associations, development agencies, among other actors in the national or regional innovation ecosystem.

Given the significant differences in the levels of digitization, both in regional and sectorial levels, the setting up of a network of Digital Innovation Hubs, is essential to ensure that all companies can take advantage of digital opportunities.

The aim of this measure is to promote the development of a national network of Digital Innovation Hubs, in connection with recognized competitiveness clusters and CITs, a network that will be interconnected with the European DIHs network, to be promoted by the European Commission under the Digital Europe Program for 2021-2027.

To promote the national network of Digital Innovation Hubs the following activities will be developed:

- Promoting articulation and discussion with stakeholders;
- Definition of guidelines and priorities for the process;
- Dissemination of the process, in close articulation with the relevant stakeholders;
- Participation in the relevant forums for the process of interconnection with the European network;
- Establishment of technical conditions for the presentation of expressions of interest (platform and forms);
- Invitation to Clusters and CITs to present expressions of interest to join the European Digital Innovation Hubs network.

The promotion of the process will be ensured by a technical working group composed by IAPMEI, I. P., DGAE, ANI and the Digital Portugal Mission Structure. Several entities, relevant to the implementation and financing of the measure will also be involved in the process.

The Expected Benefits: Digital Innovation Hubs act as a one-stop-shop helping SMEs to adopt digital technologies, promoting innovation and digital transition of their business processes, with a view to their competitiveness. With the support of hubs, SMEs will be able to test new digital technologies, access advanced digital skills and get specialized training, advice and access to the funding needed for their digital transition, promote collaboration with other SMEs, large enterprises and entities from the research and innovation ecosystem.

Entidade Coordenadora IAPMEI, I. P.

Entities Involved: DGAE, ANI, COTEC; Portugal Digital Mission Structure, governance area of national defense, governance area of state modernization and public administration (AMA, I. P.), Regional Governments of the Azores and Madeira, Agency for Development and Cohesion, I.P., COMPETE2020 and CCDRs/POR, FCT, I. P., representative entities of higher education institutions, Competitiveness Clusters, CITs and Colabs.

Pilar III: Public Services' Digitization



REPÚBLICA
PORTUGUESA

ECONOMIA E TRANSIÇÃO DIGITAL

3.3 Pilar III: Public Services' Digitization

Enabling citizens' access to public services and simplifying and dematerializing administrative procedures continue to be identified as ways for the Public Administration to better serve citizens, and administrative modernization is therefore pointed out as one of the strategic axes to be implemented in the current legislature.

The focus on a dynamic public sector, in terms of information and communication technologies, as well as in terms of technological modernization and innovation, allows, overall, to increase the efficiency and quality of the services provided, thus constituting one of the government's main designs concerning digital transition.

Besides Public Administration simplification, through the SIMPLEX Program, it is important to promote a greater use of information technologies in all public bodies and in the various services they provide, ensuring the conversion of processes to the digital universe, as well as focusing on training and valorization of workers in information and digitization technologies.

Evolution towards an increasingly inclusive and democratic digital society, endowed with public services that serve citizens better every day, must focus on communication accessibility, providing everyone, and particularly people with disabilities, conditions to access to opportunities that are created by new digital technologies. This evolution will always have to meet the existing accessibility requirements of public bodies' websites and mobile applications.

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It is also important to highlight the broad perspective of Public Administration that is intended with this pillar, covering not only the Central Administration, but also the local and regional authorities. The technological transformation of public administration plays a fundamental role in the establishment of agile and open powers, facilitating the access of companies and citizens to Public Administration data and information, and in the creation of smarter, closer and connected territories. The development and expansion of the provision of public services available online and the promotion of simplification and efficiency of the internal processes of Public Administration are, therefore, essential objectives in the implementation of this pillar of action that is embodied in the following sub-pillars:

1. Digital public services;
2. Agile and open Public Administration;
3. Connected and open local and regional administration.

Pilar III. Public Services' Digitalization

Sub-pilar	Measure	Program	Coordinating Entity
<i>Digital public services</i>	32. Digitization of the 25 public services most used by citizens and enterprises (M#9)*		GA of State modernization and of Public Administration
	33. Increasing of the offer and translation of digital services of interest to internationalization in ePortugal (M#10)*		AMA, I.P.
	34. Programme for the Digitization of Sea Governance		GA of sea
	35. Implementation of electronic processing of infraction proceedings (e.g. at the Food and Economic Safety Authority)		AMA, I.P.
	36. Cloud Strategy for the Public Administration (M#11)*		GA of State modernization and of Public Administration
	37. Ensure that the websites of the services and entities of the Public Administration come under the gov.pt domain		AMA, I.P.
	38. Orientation for usability and accessibility in digital context (for public and private entities)		AMA, I.P.
	<i>Agile and open Public Administration</i>	39. Simplification of public procurement for ICT services (M#12)*	
40. Active promotion to teleworking			GA of labor, solidarity and social security
<i>Connected and open local and regional administration</i>	41. Definition and implementation of the Smart Cities National Strategy - From Smart Cities to Smart Nation		GA of environment
	42. Inventory and streamlining of territory's coordination through the initiative of the one-stop-shop for Building.		GA of justice

Among the initiatives and actions identified above, there are measures that in the scope of public service's digitization, deserves particular mention (marked with *). Having in consideration their relevance, it is understood that the following measures should already be enunciated, with identification of the respective actions to be implemented, expected benefits, coordinating entity and entities involved:

Measure #9

Digitization of the 25 public services most used by citizens and enterprises

III. Public Services' Digitization | Digital Public Services

This measure, included in the XXII Constitutional Government Programme, aims to ensure simplification and online access to at least the 25 most used administrative services, ensuring their dematerialization and that everyone has access to digital public services.

Expected Benefits: This measure will actively contribute to the reduction of bureaucratic barriers in public services, optimize other channels of remote contact with the Public Administration and contribute to the de-carbonization and significant improvement of the environment.

Coordinating Entity: Governance area of state modernization and public administration

Entities Involved: all governance areas with services

Medida #10

Increasing the offer and translation of digital services of interest to internationalization in ePortugal

III. Public Services' Digital Transformation I Digital Public Services

Ensure that the existing services on the ePortugal.gov portal are available in different languages, by default in English. For the implementation of this measure, a two-stage approach should be adopted comprising the following activities

Phase 1 - Translation and implementation of the current contents:

- Identification and prioritization of websites with wider impact and that will be subject to translation (e.g., IAPMEI, AICEP, AT, IEFP, Empresa na Hora, INE, Visit Portugal, SEF);
- Planning of several implementation phases;
- Definition of terminology and type of language to be used in the translations of the various websites;
- Definition of the content management tool (CMS);
- Launch of a tender for selection of the entity responsible for the execution of the project;
- Translation of identified contents.

Phase 2 - Maintenance:

- Ensuring the necessary mechanisms so that the managing entities of the contents and services can update them in the various languages, maintaining consistency with the other contents and terminology of ePortugal.gov portal;

- Identify cases where the services of ePortugal.gov portal interoperate with other external services managed by public administration entities, and define, plan and execute for each case the best solution to ensure the provision of this service with multi-language capacity.

Expected Benefits: This measure will actively contribute for the sharing of information and promotion of national public services to all citizens - nationals and foreigners - by extending the scope and impact of public administration content. By mitigating existing language barriers, the aim is to ensure equal opportunities for all citizens and to promote the fight against info-exclusion. It is also intended to comply with Regulation (EU) n° 2018/1724 of the European Parliament and the Council of 2 October 2018, on the establishing a single digital gateway.

Coordinating Entity: AMA, I.P.

Entities Involved: All public administration entities with a presence on the ePortugal portal

Measure #11

Cloud Strategy for the Public Administration

III. Public Services' Digital Transformation | Digital Public Services

Development of the strategic framework required for the adoption of cloud tools by the Public Administration, following the preparation of the Cloud Strategy proposal for Public Administration, in 2019, by CTIC (Council for Information and Communication Technologies in the Public Administration) and representatives of five government areas of the XXI Government.

The measure should be guided by a set of five fundamental principles:

- The security and sovereignty of information and data are critical requirements *ab initio*, which can restrict the adoption and type of cloud services;
- Public services and organizations should develop solutions using, as a priority, public cloud services, according to a framework adopted;
- Market solutions should be adopted and cloud services available by suppliers should be preferred, minimizing customizations;
- Consumption and quality of cloud services should be monitored in detail;
- An operational exit strategy for each cloud service should be defined from the outset, in order to avoid the “vendor lock in” phenomenon.

The Expected Benefits: This measure will actively contribute to **increase efficiency**, through less effort in managing dispersed and varied systems, lower computing surplus capacity and greater consolidation of IT teams, and also to **increase flexibility** by making it more agile to acquire and deliver IT services to public administration and simplifying the allocation of IT resources. In addition, this measure allows the **promotion of digital transformation**, through greater business orientation, by reducing the high effort of infrastructure management, the provision of a common platform for the integration of new services and the greater adaptation to new technologies available in the market.

The Coordinating Entity: Governance area of state modernization and public administration

Entities Involved: All governance areas

Measure #12

Simplification of public procurement for ICT services

III. Public Administration Digital Transformation | Agile and open Public Administration

Simplification of public procurement processes associated to ICT services providing and assets acquisition, by the Public Administration.

A procurement procedure adjusted to the nature of the assets and services to be purchased should be guaranteed, which, in addition to ensuring the speed and continuity required by them, ensures the timely fulfillment of national objectives in terms of digital transition, without prejudice to the thresholds set out in article 4 of Directive 2014/24/EU, of the European Parliament and of the Council, of 26 February 2014, at their current value.

This measure aims at adopting an exceptional regime for the acquisition of ICT assets and service, under a specific diploma.

Expected Benefits: This measure will actively contribute to accelerating the adoption of digital transition projects in the public sector, as well as to stimulating the market for SMEs and startups in the digital field.

Coordinating Entity: Governance area of state modernization and public administration

Entities Involved: Governance area of economy and digital transition, governing area of finance, among others.

Catalyzing Portugal's digital transition



3.4 Catalyzing Portugal's digital transition

The fulfillment of the goals established in the three pillars of the Action Plan for the Digital Transition, requires the development of framework conditions, whose implementation enables and enhances the success of all the measures presented, contributing to the establishment of a real digital society.

To this propose, a set of key catalytic conditions are identified, namely: institutionalization of a regulatory environment that allows the leverage of data economy and technologies potential, respecting ethical principles, privacy and security; focus on the strengthening and modernization of the digital infrastructure, and; global scale promotion and communication of Portugal digital commitment.

In this context, the measures identified in the following table were defined, and aggregated by catalyzing:

1. Regulation, privacy, cybersecurity and cyber defense
2. Circular data Economy;
3. Connectivity and infrastructure;
4. Disruptive technologies;
5. Alignment with the European digital strategy;
6. Communication and promotion.

Catalyzing Portugal's digital transition

Sub-pillar	Measure	Program	Coordinating Entity
<i>Regulation, privacy, cybersecurity and cyber defense</i>	43. Monitoring of ENSC - National Cyberspace Security Strategy	Industry 4.0	GNS
	44. Innovation risk management (actions to support the challenges of cybersecurity)		COTEC Portugal
	45. Training and organizational adjustment of the DPO (Data Protection Officer) national structure, in order to guarantee the evolution of the legal framework for the protection of personal data and to ensure the current concerns of preserving the privacy of all citizens		National Data Protection Commission
	46. Preparation of the Green Paper on the Future of Work		GA of labor, solidarity and social security
<i>Circular data economy</i>	47. Elaboration of the II Action Plan of the National Open Administration Network (RNAA)		GA of State modernization and of Public Administration
	48. Reduction of legislative and bureaucratic barriers to the free flow of data, bearing in mind the existing legal framework regarding information subject to special security measures, including classified information and, in line with EU Regulation 2018/1807, of the European Parliament and the Council		GA of State modernization and of Public Administration
	49. Development of an ethical data usage guide		GA of State modernization and of Public Administration
	50. Transposition of the European Directive 2019/1024 on open data and the re-use of public sector information		GA of State modernization and of Public Administration

Catalyzing Portugal's digital transition

Sub-pillar	Measure	Program	Coordinating Entity
<i>Circular data economy</i>	51. Sharing of available information (Open Government Data - OGD), and publication of it in a structured way, so that it can be interconnected (Linked OGD) and the adoption of Big Data technologies		GA of State modernization and of Public Administration
<i>Connectivity and infrastructure</i>	52. Bella Cable Project		GA of infrastructure and housing
<i>Disruptive technologies</i>	53. Artificial Inteligente National Strategy	INCoDe	GA of science, technology and higher education
	54. Advanced Computing National Strategy	INCoDe	GA of science, technology and higher education
<i>Alignment with the European digital strategy</i>	55. Holding two European Union events on the Digital area (Europe Digital Day and Digital Assembly), in coordination with government area of foreign affairs		Portugal Digital Mission Structure
	56. Preparation of the Portuguese Presidency of the Council of the European Union in 2021, in in coordination with government area of foreign affairs		Portugal Digital Mission Structure
	57. Following-up of European legislative initiatives and assessment of their impact on the implementation of this Plan, namely the Digital Services Act		Portugal Digital Mission Structure

4. Governance model

The management, coordination and operationalization of the actions, measures and initiatives that are identified as priorities in the “*Action Plan for the Digital Transition*”, determined the creation of a Mission Structure¹ as the main structure to keep up with and support the development and roll up of these policy measures.

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5. Follow-up model

In order to ensure the proper monitoring of the set of programmes and initiatives that are included in the “*Action Plan for the Digital Transition*”, namely allowing to assess the outputs and the main outcomes from its implementation, a monitoring framework was defined, based on a list of about 100 indicators.

This monitoring framework will also take into account the outputs from the activity of the several observatories dedicated to digital subjects, namely the ones from the Observatory for Digital Competences, operating under the scope of the Directorate-General for Statistics on Education and Science (DGEEC), established by the Law No. 66/2019, of 26 August.

To select the indicators and goals to be included in the “*Action Plan for the Digital Transition*” the most relevant information sources were identified, such as the *Digital Economy and Society Index* (DESI), the INCoDe.2030 initiative, the *Global Competitiveness Report* or the *Networked Readiness Index*, among others. Afterwards, the indicators were compiled in a drafting list reaching 218 indicators.

After an analysis of the aforementioned list, the indicators of the DESI were given priority, and specific indicators included in other international indexes in this domain were privileged, aiming to reinforce the monitoring of the Action Plan performance at the economic competitiveness level. As a result, a battery of 97 indicators was obtained, separated by priority level – 48 priority indicators, to be monitored and more thoroughly reported, while the remaining 49, with a complementary role, won't be reported, only monitored – and classified according to the pillars and sub-pillars defined in the framework:

Pillar I. Capacity building and digital inclusion

Sub-pillar	Indicator	Priority	Source*
<i>Digital education</i>	Percentage of higher education graduates in ICT	Is a priority	DESI, INC.
	No. of higher education graduates in Sciences, Technology, Engineering and Mathematics(STEM)	Complementary	INC.
	No. of new doctorates	Complementary	INC.
	Usage of Internet in schools	Complementary	NRI
	Quality of STEM programmes	Complementary	NRI
<i>Professional training and reskilling</i>	Percentage of specialists in ICT	Is a priority	DESI, INC.
	Percentage of female employed in ICT sector	Is a priority	DESI, INC.
	Qualifying training of unemployed youth and adults	Complementary	INC.
	Professional reskilling of highly trained staff in areas of low employability and unemployment	Complementary	INC.
	Pedagogical skills of instructors	Complementary	INC.
	Certification of senior and intermediate staff in ICT	Complementary	INC.
	Digital literacy training offers targeted at the active population	Complementary	INC.
<i>Digital Inclusion and Literacy</i>	Percentage of individuals that frequently use the Internet	Is a priority	DESI, INC.
	Percentage of individuals that have never used the Internet	Is a priority	DESI, INC.
	Percentage of individuals with basic digital skills	Is a priority	DESI, INC.
	Percentage of individuals with digital skills above the basic level	Is a priority	DESI
	Percentage of individuals with basic software skills	Is a priority	DESI
	Percentage of individuals that have used the Internet to buy goods online	Is a priority	DESI

Pillar I. Capacity building and digital inclusion

Sub-pillar	Indicator	Priority	Source*
Digital Inclusion and Literacy	No. of mobile broadband subscriptions	Is a priority	DESI
	Percentage of subscriptions of fixed broadband tariffs	Is a priority	DESI
	Percentage of subscriptions of high speed networks (new generation networks)	Is a priority	DESI
	Percentage of subscriptions of ultrafast speed networks	Is a priority	DESI
	Broadband Price Index	Is a priority	DESI
	Percentage of individuals that have used the Internet in the last 3 months	Is a priority	GCR
	No. of subscriptions of optical fiber per 100 individuals	Is a priority	GCR
	Percentage of dwellings equipped with a personal computer	Is a priority	NRI
	Monthly price for fixed broadband Internet	Is a priority	NRI
	Percentage of individuals who have used the Internet to access mobile banking	Complementary	DESI, INC.
	Percentage of individuals who have used the Internet to read news online	Complementary	DESI
	Percentage of individuals who have used the Internet for <i>streaming</i>	Complementary	DESI
	Percentage of individuals who have used the Internet for gaming and multimedia download	Complementary	DESI
	Percentage of individuals who have used the Internet to make calls or videocalls	Complementary	DESI
	Percentage of individuals who have used the Internet to access social networks	Complementary	DESI
	Percentage of individuals who have used the Internet to access professional social networks	Complementary	DESI

Pillar I. Capacity building and digital inclusion

Sub-pillar	Indicator	Priority	Source*
<i>Digital Inclusion and Literacy</i>	Percentage of individuals who have used the Internet to consult/vote on political/civil matters	Complementary	DESI
	Active population digital skills: computer usage, digital reading, programming	Complementary	GCR
	Impact of ICT on the widespread access to basic services (health, education, financial services)	Complementary	NRI
	Usage of social networks in the country (e.g., Facebook, Twitter, LinkedIn)	Complementary	NRI
	Price per minute of calls in mobile phones' tariffs	Complementary	NRI
	Competitiveness index for the telecommunications sector	Complementary	NRI

Pillar II. Businesses' Digital Transformation

Sub-pillar	Indicator	Priority	Source
<i>Entrepreneurship and investment attraction</i>	R&D total expenditure in Gross Domestic Product	Is a priority	INC., GCR
	Total no. of patent applications (per 10 ⁶ individuals)	Is a priority	GCR
	Availability of the most recent technologies	Is a priority	GCR
	Innovative businesses growth	Complementary	GCR
	Businesses adopting disruptive ideas	Complementary	GCR
	No. of patent applications with foreign coinventors	Complementary	GCR
	Multi-stakeholder collaboration	Complementary	GCR
	No. of patent applications concerning ICT	Complementary	NRI
	Impact from ICT on new business models' creation	Complementary	NRI
	Acquisition of advanced technology products by the Government	Complementary	NRI
Venture capital availability	Complementary	NRI	
<i>Enterprises, with focus on SMEs</i>	Percentage of companies selling products online targeted for abroad markets	Is a priority	DESI
	R&D companies' expenditures in GDP	Is a priority	INC.
	Percentage of companies with a software suite for sharing information online between the several business areas (e.g. accounting, planning, production, marketing)	Is a priority	DESI
	Companies participation in social networks	Is a priority	DESI
	Percentage of SME selling online	Is a priority	DESI
	SME financing through the financial sector	Is a priority	GCR
	Clusters development stage	Is a priority	GCR
	Percentage of SME with high level of digital intensity	Complementary	INC.

Pillar II. Businesses' Digital Transformation

Sub-pillar	Indicator	Priority	Source
<i>Enterprises, with focus on SMEs</i>	Percentage of the workforce employed in knowledge intensive activities	Complementary	NRI
	ICT impacts in businesses, through new organizational models	Complementary	NRI
	Businesses' usage of the Internet to sell goods and services online	Complementary	NRI
	Companies using the Internet to make transactions with other companies online	Complementary	NRI
	Businesses innovation capacity	Complementary	NRI
	New technologies adoption by companies	Complementary	NRI
<i>Scientific and technological knowledge transfer to the economy</i>	No. of scientific publications	Is a priority	GCR
	Total no. of patent applications de (per 10 ⁶ individuals)	Is a priority	GCR

Pillar III. Public services' Digitization

Sub-pillar	Indicator	Priority	Source
Digital Public Services	Percentage of individuals who used the Internet to access online public services	Is a priority	INC.
	Percentage of individuals who send documents/forms using the Internet to public authorities	Is a priority	DESI
	Percentage of administrative steps concerning life events (e.g. marriage, change of residence, births) that can be submitted online	Is a priority	DESI
	Percentage of public services for businesses available online	Is a priority	DESI
	Percentage of individuals who have used healthcare services online (scheduling appointments and accessing personal health data)	Is a priority	DESI
	Percentage of the National Healthcare Service doctors who have prescribed fully dematerialized prescriptions (only digital sending)	Is a priority	DESI
	e-Participation index, which assesses the quality, relevance and usefulness of Governments' websites, regarding the information and services available	Is a priority	GCR
	Future Government Orientation, regarding the legal framework of the digital business models and the answer to technological and social changes	Is a priority	GCR
	No. of days needed to create a business	Is a priority	NRI
Percentage of information pre-filled in the public services' online forms	Complementary	DESI	
Agile and Open Public Administration	Medical information sharing between primary health care and hospitals	Is a priority	DESI
	Open data policy	Is a priority	DESI
	Percentage of public administration workers in telework	Is a priority	Administrative Modernization Agency

Pillar III. Public services' Digitization

Sub-pillar	Indicator	Priority	Source
<i>Connected and Open Local and Regional Administration</i>	Registered territory monitoring	Complementary	Others
	Electric energy consumption per inhabitant and type of consumption	Complementary	Others
	Percentage of municipalities scoring at least 64 in the Municipal Transparency Index (equivalent to the Good level)	Complementary	Others

Catalysing Portugal's Digital Transition

Catalyser	Indicator	Priority	Source
<i>Regulation, privacy, cybersecurity and cyber defense</i>	No. of safe Internet servers	Is a priority	NRI
	Security problems concerning private Internet usage	Is a priority	Eurostat
	Companies taking the initiative to instruct their employees on their cybersecurity obligations	Complementary	Eurostat
	Companies implementing cybersecurity measures (policies and procedures)	Complementary	Eurostat
	Companies that have suffered, at least once, problems resulting from a cybersecurity incident in their IT systems	Is a priority	Eurostat
	Public institutions that have adopted security measures regarding their IT systems	Is a priority	DGEEC - IUTIC
	Public institutions that provide awareness actions to their employees concerning their obligations in ICT security	Complementary	DGEEC - IUTIC
<i>Data circular economy</i>	Percentage of businesses using big data techniques and methods	Is a priority	DESI
	Open data policy	Is a priority	DESI
<i>Connectiveness and infrastructure</i>	Percentage of fixed broadband coverage	Is a priority	DESI
	Percentage of ultrafast networks coverage	Is a priority	DESI
	Percentage of 4G coverage	Complementary	DESI
	Percentage of 5G coverage/readiness	Complementary	DESI
	Percentage of dwellings with Internet access	Complementary	INC.
	Percentage of high speed networks coverage	Complementary	DESI

Catalysing Portugal's Digital Transition

Catalisador	Indicador	Prioridade	Fonte
<i>Connectiveness and infrastructure</i>	Percentage of businesses using the cloud	Complementary	DESI
	International bandwidth (kb/s)	Complementary	NRI
	Mobile network signal coverage	Complementary	NRI
<i>Disruptive technologies</i>	Availability of the most recente technologies	Is a priority	NRI
	New technologies adoption by companies	Complementary	NRI
<i>Consolidation of Portugal in Europe</i>	Percentage of public services for businesses available online	Is a priority	DESI
	Clusters development stage	Is a priority	CGR
<i>Communication and promotion</i>	Government's level of success in promoting the use of ICT	Is a priority	NRI
	Existence of an ICT implementation plan as a way to increase the country's competitiveness	Is a priority	NRI

6. Final remarks

The Action Plan defines the guidelines and the actions needed to ensure the digital transition in Portugal. This Plan is part of the “*Portugal Digital Mission Structure*” which aims at coordinating and operationalizing the actions, measures and initiatives that are identified as priorities.

The “*Action Plan for the Digital Transition*” comprises not only with policy measures ongoing under several programmes and strategies in Portugal, both public and private, but also with a new set of initiatives identified while designing this Action Plan.

To guarantee the effective involvement of the several actors and to enhance the success of the programme implementation, the Mission Structure will ensure the immediate development of detailed content for each of the 56 initiatives identified, including a description of the activities to be carried out, deadlines, monitoring indicators and corresponding funding sources.

Like digitization, which is volatile and evolving, this Action Plan must also be kept as a “under construction” document, with new policy measures or updates to be included at any time, and, once aligned with the Government strategy and the perspective on this domain, must be able to reflect how dynamic are the concerns and priorities of both the economy and the society. Whenever these updates or editing take place, the new policy measures must be defined having in mind the current Action Plan, respecting its specifications and the governance model here established.

The follow-up and monitoring indicators can evolve as well, as a result of introducing new concepts or redefining the priorities of the “*Action Plan for the Digital Transition*”, as tools to assess the proposed objectives and the goals established, promoting national excellence and improving Portugal performance and ranking in the main reference indexes, both at the european and global levels.

In the current age of the fourth industrial revolution, “*Portugal Digital*” is assumed as the country's transformation engine. Through capacity building and digital inclusion, businesses’ digital transformation and public services’ digitization , “*Portugal Digital*” will accelerate Portugal, without leaving no one behind, and pitching the country in the world.

MOVING FAST.

MOVING WITH A PURPOSE.



PORTUGAL DIGITAL

*MOVING FORWARD.
MOVING WITH A PURPOSE.*