

September 2006

eGovernment in Portugal



eGovernment
eGovernment
eGovernment
eGovernment
eGovernment

- Country Profile
 - History
 - Strategy
 - Legal Framework
 - Actors
 - Who's Who
 - Infrastructure
 - Services for Citizens
 - Services for Businesses
- What's Inside**

Contents:

Country Profile.....	1
eGovernment History.....	3
eGovernment Strategy.....	9
eGovernment Legal Framework.....	11
eGovernment Actors.....	13
eGovernment Who's Who.....	15
eGovernment Infrastructure.....	18
eGovernment Services for Citizens.....	23
eGovernment Services for Businesses.....	28

Disclaimer:

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

Country Profile

Basic Data and Indicators

Basic data.....

Population (1.000): 10.529,3 inhabitants (2005)

GDP at market prices: 147.378,4 million Euros (2005)

GDP per inhabitant in PPS (purchasing Power Standards, EU-25=100): 71,2 (2005)

GDP growth rate: 0,4% (2005)

Inflation rate: 2,1% (2005)

Unemployment rate: 7,6% (2005)

Government debt/GDP: 63,9% (2005)

Public balance (government deficit or surplus/GDP): -6,0% (2005)

Source: [Numerical data provided by Eurostat](#)

Area: 92.072 km²

Capital city: Lisbon

EU Official Languages: Portuguese

Currency: Euro

Source: [Europa website](#)

Political Structure.....

Portugal is a Parliamentary Republic. The legislative power is held by a [unicameral](#) Parliament made up of 230 members elected for a four-year term of office (universal suffrage). Portugal is divided into eight regions that include 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. The President has mainly a ceremonial role, but can dissolve Parliament. The President appoints the

Prime Minister (the head of the leading party) as well as the other members of Government (Ministers and State Secretaries) presented by the Prime Minister.

The [Constitution of the Portuguese Republic](#) was adopted on 2 April 1976 and amended for the sixth time in 2004.

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

Current Head of State: President Anibal Antonio Cavaco Silva (since 22 January 2006)

Current Head of Government: Prime Minister José Socrates (since February 2005)

Information Society indicators.....

Percentage of households with Internet access: 31% (2005)

Percentage of enterprises with Internet access: 77% (2004)

Percentage of individuals using the Internet at least once a week: 28% (2005)

Percentage of households with a broadband connection: 20% (2005)

Percentage of enterprises with a broadband connection: 63% (2005)

Percentage of individuals having purchased/ordered online in the last three months: 4% (2005)

Percentage of enterprises having received orders online within the previous year: 9% (2005)

Percentage of individuals using the Internet for interacting with public authorities:

obtaining information 11,8%, downloading forms 8,3%, returning filled forms 9,0% (2005)

Percentage of enterprises using the Internet for interacting with public authorities:

obtaining information 52%, downloading forms 53%, returning filled forms 52% (2005)

Source: [Eurostat](#)

eGovernment History

Main developments and key milestones (in reverse chronological order)

For the latest developments, see: [eGovernment News - Portugal](#)



July 2006.....

- ▶ The West Digital ([Oeste Digital](#)) project, financed by the Digital Cities and Regions Network ([Cidades e Regiões Digitais](#)) of the [Portuguese Operational Programme for the Knowledge Society](#), was officially launched on 14 July, in Foz do Arelho. The occasion also provided an opportunity to present the project's centrepiece, the ['Oestedigital'](#) information portal.
- ▶ On 27 June 2006, the Portuguese Prime Minister José Socrates presided over the launch of [ViaCTT](#), an electronic post box service for citizens, businesses and institutions. He praised the initiative's ambitious and innovative contribution to the country's modernisation effort. According to the Public Works, Transport and Communications Minister, Mário Lino, the service will permit the creation of up to 10 million e-mail accounts.

June 2006.....

On 30 June 2006, the Portuguese Prime Minister José Socrates, accompanied by the justice and science ministers, attended a presentation on the launch of ['Empresa On-line'](#), a facility permitting on-line

registration of companies through the new Business Portal (['Portal da Empresa'](#)).

March 2006.....

- ▶ The results of the first tests on the new Portuguese ID card (**Cartão do Cidadão**) were presented at an official ceremony, on 8 March 2006, attended by Prime Minister José Sócrates. The new cards will revolutionise the way in which Portuguese citizens interact with government – they will also reduce the number of documents they should need to carry in their wallets.
- ▶ The Portuguese government has adopted a package of measures aimed at facilitating and encouraging electronic submission of personal income statements or IRS ('Imposto sobre o rendimento das pessoas singulares'). New measures include an e-mail alert service for early detection of errors.

February 2006.....

- ▶ On the occasion of the 'Microsoft Government Leaders Forum' on 2 February 2006, the Portuguese government has signed a co-operation agreement with Microsoft Corp. including 18 initiatives that should contribute to the implementation of the Portuguese Technological Plan ('Plan Tecnológico').
- ▶ As from the end of January 2006, all public schools in Portugal have a broadband connection to the internet. On 31 January 2006, PM José Sócrates and three of his ministers celebrated this eCommunication landmark in the tiny school of Oriola (Alentejo), the last of more than 8300 schools to have been connected to broadband, thus completing the process initiated in 1997.

January 2006.....

- ▶ As of 1 January 2006, all companies, and other legal persons in Portugal will have to submit their annual income tax declaration and/or yearly 'declaration of accounting and fiscal information' electronically via the government's ['eFinance'](#) website.
- ▶ The [Portuguese Portal for Public Procurement](#) was officially launched one year ago. The first results are positive and plans are afoot to extend the service further. In particular, a new SMS Tender Alert service was announced on 4 January 2006.

August 2005.....

The Portuguese government has announced a number of new measures and strategic priorities aimed at developing e-government and the Information Society.

One of the key measures recently announced by the Portuguese government is the creation of an e-mail service for each civil servant in 2006 and, at a later stage, for each citizen. This project, called 'Universal Electronic Mail', will provide users with **official receipt and delivery notifications**, making it the ideal application for channelling official mail such as tax-related correspondence. The government said it is currently negotiating a deal with postal operator [CTT](#) for the provision of the service.

According to the [Ministry of Public Works, Transports and Communications](#), the government will begin talks with banks and telecom operators before the end of the year to launch an initiative aimed at **developing mobile payment systems**. The Ministry has also unveiled plans to develop **contactless e-ticketing systems** for the country's public transport networks, and said it was working on the specifications of an **electronic identification system for cars**, for which it hopes to launch a call for tenders by year-end. In a separate development, the Council of Ministers approved on 29 July a resolution that will oblige the Portuguese public administration to **fully switch to electronic invoicing by 31 December 2006**.

The recently announced measures are to be complemented by **numerous e-government initiatives in the coming year**. According to the government's Strategic Plan for 2005-2006, which was approved by the Council of Ministers on 14 July 2005, the government will among other things:

- ▶ **Generalise the use of ICT throughout the Portuguese public administration**. This should lead to the development of fully interactive and transactional services to be used in conjunction with the future 'citizen card' as part of an integrated, multi-channel 'one-stop shop' strategy.
- ▶ **Implement new e-health services** such as electronic prescriptions, digital patient records, and booking of medical appointments by SMS.
- ▶ **Further develop and implement [e-voting](#)**, and integrate the voter card in the citizen card.
- ▶ Develop a plan to provide citizens and businesses with **online access to information about the status of administrative requests**, licensing procedures, and other decision-making processes at local government level.
- ▶ **Improve criminal investigation by implementing new ICT systems** – such as a genetic database to be used both for criminal investigations and civil identification purposes – and develop data sharing between public sector databases.
- ▶ **Further regulate, clarify and promote secure electronic transactions** both in the public and private sectors. To this end, digital certificates will be made more widely available.

July 2005.....

- ▶ On 30 June 2005 the Portuguese Council of Ministers approved a decree enabling the new Company in One Hour ('Empresa na Hora') service. By introducing a special regime for immediate company creation in Portuguese company law, the decree will allow any citizen to create a new business 'instantly' with a single visit to a government office. The service will be delivered to all commercial registry offices or [Company Formalities Centre](#), where entrepreneurs will be

able to choose among a number of pre-approved companies by-laws and articles of association. The project will be phased in several stages before being made available throughout the Portuguese territory. Starting in July, entrepreneurs will be able to create a company in one hour at 4 commercial registry offices and 2 Company Formalities Centres. It is expected that the government will then extend the service to a number of other locations before the end of 2005. However this new service, which will allow entrepreneurs to create a new business in an hour, will not be available online.

- ▶ Launch of [LigarPortugal](#) ('ConnectPortugal'), a new action programme for the information and knowledge society. Among other things, the new programme aims to create a transparent, modern and efficient public administration. To this end, it defines a number of policy priorities, such as increasing the use of open source software by public sector bodies, generalising the use of Voice over Internet Protocol (VoIP) telephony, providing ICT training to every civil servant, and creating a central e-procurement website to advertise all public call for tenders of both central government and local authorities. In addition, the programme also states that all 'basic' public services should be available online and free-of-charge by 2009. LigarPortugal forms part of the Portuguese Government's Technological Plan to promote the development of the Portuguese information society and improve the country's competitiveness, commonly called the '**Technological Shock**'.
- ▶ The Council of Ministers approves a resolution mandating Portuguese public administration to **fully switch to electronic invoicing by 31 December 2006**.

April 2005.....

The Portuguese government approves the **citizen card project**. The multi-use citizen card will combine ID, tax, social security, health insurance and electoral information, thus enabling citizens to carry one single card instead of five different ones. Distribution of the card is expected to start in 2006.

February 2005.....

Two polling place e-voting systems and a remote Internet voting solution are tested during the Portuguese legislative elections. The objectives of the non-binding pilots are to test the use of electronic technologies throughout the whole voting process, from the identification and authentication of voters to the counting of electronic ballots.

January 2005.....

- ▶ Launch of the [national eProcurement portal](#) ('Portal de Compras'). Developed in the framework of the National e-Procurement Programme, the portal – which complies with the guidelines of W3C's Web Accessibility Initiative – aims to become the new standard for public procurement in order to promote the following policy objectives: generate substantial savings for public sector purchasing; rationalise the procurement process to increase its efficiency and transparency; encourage the modernisation of suppliers and the adoption of e-commerce, thereby increasing the productivity and competitiveness of Portuguese businesses.
- ▶ Presentation of the [Operational Programme for Public Administration 2004-2006](#). This programme, supported by the EU as part of the third Community Support Framework, is intended to support projects and investments to modernise the Portuguese public administration. The programme has a budget of 139.3 million euro, of which 104.5 million are provided by the EU.
- ▶ Launch of a new [Operational Programme Knowledge Society \(POS_C\)](#). This programme, due to run until the end of 2006, revises and includes the former POSI, the Operational Programme on the Information Society. POS_C is aimed at improving the effectiveness of the programme and its articulation with the Action Plan for the Information Society adopted by the government in 2003. The financing of POS_C for 2005-6 includes the amounts coming from the former POSI plus an additional budget of 110 million euro, from the Community Support Framework reserve. Improving public administration quality and efficiency and

strengthening citizenship and public participation are among the main objectives of the POS_C programme. Electronic Government – better services for citizens and companies – is one of its priority axes.

November 2004.....

- ▶ The Portuguese Government announces its intention to introduce **electronic medical prescriptions** in the country. Following a local pilot due to start in January 2005, the electronic prescription system will be progressively phased-in throughout the Portuguese territory during 2005.
- ▶ Presentation of [Information and Knowledge Society 2005-2006](#), the Portuguese government's new strategy for the development of the Information and Knowledge Society. The objective of the new strategy is to advance the Information and Knowledge Society in Portugal in order to contribute to the country's development. Aiming at improving public services, reducing bureaucracy, increasing productivity and fostering innovation, the strategy will have an impact on public administration, government structures, and civil society. It will be implemented through a number of initiatives, including several new e-government projects. In order to reinforce the national commitment towards the development of an Information and Knowledge Society, the Mission Unit for Innovation and Knowledge (UMIC) – a temporary body created in November 2002 – is renamed [Agency for the Knowledge Society](#) and becomes a permanent Government agency.

March 2004.....

Launch of the new [Citizen's Portal](#) ('Portal do Cidadão'). The new e-government portal replaces the previous "Infocid" and is the result of a joint effort by about 120 public and private entities. Despite its name, the new portal targets businesses as well as citizens – with a separate section for each category of users – and will, in a second development phase, also

feature services for civil servants and a user registration facility.

January 2004.....

Presentation of [Future 2010 - Operational Programme for the Knowledge Society](#); known as the 'knowledge and innovation' initiative. The aim of this strategic initiative is to foster the development of a true knowledge society in Portugal. Among other things, the initiative will promote public sector reform through further use of information and communication technologies and development of e-services.

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. The new public administration organisational model is based on: defining roles and objectives; more flexible structures; a slimmed-down decision-making chain and less bureaucracy; encouraging systematic cooperation between government departments; knowledge-sharing; and proper information management.

June 2003.....

- ▶ The Portuguese Government adopts a [National eProcurement Programme](#). The programme's aim is to help save between 10% and 20% on public procurement costs between 2003 and 2006 thanks to the deployment of e-procurement systems across government.
- ▶ The Government officially approves the [Action Plan for the Information Society](#) and the [eGovernment Action Plan](#). The e-Government Action Plan is an integral part to the Action Plan for the Information Society, which becomes the main instrument for the strategic and operational coordination of information society policies in Portugal. The ultimate strategic goal of the Portuguese e-government plan is to transform public sector

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

November 2002.....

Creation of the [UMIC \(Innovation and Knowledge Mission Unit\)](#). Part of the Office of the Prime Minister, UMIC is tasked with coordinating and providing focus for the Government's activities in the field of Information Society, Electronic Government and Innovation. Among other things, UMIC is in charge of preparing, together with the different ministries, the national action plans, initiatives and programmes for the Information Society and e-government.

February 2001.....

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

2000 and before.....

- ▶ In **2000**, adoption of the [Operational Programme for the Information Society \(POSI\)](#). Supported by the EU as part of the [Community Support Framework](#), the programme covers the period 2000-2006 and represents an investment of 625 million euro. It has the following strategic goals: develop ICT skills across society, help the transition to a Digital Portugal, and move public services online.
 - ▶ The Government launches the '[Internet Initiative](#)', which establishes as a strategic priority the rapid increase in the use of the Internet by schools, households, enterprises and public administration. An Inter-ministerial Commission for the Information
- Society is created, comprising delegates from all ministries and tasked with coordinating and monitoring Information Society policies.
 - ▶ Innovation and the Information Society are key priorities of the **Portuguese Presidency of the EU** (January-June 2000). During this presidency the EU adopts both the **Lisbon Strategy** for economic renewal and competitiveness (at the Lisbon European Council of 23-24 March 2000) and the **eEurope Action Plan** (at the Feira European Council of 19-20 June 2000).
 - ▶ The Programme [Digital Cities](#) is extended. It becomes a national five-year programme funded with 300 million euro provided by the Portuguese Government and the European Union Structural Funds. The programme is to be developed through 20 to 25 large projects, covering all the country and stimulating regional innovation.
 - ▶ In **1998**, the Programme for [Digital Cities](#) is launched, designed to foster the development of a digital culture on a local and regional level. The purpose is to get local administration and services closer to people, enhance local and regional competitiveness and improve the quality of life of the populations. The programme initially starts with pilot projects in 5 small and mid-sized cities (Aveiro, Bragança, Guarda, Marinha Grande, Castelo Branco) and 2 rural regions (Trás-os-montes and Alentejo).
 - ▶ In **1997**, the Council of Ministers approves the [Green Paper on the Information Society in Portugal](#). The Green Paper contains a set of recommendations aimed at the development of the Information Society. It outlines 72 measures in 11 priority areas. Following the publication of the Green Paper, several task forces are set up to develop operational implementation plans.
 - ▶ In **1996**, the Portuguese Government launches a **National Initiative for the Information Society**, structured around four main themes: school (IT in education); enterprise (electronic business) enterprise); local and regional public administration (open administration); knowledge (libraries, museums, databases, R&D institutions). A **Mission for the Information Society (MSI)** is created under the Ministry of Science and

Technology, which is tasked with advancing cross-government initiatives and preparing a Green Paper on the development of the Information Society in Portugal.

- ▶ In **1991**, **INFOCID** was created; the Interdepartmental Information System for the Citizen. INFOCID is a public network of all State organisations dealing with citizens, which aim is to provide Portuguese citizens with an easier way of interacting with public administrations. It is an integrated database sponsored by the Secretary of

State for Public Administration under the Prime Minister's Office and coordinated by an inter-departmental Steering Committee.

eGovernment Strategy

Main strategic objectives and principles



The Portuguese eGovernment strategy is exposed in the eGovernment Action Plan presented in February 2003 and approved by the Government in June 2003. The e-Government Action Plan is an integral part to the Action Plan for the Information Society, which is the main instrument for the strategic and operational coordination of Information Society policies in Portugal.

The Action Plan for the Information Society comprises seven pillars:

1. An information society for all.
2. New capabilities.
3. Quality and efficiency of public services.
4. Better citizenship.
5. Health for everyone.
6. New ways of creating economic value.
7. Attractive content.

The eGovernment Action plan thus corresponds to the third pillar of the Information society Plan.

The strategic goal of the Portuguese eGovernment plan is to transform public sector bodies into client-focused organisations, thereby placing the public

sector among the country's best service providers. This strategic vision is to be implemented through the creation of high-quality, efficient public services supported by comprehensive technology solutions.

The key **objectives** of eGovernment in Portugal are to:

- ▶ Increase citizen satisfaction with public services (24/7 services delivered through several channels).
- ▶ Achieve increased efficiency while reducing costs for both government and taxpayers. This objective involves process reengineering.
- ▶ Increase the transparency of the bureaucratic structure, thereby increasing citizen trust in public services.
- ▶ Promote citizen participation in the democratic processes through better dissemination of information.
- ▶ Promote the development of the information and knowledge society through an innovative public sector.
- ▶ Achieve international recognition of the quality of Portuguese e-government, thereby making citizens proud of the country's public services.

In order to achieve the core objectives, the Portuguese eGovernment strategy is based on **seven priority principles**:

1. Citizen-focused public services.
2. A public administration that is modern and efficient.
3. New technological capabilities.
4. Rationalisation of communication costs.
5. Efficient management of public procurement.
6. Public services that are closer to citizens.
7. Interactive public services.

The eGovernment Action Plan points out that, in order to reach the strategic objectives of eGovernment in Portugal, all stakeholders must fulfil their missions:

- ▶ **The Government** should promote the delivery of interactive e-government services and the participation of citizens in the democratic processes. Part of its mission will be to define strategies and policies and to provide public entities with the necessary resources.
- ▶ **Public organisations** should deliver integrated, customer-focused services, with more quality and efficiency.
- ▶ **Citizens and businesses** should adopt the new eGovernment services and proactively take advantage of the new possibilities in order to increase their quality of life.

According to the Portuguese eGovernment strategy, the development of eGovernment services is ultimately meant to generate positive impacts across the country. The Portuguese government therefore hopes that:

- ▶ The quality of life of the **citizens** will improve thanks to the higher quality of public services. Moreover, savings generated by lower cost

eServices may be re-invested by the government in other priority areas.

- ▶ **Businesses** will also benefit from better public services and from a better relationship with the public administration. They will therefore become more efficient, and eCommerce will be stimulated.
- ▶ Advantages to citizens and businesses will mean that **Portugal** will become more competitive and thus more attractive for foreign investment. More specifically, the national ICT industry should also benefit from eGovernment progress.

eGovernment Legal Framework

Main legal texts impacting on the development of eGovernment

eGovernment legislation.....

There is currently no overall eGovernment legislation in Portugal. However, a Resolution of Cabinet adopted in 2005 provides for the adoption of the electronic billing system for the services and organisms of the public Administration (Resolution of Cabinet n.º [137/2005](#), DR N.º 157, I Series B, of 17 of August of 2005).

Freedom of Information legislation.....

[Law on Access to Administrative Documents \(1993\)](#)

The Law of Access to Administrative Documents was adopted in August 1993 and amended in March 1995 and July 1999. It allows any person to demand access to administrative documents held by state authorities, public institutions, and local authorities in any form. Requests must be in writing. Government agencies must respond no later than 10 days after receiving a request. The Act also provides greater access for parties with an interest in a proceeding. Limitations exist for documents not drawn up for an administrative activity (e.g. minutes of meetings of the Council of Ministers or personal notes and sketches), documents relating to internal or external security and secrecy of justice, documents containing personal information, or documents containing commercial, industrial or company secrets in danger or which disclosure would violate copyrights or patents. Those denied access to documents can appeal to the [Commission for Access to Administrative Documents \(CADA\)](#), an independent Parliamentary agency. The Commission can examine complaints, provide opinions on access, review practices and decide on classification of systems. CADA's decisions are not binding so if an agency continues to deny access, further appeal can be made to an administrative court.

Data Protection/Privacy legislation.....

[Law on the Protection of Personal Data \(1998\)](#)

Law on the Protection of Personal Data was adopted on 26 October 1998. It governs the collection and processing of personal data and allows any person to access and correct their personal information held by a public or private body. It is enforced by the [National Data Protection Commission](#).

eCommerce legislation.....

[Decree-Law on Electronic Commerce \(2004\)](#)

The Decree-Law n. 7/2004 was published in the Portuguese Official Gazette on 7 January 2004. It transposes into internal law the EU Directive on electronic commerce (Directive [2000/31/EC](#)).

eCommunications legislation.....

[Law on Electronic Communications \(2004\)](#)

Published on 10 February 2004, Portugal's new Law on Electronic Communications transposes most of the EU new regulatory package on electronic communications.

eSignatures legislation

[Decree-Law on Electronic Signatures \(2003\)](#)

The Decree-Law on Electronic Signatures 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](#) of 2 August 1999) to Directive [1999/93/EC](#) of the European Parliament and the Council of 13 December 1999, in a Community framework for electronic signatures.

eProcurement legislation.....

[Decree-Law on eProcurement \(2002\)](#)

The Decree-Law on e-Procurement of April 2002 complements the [Decree-Law on Public Procurement](#) of June 1999. It provides for the use of electronic means in public procurement by some public bodies and encompasses rules applicable to communication and the storage of data. The Portuguese Government is currently preparing the transposition of the new EU public procurement directives ([2004/17/EC](#) and [2004/18/EC](#)), including their e-procurement provisions.

Re-use of Public Sector Information (PSI)

Transposition of European Directive [2003/98/EC](#) of 17 November 2003 on the re-use of public sector information is currently under preparation in Portugal. It is expected that implementation will take the form of altering already existing access legislation (namely [Law n. 65/93](#) on access to public documents).

Status of transposition of PSI-directive:

Working group: Ministry of Justice, Ministry of Economy and Ministry of Finances.

A bill should be proposed for adoption by the Parliament by the end of the year 2005 to implement the PSI Directive.

It is expected that implementation will take the form of amending the already existing access legislation (namely Law n.º [65/93](#)).

Existing legislation:

Article 268.º n.º 2 of the Portuguese Constitution that establishes the fundamental right of access to administrative archives and registries, except for information related to state security, criminal investigation and personal privacy.

Law that regulates the right of access to public documents (Law n.º [65/93](#), of 26.08, republished by Law n.º [94/99](#), of 16.07).

eGovernment Actors

Main roles and responsibilities



National eGovernment.....

Policy/Strategy

1. [Ministry of Finance and Public Administration](#)

In the new Portuguese Government appointed in February 2005, political responsibility for public administration matters – including public sector modernisation and e-government – has been transferred to the Ministry of Finance, renamed Ministry of Finance and Public Administration. The Ministry oversees the [Directorate General for Public Administration](#)

2. [Ministry of Science, Technology and Higher Education](#)

In the new Portuguese Government appointed in February 2005, political responsibility for Information Society matters has been attributed to the Ministry of Science, Technology and Higher Education.

3. [Agency for the Knowledge Society \(UMIC\)](#)

Created in November 2002 as a temporary body, the Innovation and Knowledge Mission Unit (UMIC) became a permanent Government agency in November 2004. UMIC is tasked with coordinating

and providing focus for the Government's activities in the field of Information Society, Electronic Government and Innovation. UMIC played a leading role in the preparation of the Portuguese Information Society and e-Government Action Plans. UMIC is now overseen by the Ministry of Science, Technology and Higher Education.

Coordination

1. [Agency for the Knowledge Society \(UMIC\)](#)
2. [Intersectoral Commission for IT in Public Administration \(CITIAP\)](#)

Commission responsible for the coordination of IT developments in central Government.

Implementation

1. [Agency for the Knowledge Society \(UMIC\)](#)

The Agency is in charge of implementing some components of the country's e-government infrastructure, such as the Citizen's portal.

2. [Individual Government Ministries and agencies](#)

Support

1. [Agency for the Knowledge Society \(UMIC\)](#)
2. [Government Network Management Centre \(CEGER\)](#)

The Government Network Management Centre (CEGER) is a service of the Prime Minister's Office providing support to government bodies in the field of information technology.

3. [Institute for Informatics](#)

The Institute for Informatics is a service of the Ministry of Finance and Public Administration that has managerial autonomy and legal personality. It supports the Ministry and other government departments in the development and implementation of information systems.

Audit/Assurance

[Court of Accounts](#)

The Portuguese Court of Auditors is in charge of auditing public funds, public revenue and expenditure and public assets, with a view to ensuring that the administration of those resources complies with 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 throughout national territory. It is endowed with the power to supervise and monitor compliance with the laws and regulations in the area of personal data protection, with strict respect for human rights and the fundamental freedoms and guarantees enshrined in the Constitution and the law.

Regional & Local eGovernment.....

Strategy

Regions and Municipalities

Coordination

[Ministry for Internal Administration Services](#)

The Ministry for Internal Administration Services has responsibility for the coordination of central government policies with local authorities.

Implementation

Regions and Municipalities

Support

[National Association of Portuguese Municipalities \(ANMP\)](#)

The National Association of Portuguese Municipalities (ANMP) is the representative body of Portuguese municipalities. It promotes their interests and provides them with support services in different areas, including ICT and public management.

Audit/Assurance

No information available.

eGovernment Who's Who

Main eGovernment decision-makers and executives

Ministers responsible for eGovernment.....

Name: Teixeira dos Santos

Job title: Minister for Finance and Public Administration

Picture:



Contact details:

Ministry of Finance and Public Administration

Av. Infante D. Henrique, 1

1149-009 Lisboa

Portugal

Tel.: (+351) 218 816 800

Fax: (+351) 218 862 360

E-mail: relacoes.publicas@sgmf.pt

Name: João Figueiredo

Job title: Secretary of State for Public Administration

Picture:



Contact details:

Ministry of Finance and Public Administration

Av. Infante D. Henrique, 1

1149-009 Lisboa

Portugal

Tel.: (+351) 218 816 800

Fax: (+351) 218 862 360

E-mail: relacoes.publicas@sgmf.pt

Head of eGovernment (i.e. head of eGovernment agency/directorate).....

Name: Luís Magalhães

Job title: President, Agency for the Knowledge Society (UMIC)

Picture: No picture available

Contact details:

UMIC

Taguspark

Edifício Inovação I, sala 124

2780-920 Porto Salvo

Portugal

Tel.: +35 121 391 84 00

E-mail: luis.magalhaes@umic.pcm.gov.pt

Other eGovernment executives.....

Name: João Catarino Tavares

Job title: Chairman of the Executive Board of the Informatics Institute, Ministry of Finance

Picture: No picture available

Contact details:

Avenida Leite de Vasconcelos, 2

Alfragide

P-2614-502 Amadora

Portugal

Tel.: + 351 21 472 3100

E-mail: joao.catarino@inst-informatica.pt

eGovernment Infrastructure

Main eGovernment infrastructure components



Portal.....

Enterprise's Portal

The Enterprise's Portal (www.portaldaempresa.pt) is an integrated access point to public services provided to enterprises. It was launched at the end of June 2006, facilitating the access to public services provided to enterprises through the Internet and substantially extending to more than 400 services for enterprises that were being provided through the Citizen's Portal.

Among others, the additional services now provided include the complete creation of an enterprise through the Internet, a consultation electronic desk for matters related to enterprise activities assured by the Institute of Support to Small and Medium Enterprises and Investment (IAPMEI), and the Enterprise Electronic Dossier where the different processes of each enterprise with the public administration are assembled and made easily and securely available to the enterprise associates or their representatives through identity authentication by advanced electronic signature certificates, assuring full transparency on the status of the respective processes. The services provided will be extended up to the end of 2006.

The electronic payments platform developed for the Citizen's Portal allows the full dematerialization of payments to the state, including those necessary for the creation of an enterprise. Now, for the creation of an enterprise the associates do not have to be together and nobody needs to go to a public office, further extending the business facilitation initiated with the 'On the Spot Firm' initiative of July 2005 which already allowed for the creation of more than 8,000 enterprises with an average creation time of only 58 minutes. The Enterprise's Portal also makes available services for the third sector: non-profit associations, cooperatives and nongovernmental organizations.

Citizen's Portal

The Citizen's Portal (www.portaldocidadao.pt) is the central digital channel for public services, complementing with total convenience and availability the physical Citizen's Shops. Launched in the first quarter of 2004, "The Citizen's Portal" now offers more than 800 citizen-oriented 24/7 services (about 1/2 informational, 1/4 interactive, 1/6 transactional), provided by 125 public administration bodies. It is already a well known brand, recognised by more than 30% of the Portuguese population. More than half a million users access it on a regular basis, with 3 million page views per month originated from more than 33 countries of all world continents, mainly for such services as information on the public administration, income tax declaration, change of address notifications to public services, official certifications requests from public bodies.

The Citizen's Portal is regularly classified among the ten best Portuguese sites (KPBI30, Internet performance Portuguese index, January 2005). The development of the Citizen's Portal has been continuous. Besides improvements on the user interface, since February 2005 it offers services supported by sms, and access through wap protocol by mobile phones and PDAs. An electronic payments

platform was introduced at the end of 2005 allowing for different forms of payments, including the issuing of payment orders which can be completed through the unified ATM network widely available in Portugal or even without leaving home or office for people who have home banking, in this case allowing full process dematerialization of requests.

The services provided to citizens will be further enhanced by the adoption of the electronic Citizen's Card to be launched at the end of 2006.

Network.....

Networks of Competence

The Networks of Competence initiative promotes the creation of innovation and knowledge networks of enterprises, research centers, technological centers, universities, polytechnics and other higher education institutions, public bodies and enterprise associations, with a scope strongly involving information and communication technologies. They aim at creating partnerships for innovation and knowledge that can contribute to the social and economic development of a region or economic sector by promoting the development of a more competitive economy based on new or better products and services, enhancing the partnerships for collaborative applied research projects and influencing the training of human resources in areas of regional or sectoral excellence. Similarly to Neotec and OTIC, the Networks of Competence initiative is implemented through the Innovation Agency. So far, the initiative supports the creation and initial development of 16 Networks of Competence.

Solidarity Network

In 2001, a Solidarity Network connected NGOs concerned with people with special needs (elderly and impaired) to the Internet. Presently, this network involves 240 broadband access points, maintains 650 email boxes for use of the target groups, as well as specific contents of interest, and includes 13 videoconference connections between schools and hospitals allowing bed-ridden students remotely attend classes, keeping them in touch with family and friends.

Identification infrastructure

The Citizen's Card, is the Portuguese electronic identity card (eID). It is scheduled to be available to citizens by the end of 2006. It is a smart card that provides visual identity authentication with increased security and electronic identity authentication with biometrics (photo and finger print) and electronic signatures. The development of the Citizen's Card is part of the Government's plan to simplify the administration and modernize the public services. It will replace five presently existing cards - Identification Document, Tax Payer's Card, Social Security Card, Voter's Card, Health System Card - and will allow for multichannel identity authentication, namely in presence, through the Internet, or by telephone (with one-time passwords generated with the card), thus allowing the citizen to identify himself electronically and dispose of a legally valid electronic signature from a distance contributing to the deployment of customer-oriented advanced public services. The Citizen's Card project is coordinated by the Coordination Unit for the Administration Modernization (UCMA) which works in strong partnership with the Knowledge Society Agency (UMIC) for operational matters.

eProcurement infrastructure.....

National eProcurement portal

Launched in January 2005, the portal aims to become the new standard for procurement across government. Developed in the framework of the Portuguese National e-Procurement Programme, the portal is at this stage mainly an information tool, but will offer transactional services such as e-auctions in the future. Call for tenders are published in the [Electronic Official Journal \(DRE\)](#).

The main objectives of the National eProcurement Program (www.compras.gov.pt) are:

- increase efficiency and transparency,
- generate savings, and
- promote the adoption of e-commerce.

During the first two years of program (2003-04), the focus was on the characterization of the expense and the reformulation of procedures, whereby new

processes were adopted, such as sourcing, aggregation and negotiation. In the pilot phase the project involved eight ministries and a few public bodies and product categories.

Presently, the process is at a generalization and enlargement phase to all public bodies/ministries, and other product categories. The program already involved directly all the 16 ministries of the Portuguese Government (including the Presidency of the Ministers Council), 794 public bodies, 1,374 users, 94 aggregation/negotiation processes, with 40 million euros negotiated (26 million euros in the first semester of 2006) and 20% estimated savings. Total savings expected from the ongoing expansion of this initiative amount to 250 million euros/year.

eServices.....

Electronic Invoices in the Public Administration

In August 2005, the Government decided that electronic invoices should be fully adopted by the public administration up to the end of 2006, and nominated the Knowledge Society Agency (UMIC) for monitoring and evaluating its implementation. Following this decision, UMIC put together a stakeholder working group, involving people from several public bodies (especially from fiscal authorities), nongovernmental organizations promoting digital economy and electronic commerce, as well as professionals, with the aim of analyzing/proposing legislation and preparing an Electronic Invoice Guide. This guide was published in March 2006, opening a period of public consultation for receiving suggestions and contributions of improvements. In the meanwhile, a monitoring process based on electronic enquires was initiated to follow the adoption of electronic invoices by the public bodies.

eAccessibility

A special unit promotes, since 1999, the adoption of good practices for accessibility of the public administration websites to citizens with special needs. This unit also promotes the availability of digital libraries and audio books in high schools, the adoption of assistive technologies in hospitals, and the

infrastructuring of (re)habilitation centers (53 projects led by consortiums involving NGOs and people with special needs).

eDemocracy.....

Electronic voting

The main goal of the Portuguese Electronic Vote Project is to allow, in the future, citizens who are far away from their normal polling stations, to be able to vote from wherever they are in the election day. In this context, a first pilot project of Electronic Voting was held in the 2004 European Elections. Three different technologies were tested, with 150,000 voters in 9 municipalities.

The second pilot project, in the 2005 Legislative Elections, improved voting platforms with technology for citizens with special needs and paper trail. It also tested internet vote for Portuguese citizens living abroad (with 4 500 participants from 38 countries). Both non bidding pilot projects were audited and evaluated by a multidisciplinary task force of university specialists, and the results were very positive.

At the same time, Electronic Democracy Project is developing initiatives to enable, in a near future, the participation of citizens in the discussion of public policy issues, in order to contribute to a modern and participative citizenship.

Digital Cities and Digital Regions

More than 25 projects for the development of Digital Cities and Digital Regions are being publicly supported, with a total investment of over 200 million euros. The projects involve electronic government solutions for local public administrations, conditions for reinforcing the competitiveness of small and medium enterprises, and a wide variety of citizen centered services (e.g, information, health, education, safety).

Public Internet Spaces

More than 600 Internet Spaces provide free access to multimedia computers and the Internet to citizens all over the country. In all the Internet Spaces, trained

personnel assure permanent support to users, and assume a very important role of social mediators to computer and Internet technology in local, and frequently remote, communities. Most of them have at least one working station especially equipped for accessibility to the handicapped.

These spaces, some tailored to specific target groups of citizens, are being made available through different public funding lines, such as Public Internet Spaces in Municipalities, Digital Cities and Digital Regions projects, Ciência Viva Centers, Choices Programme (ACIME) and Solidarity Network. The creation of Internet Spaces started with 260 Public Internet Spaces in Municipalities opened in the period 1999-2001.

The number of these spaces will be doubled from middle 2005 to the end of 2007 with the goal of reaching then a total of 520, in particular by opening new ones in more densely populated areas and by preparing some of them for the needs of specific groups, such as the elderly and immigrants. Taking into account all types, by the end of 2007 there should be close to 1.000 Internet Spaces freely available to citizens.

e-U: Electronic University/Virtual Campus - Education

The e-U initiative (www.e-u.pt) is targeted at students and professors of higher education institutions and includes the extensive wireless networking of campuses with more than 5,000 access points, as well as higher education electronic services, contents and applications. It is the world's largest academic wireless network presently in operation. The e-U access will be available in every higher education institution across the country and will allow complete national mobility (roaming) among institutions. The initiative also accounts for content and service sharing between universities. Presently, about 60 e-U projects were implemented, within a total of 76 projects, covering the campuses of more than 82% of the entire Portuguese academic population (approx. 340,000 students and 40,000 professors and researchers).

b-on: Online Knowledge Library

Through b-on (www.b-on.pt) full texts of the main academic and scientific journals published internationally are accessible online to individuals in all research and higher education institutions in Portugal, through nationwide subscriptions signed with the top international scientific journal publishers.

Conceived in 1999, prepared since then up to 2003 and launched in April 2004 with 3,500 titles from six publishers, b-on now allows online access to more than 16,750 electronic publications from 16 international publishers in all areas of academic and scientific research. It also provides access to the convenient Web of Knowledge bibliographic reference and citation tools, which had been provided as a first step in 2001, with records since 1945. More than 40,000 professors and researchers and 340,000 students from 66 research and higher education institutions currently have unlimited access to the b-on contents and search engine.

The Portuguese scientific community started using extensively this service when it was launched. So far, the downloads of full text scientific papers are done through b-on account for more than 5.5 million. The contents will be substantially enlarged as the b-on portal will also provide full text search of Master and PhD theses presented in Portuguese institutions as well as other national academic and scientific content.

National GRID Initiative

Launched in April 2006, the [Portuguese National GRID Initiative](#) aims at promoting the development of GRID Computing and the sharing of distributed computing resources for the resolution of complex problems that require intensive data processing.

Its main objectives are:

- to strengthen national competencies and capacities in GRID Computing due to its special strategic importance,
- to pursue Portugal integration in the GRID Computing international network,
- to improve the conditions for scientific activities and applications of economic and

social interest that involve complex computations or large quantities of data,

- to strengthen multi-disciplinarity and the collaboration between researchers and users of high performance computing,
- to strengthen the conditions for businesses to find in Portugal human resources with knowledge and experience in GRID Computing.

The Initiative of the responsibility of the Portuguese Science and Technology Foundation (FCT) will be overseen by the Knowledge Society Agency (UMIC) and will involve actions for:

- expanding GRID infrastructure, enlarging connectivity between GRID nodes in Portugal and of them to other international infrastructures,
- promoting R&D projects in GRID Computing,
- supporting demonstration and application projects in areas such as meteorology, oceanography, geophysics and seismology, high energy physics,
- supporting the advanced training of human resources, promoting the international evaluation of actions and projects,
- assuring the observation and monitoring of the initiative and the dissemination of information and knowledge within the GRID Computing community.

Neotec: New Technological Enterprises

The Neotec initiative promotes the creation of new technological enterprises based on ICT and with high potential growth, by providing financial support to different phases of the enterprise creation process - from idea development to business plan and the beginning of operations. The initiative is designed for the particular needs of students of higher education institutions and researchers of these or other scientific

institutions. Neotec is implemented through the Innovation Agency, a company owned by the Portuguese State through FCT – Foundation for Science and Technology, of the Ministry of Science, Technology and Higher Education, IAPMEI – Institute for Small and Medium Enterprises and Investment, and PME Investimentos – Small and Medium Enterprises Investments, both of the Ministry of Economy and Innovation. So far, the initiative supports the creation and initial development of 26 new enterprises.

Information and Knowledge Society Observatory

The [Information and Knowledge Society Observatory](#) is the part of [UMIC – Knowledge Society Agency](#) in charge of statistical indicators and studies on the Information Society and the use of Information and Communication Technologies (ICT) in Portugal. It assures regular surveys and studies on the use of ICT by families, enterprises, hotels, hospitals, schools, public administration, and other sectors, as well as on the employment in the ICT sector, the quality of public administration websites and other matters of interest to monitor the development of the Information Society in Portugal and compare it with the development observed in other countries. This group of UMIC assures the representation of Portugal in international organizations that deal with indicators and statistics of Information Society or TIC, such as EUROSTAT, OECD and the DG Information Society of the European Commission.

Knowledge Management Infrastructure

There is currently no central knowledge management infrastructure in Portugal.

eGovernment Services for Citizens

Availability and sophistication of eServices for Citizens

The information in this section is based on the common list of 20 basic public services (12 for citizens, 8 for businesses) adopted by the Council of the EU in March 2001, and on the methodology used to assess their level of online availability and sophistication in the eEurope benchmarking exercises (see: [eGovernment indicators for benchmarking eEurope](#)).

The 12 services for citizens are as follows:

1. Income Tax Declaration
2. Job Searches by labour Offices
3. Social Security Contributions
4. Personal Documents
5. Car Registration
6. Application for Building Permission
7. Declaration to the Police
8. Public Libraries
9. Certificates (birth, marriage) Request and Delivery
10. Enrolment in Higher Education
11. Announcement of moving (change of address)
12. Health-related services (e.g. appointments for hospitals)

For each service, the sophistication stage reached is indicated, with reference to the maximum stage possible for the service.

- ▶ Stage 1 - Information: online information about public services
- ▶ Stage 2 - Interaction: downloading of forms
- ▶ Stage 3 - Two-way interaction: processing of forms, including authentication
- ▶ Stage 4 - Transaction: full case handling, decision and delivery (payment)

1. Income taxes (declaration, notification of assessment)

Responsibility:	Central Government, Ministry of Finance and Public Administration, Directorate General for Taxation
Website:	http://www.e-financas.gov.pt/
Sophistication stage:	4/4
Description:	Fully transactional online submission and assessment system. Users can also consult their tax files, statistics and conduct simulations.

2. Job search services by labour offices

Responsibility:	Central Government, Institute of Employment and Vocational Training
Website:	IEFP
Sophistication stage:	4/4
Description:	Job database featuring search facilities for jobseekers and employers.

3. Social security benefits**a. Unemployment benefits**

Responsibility:	Central Government, Ministry of Social Security and Labour
Website:	http://www.seg-social.pt/
Sophistication stage:	4 /4
Description:	Information and forms to download.

b. Family allowances

Responsibility:	Central Government, Ministry of Social Security and Labour
Website:	http://www.seg-social.pt/
Sophistication stage:	2/4
Description:	Information and forms to download.

c. Medical costs (reimbursement or direct settlement)

Responsibility:	N/A
Website:	N/A
Sophistication stage:	N/A

Description: This service is not relevant for Portugal. Healthcare services are free at the point of delivery local Health Centres 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.asocialensinosuperior.pt/>

Sophistication stage: 2/4

Description: Information, forms to download and interactive grant simulator.

4. Personal documents (passport and driving licence)

a. Passport

Responsibility: Central Government

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

Sophistication stage: 2/3

Description: Passport applications can be submitted online.

b. Driving license

Responsibility: Central Government, Directorate-General for Traffic - DGV

Website: http://www.dgv.pt/condutores/modelo_b.asp

Sophistication stage: 1-2/3

Description: Information and forms to download.

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

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

Website: <http://www.dgrn.mj.pt/autom/infoauto.asp>

Sophistication stage: 2/4

Description: Information and forms to download.

6. Application for building/planning permission

Responsibility:	Local Government
Website:	http://www.portaldocidadao.pt/
Sophistication stage:	1/4
Description:	Information only.

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

Responsibility:	Central Government, Public Security Police
Website:	http://www.psp.pt/
Sophistication stage:	1-2/3
Description:	Information only.

8. Public libraries (availability of catalogues and search tools)

Responsibility:	Central Government/Local Government
Website:	http://www.porbase.org/
Sophistication stage:	4/4
Description:	National database of bibliographical information.

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

Responsibility:	Central Government, Directorate for Registration and Notaries
Website:	http://certidoes.portaldocidadao.pt/
Sophistication stage:	3/3
Description:	Online request of 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.acessoensinosuperior.pt/
Sophistication stage:	2/4
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/
Sophistication stage:	3/3
Description:	Centralised service that communicates the user's change of address to a number of institutions. Currently, the downloadable form still 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.portaldocidadao.pt/
Sophistication stage:	3/4
Description:	The Citizen's portal provides a wide range of information about public healthcare.

Source: [The online sophistication ratings are in agreement with the report 'Online Availability of Public Services: How is Europe Progressing?' carried out for the European Commission](#)

eGovernment Services for Businesses

Availability and sophistication of eServices for Businesses

The information in this section is based on the common list of 20 basic public services (12 for citizens, 8 for businesses) adopted by the Council of the EU in March 2001, and on the methodology used to assess their level of online availability and sophistication in the eEurope benchmarking exercises (see: [eGovernment indicators for benchmarking eEurope](#)).

The 8 services for businesses are as follows:

1. Social security contributions for employees
2. Corporation Tax: declaration, notification
3. VAT: declaration, notification
4. Registration of a new company
5. Submission of data to statistical offices
6. Customs declaration
7. Environment-related permits
8. Public procurement

For each service, the sophistication stage reached is indicated, with reference to the maximum stage possible for the service.

- ▶ Stage 1 - Information: online information about public services
- ▶ Stage 2 - Interaction: downloading of forms
- ▶ Stage 3 - Two-way interaction: processing of forms, including authentication
- ▶ Stage 4 - Transaction: full case handling, decision and delivery (payment)

1. Social contribution for employees

Responsibility:	Central Government, Ministry of Social Security and Labour
Website:	http://www.seg-social.pt/
Sophistication stage:	4/4
Description:	Online declaration and payment of social contributions for employees.

2. Corporation tax: declaration, notification

Responsibility:	Central Government, Ministry of Finance and Public Administration, Directorate General for Taxation
Website:	http://www.e-financas.gov.pt/
Sophistication stage:	4/4
Description:	Allows registered businesses to file their taxes online. They can also consult their online files, statistics and conduct simulations.

3. VAT: declaration, notification

Responsibility:	Central Government, Ministry of Finance and Public Administration, Directorate General for Taxation
Website:	http://www.e-financas.gov.pt/
Sophistication stage:	4/4
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.cfe.iapmei.pt/
Sophistication stage:	4/4
Description:	Information and online registration system.

5. Submission of data to statistical offices

Responsibility:	Central Government, National Institute of Statistics (INE)
Website:	http://www.ine.pt/
Sophistication stage:	3/3
Description:	Service not available.

6. Customs declarations

Responsibility:	Central Government, Ministry of Finance and Public Administration, Directorate for Customs and Excise Duties
Website:	http://www.e-financas.gov.pt/de/jsp-dgaiec/main.jsp
Sophistication stage:	4/4
Description:	Online declaration for customs operations.

7. Environment-related permits (incl. reporting)

Responsibility:	Central Government, Environment Institute
Websites:	http://www.iambiente.pt/
Sophistication stage:	2/4
Description:	Information and forms to download.

8. Public procurement

Responsibility:	Central Government
Website:	http://www.compras.gov.pt/
Sophistication stage:	4/4
Description:	Launched in January 2005, the public procurement portal is at this stage mainly an information tool, but will offer transactional services such as e-auctions in the future.

Source: [The online sophistication ratings are in agreement with the report 'Online Availability of Public Services: How is Europe Progressing?' carried out for the European Commission](#)

<http://ec.europa.eu/idabc/egovo>

abc/egovo
eu/idabc/egovo http://
abc/egovo http://ec.europa.eu/idabc/
ec.europa.eu/idabc/egovo http://ec.europa.
o http://ec.europa.eu/idabc/egovo http://ec.europa.
o http://ec.europa.eu/idabc/egovo http://ec.europa.eu/
http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo
pa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.
vo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://
/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo
opa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/
o://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/
://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo
ropa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://
eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.
govo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo
uropa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.
eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/
idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/
idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.
eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://
ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo
http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/id
egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.eu
eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo ht
ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/id
egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo ht
ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa
idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/eg
http://ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo ht
ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.eu
eu/idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa
idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/id
egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/id
egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/id
egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/id
egovo http://ec.europa.eu/idabc/egovo http://ec.europa.eu/id
idabc/egovo http://ec.europa.eu/idabc/egovo http://ec.europa
eu/idabc/egovo http://ec.europa.eu/idabc/egovo ht
ec.europa.eu/idabc/egovo http://ec.europa.eu/idabc/eg

