

Open Government Partnership



III National Action Plan

2024-2027

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AMA - Administrative Modernization Agency, I.P. (AMA)

ANAFRE - National Association of Parishes

ANMP - National Association of Portuguese Municipalities

AT - Tax and Customs Authority

BAD - Portuguese Association of Librarians, Archivists, Information and Documentation Professionals

CADA - Commission for Access to Administrative Documents

CIM – Intermunicipal Community

CMD - Digital Mobile Key

DGAEP - General Directorate of Administration and Public Employment

IAP - Interoperability in Public Administration

INA - National Institute of Administration

OGP - Open Government Partnership

RAI - Responsible for access for information

RGPC - Regime for Prevention of Corruption

SG-PCM - General Secretariat of the Presidency of the Council of Ministers

LADA Law on access to administrative documents

MENAC - National Anti-Corruption Mechanism

MSF - Multi-Stakeholder Forum

IAT Technical Support Instrument

DG-REFORM - Directorate-General for Structural Reform Support

OCDE - Organisation for Support and Development

PASC-CC - Platform of Civil Society Associations - House of Citizenship

TI - Transparency International Portugal

SGRH - Human Resources Management Services

SIOE - State Organization Information System

1. Introduction

The Open Government Partnership (OGP) is a global initiative that brings together governments and civil society organizations to promote transparency in government action and public administration, foster civic participation and accountability in government.

Portugal is a country with a solid history of democracy and civic participation. In recent years, and somewhat as happens in most countries with similar contexts, the country has faced a set of challenges, including corruption, excessive bureaucracy and citizens' lack of trust in decision-making bodies. In this context, efforts to develop an open government are increasingly pressing for Portugal.

As a member of the OGP since 2017, Portugal subscribes to the principles formalized in the Open Administration Declaration: Transparency: proactive publication of information by the Government, promoting mechanisms to strengthen the right to information; Accountability: existence of rules, regulations and mechanisms that call on Government actors to justify their actions and act in accordance with criticisms and demands, as well as to take responsibility for their non-compliances; Public participation: involvement of citizens in a dialogue on public policies and programs, requesting their contribution and feedback for more agile, innovative and effective measures; Technology and innovation: must support and promote the three previous principles.

The OGP Portugal action plan for 2024-2027 identifies seven commitments that aim to address the challenges that the country faces within the scope of the principles of open administration, both in terms of actions aimed at citizens, and initiatives that develop public administration itself, workers and entities, in these matters:

- Disclosure and training for public workers on transversal portals that promote open administration;
- Disclosure of the access regime to administrative documents;
- Assessment of the implementation and effects of the Law on Access to Administrative Documents;
- Provision of information on tax expenditure on the Mais Transparência Portal;
- Provision of information regarding the state's organizational structure on the Mais Transparência Portal that contributes to the objectives of the OGP, namely Transparency;
- Dissemination of good practices among entities covered by the General Corruption Prevention Regime (RGPC);
- Development and implementation of a non-formal educational program, which addresses fundamental principles of democracy, human rights and civic and digital participation.

These commitments aim to ensure that citizens have access to public information and can exercise their right to access administrative documents, increase awareness of open government tools and resources among public officials and citizens; increase knowledge about corruption prevention measures and promote a culture of integrity in public administration; and educate citizens about their role in open government, promoting the skills and tools necessary for impactful civic participation.

Through the implementation of these commitments, Portugal hopes to increase transparency, promote civic participation and strengthen public administration. These efforts are essential for the development and construction of a more just and inclusive society.

This Plan reinforces efforts to develop an open government, given the relevance that OGP principles assume:

- **Transparency is essential to ensure the *accountability* of the state.** Access to information allows knowledge about matters and, through monitoring processes, holds action agents accountable when they are non-compliant. The institutionalization of an open information system allows civil society access to public data and facilitates the interoperability of systems.
- **Civic participation is fundamental to the stabilization of democratic systems.** The development of citizen participation systems allows citizens and civil society organizations to participate in the governance process, in the formulation of public policies and thus influence decisions that affect their lives;
- **A strong and efficient government makes the country's development possible.** A transparent public administration that welcomes civic participation in its processes becomes more effective in distributing public value and resolving social problems.

Regarding the political, social and economic dimension, the challenges that are intended to be addressed in the OGP action plan include critical dimensions for the development of democracy in a consolidated, stable and sustainable way:

- **Corruption:** Corruption negatively impacts the economy and society in general. Reinforcing the principles of an open government, of a government permeable to the monitoring of its actions through the promotion of transparency, contributes to a decrease in acts of corruption, reinforcing and increasing the accountability of the government and public administration;
- **Excessive bureaucracy :** Bureaucracy and the excessive use of bureaucratic processes in the sphere of public administration are another problem that can make life difficult for citizens and companies. Open government efforts can help reduce bureaucracy, making government more efficient and accessible;
- **Citizens' lack of trust in government and institutions:** Citizens' lack of trust in government and state institutions is motivated by misinformation and civic demobilization. Open government efforts can help increase citizens' trust in government by making it more transparent and participatory.

The work carried out in the two previous OGP action plans and what is presented in this document, OGP Portugal plan for 2024-2027, reflects Portugal's commitment to the principles conveyed in the OGP, which aim at the social, economic and political development of the country continuously and sustainably.

2. Open Government Efforts to Date

Portugal has made progress regarding the development of the concept and practice of open government, notably the two action plans created within the scope of the OGP, in close coordination between the government, public administration and civil society.

Some of the main open government achievements in Portugal using digital platforms include:

- The creation of the Mais Transparência Portal, <https://transparencia.gov.pt/pt/fundos-europeus/pt2030/sobre-portugal-2030/>, which emerged within the scope of the Simplex Program 2020/2021, presents data on resource management public with regard to European Funds; State's budget; Counties; and Climate Action. This Portal has welcomed several developments, always focusing on the citizen and providing data and information in a simple and accessible way to reinforce scrutiny and encourage citizenship. The Portal allows you to consult detailed and regularly updated data and the publication of information is carried out following good open data practices, with the [dados.gov.pt portal](#) as a source of information for the numerical analyses to be made available. The Mais Transparência Portal has the gold accessibility seal, which ensures compliance with digital accessibility requirements with respect for the inclusion of all citizens with disabilities or other limitations. In 2022 it was reported that the Portal had an average of 620 daily visits.
- The creation of digital platforms that provide open information and data on the functioning and operationalization of public policies, thus complying with the principles of transparency, enhancing civic participation and the development of the economy and society:
 - [Data.gov](#), an open platform for Portuguese public data on the topics: Government and Public Administration, Population and Society; and Economics and Finance.
 - [Base.gov](#), a portal that centralizes information on public contracts concluded in mainland Portugal and autonomous regions and which also provides the annual report on public procurement in Portugal.
 - [Health Transparency Portal](#), brings together a set of dynamic and transversal data from the various health entities, at the level of SNS management, operational and financial data, access to health institutions, with macro indicators of efficiency, quality and health of the Portuguese.
 - [Transparency in Justice Portal](#) which contains information on statistical data from the area of justice government on the following topics: civil actions; justice and economy; crime; nationality; births; and budget.
 - Turismo de Portugal's open data [portal](#) that provides tourist information in various formats in order to enhance its reuse to create services that add value to the content provided. This Portal focuses on data on local accommodation; equipment, infrastructure and tourist activities; and tourist planning.

Within the scope of providing platforms aimed at information, transparency and reducing bureaucracy in processes aimed at eliminating corruption, and despite all the effort made and progress achieved, Portugal still faces some challenges, which harm economic and societal development. In this sense, legal mechanisms are being developed that materialize in solutions such as the implementation of an Electronic Platform for Urban Planning Procedures, which will

be available in 2026 and which allows for the simplification and standardization of urban planning procedures, in accordance with the provisions of the Decree-Law No. 10/2024, of January 8th.

Still with regard to OGP principles, the Law on Access to Administrative Documents (LADA), Law No. 26/2016, of August 22, was approved, which approves the regime for access to administrative and environmental information and the reuse of administrative documents, and which transposes Directive 2003/4/EC, of the European Parliament and of the Council, of January 28, and Directive 2003/98/EC, of the European Parliament and of the Council, of November 17. LADA, which has undergone updates to better respond to society's demands, guarantees citizens the right of access to administrative documents.

At the level of Corruption, the National Strategy for Combating Corruption 2020 – 2024 was created and implemented, which assumes that the fight against corruption is essential for strengthening the quality of democracy and for the full realization of the Rule of Law. This strategy focuses on seven priorities to reduce the phenomenon of corruption in Portugal: improving knowledge, training and institutional practices in terms of transparency and integrity; prevent and detect corruption risks in the public sector; commit the private sector to preventing, detecting and repressing corruption; strengthen coordination between public and private institutions; ensure a more effective and uniform application of legal mechanisms for repressing corruption, improve the response time of the judicial system and ensure the adequacy and effectiveness of punishment; produce and periodically disseminate reliable information on the phenomenon of corruption; and cooperate at the international level in the fight against corruption.

- Decree-Law No. 109-E/2021 creates the National Anti-Corruption Mechanism (MENAC) and establishes the General Corruption Prevention Regime (RGPC). The diploma follows the approval of the National Anti-Corruption Strategy, to implement priorities, improve institutional practices in relation to transparency, prevent and detect the risks of corruption in public action and commit the private sector to the prevention and repression of corruption. This legal diploma creates MENAC, an administrative entity that aims to promote and control the implementation of the RGPC, issue the guidelines and directives that the adoption and implementation of regulatory compliance programs must comply with, monitor the execution of the RGPC, as well as, also, establish, instruct and decide processes relating to the practice of administrative offenses provided for in this Regime.

These initiatives and legislation that regulate the state's action in matters of open government, reflect the collaboration with civil society, which participated in the development and implementation, with the main example being the Mais Transparência Portal, which was co-created with the participation of civil society organizations, and the RGPC which was developed based on the recommendations of a commission of experts that included representatives of civil society.

Under the umbrella of civic participation, in 2021, Portugal requested the Organization for Economic Co-operation and Development (OECD) to carry out the Civic Space Analysis in Portugal: For public services centered on people and based on human rights. This study aimed to evaluate and bring together a set of recommendations on how civic space can contribute to more inclusive public services with greater responsiveness to citizens. This study presented at

the end of 2023 results in 13 recommendations that are widely applicable to the public sector in Portugal.

In this context and corresponding to the need to activate citizens' participation effectively and with impact, Portugal in a multi-country application, which included Spain and the Netherlands, applied for the Technical Support Instrument (IAT), the instrument of the European Commission, through the Directorate-General for Structural Reform Support (DG REFORM), for the financing and methodological development of the project "Improving civic participation through emerging technologies". This project, which received approval from DG REFORM, aims to develop a prototype solution for the use of emerging technologies, for civic participation, based on the understanding of citizens' contexts, behaviors and expectations. The process of this study, under the methodological responsibility of the OECD Observatory of Public Sector Innovation, will develop activities with the involvement of public administration, citizens, civil society organizations, the private sector and academia.

In order to implement national participation in accordance with OGP principles, the Administrative Modernization Agency, I.P. (AMA) promoted the creation of the Multi-Stakeholder Forum (MSF), composed of entities representing the public sector and civil society. To this end, AMA, IP is constituted as a focal point: (i) coordinating the pace of MSF's work, (ii) promoting mediation with government areas and (iii) ensuring connection with the international OGP and the independent evaluation mechanism (IRM).

The Multi-Stakeholder Forum (MSF) implemented two action plans, the [first plan](#) ending in 2020 and the [second plan](#) ending in 2023.

In order to continue the process of implementing the opening of public institutions, in close connection with civil society organizations, MSF presents the third action plan, with implementation between 2024 and 2027.

Regarding Portugal's new OGP action plan, the third that is being carried out is based on the experience and evaluation of previous editions, the consolidation of concepts and the articulation between the elements of the Network, under the premise of strengthening reforms of open government.

The plan foresees the continuity of some of the previous initiatives, in a process of continuous improvement and optimization of the work carried out, such as the development of the Mais Transparência Portal and the implementation of LADA, in line with the recognition that open government is a process which requires a continuous and sustained commitment, based on the knowledge acquired through experience and the evaluation of the established processes. It should be noted that the 2022 Corruption Perception Index presents Portugal with 62 points, equal to the position recorded in the previous year and also the position recorded in 2019. However, this value is below the average value of the countries in the region it integrates (66 points), this result reflects the need to reinforce attention on this matter in accordance with OGP values.

The Plan presents new commitments, which take on new approaches, such as:

- The creation of an educational service for participatory and digital citizenship;
- Assessment of the implementation and effects of LADA;
- The availability of tax benefits on the Mais Transparência Portal.

These initiatives aim to expand the reach of open government reforms and promote civic participation. In this sense, Portugal meets the necessary conditions to continue the work it has been developing regarding the principles of open government.

The plan envisages ambitious initiatives that, if successfully implemented, will contribute to improving the transparency of government action and public institutions, reducing corruption, promoting civic participation and strengthening the public sector's skills in these matters.

3. Action Plan development process

Portugal's action plan for 2024-2027 was developed through a co-creation process involving the government, civil society and other stakeholders. The process began with publicizing the launch of the co-creation process through a variety of channels, including the web and social networks.

The government and civil society worked together to develop the commitments of the action plan. This process was led by the RNAA, which includes representatives from public entities, government, civil society and the private sector.

The RNAA members held a series of workshops and meetings to discuss open government priorities in Portugal, including:

- Workshop - The role of information and communication technologies in the dynamic between the State and the Citizen, took place on November 21 and was attended by around 80 participants from civil society;
- Workshop - Giving Citizens More Power, took place on November 24 and was attended by entities from the Public Administration and Civil Society, with a total of 5 entities represented, CADA, AMA, SG-PCM, ANMP and ANAFRE;
- Focus Group - Importance of Access to Administrative Documents and those Responsible for Access to Information (RAI), held on November 28th and attended by CADA and various RAIs. It was an opportunity to reflect on the needs and difficulties experienced in the field.

Participants in these workshops were invited to submit proposals for compromises, which were then evaluated and refined by the Network. An online survey was also launched, where all citizens were invited to comment on the measures proposed by the Network and/or propose their own. 112 citizens took part.

The process of developing the action plan was transparent and inclusive. The Network provided regular feedback to interested parties, and the compromise proposals were open to public comment through a Public Consultation, which resulted in no changes to the plan.

The final action plan was approved by the RNAA and the government in December 2023.

Portugal's OGP action plan for 2024-2027 thus meets the OGP's standards of participation and co-creation, as it was developed through a transparent and inclusive process involving the government, public bodies, civil society and other stakeholders.

It should also be noted that the Network has fulfilled the following obligations:

- Carried out outreach to increase stakeholder participation, where it publicized the launch of the co-creation process through a variety of channels, including the web, social networks and the media;
- Developed the commitments of the action plan through a consultation process with the government, public entities and civil society;
- Provided feedback to stakeholders who participated in the process during the development of the action plan.
- We believe that Portugal's OGP action plan is an example of how government and civil society can work together to promote open government. The plan is ambitious and

comprehensive, and has the potential to improve transparency, promote civic participation and strengthen public administration.

4. Commitments

Commitment	Responsible Entity
#1 Dissemination and training on transversal portals promoting Open Administration	AMA
2 Dissemination and training of Law on access to administrative documents (LADA)	CADA
#3 Assessment of the implementation and effects of LADA	CADA
#4 Availability of Tax Benefits on the Mais Transparência Portal	AT
#5 State Organization Structure	DGAEP
#6 RGPC training and dissemination program	SG-PCM
#7 Educational Service for Participatory and Digital Citizenship	SG-PCM

#1 | Dissemination and training on transversal portals promoting Open Administration

Country	Portugal		
Number and Name of the Commitment	1 Dissemination and training on transversal portals promoting Open Administration		
Brief Description of the Commitment	Dissemination and training of technicians and managers of central and local public administration in terms of existing and available portals and tools to promote and use new technologies in public participation, transparency and prevention of corruption.		
Commitment lead	Agency for Administrative Modernization, IP (AMA)		
Supporting Stakeholders	Government	Civil society	Other actors (public or private entities)
	General Secretariat of the Presidency of the Council of Ministers (SG-PCM)	National Association of Portuguese Municipalities (ANMP) National Association of Parishes (ANAFRE)	
Period Covered	January 2024 - June 2027		

Problem Definition
<p>1. What problem does the commitment aim to address?</p> <p>There is a lack of knowledge of technicians and managers of the central and local public administration of the portals developed by the public administration. These portals actively promote the pillars of the OGP, namely participation, anti-corruption, transparency and the use of new technologies to strengthen participatory democracy. However, for new technologies to be effective, public servants need to be familiar with them and know how to use them.</p>
<p>2. What are the causes of the problem?</p> <p>Several tools and portals have been developed in recent years, which has led to a lot of scattered information. Due to ineffective communication, it has not always been possible to articulate and promote knowledge with Central and Local Administration.</p>

Description of the Commitment
<p>1. What has been done so far to solve the problem?</p> <p>Although promotion actions have been developed, it has not yet been possible to widely disseminate the use as current practice by the local administration of what is available.</p>
<p>2. What solution are you proposing?</p> <p>By disseminating existing products, we seek to promote an increase in the number of central and local public administration bodies aware of the objectives of the OGP, as well as encourage the massive use of portals.</p>
<p>3. What results do we want to achieve with the implementation of this commitment?</p> <p>The implementation of this commitment will benefit open government in Portugal in several ways. Firstly, it will help improve transparency, as public servants will be better able to disseminate public information through new technologies. Secondly, it will promote civic participation, as public servants will be better able to facilitate citizen participation through new technologies. Specifically, this implementation will increase the number of AP entities using these tools and the consequent impact on civil society.</p>

Commitment Planning			
Milestones	Expected outputs	Expected completion date	Stakeholders
Dissemination and training actions for the Data.gov Portal	4	June 2027	AMA SG-PCM ANMP ANAPAFRE
Promotion and training actions for the Participa Portal. gov.PT	4	June 2027	AMA SG-PCM ANMP ANAPAFRE
Publicity and training actionsa interoperabilidade na administração pública (IAP)	4	June 2027	AMA SG-PCM ANMP ANAPAFRE
Publicity and training actionsAutenticação e Chave Móvel Digital (CMD)	4	June 2027	AMA SG-PCM ANMP ANAPAFRE
Conferences to deepen specific areas (Mosaico ¹)	4	June 2027	AMA SG-PCM ANMP ANAPAFRE

¹ Portugal's common model for the design and development of digital public services centred on citizens and businesses. Also add your location: [Mosaic | Home Page](#)

#2 | Dissemination and training of Law on access to administrative documents

Country	Portugal		
Number and Name of the Commitment	2 Dissemination and training of Law on access to administrative documents		
Brief Description of the Commitment	Disclosure of the access regime to administrative documents. Highlight that LADA is an important law for promoting transparency and civic participation in Portugal. Through LADA, citizens have the right to request and receive information about administrative activity.		
Commitment lead	CADA		
Supporting Stakeholders	Government	Civil society	Other actors (public or private entities)
	National Institute of Administration (INA) SG-PCM	Portuguese Association of Librarians, Archivists and Information Professionals (BAD) ANMP ANAFRE	
Period Covered	January 2024 - June 2027		

Problem Definition
<p>1. What problem does the commitment aim to address?</p> <p>Access to public information is one of the fundamental principles of open government. The right of access to administrative documents guarantees citizens the right to request and receive information about administrative activity. There are difficulties on the part of public services in terms of applying the Law on Access to Administrative Documents (LADA). Reality that has an impact on the implementation of the law. This commitment aims to promote the training of public service managers and workers on the access regime to administrative documents.</p>
<p>2. What are the causes of the problem?</p> <p>Lack of knowledge of the Law on Access to Administrative Documents. Applicability to a large universe of Local and Central Administration.</p>

Commitment Description
<p>1. What has been done so far to solve the problem?</p> <p>The previous Open Administration Action Plan already contained a commitment in this area.</p>
<p>2. What solution are you proposing?</p> <p>Knowledge of the law contributes to compliance with the current regime. Disclosure actions involving a large number of entities involved.</p>
<p>3. What results do we want to achieve by implementing this commitment?</p> <p>This commitment is an important step towards the development of open government in Portugal. It will improve compliance with the law (active transparency and passive transparency) and increase the number of Persons Responsible for Access to Information (RAI).</p>

Commitment Planning

Milestones	Expected outputs	Expected completion date	Stakeholders
LADA promotional actions	8	June 2027	ANMP ANAFRE SG-PCM CADA BAD
Training actions to train technicians and managers	8	June 2027	ANMP ANAFRE SG-PCM CADA INA BAD
Conferences to deepen the Law in specific areas	8	June 2027	ANMP ANAFRE SG-PCM CADA BAD
Workshop by Intermunicipal Community (CIM)	21	June 2027	ANMP ANAFRE CADA INA
Develop a FAQ dossier about LADA	1	June 2027	ANMP ANAFRE SG-PCM CADA BAD

#3 | Assessment of the implementation and effects of Law on access to administrative documents

Country	Portugal		
Number and Name of the Commitment	3 - Assessment of the implementation and effects of Law on access to administrative documents		
Brief Description of the Commitment	<p>The objective of the Assessment of the implementation and effects of LADA is to assess compliance with the Law on Access to Administrative Documents (LADA) by public bodies and entities in Portugal. The evaluation also aims to identify the effects of LADA on transparency and civic participation.</p> <p>The LADA assessment is an important initiative to promote transparency and civic participation in Portugal. The assessment will help identify LADA's strengths and weaknesses and propose measures to improve its implementation.</p>		
Commitment lead	CADA		
Supporting Stakeholders	Government	Civil society	Other actors (public or private entities)
		PASC-CC International Transparency – Portugal - TI Platform Article 37	Follow-up Group
Period covered	January 2024 - June 2024		

Problem Definition
<p>1. What problem does the commitment aim to address?</p> <p>Access to administrative documents is an essential condition for scrutinizing administrative activity and for deepening participatory democracy. However, there are few studies that allow us to understand how LADA has been implemented and its effects. This evaluation study fills this gap.</p>
<p>2. What are the causes of the problem?</p> <p>Lack of previous assessment.</p>

Commitment Description
<p>1. What has been done so far to solve the problem?</p> <p>Not applicable</p>
<p>2. What solution are you proposing?</p> <p>Existence of a study on the implementation and effects of the law. Improve the implementation and results of the law; contribute relevant information to the (re)design of the intervention.</p>
<p>3. What results do we want to achieve by implementing this commitment?</p> <p>The evaluation can help understand whether LADA is being implemented effectively and whether citizens are having access to the public information they need. The evaluation can help identify areas where LADA can be improved so that it can be more effective in promoting transparency and civic participation. The assessment can help raise awareness among citizens about their right to access public information. The LADA assessment is an important step towards strengthening democracy in Portugal.</p>

Commitment Planning			
Milestones	Expected outputs	Expected completion date	Stakeholders
Consolidate the methodology, structure the evaluation and adjust the calendar	1 preliminary report	January 2024	CADA PASC-CC TI Platform Article 37
Final report	1 final report	April 2024	CADA PASC-CC TI Platform Article 37
Public presentation	Publication/presentation	June 2024	CADA PASC-CC TI Platform Article 37

#4 | Availability of Tax Benefits on the Mais Transparência Portal

Country	Portugal		
Number and Name of the Commitment	4 Availability of Tax Benefits on the Mais Transparência Portal		
Brief Description of the Commitment	Availability on the Mais Transparência Portal of all information regarding support granted under the Tax Benefits Statute (EBF), approved as an annex to Decree-Law No. 215/89, of July 1, in accordance with Law No. 82 /2023 (Article 214)		
Commitment lead	Tax and Customs Authority (AT)		
Supporting Stakeholders	Government	Civil society	Other actors (public or private entities)
	AMA		
Period Covered	January 2024 - December 2027		

Problem Definition
<p>1. What problem does the commitment aim to address?</p> <p>The Mais Transparência Portal is a platform that allows citizens to consult the information provided by the State in a more accessible way, reinforcing their relationship of trust with the Public Administration. More than just accountability, transparency is also one of the pillars of citizenship.</p> <p>The Mais Transparência Portal was launched in April 2021 with the commitment to share and disseminate information in a clear and intelligible way with civil society, facilitating their participation in topics that concern everyone on a daily basis and promoting citizens, greater transparency. This platform was designed to evolve and grow with new areas and more information progressively, following an iterative and incremental development approach and covering a wide range of thematic areas of the relationship between citizens and the State at its different levels.</p> <p>This commitment makes it possible to share and disseminate administrative and fiscal information in a clear and intelligible way with civil society, facilitating their participation in issues that concern everyone on a daily basis and promoting greater administrative and fiscal transparency to citizens.</p>
<p>2. What are the causes of the problem?</p> <p>The lack of public information regarding tax benefits and the non-existence of an online space “Tax Benefits Area” with systematically updated information made available to citizens in accessible language regarding tax expenditure.</p>

Description of the Commitment
<p>1. What has been done so far to solve the problem?</p> <p>Due to the lack of a channel available to citizens with public information and language accessible to citizens about tax benefits, Law No. 82/2023, which approves the state budget for 2024, introduced the creation and availability of a thematic area on support granted under the Tax Benefits Statute (EBF) until the end of 2024 on the Mais Transparência Portal.</p> <p>The content relating to beneficiaries of tax benefits is now available on the Finance Portal. Making it available on the Mais Transparência Portal will increase the reach of the information.</p>
<p>2. What solution are you proposing?</p> <p>Provision of information on tax expenditure on the Mais Transparência Portal. Namely, the creation of a new area “Tax Benefits” with information that is systematically updated and made available to citizens in accessible language.</p>
<p>3. What results do we want to achieve by implementing this commitment?</p> <p>Providing information on tax expenditure is a measure that benefits citizens, the government and society as a whole. Some of the most important benefits of transparency over fiscal spending include strengthening accountability, legitimacy, integrity, inclusiveness and quality of administrative and fiscal decisions, which could ultimately build trust between governments and citizens.</p>

Commitment Planning			
Milestones	Expected outputs	Expected completion date	Stakeholders
Definition of content, information architecture, prototype and dataset in dados.gov	-	August 2024	AMA AT
Development and acceptance testing	-	November 2024	AMA AT
Production availability	-	December 2024	AMA AT
Increase the availability of available information	-	December 2027	AMA AT

#5 | State Organization Structure

Country	Portugal		
Number and Name of the Commitment	5 State Organization Structure		
Brief Description of the Commitment	Provide information regarding the organization of the State		
Commitment lead	General Directorate of Administration and Public Employment (DGAEP)		
Supporting Stakeholders	Government	Civil society	Other actors (public or private entities)
	AMA		
Period Covered	March 2024 - December 2027		

Problem Definition
<p>1. What problem does the commitment aim to address?</p> <p>Problem: the organization of the State is complex and dynamic, making it difficult to know and represent it clearly – knowing which entities it is part of, how many and what type they are, how they are organized, which workers provide services there and where they are located.</p> <p>Measurements: Explore the potential of reformulating and expanding the State Organization Information System (SIOE) in its multiple aspects, creating conditions for clearer availability of the State organization structure and the characterization of public employment. Simplify the sharing of data and/or documents to the public, increasing the timeliness of published information.</p>
<p>2. What are the causes of the problem?</p> <p>Need to obtain more precise knowledge of the characterization of public employers, including the specific location of their local units.</p> <p>Need to increase the effectiveness of reporting, analysis and provision of structured, organized, standardized and updated information on the organization of the State, to support public policies.</p> <p>Need to know the characteristics of public employment, for planning and supporting the design and evaluation of public administration human resources management policies.</p>

Commitment Description
<p>1. What has been done so far to solve the problem?</p> <p>The need for data on the organization of the State and public employment, to support the management of public policies, has been felt for several decades, having led to the development of an information collection instrument (SIOE), managed by DGAEP since 2011, but which is insufficient to fully respond to current information needs. It is necessary to increase the volume (detail) and quality of information contained in the SIOE.</p>
<p>2. What solution are you proposing?</p> <p>Taking advantage of the consolidation of technologies such as data analytics, AI and machine learning, as well as the information already contained in the Human Resources Management Services (SGRH), and with a view to providing clearer and more precise information regarding the organization of the State, it advocates The potential of the reformulated SIOE should be explored, ensuring that the system allows accurate knowledge of the characterization and location of Public Administration organizations and services, as well as their respective human resources.</p> <p>The aim is to provide a single directory with organized and updated information on the characterization of public employers, allowing: ordinary citizens to know and navigate the universe of Public Administration entities, and freely access that information, through an online application; Public Administration entities and companies have access to information on the characterization of public sector entities, using web services and the SIOE Portal.</p> <p>The measure also aims to contribute to more efficient and effective public management, because it is knowledgeable about the organizations, the installed capacity of the Public Administration and the human resources that constitute it, and to promote the standardization and improvement of the quality of public services, for example, in adopting the same semantic definition and standardized reference tables.</p>

3. What results do we want to achieve by implementing this commitment?

Production and publication of data and data analysis with greater accuracy and consequently creating conditions for increased transparency in Public Administration.

Create a single reference for all public sector information systems, contributing to the collection, enrichment and availability of information on the characterization of public entities and their workers.

Provide more efficient and effective public management, because we are more knowledgeable about the organizations and human resources that constitute them.

Commitment Planning			
Milestones	Expected outputs	Expected completion date	Stakeholders
Survey of the entire universe de entidades	March 2024	March 2024	DGAEP AMA
Definition architecture information State Organization	May 2024	May 2024	DGAEP AMA
Awareness raising actions with Public Entities to set up an integration mechanism	May -	May 2024	DGAEP AMA
Definition of content, information architecture, prototype and dataset in dados.gov	August 2024	August 2024	DGAEP AMA
Development and acceptance testing	November 2024	November 2024	DGAEP AMA
Production availability	December 2024	December 2024	DGAEP AMA
Increase the availability of available information	December 2027	December 2027	DGAEP AMA

#6 | Training and dissemination of the General Corruption Prevention Regime

Country	Portugal		
Number and Name of the Commitment	6 Training and dissemination program for the General Regime for the Prevention of Corruption (RGPC)		
Brief Description of the Commitment	Disseminate good practices among entities covered by the General Corruption Prevention Regime (RGPC) through: <ul style="list-style-type: none"> • preparation of implementation manuals • webinars dedicated to each instrument of the regulatory compliance plan • clarification of doubts arising from implementation 		
Commitment lead	General Secretariat of the Presidency of the Council of Ministers (SG-PCM)		
Supporting Stakeholders	Government	Civil society	Other actors (public or private entities)
		TI	National Anti-Corruption Mechanism (MENAC)
Period covered	January 2024 - December 2025		

Problem Definition
<p>1. What problem does the commitment aim to address?</p> <p>In 2022, it became mandatory to adopt a program to comply with the General Regime for the Prevention of Corruption (RGPC), applicable to a wide range of public administration. The implementation of this program implies the adoption of a set of measures that require a framework and standardization in terms of processes and risk assessment. These measures began to be implemented before the National Anti-Corruption Mechanism (MENAC) was fully set up, leading to uneven and uncoordinated implementation. There is therefore an urgent need for a communication plan for good practices that will allow these instruments to be effectively operationalized.</p>
<p>2. What are the causes of the problem?</p> <p>Problem tree method:</p> <ul style="list-style-type: none"> • Central problem: Lack of training to adopt the RGPC regulatory compliance plan; • Cause: delay between the adoption of the instruments by the entities and the entry into operation of MENAC; • Consequences: construction of corruption risk prevention plans in the image of management risk plans, without adaptation; codes of conduct that are not very robust and still in the field of soft law; reporting channels set up to allow complaints to be made, but without effective analysis and monitoring mechanisms.

Description of the Commitment
<p>1. What has been done so far to solve the problem?</p> <p>National Anti-Corruption Strategy 2020-2024. At the end of 2021, within the scope of the National Anti-Corruption Strategy, the National Anti-Corruption Mechanism (MENAC) was created, with the mission of promoting transparency and integrity in public action and ensuring the effectiveness of policies to prevent corruption and related crimes. During 2023, MENAC made available two guides on the RGPC and on the instruments of the regulatory compliance plan.</p>
<p>2. What solution are you proposing?</p> <p>Standardizing processes facilitates the implementation of each entity's regulatory compliance programs, making them more effective, operational and scrutinize. To facilitate the operationalization of the recommendations issued, we propose the development of specific manuals, easy to read and with practical examples relating to each instrument of the regulatory compliance plan. We also propose the holding of webinars dedicated to each of these manuals that can be used later by those responsible for the entities. We also propose holding clarification sessions with entities.</p>
<p>3. What results do we want to achieve by implementing this commitment?</p> <p>Improvement of the instruments of the RGPC regulatory compliance plan:</p> <ul style="list-style-type: none"> • Standardization of procedures; • Clarity in the objectives to be achieved;

- Training those responsible for regulatory compliance;
- Improvement of instruments;
- More efficient corruption prevention.

Commitment Planning			
Milestones	Expected outputs	Expected completion date	Stakeholders
Preparation of implementation manuals	3 to 5 manuals	July 2024	SG-PCM AMA
Conducting webinars	3 to 5 webinars	July 2025	SG-PCM
Questions and monitoring sessions	3 sessions	December 2025	SG-PCM

#7 | Educational Service for Participatory and Digital Citizenship

Country	Portugal		
Number and Name of the Commitment	7 - Educational Service for Participatory and Digital Citizenship		
Brief Description of the Commitment	<p>Develop and implement non-formal educational programming, which addresses the fundamental principles of democracy, human rights and civic and digital participation.</p> <p>With Human Rights and the Sustainable Development Goals as a framing vision:</p> <ul style="list-style-type: none"> • Provide information about the functioning and organization of the Government; • Promote participation and civic awareness; • Promote Knowledge about Democracy; • Encourage Digital Participation. 		
Commitment lead	General Secretariat of the Presidency of the Council of Ministers (SGPCM)		
Supporting Stakeholders	Government	Civil society	Other actors (public or private entities)
		ANJE PASC	
Period Covered	January 2024 - December 2027		

Problem Definition					
<p>1. What problem does the commitment aim to address?</p> <p>Removal of citizens from the political system and reduced exercise of participatory and digital citizenship.</p> <p>According to the report The Global State of Democracy 2023, carried out by The International Institute for Democracy and Electoral Assistance (International IDEA), democracy has been contracting in all regions of the world, in half of the countries included in the report, they found declines in at least one indicator of democratic performance.</p> <p>Europe remains the best-performing region in the world, led by a number of consolidated democracies. However, from these initial high levels, there have been significant declines in specific indicators of democratic performance in many of these established democracies, such as Austria, Hungary and Poland, signaling that action is needed to counter this trend. It is said that a total of 17 countries suffered erosion in the democratic indicators analyzed in the last five years, and Portugal was no exception, after, in 2020, it registered a drop in three of the parameters that measure the quality of democracies.</p> <p>Portugal, despite everything, remains a healthy democracy and although it shares with other European countries some deficit in the corruption component and the lack of greater openness to citizens' participation in government decisions.</p>					
<p>2. What are the causes of the problem?</p> <p>To answer this question, you should follow the following guidelines: Explain the causes of the problem. As much as possible, identify the root of the problems. Utilize problem analytic tools (e.g., problem tree, five whys, fishbone diagram, or other related methods) when necessary and provide evidence whenever possible.</p> <p>According to the Study Institutions and quality of democracy: political culture in Southern Europe, carried out by the Francisco Manuel dos Santos Foundation, "The crisis of trust in Portugal, Spain, France, Italy and Greece is clearly linked to the incapacity of the governments of national democracies and the European Union to generate prosperity, employment and economic security for ordinary citizens over the last 30 years. The era of globalization has thus brought harmful consequences to the relationship between citizens and democratic regimes."</p> <p>Tree of problems analysis:</p> <table border="1"> <tr> <td> <p>Problem:</p> <p>Decrease in the quality of Democracy</p> <p>Challenge:</p> <p>Bringing citizens closer to democratic institutions</p> </td> <td> <p>Direct Causes:</p> <p>Inability of EU Governments to generate prosperity, employment and economic security for ordinary citizens;</p> </td> <td> <p>Indirect Causes:</p> <p>Negative assessment of the performance of political and party power;</p> <p>Citizens' dissatisfaction with the Judicial System - they consider that there is unequal treatment before the law</p> </td> </tr> </table>			<p>Problem:</p> <p>Decrease in the quality of Democracy</p> <p>Challenge:</p> <p>Bringing citizens closer to democratic institutions</p>	<p>Direct Causes:</p> <p>Inability of EU Governments to generate prosperity, employment and economic security for ordinary citizens;</p>	<p>Indirect Causes:</p> <p>Negative assessment of the performance of political and party power;</p> <p>Citizens' dissatisfaction with the Judicial System - they consider that there is unequal treatment before the law</p>
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<p>What part of the problem are we going to solve:</p> <p>Promote civic participation through the transmission of information about the Democratic System, in the context of the organization and functioning of the Government.</p>	<p>Challenges posed by the characteristics of the information and knowledge society in the digital era;</p> <p>Global geopolitical and socioeconomic context.</p>	<p>Quality of living and working conditions;</p> <p>Erosion of the quality of information and freedom of the press;</p> <p>Functional and digital illiteracy.</p>
	<p>Direct Effects:</p> <p>Dissatisfaction with the functioning of democracy;</p> <p>Infoexclusion Risk;</p> <p>Political and Social Polarization;</p> <p>Erosion of social cohesion.</p>	<p>Indirect Effects</p> <p>Lack of trust in democratic institutions;</p> <p>Removal of citizens from traditional participation mechanisms;</p> <p>Permeability of citizens to disinformation;</p>

Description of the Commitment
<p>1. What has been done so far to solve the problem?</p> <p>The Educational Service for Democracy is a recent project at the General Secretariat of the Presidency of the Council of Ministers (SGPCM). During 2023, some specific activities were carried out, 2024 is the starting year for a permanent programmatic offer aimed at the external public. In this sense, we still do not have data that allows us to evaluate the impact of the actions carried out. We are committed to identifying indicators that allow us to evaluate the impact of the work carried out and, if necessary, improve and rectify practices and paths.</p>
<p>2. What solution are you proposing?</p> <p>Greater knowledge about the national political system, its principles and mode of operation are a contribution to:</p> <ul style="list-style-type: none"> • Transmit and share knowledge in the areas of democratic culture, human rights and active citizenship; • Stimulate the development of skills for Democratic Culture - Attitudes Values Capabilities Critical knowledge and understanding; • Encourage citizen participation – Institutional mechanisms Exploration of new participation formats
<p>3. What results do we want to achieve by implementing this commitment?</p> <p>Increased public participation by citizens:</p> <ul style="list-style-type: none"> • Transmit and share knowledge in the areas of democratic culture, human rights and active citizenship; • Stimulate the development of skills for Democratic Culture - Attitudes Values Capabilities Critical knowledge and understanding; • Encourage citizen participation – Institutional mechanisms discovering new participation formats.

Commitment Planning			
Milestones	Expected outputs	Expected completion date	Stakeholders
Creation of a simulation of the functioning of the Council of Ministers in partnership with civil society	Perform between 15 and 30 sessions	December 2027	SG-PCM
Creating podcasts on political topics, with the intervention of citizens	Make between 3 and 5 Podcasts	December 2027	SG-PCM
Holding conferences and webinars on human rights and citizenship issues	Carry out between 3 and 6 initiatives	December 2027	SG-PCM
Results assessment	Create a report for each year of activity	December 2027	SG-PCM