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Making Life Easy for Citizens and Businesses in Portugal
Administrative Simplification and e-Government
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ANNEX A

Economic and Social Background

Box A.1. **Portugal**

Official name: Portuguese Republic.

Founding of the Portuguese state: 1143.

Founding of the republic: 1910.

Political system: Democracy; moved from authoritarian rule to parliamentary democracy following the 1974 military coup.

Government type: Parliamentary-Presidential Republic.

Constitution: Approved 2 April 1976, entered in force in 25 April 1976.

Political parties represented in the (unicameral) parliament: Socialist Party, Social Democratic Party, Portuguese Communist Party, Popular Party, Left Block and the Ecologists Party *Os Verdes*.

Territorial organisation: Two autonomous regions, (Azores and Madeira), and 18 county/districts on the mainland (strictly geographic), 308 municipalities, 4 260 parishes.

Capital: Lisbon.

Area: 92 090 km^2.

National symbols: National flag and national hymn.

Language: Portuguese; Mirandese (only locally used).

Currency: Euro (divided into 100 centimes).

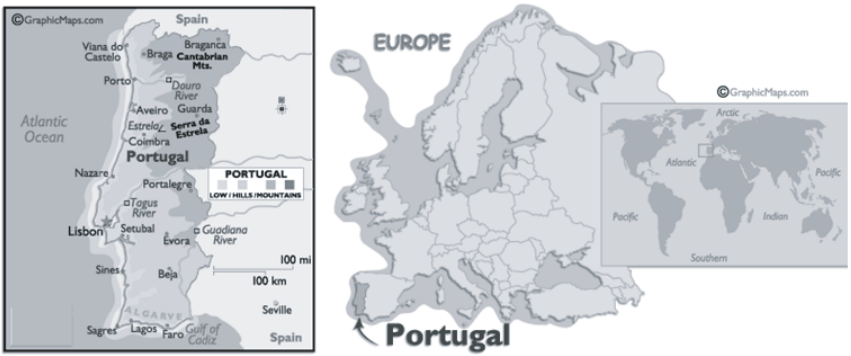
Affiliations: Founding member of OECD.

Entered the European Community (EC, now the European Union, EU) in 1986.

Geography

Portugal is a European country geographically located on the south-western part of Europe, in the western point of the Iberian peninsula, lying west of Spain, and facing the Atlantic Ocean (see Figure A.1). The Azores and Madeira archipelagos, both in the Atlantic Ocean, are part of the Portuguese territory.

Figure A.1. **Map of Portugal**



Source: GraphicMaps.com.

Social background

The Portuguese Republic has 10 599 095 inhabitants (2006, INE) with a population density of 115.1 inhabitants per square km (last data available: 2006, INE). Foreign legal residents (foreign with a residence permit) inhabiting Portugal number 332 137 (INE and SEF, 2006), their main origin being: 129 806 from Africa (121 423 of which from Portuguese speaking countries – PALOP), 124 901 from Europe, and 48 586 from South America.

Portugal is a homogeneous country from a cultural, religious and ethnic point of view. Nevertheless, the existing minorities have constitutional and legal protection. Portuguese is the official language and it is spoken throughout the country.

The illiteracy rate was 9.03% in 2001 (considering people over 10 years old that cannot read nor write, INE, 2001), the majority being older people.

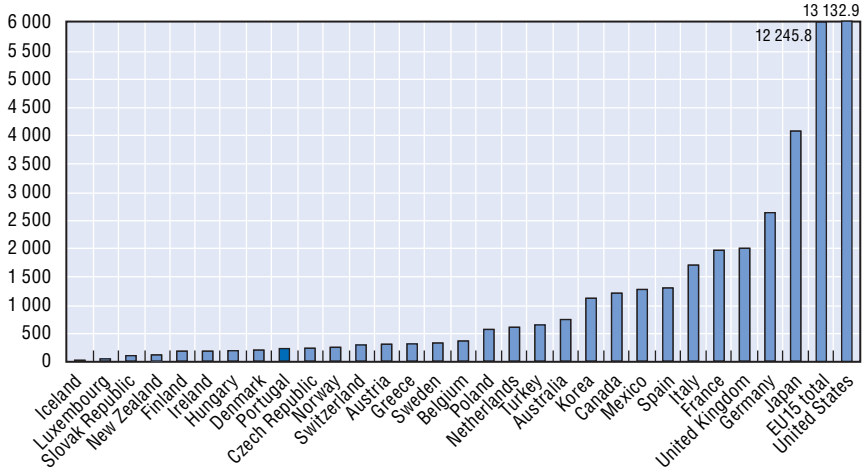
In 2006, the ratio of population aged 65 and over to the total population was 17.3% (2006, INE).

Economic background

General view

The most recent economic OECD indicators show Portugal as a country under the European and OECD countries' average on GDP (see Figure A.2 and Table A.1).

Figure A.2. **Gross domestic product**



Note: Billion USD, current prices and PPPs, 2006 or the latest available
Source: *OECD Factbook 2008.*

Table A.1. **Demand, output and prices**

	2004	2005	2006	2007	2008	2009
	Current prices € billions	Percentage changes volume (2000 prices)				
Private consumption	92.3	2.2	1.1	1.3	1.4	1.8
Government consumption	29.7	2.2	–0.5	–0.5	–0.9	–1.2
Gross fixed capital formation	32.6	–3.3	–1.6	2.5	3.8	4.3
Final domestic demand	154.7	1.0	0.2	1.2	1.5	1.8
Stockbuilding	0.7	–0.2	0.0	–0.2	–0.1	0.0
Total domestic demand	155.4	0.8	0.2	1.0	1.4	1.8
Export of goods and services	41.0	1.2	8.9	6.2	5.6	6.1
Import of goods and services	52.2	1.9	4.3	3.3	3.5	4.6
Net export	11.3	–0.4	1.0	0.7	0.5	0.2
GDP at market prices	144.1	0.5	1.3	1.8	2.0	2.2
GDP deflator	–	2.8	2.9	2.8	2.4	2.1

Source: OECD *Economic Outlook No. 82 database.*

Portugal is a service-based economy, with service activity being responsible for the main part of GDP growth. The trade balance of services has been favourable to Portugal (OECD data 2001-2005, extracted from country statistic profiles 2007), while the trade balance of goods is traditionally negative (2001-2005, idem). The latest General Government Accounts show a global balance of –3.9% of GDP (see Table A.2), and economic reforms are currently being implemented to address this problem.

Table A.2. **General government accounts**

	2003	2004	2005	2006
Current revenue (% of GDP)	42.2	42.7	43.1	42.9
Tax and social security contributions revenue (% of GDP)	35.7	34.9	36.1	36.8
Current expenditure (% of GDP)	44.7	46	47.7	46.7
Primary expenditure (% of GDP)	41.8	43.2	44.9	43.9
Global balance (% of GDP)	–2.9	–3.4	–6.1	–3.9
Gross debt (% of GDP)	56.9	58.3	63.7	64.8

Source: Bank of Portugal, INE, Ministry of Finance and Public Administration and Ministry of Social Security and Labour, September 2007.

Gross domestic product (GDP) and other economic indicators

According to OECD data, Portugal's GDP in 2006 was 220.6 (billions USD, current prices and PPPs), ranking 22nd among 30 OECD countries. Figure A.2 shows how the GDP of Portugal compares with that of other countries.

Other recent indicators provided by *OECD Economic Outlook No. 82 databases* are represented in Tables A.1 and A.3.

Table A.3. **Real GDP, percentage change from previous year**

	Average 1983-93	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Portugal	3.2	1.0	4.3	3.6	4.2	4.8	3.9	3.9	2.0	0.8	–0.7	1.5	0.5	1.3	1.8	2.0	2.2
Total OECD	3.1	3.3	2.6	3.0	3.6	2.6	3.3	4.0	1.1	1.6	1.9	3.1	2.6	3.1	2.7	2.3	2.4

Source: OECD Economic Outlook No. 82 database.

Other indicators were provided by Portuguese authorities (see Tables A.2 and A.4).

Table A.4. **Labour market**

Items	Unit	2003	2004	2005	2006	2007
Labour force	Thousands	5 460.3	5 487.8	5 544.8	5 587.3	5 618.3
Total employment	Thousands	5 118.0	5 122.8	5 122.6	5 159.5	5 169.7
Employment rate (15-64 years)	In %	68.0	67.8	67.5	67.9	67.8
Unemployment rate	In %	6.3	6.7	7.6	7.7	8

Source: Bank of Portugal, INE, Ministry of Finance and Public Administration and Ministry of Social Security and Labour, September 2007.

General government accounts

The development on the national indicator on GDP (as described above, see Table A.2) demonstrates that the consolidation effort carried from 2002 through 2004 did not succeed in lastingly reducing the budget deficit, and with a deficit of 6.1% of GDP in 2005, Portugal was again submitted to the excessive deficit procedure in the framework of the EU's Stability and Growth Pact.

In 2005, against a background of an even more deteriorated economic situation, the authorities launched a new corrective programme with a commitment to keep the budget deficit under 6% in 2005; to gradually bring it below 3% in 2008; and to reach a structural balance of at least –0.5% of GDP in 2010. According to information released by INE (26 March 2008), the deficit was 2.6% of GDP in 2007. In 2008 the government expects to bring down the deficit to 2.2% of GDP.

The fiscal consolidation programme was underpinned by a wide range of structural reforms, embodied in the National Action Programme for Growth and Jobs (PNACE), addressing the structural weaknesses of the Portuguese economy so as to restore competitiveness and revive growth.

OECD Economic Outlook

Results of reforms are starting to show in Portugal: the latest available *OECD Economic Outlook (No. 82)* demonstrates that the expansion has become more broadly based in 2007. The current expansion began in 2005 and gathered momentum in 2007, with annual growth around 1.8%. GDP growth is projected to increase further, reaching 2.2% in 2009.

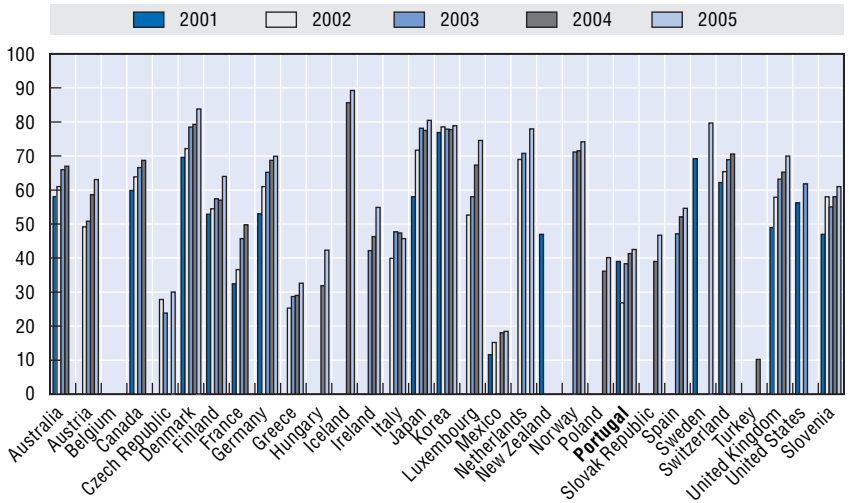
Following a period of buoyant export growth, investment is now picking up. Growth is expected to strengthen further in 2008 and 2009, largely driven by domestic demand. The still-large negative output gap should drive inflation down in 2009. Nevertheless, though gradually declining, unemployment remains high and, as a result, wage increases are set to be moderate.

Science and technology references

Households with access to home computers and Internet

According to OECD data, the share of Portuguese households with access to home computers was 42.5% in 2005. Portugal ranked 18th among OECD countries on this indicator (see Figure A.3).

Figure A.3. **Households with access to home computers**



Source: OECD Factbook 2007.

According to the most recent Eurostat information on households with access to a computer (2006, consulted March 2008), Portugal with a share of 46% still ranks below the EU27 average of 61%.

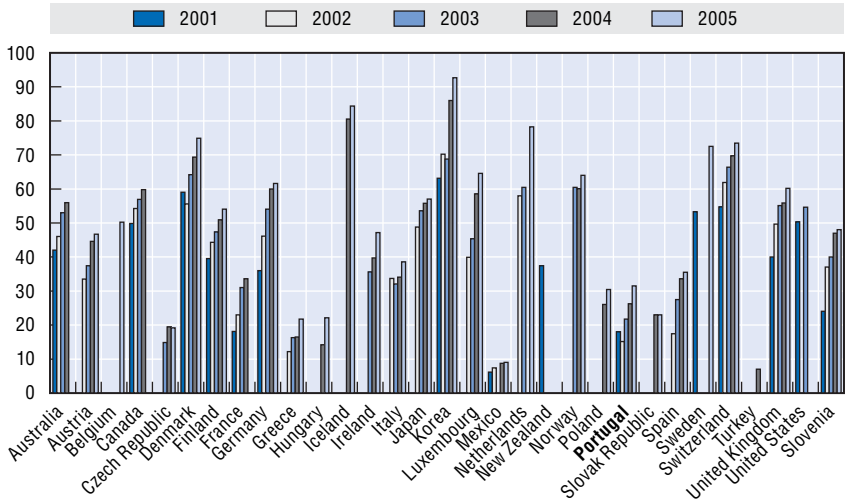
With 31.5% of households having access to the Internet in 2005, Portugal ranked 19th among OECD countries (see Figure A.4).

The most recent Eurostat information on households with access to the Internet (2007, consulted March 2008) shows Portugal with 40%, below the EU27 average of 54%.

Individuals using Internet for interacting with public authorities

According to Eurostat, the share of individuals using Internet for interacting with public authorities in Portugal is growing. The share of individuals aged 16 to 74 who over the last 3 months have used the Internet for interaction with public authorities[1] was 17% in 2006, growing to 19% in 2007. Nevertheless, this is still below the EU27 average (24% in 2006, and 30% in 2007).

Figure A.4. **Households with access to the Internet**[1]



1. Households with access to the Internet 2000-2005, percentage of all households, via any device (desktop computer, portable computer, TV, mobile phone, etc.).

Source: OECD Factbook 2007.

A closer look at the different forms of interaction with public authorities shows that the comparative performance of Portugal improves with the sophistication of the interaction, even being above the EU27 average for sending filled-in forms through the Internet:

- Share of individuals using Internet for obtaining information from public authorities' Websites: 14% of individuals in 2006; growing to 16.8% in 2007. In the same year, the EU27 average was 26.9%.
- Share of individuals using Internet for downloading official forms: 10.7% of individuals in 2006; 12.5% in 2007. In 2007, the EU27 average was 17.8%.
- Share of individuals using Internet for sending filled-in forms: 11.5% of individuals in 2006; 13.1%, in 2007. The EU27 average was only 12.6% in 2007.

These aggregated data – showing Portugal generally below the EU27 average on individuals' use of the Internet for interacting with public authorities – must be understood by looking at disaggregated data, as Portugal is among the leading group in the EU27 in Internet use by people with secondary (fifth in EU27) or higher education (seventh in EU27). In fact, the digital divide in Portugal is mostly connected with having achieved secondary education or not, and secondarily with age in each educational attainment bracket (see Table A.5).

Usage of the Internet is also very high among students, actually showing the positive impact of policy measures for reducing the digital divide through actions in schools.

This is well documented by Eurostat data disaggregated by education level (see Table A.5).

Table A.5. **Use of Internet by individuals (by education level)**

	EU27	Portugal
Total of individuals (%)	57	40
Individuals with **low** formal education (%)	36	24
Individuals with **medium** formal education (%)	63	81
Individuals with **high** formal education (%)	86	90

Source: Eurostat, 8 February 2008. Percentage of individuals who used the Internet in the last 3 months by level of education (accessed 26 February 2008).

This educational gap deepens when older persons' use of Internet is taken into account, which is also documented by disaggregated Eurostat data (see Table A.6).

Table A.6. **Use of Internet by individuals (by education level and age)**

Age/education	EU27	Portugal
16-24 years, **low** education	81	78
16-24 years, **medium** formal education	87	95
16-24 years, **high** formal education	96	100
25-54 years, **low** formal education	38	24
25-54 years, **medium** formal education	66	77
25-54 years, **high** formal education	91	95
55-74 years, **low** formal education	13	5
55-74 years, **medium** formal education	35	53
55-74 years, **high** formal education	66	63

Source: Eurostat, 8 February 2008. Percentage of individuals who used the Internet in the last 3 months by age and level of education (accessed 26 February 2008).

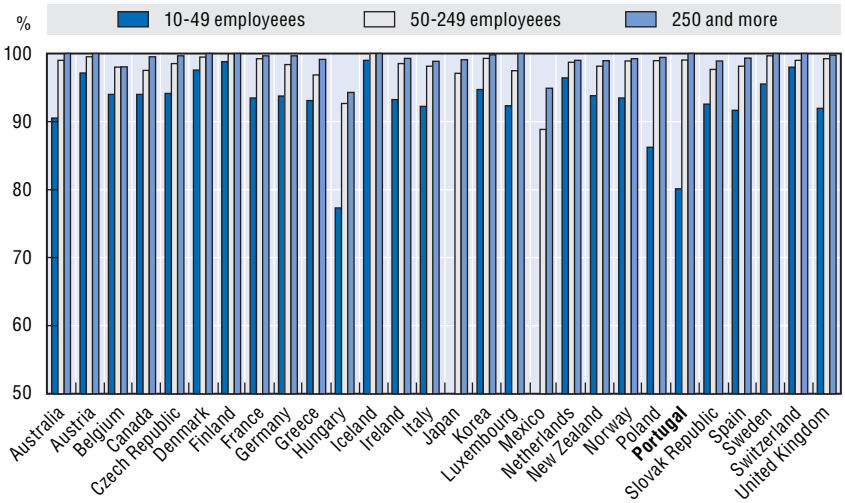
Internet penetration among businesses

In Portugal, Internet penetration among businesses is very good as far as large companies are concerned (see Figure A.5):

- companies having 250 or more employees: 100%;
- companies having 50 to 249 employees: 99.1%.

Following the general tendency in OECD countries, Internet penetration is relatively low in small companies (10-49 employees: 80.1%).

Figure A.5. **Internet penetration for businesses with 10 or more employees (by size)**



Source: OECD, *ICT database* and Eurostat, Community Survey on ICT Usage in Enterprises, April 2007.

Businesses using Internet for interacting with public authorities

According to Eurostat, the share of enterprises in Portugal using the Internet to interact with public authorities[2] in 2007 was 72%, which is above the EU27 average of 65%. In 2006, the share of enterprises using the Internet for interacting with public authorities in Portugal was 60%, according to Eurostat. In 2007 it was 72%, well above the EU27 average of 57%.

Several indicators may be considered separately. When looking at all businesses, available data shows that Portugal was well above the EU27 average on all indicators (see Table A.7):

- use of Internet for obtaining information from public authorities' Websites: 53% in 2006, 66% in 2007 (the EU27 average was 57%);
- use of Internet for downloading official forms: 53% in 2006, 65% in 2007 (the EU27 average was 58%);
- use of Internet for sending filled-in forms: 54% in 2006, 66% in 2007 (the EU27 average was 45%).

When only looking at large businesses, the Portuguese performance improves: 95% of these businesses use Internet for obtaining information, downloading forms and sending files, which is well above the EU27 average (see Table A.7).

Table A.7. **Use of Internet by businesses for interacting with public authorities**

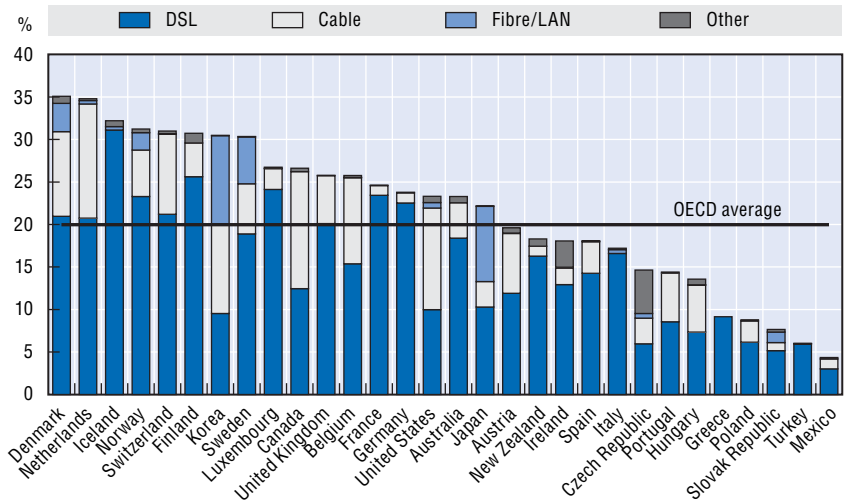
	EU27	Portugal
Share of business using Internet	57	72
All (more than 10 employees)		
For obtaining information	57	66
For downloading forms	58	65
For sending files	45	66
Large (more than 250 employees)		
For obtaining information	79	95
For downloading forms	79	95
For sending files	72	95

Source: Eurostat, 8 February 2008. Percentage of businesses using Internet to interact with public authorities (accessed 02/26/2008).

Broadband access

In terms of broadband access, Portugal ranked 24th among the 30 OECD countries in December 2006 (see Figure A.6). Portugal had a broadband access of 13.8 per 100 inhabitants, compared with 16.9 per 100 inhabitants in OECD countries and 18.6 per 100 inhabitants in the EU15 countries. Nevertheless, the rate of growth for the period 2000-2005 was well above that of other OECD countries (see Table A.8).

Figure A.6. **OECD broadband subscribers per 100 inhabitants, by technology (Dec. 2007)**



Source: OECD Communications Outlook 2007 and *www.oecd.org/sti/ict/broadband* (data extracted on 08/08/2007).

Table A.8. **Broadband access, growth**

	Growth 2000/2005 %	Per 100 inhabitants (2005)	Per 100 inhabitants (Dec. 2006)	OECD ranking Dec. 2006
Portugal	117.0	11.5	13.8	22
OECD	62.3	13.5	16.9	–
EU15	–	14.2	18.6	–

Source: *OECD Communications Outlook 2007* and *www.oecd.org/sti/ict/broadband* (data extracted on 08/08/2007).

Initiatives like *Connecting Portugal* (launched in July 2005) are the response of the Portuguese government to the challenge of stimulating "...the perception of the Portuguese citizens regarding the relevance of ICT, making it easier for them to use computers and the Internet, namely by promoting, wherever necessary, mediators to combat info-exclusion". It also aims "...to guarantee that all citizens have access to the Information and Communication Technologies, reducing communication costs, providing better means of access, promoting public information on the characteristics and quality of the services provided in the market, and expanding the mechanisms of protection of consumers' rights of telecommunication services".

Schools connected to Internet

School connection to the Internet has been a priority in Portugal since 1997. In 1997, all the 5th to 12th grade schools were connected to the Internet (through ISDN). In 2001, all the 1st to 12th grade schools were connected to the Internet (through ISDN). In January 2006, all 1st to 12th grade public schools in Portugal were connected by broadband to the Internet.

Individuals' level of computer skills

Eurostat data for the share of individuals aged 16 to 74 who have carried out some computer related activities (low difficulty, medium difficulty, and high difficulty activities) reveals that, in 2007, Portugal is very close to the EU27 average for high level of computer skills, but far below the EU27 average on medium and low computer skills (see Table A.9). In high skill level, the

Table A.9. **Level of computer skills, individuals aged 16 to 74**
%

Skill level	Portugal	EU 27
Low	9	13
Medium	16	24
High	22	23

Source: Eurostat.

evolution of the EU27 average is closely followed by Portugal (2005: 22% and 21% respectively; 2006: both 21%; 2007: 23% and 22% respectively).

Implementing the Portuguese Technological Plan, the government has launched some measures willing to overcome this condition, namely involving education reinforcement and training in computer skills.

Human resources in science and technology

The Eurostat indicator on human resources in science and technology as a share of the economically active population shows Portugal (22%) below the EU27 average (38.6%) in 2006. This indicator gives the share of the total labour force in the age group 25-64 that is classified as human resources in science and technology, *i.e.* having either successfully completed an education at the third level in a science and technology field of study or is employed in an occupation where such an education is normally required.

In 2005, the Eurostat indicator *Tertiary graduates in science and technology per 1 000 of population aged 20-29 years* also places Portugal (12) below the EU27 average (12.9). Nevertheless, there is a clear upward tendency when comparing to previous years. Regarding Portugal, this indicator includes new tertiary graduates in a calendar year from both public and private institutions completing graduate studies compared to an age group that corresponds to the typical graduation age in most countries.

When it comes to doctorate students in science and technology fields (students participating in a second stage of tertiary education in the educational fields science, mathematics and computing and engineering, manufacturing and construction science, as a percentage of the population 20-29 year-olds) – Eurostat rated Portugal 0.37 in 2005.

The Technological Plan and the initiative *A Commitment to Science for the Future of Portugal* are the main programmes with measures to improve the overall situation of Portuguese human resources concerning science and technology.

Maturity of online public service delivery

To test the maturity of online public service delivery, the *Web Based Survey on Electronic Public Services – Report of the 7th Measurement* (September 2007) prepared by Capgemini for the European Commission considers:

- online sophistication – the level of online availability of the basic public service;
- fully available online services – the total number of basic public services that are fully (= 100%) available online.

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According to this report, Portugal is now ranks fourth among European countries on public services as online sophistication reaches 90% of full sophistication. All of the business services attain 100%, while citizen services stand at 84%.

In the same survey, referring to full availability of public services online, Portugal has leapfrogged from 60% in 2006 to 90% in 2007, now standing third in this ranking.

Portugal as a "top reformer"

Portugal is using ICT and e-government (in close connection with administrative simplification) as tools to overcome a difficult economic situation. A good indication of the achieved improvements was given by the World Bank, which in its *Doing Business in 2007* report highlighted Portugal as a "top reformer" on starting a business (see Table A.10). This was especially due to the *Empresa na hora* (On-the-spot-firm).

Table A.10. **Portugal as a top reformer**

Ease of...	2006 rank	2005 rank	Change in rank
Doing business	40	45	+5
Starting a business	33	113	+80

Source: Doing Business in 2007, the World Bank (2006) and *www.doingbusiness.org*.

The EIU e-readiness ranking

In 2007, Portugal was ranked 27th among 69 countries on the e-readiness ranking of the Economist Intelligence Unit. The ranking is built upon the following criteria: consumer and business adoption; connectivity and technology infrastructure; business environment, social and cultural environment, government policy and vision; and legal and policy environment.

In the country profile on Portugal it is stated: "Although Portugal is below the EU average on most ICT-related criteria, its online services for businesses score high and the ICT sector is growing at a respectable speed."

i2010 Annual Report – Portugal

Table A.11 is extracted from the European Commission's i2010 Annual Report and refers to Portugal. It covers broadband, Internet usage, places of access, e-government indicators, ICT in schools, e-commerce, e-business, employment and skills, indicators on growth of ICT sector, and R&D. Portugal ranks above average of EU25 countries on the following indicators:

- DSL coverage;

- e-government, when considering the share of basic public services fully available to citizens online;
- e-government, when considering the share of basic public services fully available to enterprises online (Portugal ranks third);
- e-government, when considering the share of the population using e-government services for returning filled in forms;
- e-government, when considering the share of enterprises using e-government services for returning filled in forms;
- share of schools with broadband connections;[3]
- e-commerce as share of total turnover of enterprises;
- ICT sector growth;
- R&D expenditure in ICT by the business sector, as percentage of total R&D expenditure.

Table A.11. **i2010**

Broadband	2003	2004	2005	2006	EU25	Rank
Total DSL coverage (as % of total population)	84.0	92.0	92.6		87.4	9
DSL coverage in rural areas (as % of total population)			79.0		65.9	9
Broadband penetration (as % of total population)	4.1	7.2	10.8	13.5	15.7	14
DSL penetration (as % of total population)	1.4	3.3	6.1	8.4	12.8	14
Predominant download speed			1-2 Mbps			
Households having broadband (as % of those having access to the Internet at home)	36.3	47.0	62.7	68.3	62.1	12
% of enterprises with broadband access	31.0	48.6	62.8	65.9	74.5	18
Number of 3G subscribers per 100 inhabitants			9.0		5.0	3
Digital television in households			20.2		30.6	9
Music: number of single downloads per 100 inhabitants			6.9			12
Internet usage						
% population who are regular Internet users	21.9	25.1	27.8	31.4	46.7	24
Take-up of Internet services (as % of population)						
Sending e-mails	19.9	23.7	25.8	28.8	43.8	24
Looking for information about goods and services	21.0	23.2	25.9	29.8	42.9	21
Internet telephoning or videoconferencing	2.5	3.1	3.2	5.5	7.1	22
Playing/downloading games and music	11.1	13.3	14.1	16.2	18.2	21
Listening to the web radio/watching web TV	5.9	8.1	9.0	10.7	11.8	16
Reading online newspapers/magazines	12.7	14.7	16.4	15.8	19.0	21
Internet banking	6.1	7.6	8.4	9.8	22.0	21
E-Government indicators						
% of basic services for citizens fully available online	18.2	25.0		41.7	36.8	11
% of basic services for enterprises fully available online	62.5	62.5		87.5	67.8	3
% of population using e-government services of which for returning filled-in forms	5.2	12.5 7.6	14.0 9.0	16.5 11.5	23.8 8.1	18 10
% of enterprises using e-government services of which for returning filled-in forms	42.5	57.2 50.1	57.9 52.5	60.3 53.7	63.7 44.8	19 12

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Table A.11. **i2010** *(cont.)*

Broadband	2003	2004	2005	2006	EU25	Rank
ICT in schools						
Number of computers connected per 100 pupils				5.4	9.9	25
% of schools with broadband access				73.0	67.0	16
% of teachers having used the computer in class during the last 12 months				69.5	74.3	17
E-Commerce						
E-Commerce as % of total turnover of enterprises	1.6	4.9		8.2	11.7	11
% of enterprises receiving Internet orders	2.1	6.0	6.3	5.4	13.9	22
% of purchasing on the Internet		16.1	19.4	19.6	37.9	20
E-Business, % of enterprises						
With integrated internal business processes	21.3	33.1	36.7	28.1	37.3	16
With integrated external business processes					13.5	
Security: % of enterprises using secure services	34.8	28.8	18.4	21.5	41.0	19
% using digital signature for authentication	7.6	5.4	9.3	9.7	14.3	19
Employment and skills						
% employees using computers connected to the Internet	17.8	18.8	21.4	24.5	36.1	23
% of persons employed with ICT user skills	12.1	13.4	12.4	12.3	18.5	25
% of persons employed with ICT specialist skills	2.2	2.1	2.2	2.7	3.1	19
Indicators on growth of ICT and R&D						
ICT sector share of total GDP	4.5				5.5	18
ICT sector share of total employment	1.7				4.0	19
ICT sector growth (constant prices)	2.7				3.6	10
R&D expenditure in ICT by the business sector, as % of GDP	0.1				0.3	14
R&D expenditure in ICT by the business sector, as % of total R&D expenditure	21.5				25.7	10

Source: http://ec.europa.eu/information_society/eeurope/i2010.

Notes

1. For example, having used the Internet for one or more of the following activities: obtaining information from public authorities' Websites, downloading official forms, sending filled-in forms.
2. For example, having used the Internet for one or more of the following activities: obtaining information, downloading forms, filling in Web-forms, or fully electronic case handling.
3. The Portuguese administration has noted that data regarding ICT in schools is flawed due to methodological difficulties. For instance, regarding connection of schools in broadband these data report 73%, whereas Portugal considers the actual value to be above 95% due to the fact that all public schools already had broadband connections. Accordingly, Portugal should be in the top group within the EU on this indicator, reflecting the high priority given to promote ICT in schools. Similar reservations apply to the reported number of computers connected to the Internet.

ANNEX B

Public Governance Structure in Portugal

Portugal was a monarchy between the twelfth century and 1910, when the first republic was established. It was overthrown in 1926 and Portugal experienced a period of authoritarian dictatorship until 1974. In this period the state managed the political and economic activities of the country. Decision-making power was highly centralised in a small state apparatus.

A democratic government came with the 1974 revolution. The constitution of the Portuguese Republic, approved in 1976, established Portugal as a mixed parliamentary and presidential system.

In 1986, Portugal became a member of the European Union.

The president

The head of state in Portugal is the President, who is elected for a five-year term. He is charged, insofar as the government is concerned, with appointing the Prime Minister, following a hearing of the political parties with a seat in the parliament and taking the results of parliamentary elections into account, and then with appointing or exonerating other members of the government, by proposal of the Prime Minister. He also has the power to remove the government and to discharge the Prime Minister, in circumstances specified by the constitution.

The current president is Anibal Cavaco Silva (formerly PSD), who was elected in 2006 as an independent candidate. Cavaco Silva is a former Minister of Finance (1980-1985) and Prime Minister (1985-1995).

The President does not hold any executive power but may interfere in political actions, when necessary, by using some of the powers granted by the constitution. They include the power of veto over legislation, the power to dismiss the government and the power to dissolve the Parliament.

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Parliament

The Portuguese Parliament (*Assembleia da Republica*) has one chamber, with 230 members elected for four-year terms under a proportional representation regime. The last elections were held in February 2005 and led to the formation of a government led by Prime Minister Jose Socrates Carvalho Pinto de Sousa (PS), based on a majority of 121 seats.

The Parliament is entrusted with the power to legislate on all matters, except for those which are the exclusive responsibility of the government. The Parliament exercises its legislative powers according to three types of legislative competencies:

1. *Exclusive competence*, meaning matters which can only be legislated by the parliament.
2. *Partial exclusive competence*, meaning that the Parliament can legislate, but it can also delegate the legislative power to the government by means of a law of legislative authorisation. The government then approves a decree-law which must respect the object, purpose, extent and term of the authorisation.
3. *Shared competence*, meaning that both the parliament and the government may enact legislation about some matters.

Legislation can be initiated by individual members of parliament, by parliamentary groups and by government. Legislative proposals must be preceded by a short justification of the grounds for the bill. Bills proposed by the government are to be accompanied by the following:

- a description of the social, economic, financial, and political situations to which the bill applies;
- information on the benefits and consequences of its application;
- a digest of the current legislation on the matter in question.

When a bill has been admitted, the President of the Parliament refers it to the competent parliamentary committee for consideration. Following two or three readings in plenary sessions, the successful decree will be enacted by the Parliament and forwarded to the President of the Republic for promulgation. If there is no presidential veto, the bill will then be signed by the Prime Minister and published in the legal gazette (*Diário da República*), after which it can enter into force.

Regional parliaments exist in the Azores and Madeira.

The government

The government is appointed by the President following the result of a general election, is headed by the Prime Minister and comprises a variable

number of ministers and secretaries of state (distributed over the government departments). The Prime Minister chooses the ministers and secretaries of state and proposes them to the President for appointment.

The Council of Ministers is a unit composed by the Prime Minister and the ministers. Among its main tasks – defined by the constitution – is to identify the outlines of government policy and its implementation, to present draft laws and resolutions to the Parliament, and to pass decree laws.

The current government is constituted by the Prime Minister and 16 ministers. There are presently 37 secretaries of state, who act on the basis of a delegation of powers from a minister.

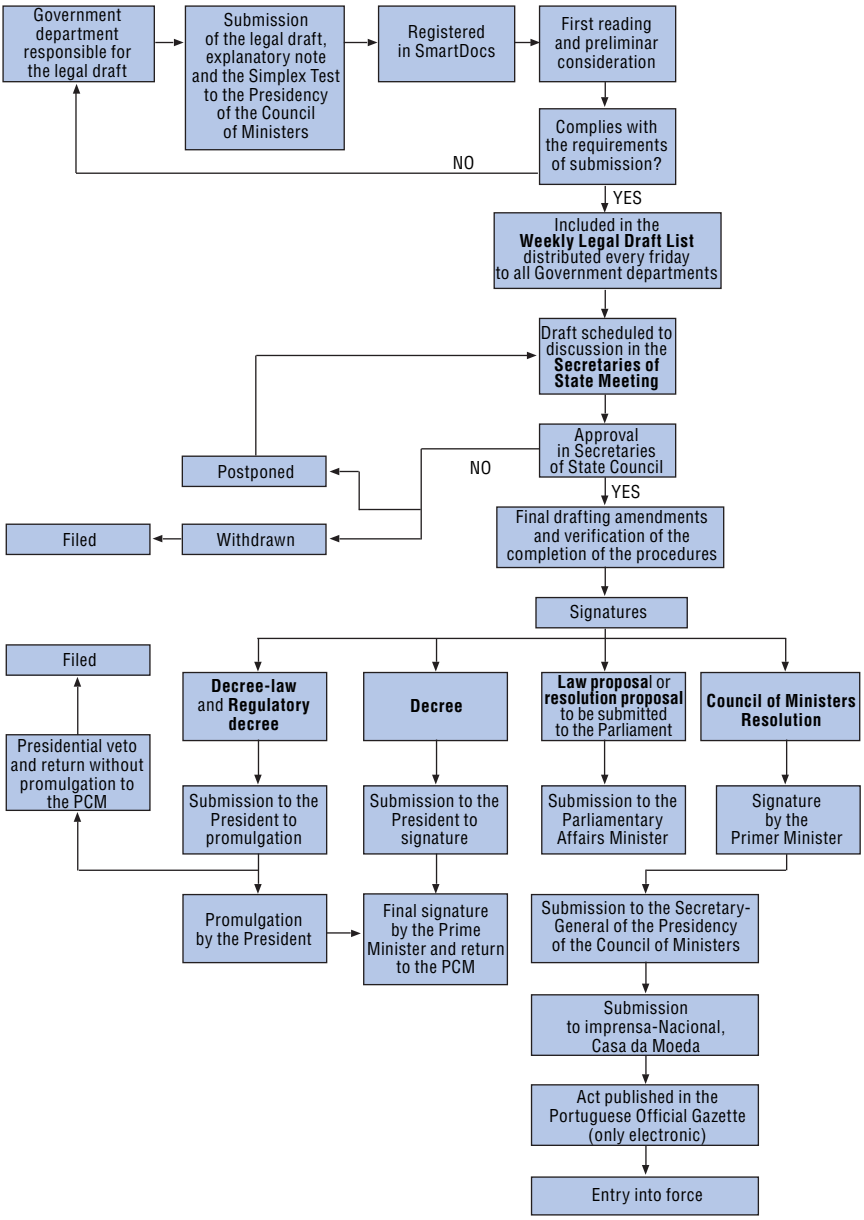
The government's decision-making structure

Legislative proposals are submitted by the government departments – by the corresponding minister's office – to the Secretary of State for the Presidency of the Council of Ministers, and are accompanied by an explanatory note and the Simplex Test (see Chapter 2). The purpose of the explanatory note is to provide complimentary information on the legal draft. It includes information on the legal framework of the matter being regulated, a cost-benefit analysis, and information on consultations that have been made. The Simplex Test was introduced to improve the quality of policy making and aims at providing information on administrative burdens.

The Secretary of State for the Presidency of the Council of Ministers includes the proposal in the weekly legal drafts list which is distributed to all government departments every Friday. The departments can send questions, comments or suggestions, as well as amendment proposals to the department responsible for the proposal. The legal draft is then debated in the Secretaries of State Meeting, which consists of a secretary of state from each government department and is chaired by the Minister of the Presidency of the Council of Ministers. After approval here, the proposal will be presented for discussion in the Council of Ministers.

The legal act (decree-law, regulatory decree, decree, resolution, law or resolution proposal to be submitted to the parliament), is then signed by the Prime Minister and the relevant other ministers. Decree-laws and regulatory decrees, which are subject to the President's promulgation, as well as decrees, are then sent to the president's office. Figure B.1 illustrates the decision-making procedure.

Figure B.1. **The Portuguese government's legislative procedure**



Source: Response to the OECD questionnaire.

Legislation

Portugal is a civil law country and thus has the classic sources of law: constitution, international treaties, ordinary legislation, administrative regulations, jurisprudence and doctrine (practice). The legal and administrative regime in Portugal makes use of seven different types of national regulation:

- constitutional laws – amendments to the constitution, only approved by the Parliament;
- laws – approved by the Parliament;
- decree-laws – approved by the government in the Council of Ministers;
- regulatory decrees – approved by the government in the Council of Ministers;
- resolutions – approved by the government in the Council of Ministers or by the Parliament;
- decrees – approved by the government in the Council of Ministers;
- administrative circulars and orders – approved individually or collectively by the members of government (Prime Minister, ministers and secretaries of state).

In addition to this, the autonomous regions of the Azores and Madeira are mandated to issue regional decree-laws (approved by the parliaments of the autonomous regions) and regional regulatory decrees (approved by the governments of the autonomous regions). These are limited to matters of regional scope and address matters set out in the Political and Administrative Statute of the Autonomous Region in question.

Government legislative procedures have been simplified since 2005 by means of dematerialisation and a shift from a paper-based system to an exclusively electronic one. In the pursuit of quality of legislation and the efficiency of the government law-making procedure, technological innovation has been combined with institutional reform and improved tools, such as the Simplex Test.

All legislation and regulatory acts are published in the Portuguese official gazette (*Diário da República*), which is published only on the Internet (since 2006).

The regulation of public administration regulation itself is currently much discussed, and reforms are underway. A new system of binding contracts, careers and remuneration for public administration workers, and the revision of the evaluation system for administration workers will be defining performance-related pay and more individualisation of employment policies, and professional and wage evolution to merit evaluation. The new

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system is more focused on performance. These laws were discussed in parliament in July 2007.

Autonomous regions, municipalities and parishes

The public sector structure is also composed by autonomous regions and local self-government (municipalities and parishes, as decentralised structures), all of them having a high degree of political and administrative autonomy, defined by the constitution and by law.

There are two **autonomous regions**, Azores and Madeira, which both have special administrative, political and legislative powers. They have large administrative powers in general matters regarding their specific local lives, economic and social development. Except for these overseas territories, the regions are not a relevant feature of the administrative structure.

The 308 **municipalities** are politically and administratively independent from central government and have the power to plan, govern and make investments in a range of areas. They play an important role in delivering services and goods to citizens and businesses in areas such as water supply, drainage network, urban waste disposal, parks and gardens, street repairs, social and cultural facilities, primary schools (apart from teachers' pay) and municipal road network. They also have responsibilities concerning health, social protection, urban planning and environment. Municipalities' revenue comes largely from grants from the central government and property taxes.

Municipalities also have responsibilities for licensing several activities connected to these issues, to verify the compliance of citizens and businesses with the rules governing these activities, and to give financial support to citizens and businesses in connection to them.

Citizens and businesses interact with both municipalities, regions (in the case of the Azores and Madeira) and central government units. The latter are in many cases situated locally, as deconcentrated state authorities. The several deconcentrated services are not geographically distributed according to the same uniform criteria. Ministries have different criteria for the distribution of local services – at present, more than 30 different criteria have been found. Apart from the use of de-concentrated services, people can also use the Citizen's Shops for interaction with public administration.

ANNEX C

*History of E-Government in Portugal**

As in other OECD countries, the development of e-government in the Portuguese public sector started in the early 1990s. Since then a number of e-government programmes and initiatives have been launched.

The first major e-government initiative in Portugal was INFOCID, the Interdepartmental Information System for the Citizen, created in 1991 and gradually made available in multimedia kiosks distributed all over the country. It was launched on the Internet in 1995. INFOCID was an integrated database with information from government agencies. It was re-launched in 2001 as a portal for citizens and businesses providing a single entry point to public information.

In 1995, the first Minister for Science and Technology was appointed. The first major government programmes addressing the development of e-government were the *National Initiative for the Information Society,* published in 1996, and the Green paper on the *Information Society in Portugal*, launched in 1997. The programmes contained initiatives to develop the use of ICT in education, research, public administration, and the business sector. The main goals of the programmes included making the public sector more user-oriented and public services better and more efficient through the use of ICT.

The *Action Plan for the Information Society* with a separate *e-Government Action Plan* was published in 2003 serving as the overall strategic plan for development of the Information Society. The plan aims at:

1. building an Information Society for all;
2. building new capacities, *e.g.* early acquisition and lifelong learning;
3. improving quality and efficiency in public services;
4. better citizenship, *e.g.* through electronic participation;
5. attractive contents for citizens.

**e-Government in Portugal*, European Commission, 2007 and response to OECD Survey.

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In 2004, INFOCID was replaced by the Citizen's Portal (*Portal do Cidadão*) which today functions as a contact point between the government and citizens. Is has 820 services from 130 entities and half a million regular visitors. The most popular services are information, certification requests, tax revenues and address change. Since 2005, SMS messaging and mobile portal services are available as well.

In 2006, a separate Business' Portal (*Portal da Empresa*) was established. Among other things, it includes a facility, *Empresa on-line*, which makes it possible to register a new company online in less than one hour.

The new government that took office in early 2005 launched the *Technological Plan: Mobilising the Information and Knowledge Society* and *Connecting Portugal* in 2005. The Technological Plan is a growth strategy with initiatives related to knowledge, technology, and innovation.

Connecting Portugal, which is part of the Technological Plan, sets up a number of targets to be reached by 2010 to enhance the knowledge society. The goals include increasing the number of Internet users and households with access to broadband. In Connecting Portugal focus is on mobilisation and enhancing the use of ICT, but e-government is increasingly also seen as a means for cost savings and increased efficiency.

In 2006 and 2007 a large number of e-government initiatives were launched as part of the Simplex programme.

ANNEX D

Methodology

This is the first OECD country study to assess both administrative simplification and e-government. The peer review of administrative simplification and e-government in Portugal was conducted on the request of the Portuguese government.

The main objectives of the review are:

- to provide the Portuguese government with a report based on the OECD analysis framework on policies and strategies for administrative simplification and e-government in Portugal in order to further enhance its good governance objectives;
- to develop the OECD analysis framework and provide data for cross-country comparisons in future country study processes.

As the first step in a country study, the OECD Secretariat develops an agreement with review country authorities concerning the objectives, analytical framework and timeline of the study. The terms of reference set out and structure the areas to be studied to provide an overarching view of implementation and impacts.

Definition of the analytical framework

The methodology used for this country study was developed by the OECD.

The analytical framework for the study can be found in the OECD publications *Cutting Red Tape: National Strategies for Administrative Simplification*, *The e-Government Imperative* and *e-Government for Better Government*[1] and in the country study conducted by the OECD on regulatory reform and e-government in recent years.

The methodology for the review was based on the OECD methodology for peer reviews, following the protocols laid out in *Peer Review: an OECD Tool for Co-operation and Change*.[2] Development of the OECD peer review methodology is an ongoing process, but the general framework will be preserved to allow for

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comparability among countries and the OECD will continue to ensure that the methodology used is updated and as relevant as possible for OECD countries.

Inputs

The review of Portugal is primarily qualitative in nature, presenting a combination of observations, analysis and judgements gleaned from reports and official documents, survey responses and interviews.

The review has five main inputs:

- reports and official documents;
- the OECD questionnaire;
- the OECD survey;
- interviews with government officials and others;
- peer review meeting with OECD members.

Reports and official documents

The study drew upon a range of government documents which provided insights into the way that public management and policies, strategies and initiatives are planned, co-ordinated and implemented in Portugal. Information was also drawn from recent relevant reports and reviews of Portugal from the OECD, other international organisations, consulting firms, and other sources. The review also drew on academic research and journal articles.

OECD questionnaire

A questionnaire was sent to the Ministry for the Presidency of the Council of Ministers in July 2007 and was received back at the OECD in August 2007. It contained questions on issues as the public governance structure in Portugal, the organisation of simplification and e-government policies, descriptions of major initiatives and cases as well as an outline of key elements in the tools used in Portugal for implementation and performance management of initiatives in the Simplex programmes.

OECD survey

In November-December 2007 a survey was conducted with Portuguese central and local government organisations. The survey was targeted at officials with responsibilities relevant to simplification and e-government, who were asked to present their organisations' responses to the survey, rather than respond in their capacity as individuals. The survey sample was jointly selected by the OECD and the Portuguese government.

The overall response rate to the survey was considered satisfactory, but as the response rate among municipalities is below 50, some caution should be applied to the interpretation of the data from this group. (See Table D.1.)

Table D.1. **Responses to the OECD survey**

	Total public sector units	Response rate %
Central government (including ministries, subordinate departments, agencies, etc.)	169	71
Municipalities	308	28
Autonomous regions	2	100
Total	**479**	**43**

The survey asked representatives of central, regional, and local government organisations for their opinions regarding:

- knowledge of the Simplex programme;
- attitudes towards Simplex;
- perception of challenges to implementation;
- existence of guidelines and toolkits for project management;
- frequency of evaluation;
- challenges to collaboration.

Interviews with government officials and others

The review team conducted two sets of interviews with Portuguese government officials and other commentators from relevant interested bodies and industry associations in Portugal. All interviews were scheduled by the Portuguese government, with approval from the OECD. The mix of organisations and interviewees was selected to show a broad and representative insight into the main issues and problems regarding administrative simplification and e-government in Portugal.

The first set of interviews, which took place 9-10 May 2007, involved exploratory discussions designed to help the OECD understand the key elements of administrative simplification and e-government in Portugal. The OECD team held twelve interviews and four focus group interviews with several participants from civil society, business and autonomous regions and municipalities. These exploratory interviews were not meant to be comprehensive, but to assist the OECD in developing an understanding of areas that merited further research.

The second set of interviews took place 1-4 October 2007. These in-depth interviews were carried out by four members of the OECD Secretariat and three peer reviewers from the governments of OECD countries: Luigi Carbone

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(Italy), Jean-Jaques Leandri (France) and Kees Keuzenkamp (The Netherlands). The interview team undertook 17 interviews. In addition, five focus group interviews, involving several participants from autonomous regions and municipalities, academic institutions, civil society organisations and businesses were held.

All interviews, which were strictly confidential, followed a structured set of questions, covering each of the main themes of the report.

Peer review meeting

In the assessment phase of an OECD country study, the main findings of the study are discussed in a plenary meeting of the body or bodies responsible for the review. The examiners lead the discussion, but the whole body is encouraged to participate extensively. Following discussions, and in some case negotiations, among the members of the body, including the reviewed country, the final report is adopted, or just noted by the whole body. Generally, approval of the final report is by consensus, unless the procedures of the particular country study specify otherwise (see *Peer Review: an OECD Tool for Co-operation and Change*, OECD, 2003).

The report has been presented and discussed at the following meetings:

- meeting of the OECD Network of Senior E-Government Officials, The Hague, The Netherlands, 7 March 2008;
- meeting of the Working Party on Regulatory Management and Reform, Paris, France, 7 April 2008.

Countries took this opportunity to use their own expertise to provide insightful commentary on the review.

Independence, neutrality and verification of inputs

Within a framework agreed upon with the Portuguese government, the OECD conducted this study with its own staff and independent peer reviewers. The review was conducted with guidance and financing from the Portuguese government which did not bias the study or influence the final conclusions in any way.

The report was drafted by the OECD Secretariat with the input of the three peer reviewers from Italy, France, and the Netherlands. The OECD regularly briefed the Cabinet of the Secretary of State for Administrative Modernisation within the Presidency of the Council of Ministers on the progress of the review. The text also benefited from fact-checking and feedback from the Cabinet of the Secretary of State for Administrative Modernisation.

Notes

1. OECD (2007), *Cutting Red Tape: National Strategies for Administrative Simplification*, Paris. OECD (2003), *The e-Government Imperative,* Paris. OECD (2005), *e-Government for Better Government*, Paris.
2. OECD (2003), *Peer Review: an OECD Tool for Co-operation and Change,* Paris.

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ANNEX E

Survey on the Simplex Programmes, October-December 2007

1. Please indicate which type of government your organisation belongs to

Table E.1. **Responses: Type of government**

Type of government	Frequency	%
Ministry	18	8.7
Government agency	102	49.3
Autonomous region	2	1.0
Municipality	85	41.1
Total	207	100.0

2. Please indicate your knowledge of the Portuguese government's SIMPLEX programme for administrative simplification and e-government

Table E.2. **Question 2.1: The overall purpose of the programme**

In per cent

Type of government	Very familiar	Some knowledge	Limited knowledge	No knowledge	Not applicable	Total
Ministry	100.0 (18)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	73.5 (72)	22.4 (22)	3.1 (3)	1.0 (1)	0.0 (0)	100.0 (98)
Autonomous region	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	34.1 (29)	44.7 (38)	18.8 (6)	1.2 (1)	1.2 (1)	100.0 (85)
Total	59.6 (121)	29.6 (60)	9.4 (19)	1.0 (2)	0.5 (1)	100.0 (203)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.3. **Question 2.2: The main lines of action in the SIMPLEX programme**

In per cent

Type of government	Very familiar	Some knowledge	Limited knowledge	No knowledge	Not applicable	Total
Ministry	100.0 (18)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	66.7 (66)	28.3 (28)	4.0 (4)	1.0 (1)	0.0 (0)	100.0 (99)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	30.1 (25)	41.0 (34)	22.9 (19)	4.8 (4)	1.2 (1)	100.0 (83)
Total	54.5 (110)	31.2 (63)	11.4 (23)	2.5 (5)	0.5 (1)	100.0 (202)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.4. **Question 2.3: Initiatives in SIMPLEX 2006**

In per cent

Type of government	Very familiar	Some knowledge	Limited knowledge	No knowledge	Not applicable	Total
Ministry	55.6 (10)	38.9 (7)	5.6 (1)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	46.0 (46)	41.0 (41)	8.0 (8)	5.0 (5)	0.0 (0)	100.0 (100)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	21.7 (18)	39.8 (33)	33.7 (28)	3.6 (3)	1.2 (1)	100.0 (83)
Total	36.9 (75)	40.4 (82)	18.2 (37)	3.9 (8)	0.5 (1)	100.0 (203)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.5. **Question 2.4: Initiatives in SIMPLEX 2007**

In per cent

Type of government	Very familiar	Some knowledge	Limited knowledge	No knowledge	Not applicable	Total
Ministry	82.4 (14)	17.6 (3)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (17)
Government agency	52.5 (52)	35.4 (35)	9.1 (9)	3.0 (3)	0.0 (0)	100.0 (99)
Autonomous region	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	16.7 (14)	44.0 (37)	33.3 (28)	4.8 (4)	1.2 (1)	100.0 (84)
Total	40.1 (81)	37.1 (75)	18.8 (38)	3.5 (7)	0.5 (1)	100.0 (202)

Note: Percentages are within each type of government. In parentheses is the frequency.

3. Please indicate to what degree your own institution is affected by the SIMPLEX programme

Table E.6. **Question 3.1: My own institution has suggested initiatives for SIMPLEX**

In per cent

Type of government	Yes	No	Total
Ministry	88.9 (16)	11.1 (2)	100.0 (18)
Government agency	61.8 (63)	38.2 (39)	100.0 (102)
Autonomous region	0.0 (0)	100.0 (2)	100.0 (2)
Municipality	14.5 (12)	85.5 (71)	100.0 (83)
Total	44.4 (91)	56.6 (114)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.7. **Question 3.2: My own institution is responsible for initiatives included in SIMPLEX**

In per cent

Type of government	Yes	No	Total
Ministry	94.4 (17)	5.6 (1)	100.0 (18)
Government agency	54.9 (56)	45.1 (46)	100.0 (102)
Autonomous region	0.0 (0)	100.0 (2)	100.0 (2)
Municipality	16.7 (14)	83.3 (70)	100.0 (84)
Total	42.2 (87)	57.8 (119)	100.0 (206)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.8. **Question 3.3: My own institution is involved in implementation of SIMPLEX initiatives**

In per cent

Type of government	Yes, to a high degree	Yes, to some degree	No	Total
Ministry	83.3 (15)	11.1 (2)	5.6 (1)	100.0 (18)
Government agency	34.7 (35)	44.6 (45)	20.8 (21)	100.0 (101)
Autonomous region	0.0 (0)	50.0 (1)	50.0 (1)	100.0 (2)
Municipality	7.1 (6)	53.6 (45)	39.3 (33)	100.0 (84)
Total	27.3 (56)	45.4 (93)	27.3 (56)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.9. **Question 3.4: My own institution is affected by SIMPLEX initiatives**

In per cent

Type of government	Yes, to a high degree	Yes, to some degree	No	Total
Ministry	61.1 (11)	33.3 (6)	5.6 (1)	100.0 (18)
Government agency	31.4 (32)	53.9 (55)	14.7 (15)	100.0 (102)
Autonomous region	0.0 (0)	100.0 (2)	0.0 (0)	100.0 (2)
Municipality	13.1 (11)	70.2 (59)	16.7 (14)	100.0 (84)
Total	26.2 (54)	59.2 (122)	14.6 (30)	100.0 (206)

Note: Percentages are within each type of government. In parentheses is the frequency.

4. How important is administrative simplification and e-government for achieving the following policy goals?

Table E.10. **Question 4.1: To modernise public administration**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	88.9 (16)	11.1 (2)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	94.1 (95)	5.9 (6)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (101)
Autonomous region	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	89.2 (74)	10.8 (9)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (834)
Total	91.7 (187)	8.3 (17)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.11. **Question 4.2: To improve efficiency and lower costs of the public administration**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	83.3 (15)	16.7 (3)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	90.1 (91)	9.9 (10)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (102)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	84.5 (71)	15.5 (13)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (84)
Total	86.8 (178)	13.2 (27)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

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Table E.12. **Question 4.3: To reduce the number of civil servants**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	22.2 (4)	55.6 (10)	16.7 (3)	0.0 (0)	5.6 (1)	100 (18)
Government agency	23.0 (23)	61.0 (61)	12.0 (12)	1.0 (1)	3.0 (3)	100 (100)
Autonomous region	0.0 (0)	0.0 (0)	50.0 (1)	0.0 (0)	50.0 (1)	100 (2)
Municipality	16.5 (14)	58.8 (50)	17.6 (15)	5.9 (5)	1.2 (1)	100 (85)
Total	20.0 (41)	59.0 (121)	15.1 (31)	2.9 (6)	2.9 (6)	100 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.13. **Question 4.4: To enhance the trust of government**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	33.3 (6)	66.7 (12)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	49.5 (49)	45.5 (45)	4.0 (4)	1.0 (1)	0.0 (0)	100.0 (99)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	43.5 (37)	45.9 (39)	10.6 (9)	0.0 (0)	0.0 (0)	100.0 (85)
Total	45.6 (93)	47.5 (97)	6.4 (13)	0.5 (1)	0.0 (0)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.14. **Question 4.5: To improve service delivery from central and local government to citizens**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	83.3 (15)	11.1 (2)	5.6 (1)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	77.2 (78)	20.8 (21)	1.0 (1)	0.0 (0)	1.0 (1)	100.0 (101)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	68.2 (58)	30.6 (26)	1.2 (1)	0.0 (0)	0.0 (0)	100.0 (85)
Total	73.8 (152)	24.3 (50)	1.5 (3)	0.0 (0)	0.5 (1)	100.0 (206)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.15. **Question 4.6: To improve service delivery from central and local government to businesses**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	77.8 (14)	16.7 (3)	5.6 (1)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	78.2 (79)	17.8 (18)	3.0 (3)	1.0 (1)	0.0 (0)	100.0 (101)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	70.6 (60)	25.9 (22)	3.5 (3)	0.0 (0)	0.0 (0)	100.0 (85)
Total	74.8 (154)	21.4 (44)	3.4 (7)	0.5 (1)	0.0 (0)	100.0 (206)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.16. **Question 4.7: To improve the business environment**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	61.1 (11)	38.9 (7)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	65.7 (65)	30.3 (30)	2.0 (2)	1.0 (1)	1.0 (1)	100.0 (99)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	51.2 (43)	42.9 (36)	6.0 (5)	0.0 (0)	0.0 (0)	100.0 (84)
Total	59.1 (120)	36.5 (74)	3.4 (7)	0.5 (1)	0.5 (1)	100.0 (203)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.17. **Question 4.8: To improve Portugal's competitiveness**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	83.3 (15)	16.7 (3)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	73.0 (73)	24.0 (24)	2.0 (2)	0.0 (0)	1.0 (1)	100.0 (100)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	74.1 (63)	24.7 (21)	1.2 (1)	0.0 (0)	0.0 (0)	100.0 (85)
Total	74.1 (154)	23.9 (49)	1.5 (3)	0.0 (0)	0.5 (1)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.18. **Question 4.9: To improve co-ordination between levels of government (state, regions, and municipalities)**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	38.9 (7)	55.6 (10)	5.6 (1)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	49.0 (49)	40.0 (40)	6.0 (6)	2.0 (2)	3.0 (3)	100.0 (100)
Autonomous region	0.0 (0)	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	62.4 (53)	34.1 (29)	3.5 (3)	0.0 (0)	0.0 (0)	100.0 (85)
Total	53.2 (109)	39.0 (80)	5.4 (11)	1.0 (2)	1.5 (3)	100.0 (206)

Note: Percentages are within each type of government. In parentheses is the frequency.

5. How important are the following challenges and barriers to implementation of projects for simplification and e-government?

Table E.19. **Question 5.1: Legislation is complex and difficult to understand**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	38.9 (7)	50.0 (9)	11.1 (2)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	45.5 (46)	44.6 (45)	8.9 (9)	0.0 (0)	1.0 (1)	100.0 (101)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	55.3 (47)	38.8 (33)	3.5 (3)	2.4 (2)	0.0 (0)	100.0 (85)
Total	49.0 (101)	42.7 (88)	6.8 (14)	1.0 (2)	0.5 (1)	100.0 (206)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.20. **Question 5.2. Legislation preventing collaboration with other actors**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	22.2 (4)	66.7 (12)	11.1 (2)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	23.0 (23)	52.0 (52)	20.0 (20)	4.0 (4)	1.0 (1)	100.0 (100)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	32.9 (27)	54.9 (45)	7.3 (6)	3.7 (3)	1.2 (1)	100.0 (82)
Total	27.2 (55)	54.5 (110)	13.9 (28)	3.5 (7)	1.0 (2)	100.0 (202)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.21. **Question 5.3: Lack of funding**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	5.9 (1)	76.5 (13)	17.5 (3)	0.0 (0)	0.0 (0)	100.0 (17)
Government agency	31.7 (32)	41.6 (42)	22.8 (23)	3.0 (3)	1.0 (1)	100.0 (101)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	52.4 (44)	38.1 (32)	6.0 (5)	3.6 (3)	0.0 (0)	100.0 (84)
Total	38.2 (78)	43.1 (88)	15.2 (31)	2.9 (6)	0.5 (1)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.22. **Question 5.4: Lack of long-term funding for multi-year projects**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	16.7 (3)	72.2 (13)	11.1 (2)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	33.7 (34)	40.6 (41)	21.8 (22)	3.0 (3)	1.0 (1)	100.0 (101)
Autonomous region	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	43.5 (37)	49.4 (42)	3.5 (3)	3.5 (3)	0.0 (0)	100.0 (85)
Total	36.4 (75)	46.6 (96)	13.6 (28)	2.9 (6)	0.5 (1)	100.0 (206)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.23. **Question 5.5: Lack of mechanisms for shared/joint funding across organisations**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	5.6 (1)	83.3 (15)	11.1 (2)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	27.3 (27)	49.5 (49)	18.2 (18)	4.0 (4)	1.0 (1)	100.0 (99)
Autonomous region	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	47.0 (39)	45.8 (38)	2.4 (2)	3.6 (3)	1.2 (1)	100.0 (83)
Total	33.7 (68)	50.5 (102)	11.4 (23)	2.5 (7)	1.0 (2)	100.0 (202)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.24. **Question 5.6: Lack of common instruments for cost/benefit analysis**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	44.4 (8)	44.4 (8)	11.1 (2)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	32.7 (33)	43.6 (44)	16.8 (17)	2.0 (2)	5.0 (5)	100.0 (101)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	44.6 (37)	44.6 (37)	4.8 (4)	6.0 (5)	0.0 (0)	100.0 (83)
Total	38.7 (79)	44.1 (90)	11.3 (23)	3.4 (7)	2.5 (5)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.25. **Question 5.7: Lack of common public sector enterprise architecture**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	22.2 (4)	55.6 (10)	16.7 (3)	5.6 (1)	0.0 (0)	100.0 (18)
Government agency	28.0 (28)	44.0 (44)	19.0 (19)	7.0 (7)	2.0 (2)	100.0 (100)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	33.7 (28)	49.4 (41)	8.4 (7)	6.0 (5)	2.4 (2)	100.0 (83)
Total	30.0 (61)	47.3 (96)	14.3 (29)	6.4 (13)	2.0 (4)	100.0 (203)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.26. **Question 5.8: Lack of secure electronic identification and authentication**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	22.2 (4)	61.1 (11)	16.7 (3)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	26.0 (26)	49.0 (49)	19.0 (19)	4.0 (4)	2.0 (2)	100.0 (100)
Autonomous region	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	55.4 (46)	31.3 (26)	8.4 (7)	4.8 (4)	0.0 (0)	100.0 (83)
Total	37.9 (77)	42.4 (86)	14.8 (30)	3.9 (8)	1.0 (2)	100.0 (203)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.27. **Question 5.9: Lack of ICT skills**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	16.7 (3)	72.2 (13)	11.1 (2)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	36.0 (36)	40.0 (40)	17.0 (17)	5.0 (5)	2.0 (2)	100.0 (100)
Autonomous region	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	43.9 (36)	36.6 (30)	7.3 (6)	11.0 (9)	1.2 (1)	100.0 (82)
Total	37.6 (76)	41.1 (83)	12.9 (26)	6.9 (14)	1.5 (3)	100.0 (202)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.28. **Question 5.10: Resistance to organisational change**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	77.8 (14)	22.2 (4)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	46.0 (46)	43.0 (43)	9.0 (9)	2.0 (2)	0.0 (0)	100.0 (100)
Autonomous region	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	65.9 (56)	25.9 (22)	7.1 (6)	1.2 (1)	0.0 (0)	100.0 (85)
Total	57.6 (118)	33.7 (69)	7.3 (15)	1.5 (3)	0.0 (0)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.29. **Question 5.11: Lack of coherent policies and strategies**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	41.2 (7)	58.8 (10)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (17)
Government agency	46.5 (47)	30.7 (31)	15.8 (16)	3.0 (3)	4.0 (4)	100.0 (101)
Autonomous region	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	51.2 (43)	41.7 (35)	6.0 (5)	1.2 (1)	0.0 (0)	100.0 (84)
Total	48.5 (99)	37.3 (76)	10.3 (21)	2.0 (4)	2.0 (4)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

6. Does your organisation have guidelines and toolkits for the following tasks related to project management?

Table E.30. **Question 6.1. Project selection**

In per cent

Type of government	Yes	To a limited extend	No	Don't know	Total
Ministry	41.2 (7)	41.2 (7)	11.8 (2)	5.9 (1)	100.0 (17)
Government agency	37.8 (37)	38.8 (38)	23.5 (23)	0.0 (0)	100.0 (98)
Autonomous region	0.0 (0)	50.0 (1)	50.0 (1)	0.0 (0)	100.0 (2)
Municipality	19.5 (16)	50.0 (41)	24.4 (20)	6.1 (5)	100.0 (82)
Total	30.2 (60)	43.7 (87)	23.1 (46)	3.0 (6)	100.0 (199)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.31. **Question 6.2: Cost-benefit analysis**

In per cent

Type of government	Yes	To a limited extend	No	Don't know	Total
Ministry	27.8 (5)	44.4 (8)	22.2 (4)	5.6 (1)	100.0 (18)
Government agency	20.2 (20)	50.5 (50)	29.3 (29)	0.0 (0)	100.0 (99)
Autonomous region	0.0 (0)	0.0 (0)	100.0 (2)	0.0 (0)	100.0 (2)
Municipality	19.8 (16)	42.0 (34)	33.3 (27)	4.9 (4)	100.0 (81)
Total	20.5 (41)	46.0 (92)	31.0 (62)	2.5 (5)	100.0 (200)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.32. **Question 6.3: Project planning**

In per cent

Type of government	Yes	To a limited extend	No	Don't know	Total
Ministry	55.6 (10)	27.8 (5)	11.1 (2)	5.6 (1)	100.0 (18)
Government agency	46.0 (46)	32.0 (32)	21.0 (21)	1.0 (1)	100.0 (100)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	28.0 (23)	48.8 (40)	18.3 (15)	4.9 (4)	100.0 (82)
Total	39.6 (80)	38.6 (78)	18.8 (38)	3.0 (6)	100.0 (202)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.33. **Question 6.4: Monitoring**

In per cent

Type of government	Yes	To a limited extend	No	Don't know	Total
Ministry	47.1 (8)	35.3 (6)	11.8 (2)	5.9 (1)	100.0 (17)
Government agency	47.1 (48)	39.2 (40)	13.7 (14)	0.0 (0)	100.0 (102)
Autonomous region	0.0 (0)	50.0 (1)	50.0 (1)	0.0 (0)	100.0 (2)
Municipality	23.2 (19)	43.9 (36)	28.0 (23)	4.9 (4)	100.0 (82)
Total	36.9 (75)	40.9 (83)	19.7 (40)	2.5 (5)	100.0 (203)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.34. **Question 6.5: Evaluation**

In per cent

Type of government	Yes	To a limited extend	No	Don't know	Total
Ministry	50.0 (9)	33.3 (6)	11.1 (2)	5.6 (1)	100.0 (18)
Government agency	39.4 (39)	42.4 (42)	18.2 (18)	0.0 (0)	100.0 (99)
Autonomous region	0.0 (0)	50.0 (1)	50.0 (1)	0.0 (0)	100.0 (2)
Municipality	25.6 (21)	41.5 (34)	29.3 (24)	3.7 (3)	100.0 (82)
Total	34.3 (69)	41.3 (83)	22.4 (45)	2.0 (4)	100.0 (201)

Note: Percentages are within each type of government. In parentheses is the frequency.

7. What is the frequency of evaluation of simplification and e-government projects within your organisation?

Table E.35. **Question 7.1: Evaluations are done**

In per cent

Type of government	Quarterly	Annually	Every two years	Every five years	No evaluations conducted	Don't know	Total
Ministry	47.1 (8)	29.4 (5)	0.0 (0)	0.0 (0)	5.9 (1)	17.6 (3)	100.0 (18)
Government agency	21.4 (21)	44.9 (44)	0.0 (0)	0.0 (0)	29.6 (29)	4.1 (4)	100.0 (98)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	11.4 (9)	36.7 (29)	3.8 (3)	2.5 (2)	26.6 (21)	19.0 (15)	100.0 (79)
Total	19.9 (39)	40.3 (79)	1.5 (3)	1.0 (2)	26.0 (51)	11.2 (22)	100.0 (196)

Note: Percentages are within each type of government. In parentheses is the frequency.

8. How important are the following challenges in preventing co-operation with other organisations to deliver simplification solutions?

Table E.36. **Question 8.1: Lack of incentives to work together**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	33.3 (6)	38.9 (7)	22.2 (4)	0.0 (0)	5.6 (1)	100.0 (18)
Government agency	32.3 (32)	49.5 (49)	14.1 (14)	0.0 (0)	4.0 (4)	100.0 (99)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	38.3 (31)	50.6 (41)	7.4 (6)	2.5 (2)	1.2 (1)	100.0 (81)
Total	35.0 (70)	49.0 (98)	12.0 (24)	1.0 (2)	3.0 (6)	100.0 (200)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.37. **Question 8.2: Habit of non-collaboration**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	58.8 (10)	29.4 (5)	11.8 (2)	0.0 (0)	0.0 (0)	100.0 (17)
Government agency	38.6 (39)	44.6 (45)	11.9 (12)	0.0 (0)	5.0 (5)	100.0 (101)
Autonomous region	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	39.3 (33)	50.0 (42)	8.3 (7)	1.2 (1)	1.2 (1)	100.0 (84)
Total	41.2 (84)	45.1 (92)	10.3 (21)	0.5 (1)	2.9 (6)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.38. **Question 8.3: Lack of confidence in other actors**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	22.2 (4)	55.6 (10)	22.2 (4)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	13.9 (14)	38.6 (39)	37.6 (38)	1.0 (1)	8.9 (9)	100.0 (101)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	26.5 (22)	54.2 (45)	13.3 (11)	3.6 (3)	2.4 (2)	100.0 (83)
Total	20.1 (41)	46.6 (95)	26.0 (53)	2.0 (4)	5.4 (11)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.39. **Question 8.4: Different maturity levels**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	16.7 (3)	55.6 (10)	22.2 (4)	0.0 (0)	5.6 (1)	100.0 (18)
Government agency	16.8 (17)	61.4 (62)	18.8 (19)	0.0 (0)	3.0 (3)	100.0 (101)
Autonomous region	0.0 (0)	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	30.1 (25)	50.6 (42)	15.7 (13)	2.4 (2)	1.2 (1)	100.0 (83)
Total	22.1 (45)	56.9 (116)	17.6 (36)	1.0 (2)	2.5 (5)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.40. **Question 8.5: Internal resistance to change**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	61.1 (11)	38.9 (7)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	26.7 (27)	53.5 (54)	16.8 (17)	0.0 (0)	3.0 (3)	100.0 (101)
Autonomous region	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	48.8 (41)	41.7 (35)	6.0 (5)	2.4 (2)	1.2 (1)	100.0 (84)
Total	39.0 (84)	47.3 (97)	10.7 (22)	1.0 (2)	2.0 (4)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.41. **Question 8.6: Lack of clear guidelines**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	38.9 (7)	50.0 (9)	11.1 (2)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	38.6 (39)	42.6 (43)	14.9 (15)	0.0 (0)	4.0 (4)	100.0 (101)
Autonomous region	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	48.8 (41)	40.5 (34)	8.3 (7)	2.4 (2)	0.0 (0)	100.0 (84)
Total	43.4 (89)	42.0 (86)	11.7 (24)	1.0 (2)	2.0 (4)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.42. **Question 8.7: Incompatible technical standards**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	27.8 (5)	44.4 (8)	22.2 (4)	0.0 (0)	5.6 (1)	100.0 (18)
Government agency	14.9 (15)	54.5 (55)	22.8 (23)	1.0 (1)	6.9 (7)	100.0 (101)
Autonomous region	0.0 (0)	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	36.1 (30)	34.9 (29)	21.7 (18)	4.8 (4)	2.4 (2)	100.0 (83)
Total	24.5 (50)	46.1 (94)	22.1 (45)	2.5 (5)	4.9 (10)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.43. **Question 8.8: Lack of financing mechanisms for shared service**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	27.8 (5)	50.0 (9)	22.2 (4)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	30.7 (31)	50.5 (51)	10.9 (11)	1.0 (1)	6.9 (7)	100.0 (101)
Autonomous region	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	48.8 (41)	35.7 (30)	7.1 (6)	6.0 (5)	2.4 (2)	100.0 (84)
Total	38.0 (78)	43.9 (90)	10.7 (22)	2.9 (6)	4.4 (9)	100.0 (205)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.44. **Question 8.9: Legal barriers**

In per cent

Type of government	Very important	Somewhat important	Not important	Don't know	Not applicable	Total
Ministry	16.7 (3)	44.4 (8)	33.3 (6)	0.0 (0)	5.6 (1)	100.0 (18)
Government agency	26.0 (26)	44.0 (44)	19.0 (19)	2.0 (2)	9.0 (9)	100.0 (100)
Autonomous region	0.0 (0)	100.0 (2)	0.0 (0)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	38.6 (32)	45.8 (38)	9.6 (8)	6.0 (5)	0.0 (0)	100.0 (83)
Total	30.0 (61)	45.3 (92)	16.3 (33)	3.4 (7)	4.9 (10)	100.0 (203)

Note: Percentages are within each type of government. In parentheses is the frequency.

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9. To what extent are external stakeholders involved in your organisation's efforts to improve service delivery to citizens and businesses?

Table E.45. **Question 9.1: Citizens or citizens' organisations**

In per cent

Type of government	Very much involved	Involved to some extent	Only involved to a limited extent	Not involved	Not applicable	Total
Ministry	29.4 (5)	23.5 (4)	35.3 (6)	11.8 (2)	0.0 (0)	100.0 (17)
Government agency	14.0 (14)	15.0 (15)	22.0 (22)	29.0 (29)	20.0 (20)	100.0 (100)
Autonomous region	0.0 (0)	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	100.0 (2)
Municipality	15.7 (13)	31.3 (26)	24.1 (20)	16.9 (14)	12.0 (10)	100.0 (83)
Total	15.8 (32)	22.8 (46)	23.8 (48)	22.8 (46)	14.9 (30)	100.0 (202)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.46. **Question 9.2: Businesses or businesses' organisations**

In per cent

Type of government	Very much involved	Involved to some extent	Only involved to a limited extent	Not involved	Not applicable	Total
Ministry	27.8 (5)	27.8 (5)	22.2 (4)	16.7 (3)	5.6 (1)	100.0 (18)
Government agency	14.9 (15)	27.7 (28)	24.8 (25)	19.8 (20)	12.9 (13)	100.0 (101)
Autonomous region	0.0 (0)	50.0 (1)	0.0 (0)	50.0 (1)	0.0 (0)	100.0 (2)
Municipality	16.9 (14)	27.7 (23)	27.7 (23)	15.7 (13)	12.0 (10)	100.0 (83)
Total	16.7 (34)	27.9 (57)	25.5 (52)	18.1 (37)	11.8 (24)	100.0 (204)

Note: Percentages are within each type of government. In parentheses is the frequency.

Table E.47. **Question 9.3: Other governmental institutions (including local government)**

In per cent

Type of government	Very much involved	Involved to some extent	Only involved to a limited extent	Not involved	Not applicable	Total
Ministry	50.0 (9)	33.3 (6)	16.7 (3)	0.0 (0)	0.0 (0)	100.0 (18)
Government agency	30.0 (30)	41.0 (41)	15.0 (15)	10.0 (10)	4.0 (4)	100.0 (100)
Autonomous region	0.0 (0)	50.0 (1)	50.0 (1)	0.0 (0)	0.0 (0)	100.0 (2)
Municipality	26.5 (22)	33.7 (28)	25.3 (21)	4.8 (4)	9.6 (8)	100.0 (83)
Total	30.0 (61)	37.4 (76)	19.7 (40)	6.9 (14)	5.9 (12)	100.0 ()

Note: Percentages are within each type of government. In parentheses is the frequency.

ANNEX F

Main Initiatives in Simplex 2006-2008

Together, the Simplex programmes 2006, 2007 and 2008 contain 757 initiatives.

Thirty initiatives in Simplex 2006, twenty initiatives in Simplex 2007 and fourteen initiatives in Simplex 2008 are highlighted as the most important. They are shown in the boxes below.

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Box F.1. **Thirty initiatives highlighted in Simplex 2006**

1. Electronic version of the Official Gazette (*Diário da República*).
2. On-the-spot-firm.
3. Once-and-for-all registration for basic and secondary education.
4. Electronic applications for higher education and electronic registrations.
5. Electronic booking of hospital appointments (appointments when you need them).
6. Single contact point for job offers and requests.
7. Simplified municipal building permits.
8. Electronic complaints to the Inspectorate General of Planning (IGAT).
9. Pre-filled electronic income tax declaration.
10. Simpler tax complaint system.
11. Electronic application for benefits and pensions.
12. Virtual consulate for citizens living abroad (Portugal Online).
13. Streamlining of residence and work permit system (related to immigrants).
14. Creation of a reception centre for immigrants (multi-channel, multi-language).
15. Equivalences for foreign academic qualifications (transfer of responsibility from Ministry of Education to education establishments).
16. Elimination of certificates proving non-existence of debts.
17. Simplified building fire safety system.
18. Electronic declaration of trading.
19. Simplification of industrial licences and permits.
20. Simplification of retail licences.
21. Electronic filing of export declarations.
22. Online application for aid under the Common Agricultural Policy (CAP).
23. Reconciliation of the ecological balance and the development of the populations living in national ecological reserve (REN) areas.
24. Virtual Single Contact Point for port authorities (Single Virtual Porthole).
25. Removal of obligation for corporate notarised deeds.
26. Removal of obligation for company ledgers (related to book-keeping).
27. Easier and faster company dissolution and liquidation.
28. Single filing of accounts and other information requirements.
29. Electronic mailbox for all citizens.
30. On-the-spot-trademark.

Box F.2. **Twenty initiatives highlighted in Simplex 2007**

1. Centralised register of licences and prior authorisations.
2. "I Lost My Wallet" desk (integrated service at a single contact point for re-issuing of identity documents).
3. Removal of certificates for public authorities (by improving communication within public administration).
4. Electronic legislative procedure.
5. Electronic complaints to security and police services.
6. Online system for locating Portuguese citizens abroad.
7. Online retirement (electronic application for pensions and other social benefits).
8. Internet access points with help for taxpayers at tax offices.
9. One-stop-Home (single contact point for purchase/sale of property).
10. Single contact point for inheritance (official acts linked to a person's death).
11. Simplification of planning processes (town and countryside).
12. Simplification of procedures for inspection of liquid gas and fuel systems.
13. Winegrowing Online.
14. Single Logistical Window for the Maritime/Port System.
15. Online version of the "Work and Employment Bulletin".
16. Electronic booking of hospital appointments [continuation of initiative from Simplex 2006].
17. Electronic Student's Card.
18. Online information on higher education graduates – benchmarking of institutions.
19. Cultural Website.
20. Streamlining of procedures related to the military census.

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Box F.3. **Fourteen initiatives highlighted in Simplex 2008**

1. Dematerialisation of waste monitoring forms.
2. Simplification and dematerialisation of procedures for applying for support from CAP (European Union's Common Agricultural Policy).
3. Simplification and dematerialisation of procedures for mandatory deposit of publications.
4. Simplification of the process for licensing of Enterprise Location Areas (ALEs).
5. "Networked Library" project under Ministry of Defence.
6. Bilingual Trade Registry.
7. Creation of a Public Announcement Website.
8. New Website for the electronic edition of the public gazette (*Diário da República*).
9. Simplification and dematerialisation of procedures for payment of VAT (IVA) on imports.
10. ADSE – access to beneficiaries' current accounts.
11. E-Diary for interaction with the health sector.
12. Driving licence (electronic application for renewal, etc.).
13. Dematerialisation and creation of user reception points for Borders and Immigration Service (SEF).
14. Improve user contact with the social security system (multi-channel contact centre, etc.).

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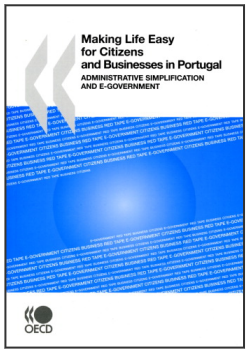

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