



# PORTUGAL

## PUBLIC ADMINISTRATION AND GOVERNANCE

Country Overview

### STRATEGIC FRAMEWORK



The '2020-2023 National Strategy for Innovation and Modernisation of the State and Public Administration' sets Portugal's four main transformation axes: Investing in people; developing management; exploiting technology; and strengthening proximity. These priorities are aligned with the measures targeting public administration in the Recovery and Resilience Plan (RRP) and '2021 National Reform Programme'.

For more information, please see EUPACK Country briefs, <https://europa.eu/!NpmyVF>

### OVERALL PERFORMANCE



SOURCE: European Commission, Public Administration Assessment Framework (1-100), (2022)

### STRUCTURES AND ORGANISATION



Size of public administration  
Civil servants per 100,000 citizens

**6,787** / **7,745**

SOURCE: National statistics and Eurostat, (2021)



Employment by government level  
(staff in thousands)

Central	536.1
Regional	44.5
Local	121.5

SOURCE: National statistics, (2021)

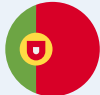
#### Number of local governments in the EU Member States

**3,250**



31  
Minimum

**3,092**



34,965  
Maximum

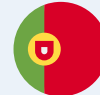
SOURCE: The Council of European Municipalities and Regions (CEMR), (2021)

#### Average population per local government

**24,038**



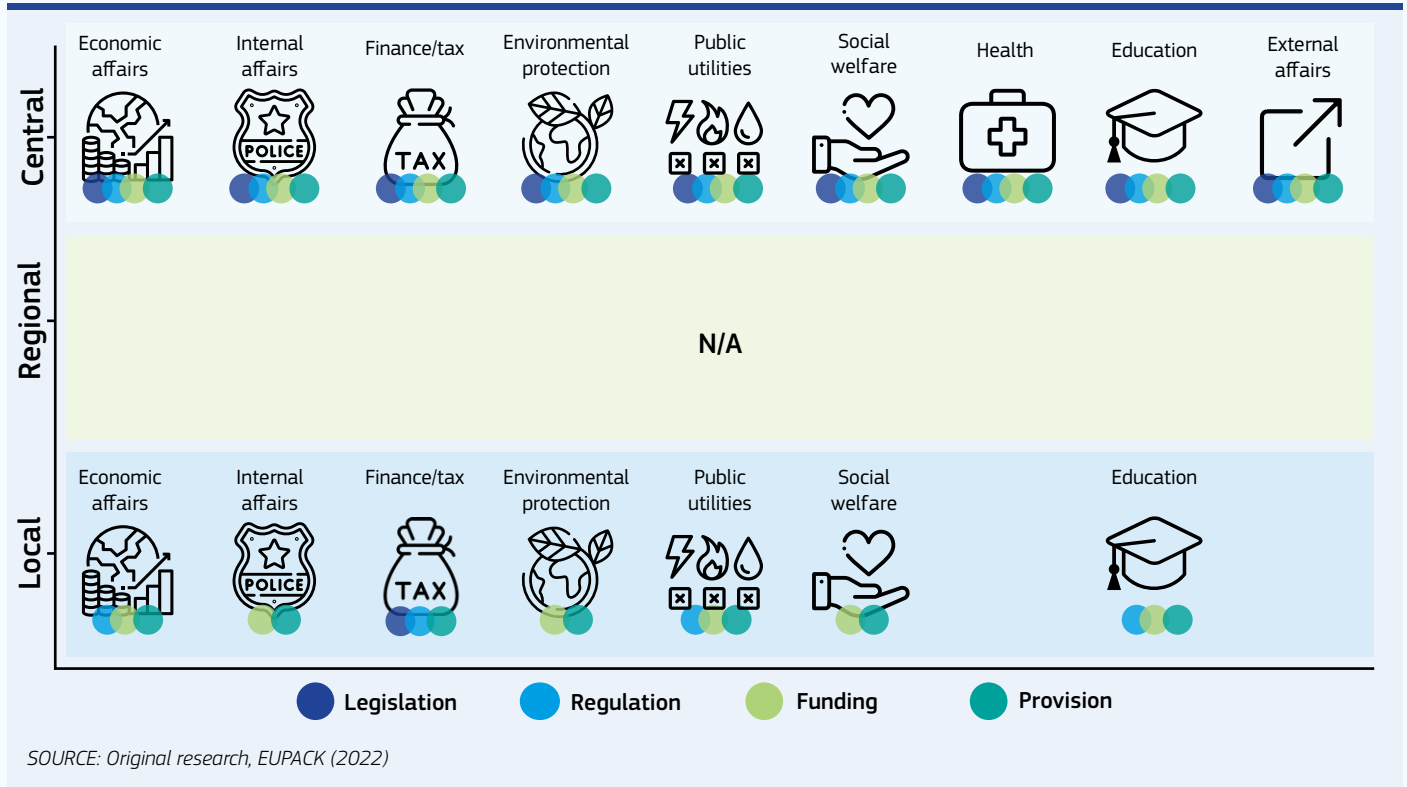
**3,330**



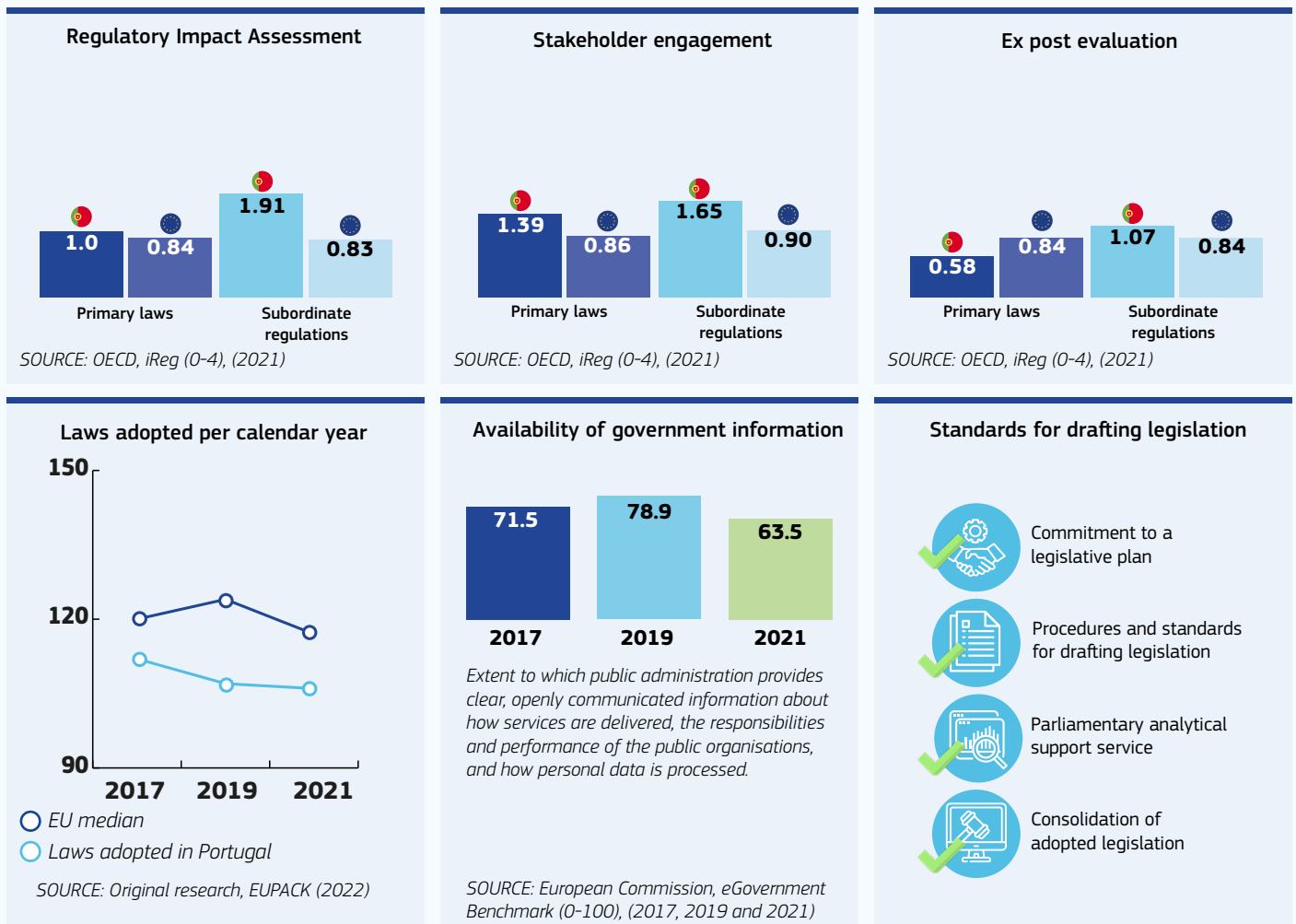
SOURCE: The Council of European Municipalities and Regions (CEMR), (2021)

= EU average

# STRUCTURES AND ORGANISATION



# POLICYMAKING AND IMPLEMENTATION

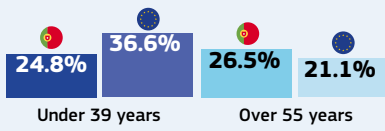


= EU median

## CIVIL SERVICE



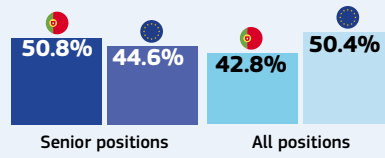
### Share of government employees



SOURCE: Eurostat, (2021)



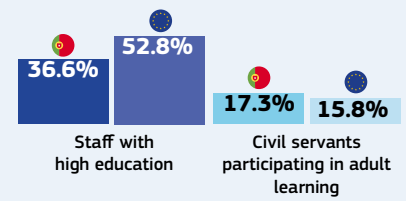
### Women in administration



SOURCE: EIGE, (2021) SOURCE: Eurostat, (2021)



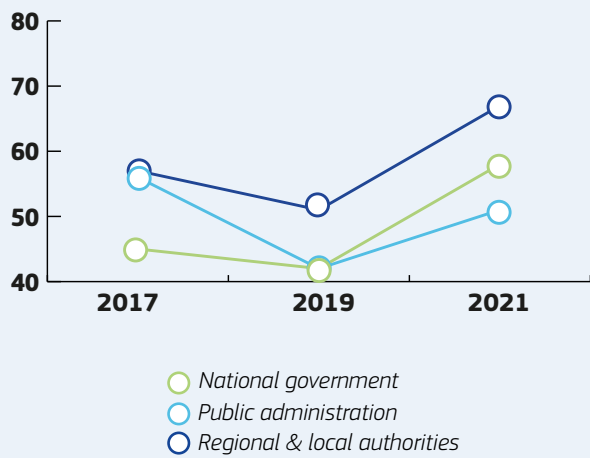
### Education



SOURCE: Eurostat, (2021)

## TRUST IN GOVERNMENT

### Tendency to trust national government, regional & local authorities, and public administration



SOURCE: European Commission, Standard Eurobarometer

= EU average

## SERVICE DELIVERY AND DIGITALISATION



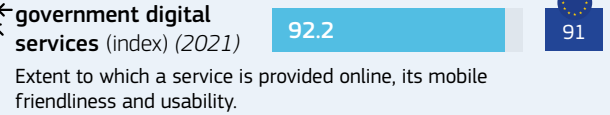
### Digital public services for citizens (0-100)



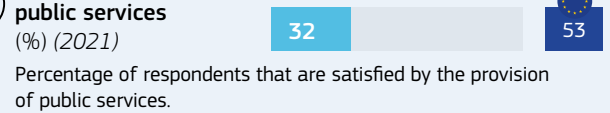
### Digital public services for business (0-100)



### User-centricity of government digital services (index) (2021)



### Provision of public services (%) (2021)



SOURCE: European Commission, DESI and European Commission, Standard Eurobarometer