

# MAKING THE FUTURE TODAY

# PROGRESS REPORT

2017 | 2019



**Disclaimer:** This is the 1<sup>st</sup> draft of the Progress Report translated into English.

**Title:**

Making the Future Today | Progress Report 2017-2019

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# Opening

## In sum: LabX - Experimentation Lab for Public Administration

We mark the third anniversary of the launch of the Experimentation Lab for Public Administration.

*"In this Laboratory, it will be possible to experiment to improve. Any public service will have the opportunity to put under the microscope a potential innovative solution that you want to introduce in your organization. We can then be bolder, because we are going to try out the proposals in a controlled environment. And we will limit the risk and cost of failure."*  
[Excerpt taken from the Presentation of the Experimentation Lab for Public Administration by Minister of the Presidency and of Administrative Modernisation, Prof. Maria Manuel Leitão Marques, 12th October 2016]

LabX feeds the vision of transforming Public Administration into a space where daily practices are continuously questioned and innovation, incremental or disruptive, is considered and tested with a view to improving Public Service. To transform the Public Administration into a space of collaboration beyond organizational borders, sensitive to the aspirations of society, where public services are designed for and with Citizens and Businesses. A challenging space to work, where public servants are proactive agents of change, true experimenters and entrepreneurs.

This View gives rise to a project. An initial financial investment and concrete and ambitious targets are assigned, to be achieved within 36 months: (i) empower the Public Administration with methodologies that enhance innovation, creating a Network of Innovators; (ii) develop 12 innovative projects, covering the phases of research, co-creation and experimentation.

*"This operation aims to create an Innovation and Experimentation Laboratory for the Public Administration, abbreviated as LabX, which consists of an incubator to test innovative projects in the Public Administration that are proposed by public entities, research centres, private businesses or social sector entities." [In: "Descriptive Memory of the Operation "Experimentation Lab for Public Administration", January 2017].*

In September 2017, the project is embodied in the creation of an organic unit of AMA – Agência para a Modernização Administrativa [Administrative Modernization Agency] and in the hiring and training of a team with specific profiles and skills.

The Laboratory is in itself an experiment. Various types of initiatives have been tried out, with different methodologies and different partners. After 2 years of activity, we, the AMA Board, consider that the experience has been successful, and we want to report on this in this progress report. We trained more than 300 public servants, contacted 46 Public Administration organisations and completed 11 experimentation projects involving around 7000 citizens and 1200 public servants. Currently, in order to broaden the scope of the initiatives, we are dynamizing a growing Network of Innovators, supporting the creation of laboratories at the Local or Sectoral level and easing the relationship with key partners for innovation, the Academy and the Scientific and Technological System. The testimonies we have collected tell us that we have not only eased the construction of new solutions to specific problems but have also promoted a change in the culture of the teams involved.



To all citizens, businesses and public servants who have participated in the LabX initiatives during these 2 years, thank you very much for your precious and altruistic contribution. To all Public Administration entities and partners in the innovation ecosystem who dared to follow this path with us, thank you very much for the opportunity for mutual learning and growth that you gave us.

Here is our commitment that today, tomorrow and the day after we will continue to question the practices of Public Administration, to investigate the reality, to involve citizens and businesses in co-creation processes and to experiment with new solutions to improve public services. With all our commitment of **making the future today**.

Sara Carrasqueiro  
*AMA, Board of Directors*

# LabX 2017 | 2019

# 2 years

**6** members LabX

**2** interns

**6951**  
Citizens  
engaged

**1226**  
Public servants  
engaged

## EXPERIMENTAL PROJECTS

**11**  
Projects  
concluded

**3**  
Projects  
ongoing

## EMPOWERMENT

**16** Pro'LabX

**311**  
Public servants  
trained

**4** Immersive training  
Experimentation in the public sector

**4**  
Mentoring

## NETWORK OF INNOVATORS

**451**  
Members

**5**  
editions  
LabXpresso

**5**  
sessions  
OFICINA@LabX

## INITIATIVES OF INNOVATION PROMOTION

**27** Nacional events  
attended

**15** International events  
attended

## SOCIAL MEDIA

**2185**  
Followers  
Facebook + LinkedIn + Twitter

## PARTNERS

**46** Public entities  
engaged

# Questioning the obvious

The Experimentation Lab for Public Administration (LabX) was born to be a **safe space for experimentation** to research, design and experiment innovative solutions to improve public services, focusing them on the needs and expectations of citizens and business. This role allows the Public Administration to **move forward to where obvious solutions are not available, controlling costs and risks and learning from successive attempts** at improvement. In order to “standardise” experimentation in the Public Administration, it was decisive that the solutions developed were oriented towards the real needs of citizens and business. The intervention had to involve concrete and exemplifying examples rather than merely rhetorical responses to these needs. When placed at the limits of its intervention capacity, without an infinite budget and without an unlimited team, LabX’s option was to place these challenges at the centre of its strategy. In order to overcome these constraints, the option was to work in a network, through collaborations that would privilege liaison with civil society organisations, the research centres of the national scientific system or with the community of entrepreneurs. Boldness, citizen participation, demonstration of results and collaboration have thus become the vectors of these last two years of LabX’s continuous activity as a team of the Administrative Modernization Agency (AMA). The experience accumulated over the last two years now serves to define a future field of action, opening up possible lines of work based on the accumulated evidence of the activity developed, the competences acquired through practice and a willingness to explore the unknown. To highlight the social value brought by the initiatives developed by LabX, we can highlight the **four main features made available by this AMA team** to the Public Administration as a whole, summarized in the visual scheme presented below:

## 1. EXPERIMENTATION

The development of **experimental projects** provides an opportunity to research, design and experiment innovative solutions that improve public services. **Research** makes it possible to define the right problem before thinking about solutions, without relying on past recipes and without subjecting ourselves to acquired routines. Decisions can thus be made on the basis of empirical information. **Design** ensures that all parties involved are heard and can actively participate in building the solution, tearing down silos within the State and overcoming obstacles to citizen participation. **Experiment** allows to test before implementing a solution, accumulating valuable lessons that allow to reduce risks and learn from improvement attempts. The materialization of a **living laboratory** in a public service will be the maximum exponent of this characteristic approach of LabX: a testing space in which public entities submit, in a real context, their solution proposals to the demands of the citizens’ experience, in close collaboration with the strategic partners of the Portuguese scientific system.

## 2. EMPOWERMENT

As LabX does not intend to have a monopoly on innovation within the Public Administration, but also because changes only become sustainable over time if they are internalized by public entities and their employees, it is important to build a lasting ability to continue this change when our interventions are over. To this end, LabX has developed a series of initiatives aimed at training Public Administration. Proposals for activities in this area are set to grow.

First, the **Pro’LabX**, awareness sessions (4 hours) aimed at disseminating the methodological approach of LabX and awakening innovative vocations among

public servants. Then, **immersive training sessions**, collaborative sessions (17 hours, including fieldwork) focused on the specific challenges of a given experimental project and designed to provide public servants with the instruments, skills and practical knowledge to overcome these challenges. Thirdly, the **mentoring sessions**, which take place over a 6-month period, ensure that the teams involved in experimental projects have individualised follow-up to achieve their goals.

### 3. CONNECTION

LabX acts as a connector and activator of the Public Administration innovation ecosystem, creating bridges between public entities and the national scientific system, the community of entrepreneurs, civil society organizations and, especially, citizens. From its initiatives, the **Network of Innovators** stands out, as well as the community of practices to which all public servants can belong, regardless of their entity of belonging and their hierarchical level. The members of this network have at their disposal a constellation of contact points, digital and face-to-face, where they can share knowledge, experience and concrete challenges from the public sector. Through **LabXpresso**, a bimonthly newsletter, they can find practical results and case studies on innovative projects in the public sector. In **OFICINA@LabX** they participate in face-to-face meetings to exchange experiences and share doubts among colleagues from the Public Administration. Thanks to the **Toolkit**, they access a variety of service design tools adapted to the specific context of our public sector. LabX develops active partnerships with innovation ecosystem partners. In order to build a belt of multipliers, accelerating or multiplying the transforming potential of its methodological approach, LabX has created a **Network of Associated Laboratories**, Public Administration teams that are trained and act directly in rapid prototyping cycles to materialize the experimentation in their public entities.

### 4. EXPLORATION

An innovation laboratory must remain alert to emerging trends and capable of ensuring its own reinvention. To this end, it is necessary that it acts as a **trailblazer of opportunities and threats** to public services, exploring areas of intervention, instruments or technologies based on their relevance or impact on citizens and businesses. LabX has pursued this horizon of opportunities through its initiatives on the application of behavioural sciences in public policy, the interface between humans and machines when dealing with emerging technologies or the use of gamification as a way to change organizational culture.

The public entities have in these main areas many challenges for collaborations and partnerships. LabX has a range of action that encompasses the entire Public Administration, being open to collaborate in solving the challenges that public entities face. An innovation laboratory does not live on the results achieved, but on its ability to remain relevant because it is constantly at the forefront of (re)designing more efficient and more citizen- and business-oriented public services. Not only should the Public Administration not ignore a world in permanent transformation, but it can, on the contrary, assume a decisive role in seizing opportunities and minimizing the risks of these changes. It is, after all, about **making the future today**.

Bruno Monteiro  
*LabX, Coordinator*





# EXPERIMENTATION

**Experimentation** is an essential aspect of LabX. It has been working on the challenges of public entities in order to, together with partners from the community of entrepreneurs and the national scientific system, develop **experimental projects**, based in multiple government areas, that respond to the needs of citizens and business. Within this scope, another relevant experimentation initiative is the set-up of a **living laboratory** in a public service, created to enhance open participation and support public entities with experimentation in context.

# Online Job Portal

CONCLUDED

September 2017 /  
December 2018

## CHALLENGE

This project aims to improve the operation of public employment services for unemployed citizens in the processes of active job search and vocational training, as well as for employers in the processes of selection and recruitment of new employees. With the creation of the new IEFP Online Portal, the interactions between citizens, businesses and public employment services were dematerialised.

## BENEFICIARIES

This project mainly benefits unemployed citizens and employers.

## APPROACH

In a first phase, with the support of university research centres, the experience of citizens and businesses in the use of the IEFP service was investigated. A deep perspective of the needs and barriers of this service was obtained and in a framing session, this data was shared with the Jobs Centres, where not only were their problems and needs explored, but also ideas for improving the service were generated. In a second phase and after the creation of a new IEFP portal, LabX carried out a heuristic analysis, usability tests and applied satisfaction surveys to a group of real users. During this phase, a set of recommendations was prepared and delivered to the project promoter to improve the user experience in the new IEFP portal and consequently increase the efficiency and quality of this digital public service. A first diagnosis of the application of these recommendations was made after 6 months.

## MAIN RESULTS

### Understanding the needs and motivations of users

- 23% increase of unique visitors (both job seekers and employers);
- 75% increase of site visits from mobile devices;
- 36% increase in applications for professional internships submitted through the site.

### Service efficiency

- Reduce user drop-off rates by 25% (users leaving the site without completing their tasks);
- 49% increase in the number of new users.

### Satisfaction of users and businesses using the service

- Disappearance of support requests on applications for internships (> 1000 requests per month on average): thus, more than 320 hours per month were released for the IEFP support team.

### IEFP brand loyalty and reputation

- The UX in the portal was improved, saving the users' time and resources to the IEFP, thus increasing the efficiency and quality of this digital public service.

## DATA

59 journey maps

63 citizens surveyed

8 public servants surveyed

10 professionals surveyed

## HIGHLIGHT

[News on the launch of the new IEFP Online Portal \[PT\]](#)

[IEFP Online Portal \[PT\]](#)

## PROJECT FILE

### Governmental Area:

Labour, Solidarity and Social Security  
Presidency and of Administrative Modernization

### Promoter:

Institute for Employment and Vocational Training (IEFP)

### Collaboration:

Institute of Sociology (University of Porto)  
Dinamia'CET (ISCTE IUL)  
CES - Centre for Social Studies (University of Coimbra)  
Busigners

# Death and Bereavement Service

CONCLUDED

December 2016 /  
August 2019

## CHALLENGE

The Death and Bereavement Service (EO) aims to create a new integrated and transversal service focused on a life event: death. It aims to solve the problems that citizens face today when they have to make several trips to public and private entities after the death of a family member, at a time when they feel lost in relation to what they have to handle, what documents they need, where they need to go and when.

## BENEFICIARIES

This project mainly benefits citizens and also other users such as funeral directors and lawyers or solicitors, aiming to:

- Reduce the number of trips and time;
- Help the citizen to better understand the information given, using clearer language;
- Provide a more careful, private and humane service;
- Reduce the feeling of being lost or confused because they don't know where to go, what to take and what path to take.

## APPROACH

The project began by studying in depth the experience of citizens in dealing with issues, both private and public, related to the death of a family member through online and face-to-face interactions. The knowledge obtained was shared, in a participatory session, with the relevant public entities for the project where their needs and barriers were explored. Subsequently, a high-fidelity prototype was designed in order to test, in a real context, the concept of Death and Bereavement Service with public entities and citizens during 10 working days at the Institute of Registries and Notary (IRN). This moment made it possible to validate the concept and design the next pilots, which gradually integrated the relevant services (i.e. ISS, CGA, AT, Bank of Portugal) into the new service catalogue. Currently, there are pilots taking place in Citizen's Shop.

## MAIN RESULTS

The results of the two EO pilots stand out:

- First EO pilot (at Santo Tirso): during the first six months of the pilot, opportunities for improvement were identified thanks to contact with citizens, funeral directors and lawyers (60 citizens; 80 lawyers or solicitors; 300 funeral directors);
- Second EO pilot (at Coimbra): this pilot has already contemplated the evolution to a new integrated service, having registered, in its first three months, 575 visits by citizens, 68 lawyers or solicitors and 114 funeral agents.

## DATA

83 journey maps

106 citizens surveyed

37 public servants surveyed

8 professionals surveyed

1 guide mapping the journey leaflet

1 information leaflet

## HIGHLIGHT

[Project Video \[EN\]](#)

[Project Journey \[PT\]](#)

## PROJECT FILE

### Governmental Area:

Justice

### Promoter:

Institute of Registries and Notary (IRN)

### Partners:

Portuguese Tax and Customs Authority (AT)  
Public Institute of Participated Management (ADSE)  
Institute of Social Security (ISS)  
Retirement Pension Scheme (CGA)  
Bank of Portugal

### Colaboração:

CES - Centre for Social Studies (University of Coimbra)  
DINAMIA' CET (ISCTE IUL)  
Frederico Carvalho (Digital Marketing Specialist)



# Public Expenditure | Electronic Invoice

CONCLUDED

October 2016 /  
August 2019

## CHALLENGE

The Public Expenditure Roadmap aimed to map the procedure to which public entities are obliged to make an acquisition, identifying painful points and opportunities for improvement in the processes.

## BENEFICIARIES

This project benefits the public administrative services and their business suppliers.

## APPROACH

In a first phase, the Public Expenditure Roadmap project aimed to carry out a survey of expenditure within the State (work carried out by a group of public administration specialists). With the implementation of the Electronic Invoice in Public Administration (FE-AP) pilot project, focused on dematerialising and simplifying processes within the scope of invoice processing in public procurement, the opportunity was created to measure the impact of this initiative as an example of the gains with simplification measures. To this end, a methodology for evaluating legislative measures ("How much does it cost?") could be tested, which also contributed to the objective of demonstrating the gains of adopting an evaluation culture in the Public Administration. The impact measurement was based on an analysis of the costs of the processes associated with the traditional solution and the comparison with the processes arising from the implementation of the electronic invoice, identifying the gains obtained and advocating for a field evaluation approach.

## MAIN RESULTS

- Creation of a simplified proposal for six areas identified in the Public Expenditure Roadmap;
- In the impact assessment of the implementation of the Electronic Invoice in the Public Administration, it was concluded that the time saved in money, considering the average wages per category of a public servant, resulted in an annual saving of 101,027,015€. In addition, it was equivalent to avoiding cutting 1384 trees/year, the same ones that would be used for the production of the saved consumables.

## DATA

4 cases studied

– **1384 trees/year**  
saved for production  
of consumables

## HIGHLIGHT

**101.027.015€/**  
**year** Portuguese  
State savings due to  
less time spent on  
processing electronic  
invoices

## PROJECT FILE

### Governmental Area:

Finance

### Promoter:

Finance Shared Services (eSPap)

### Parceiros:

Technical Unit for Legislative Impact Assessment of JurisAPP

### Colaboração:

National Legal Medicine Institute (INMLCF)  
Renova



Image 1 and 2 (Oline Job Portal) \_ Workshop presenting research; Discussion of the results from research.



Image 3 and 4 (Death and Bereavement Service) \_ Participatory co-creation session; Prototype of the EO concept.

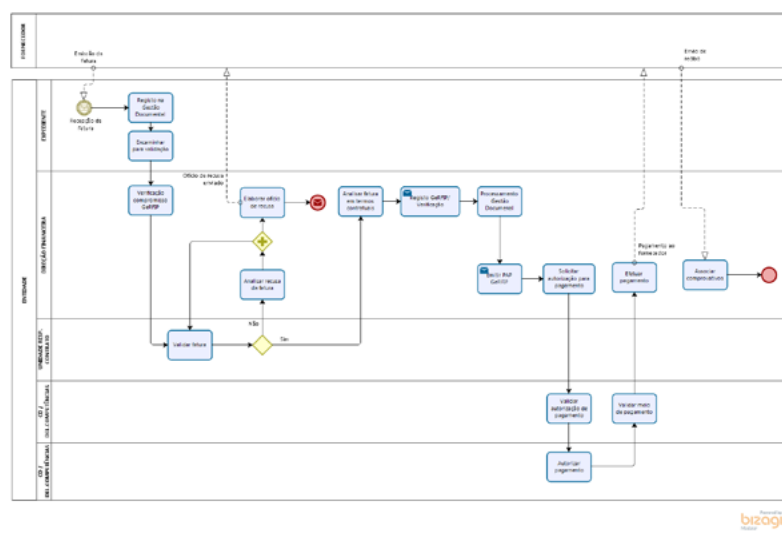


Image 5 and 6 (Public Expenditure Roadmap | Electronic Invoice) \_ Invoicing procedure workflow; Workshop with the experts.

# Citizen Shop

CONCLUDED

October 2017 /  
May 2019

## CHALLENGE

This project aimed to research about the face-to-face service in Citizen Shops in order to improve the experience of citizens and make the service more efficient. The face-to-face service at Citizen Shop (LC), launched in 1999, needs to accommodate the new needs and behaviours of citizens and businesses.

## BENEFICIARIES

This project mainly benefits citizens and employees of LC entities (public or private).

## APPROACH

The project went through the three phases of the LabX methodology. During the research phase, an in-depth diagnosis was made of the current uses and expectations of citizens, having explored four Citizen's Shop (Penafiel, Laranjeiras, Faro and Coimbra). In the design phase, collaborative sessions were held to generate ideas with citizens and public and private employees from the Citizen Shops. In the experimentation phase, LabX collaborated with partners of the national scientific system to develop prototypes that were then tested in two Citizen's Shop (Braga and Setúbal).

## MAIN RESULTS

The approach taken has highlighted the advantages of experimenting before implementation, in particular:

- Showing the citizen's journey as a whole, with a holistic and integrated approach materialized in the real context of LC;
- Identifying specific moments of intervention where efforts should be made to improve citizens' experience of the service provided;
- Revealing all the moments of the service provided by the entities through the creation of points of contact and physical artefacts that materialize the intangible dimension of the experience;
- Orchestrating the relationship between points of contact, citizens and the LC itself as a whole (with its systems), learning how they can improve the experience with the service(s);
- Involving all stakeholders in the testing and validation of proposed solutions, starting with citizens;
- Learning in an accelerated and effective way which solutions best respond to the identified problems, so that they can evolve in successive cycles.

## DATA

4 LC visited

– 770 citizens surveyed

– 402 public servants surveyed

– 4 co-creation sessions with citizens

– 10 prototypes tested

## HIGHLIGHT

2 prototypes tested at LC Braga and LC Setúbal

## PROJECT FIL

### Governmental Area:

Presidency and of Administrative Modernization

### Promotor:

Administrative Modernization Agency (AMA)

### Colaboração:

Post-Graduation Specialization in Digital Experience Design, Faculty of Fine Arts the University of Lisbon  
Master's Degree in Product Design and Services, School of Architecture the University of Minho  
Centre for Computer Graphics (CCG)

# Electronic Official Journal

CONCLUDED

October 2017 /  
December 2017

## CHALLENGE

The dematerialisation of the Electronic Official Journal (DRE) raised challenges that led to a high rejection rate in the registration of submitted acts, which implied increased costs and work for all those involved.

## BENEFICIARIES

This project mainly benefits the teams assigned to the DRE and all public entities, central or local, that submit acts to the DRE.

## APPROACH

Initially, LabX investigated the statistical data on the submission of acts in the DRE and interviewed their public servants in order to design their workflow. Next, usability tests were carried out on the DRE portal, mapping the experience of real users who sign up and submit an act on the portal. At the end, a guide of best practices was prepared, as well as recommendations for the improvement of key services in the submission of acts in the DRE, namely, to improve the user experience, minimise the rejection rate of acts and improve internal workflows.

## MAIN RESULTS

- Final Report of Recommendations;
- Best Practices Guide.

## DATA

**45.867** analysed acts

– **33%** rejection in the submission of 2nd series acts

– **4** public servants surveyed

– **6** users surveyed

## DESTAQUE

**1 Final Report** with **30** recommendations

– **1 Best Practices Guide** on content and navigation of the DRE portal

## PROJECT FILE

### Governmental Area:

Presidency and of Administrative Modernization

### Promoter:

Portuguese Mint and Official Printing Office

### Collaboration:

Official Publications Management Team of the Portuguese Mint and Official Printing Office



# Land registration service

CONCLUDED

October 2017 /  
February 2018

## CHALLENGE

The Land registration service (BUPi) project aimed to promote the completion of a land registry in 10 Portuguese municipalities. LabX's role involved considering the existing obstacles and opportunities for citizens and businesses to engage this new service.

## BENEFICIARIES

This project mainly benefits landowners, land businesses, municipalities and cadastral market entities.

## APPROACH

First, a historical review of previous cadastral initiatives and innovative initiatives from other countries in this area was carried out, in addition to a survey of existing obstacles and opportunities for this new cadastral service. This research report was delivered to the project promoters and partners. In a second and final phase, LabX collaborated with the field team, providing support in meetings and interviews with local players, in the design of the BUPi pilot in the IRN (Institute of Registries and Notary) premises, in the implementation of registration actions in the local context (e.g. in the fair space) and in the collection of suggestions/contacts from interested citizens.

## MAIN RESULTS

From the investigation carried out, the main findings delivered to the project promoter were:

- The participation of citizens is a critical element for the success of these initiatives - which, in turn, requires that communication and publicising of the State first promote the involvement of citizens;
- Local players, starting with local authorities and front-line public services, are a catalyst (or barrier) for implementing the registry;
- The risk of waste of cadastral information accumulated by a multiplicity of public and private agents should be minimized, promoting its integration and/or reuse.

## DATA

1 research report

–  
2 fieldtrips

## HIGHLIGHT

[BUPi Site](#) [PT]

## PROJECT FILE

### Governmental Area:

Justice

### Promoter:

Institute of Registries and Notary (IRN)

### Colaboração:

Portuguese Tax and Customs Authority (AT)  
Directorate-General for Territorial Development (GDT)  
Institute for Nature and Forests Conservation (INCF)  
Financing Institute for Agriculture and Fisheries (IFA)



**Image 7 and 8 (Citizen Shop)** \_ Surveys applied to citizens at Citizen Shop Laranjeiras; Co-creation session with citizens in the Parish of Penha de França.



**Image 9 and 10 (Electronic Official Journal)** \_ DRE Portal; DRE Customer Service team.



**Image 11 and 12 (Land registration service)** \_ Fieldtrip to interact local citizens at the Penela fair; Citizen of Penela signalling one of the landmarks of its territory.



# Participatory approach to user-centred design | GNS

CONCLUDED

October 2018 /  
March 2019

## CHALLENGE

This project aimed to apply a participatory approach that would ensure that the design of the technological solution of the new accreditation system (CRESO) would take into account the needs and contributions of the users who request credentials from the Security National Office (GNS).

## BENEFICIARIES

This project mainly benefits system users and connected entities to this system.

## APPROACH

LabX designed and facilitated two sessions with the participation of users who submit accreditation requests to GNS on a daily basis. These sessions were facilitated, moderately, by the project manager and with the participation of the company hired to develop the new online accreditation service. In these two sessions, they were able to identify the pain points and the opportunities to improve the current model for submission of requests, generated ideas on how to simplify the process and tested low fidelity prototypes of the new online accreditation service with users. Then, the third session was already designed by the project manager, who benefited from the first two sessions to acquire skills and instruments and earn the commitment of the same users in the project, in order to test the solution developed.

## MAIN RESULTS

The approach taken made it possible to identify the advantages that a user-centred process can bring to the design of a new technological solution within the Public Administration, namely:

- Contributing to the new solution;
- Allowing to diversify the perspectives and integrate them in the solution;
- Breaking silos within the organization;
- Transferring innovation skills to project teams;
- Stimulating the commitment and enthusiasm of users;
- Transforming the work culture;
- Allowing to speed up the project.

## DATA

**18** participating  
public servants

–  
**1** mock-up tested  
with users

## HIGHLIGHT

**18 users active** in  
the collaboration of  
the next phases

–  
[CRESO Portal](#) [PT]

## PROJECT FILE

### Governmental Area:

Presidency and of Administrative Modernization

### Promoter:

Security National Office (GNS)

# Education for Citizenship

CONCLUDED

February 2018 /  
August 2019

## CHALLENGE

Finding alternative models and initiatives of Education for Citizenship, as well, approaches that promotes civic participation in children and young people.

## BENEFICIARIES

This project mainly benefits young people and children, civil society organizations and the school community, in particular, responsible for the implementation of the Education Strategy for Citizenship.

## APPROACH

In the research phase, it was fundamental to learn about initiatives, national and international, on issues of citizenship and civic participation. Among several initiatives, two Portuguese initiatives stood out and LabX observed them in real context. They supported the development of citizenship skills and civic participation to understand the response of children and young people. At the same time, technicians and teachers who work on this topic were interviewed and several workshops happened with children and young people to understand the most their relevant themes and preferred working contexts to develop these themes.

Based on the learning from the research phase, LabX was involved in the development of 4 experimental initiatives that represented different alternative models for working on citizenship and civic participation skills and that were tested in different contexts of civil society and the school system. For the children in the 1st and 2nd cycles, the card game "Agora Falo Eu!" ("Now I Speak!") was developed, which aims to engage children for the implementation of local projects, and the board game "Estrelas da Cidadania" ("Citizenship Stars"). For young people in primary and secondary education, a gamified approach was tested, the "2019 Citizenship Tournament", which mixed a digital approach (game in an app) in a face-to-face event, and "World Café Cidadania" sessions were organised.

Of the four experimental initiatives, the game "Now I Speak!" gained scale with the production of 650 kits, with the support of Portuguese Mint and Official Printing Office.

## DATA

4 experimental initiatives

– 307 children and young participants

– +300 "Agora Falo Eu!" kits distributed

## HIGHLIGHT

["Agora Falo Eu!" Kit, in digital format \[PT\]](#)

## MAIN RESULTS

- Development and testing of 4 experimental initiatives - "Now I Speak!", "Citizenship Stars", "World Café Citizenship" and "Citizenship Tournament" - involving more than 200 young people aged between 7 and 17 years old;
- Distribution of more than 300 kits of the pedagogical game "Now I Speak" to 235 public entities and civil society. Up to September 2019, there were about 100 sessions of the game, involving 399 children, and 11 local intervention initiatives were implemented.

## PROJECT FILE

### Governmental Area:

Presidency and of Administrative Modernization

### Promoter:

Secretary of State of Citizenship and Equality (SECI)

### Partner:

Directorate-General for Education (DGE)  
Portuguese Institute of Sports and Youth (IPDJ)  
Partners from civil society  
Portuguese Mint and Official Printing Office



# Tax Citizenship 2.0

ONGOING

March 2019 /

...

## CHALLENGE

Improve interactions between taxpayers and the Portuguese Tax and Customs Authority (AT).

## BENEFICIARIES

This project potentially benefits all individual and collective taxpayers.

## APPROACH

Initially, field research was carried out in three Finance Services (Lisbon 10, Aveiro 1, Évora), interviewing AT public servants and conducting questionnaire surveys at 251 taxpayers. Taking advantage of the partnership with LERNE, a research centre that regularly conducts research at the national scale, a questionnaire survey was carried out on a sample of 1001 taxpayers, in order to strengthen the analysis of the results obtained.

In a second phase, a tax literacy instrument ("QuizAT: Want to test your tax knowledge?") was developed and disseminated to more than 300 Finance Services across the country, with the support AT team. This tax literacy instrument, designed to (self-)evaluate taxpayers' knowledge, had more than 3000 responses by September 2019.

In a third phase, LabX ensured immersive training for AT teams that shall act within the intervention areas selected from the diagnosis made in the first phase.

The next steps are the development of two experimental projects, one on improving the AT written communications to taxpayers and the other, on improving taxpayers' experience in AT digital channels.

## MAIN RESULTS

- Carrying out an updated diagnosis of taxpayers' behaviours and perceptions of AT;
- Implementation of a training session on LabX methodologies for a group of AT public servants;
- Prioritizing the intervention areas for rapid prototyping cycles of solutions;
- Availability of a tax literacy instrument in more than 300 Finance Services.

## DATA

**1252** taxpayers participated in the investigation

– **9** public servants interviewed

– **+3000** participants in QuizAT

## HIGHLIGHT

[News published on the launch of Tax Citizenship 2.0 \[PT\]](#)

– [QuizAT press releases \[PT\]](#)

– [To answer to QuizAT \[PT\]](#)

## PROJECT FILE

### Governmental Area:

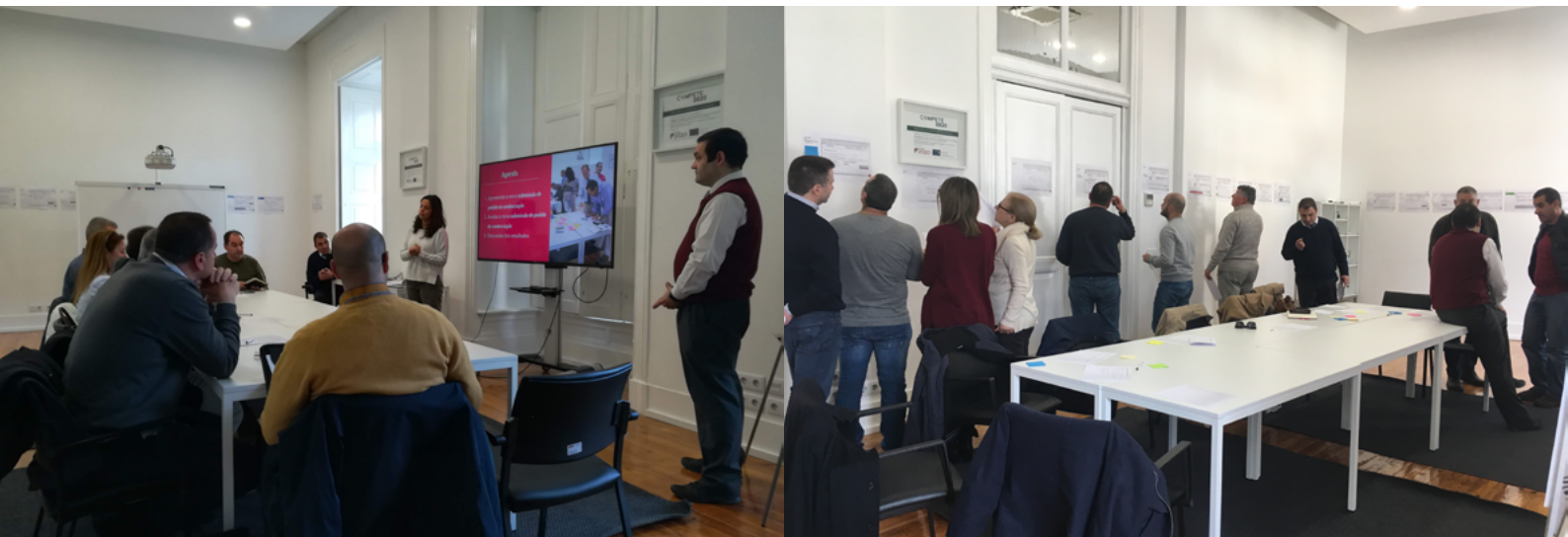
Finance

### Promoter:

Portuguese Tax and Customs Authority (AT)

### Collaboration:

Laboratory for Experimental Research in Economics and Management (LERNE)



**Image 13 and 14 (Participatory approach to user-centred design | GNS)** \_ First session with users to identify their current needs; Second session with users to test prototype.



**Image 15 and 16 (Education for Citizenship)** \_ Game “Now I Speak!” tested in the Penafiel School Centre with primary and secondary school children; “World Café Cidadania” tested with primary and secondary school children at Bragança Secondary School.



**Image 17 and 18 (Tax Citizenship 2.0)** \_ Taxpayer responding to survey at Finance Service of Évora; AT partner applying survey to a taxpayer at the Finance Service of Lisbon.

# Public service as a living lab

ONGOING

June 2019 /  
...

## OBJECTIVE

This project created a "Living Lab" in the Citizen's Shop of Aveiro with the ambition of creating a safe, open and transparent space so that public entities can test innovative solutions that improve public services, through experimentation in a real context by involving citizens in the process of solution. This space favours the intensive and constant exhibition of the prototypes in order to whether they meet the citizens' real needs. This project aims to integrate several partners of the innovation ecosystem in the design, testing and monitoring of high-fidelity prototypes in this experimentation space.

## BENEFICIARIES

The Living Lab was created for public entities, however, there will also be benefits for citizens and businesses.

## PLACE

It is located in the Citizen's Shop of Aveiro since June 2019.

## EXPERIMENTAL INITIATIVES

The Living Lab was set up to perform two distinct experimental cycles:

**First experimental cycle:** : AMA, through LabX, could be the first public entity to test high-fidelity prototypes associated with face-to-face service. To this end, it established partnerships with the Design Factory of Aveiro and with the Equipment Design Laboratory (ProjectLab) of the Faculty of Fine Arts of the University of Lisbon, which guaranteed an additional technical support to this intervention.

**Second experimental cycle:** this cycle foresees an experimental programme, with highly qualified technical assistance, dedicated to technological solutions developed by public authorities to improve digital public services.

## DATA

**4** prototypes tested in the first initiative

– **2** innovation ecosystem partners

– **1** Field-trip to the living laboratory with **37** participants from **7** public and private entities

## PROJECT FILE

### Governmental Area:

Presidency and of Administrative Modernization

### Promoter:

Administrative Modernization Agency (AMA)

### Collaboration:

Design Factory of Aveiro  
Equipment Design Laboratory (ProjectLab) of the Faculty of Fine Arts of the University of Lisbon





**Image 19 and 20 (Public service as a living lab)** \_ Prototype of the way finding system in the living lab; Example of a prototype panels between workstations.



**Image 21 and 22 (Public service as a living lab)** \_ Privacy area prototype, using hazard stripes to set out service area and increase privacy; Prototypes of the navigation interface in the cue management machine.



**Image 23 and 24 (Public service as a living lab)** \_ Testing the use of a work space in the Citizen's Shop; Testing the use of charging stations in the Citizen's Shop.



# EMPOWERMENT

**Empowerment** consists in the creation of initiatives aimed at training the Public Administration in approaches that foster change and innovation. In this way, Labx created three distinct empowering offerings. First, the **Pro'LabX**, brief awareness sessions aimed at disseminating the LabX methodological approach. Then, **immersive training** for teams, collaborative sessions (which include fieldwork) focused on real challenges close to the participants. Third, longer-term **mentoring**, which guarantees LabX's methodological support to public teams that are involved in experimental projects to meet their challenges.

# Pro'LabX

## OBJECTIVE

Pro'LabX is an initiative aimed at disseminating a culture of experimentation in the public sector through practical and hands-on sessions on the LabX methodology. After being an experimental project, aimed at finding and consolidating a replicable and effective model, Pro'LabX became part of the permanent catalogue of value propositions presented by LabX.

## BENEFICIARIES

These sessions are designed for public servants of the Public Administration.

## PROGRAM

The Pro'LabX sessions are practical and informal, with a duration of 4 hours and involving between 12 and 18 public employees, divided into groups. Through group work and "do it first and talk later", participants go through the phases of the LabX methodology, acquiring the skills and applying the various tools that are available to them.

## DATA

4 hours of session

– 16 Pro'LabX sessions

– 215 participants

– 15 government areas

– 70% fully satisfied participants

– 60% of participants exceeded expectations



**Image 25 and 26 (Pro'LabX)** \_ Example of ideas generated by a g group at a Pro'LabX session;  
A group shares their prototypes the other participants of Pro'LabX session.



# Immersive training | Experimentation in the public sector

## OBJECTIVE

Within the scope of experimental projects and mentoring with Public Administration entities, LabX empowers teams with skills, techniques and attitudes that are indispensable for the successful development of their projects.

## BENEFICIARIES

This initiative is aimed at teams of experimental projects and mentoring.

## PROGRAM

The immersive training in experimentation in the public sector includes two practical and energetic workshops spaced out over time (with a total duration of two days), with the remote support of LabX between sessions. Participants will get to know and practice the design process as an operational model to drive innovation and efficiency in public services. Each workshop has capacity for 18 to 20 people.

## DATA

3 immersive training

2 days of immersive training

62 participants

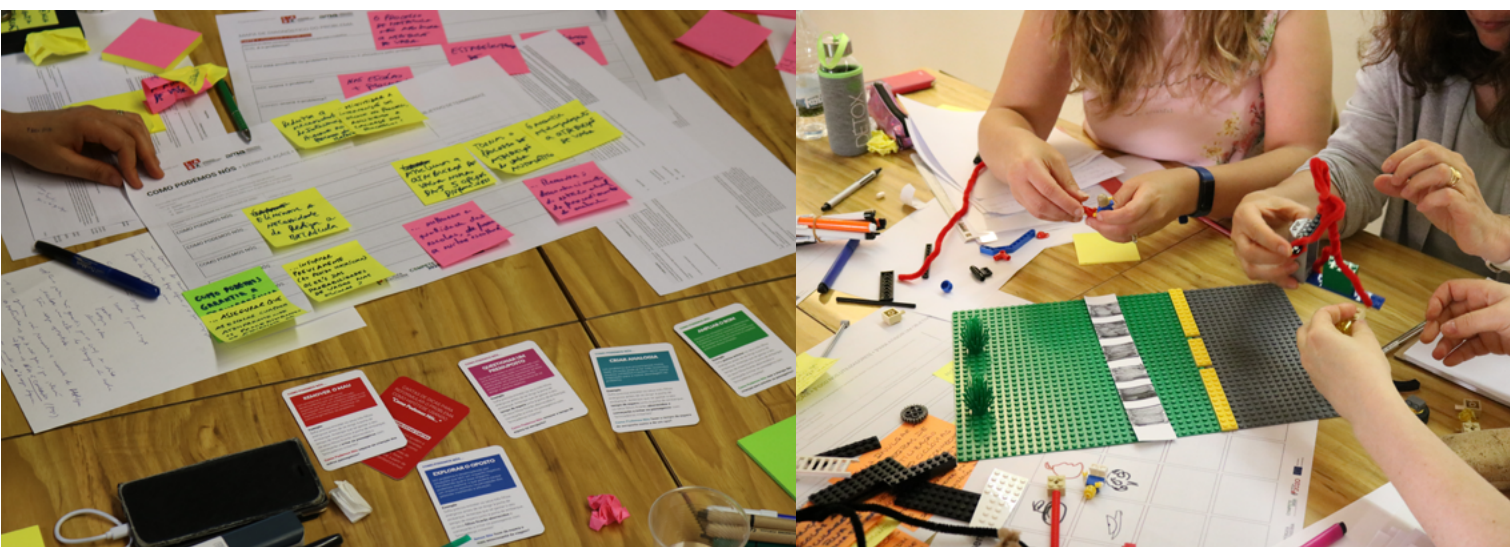


Image 27 and 28 \_ Group using the “How might we...?” [PT] during a session; Group creating a low-fidelity prototype during one of the sessions.

# Mentoring

LabX mentoring's guarantee that the teams that will develop experimental projects, will have individualized support and monitoring over a period of 6 months, ensuring a calibrated response to their methodological guidance needs over time.

## Entrepreneur Desk

CONCLUDED

April 2018 /  
December 2018

### PROJECT

The Entrepreneur Desk intends to fulfil its mission as a single point of contact for businesses and entrepreneurs, as part of their interaction with the State. The aim is to develop a structured platform and broaden the contents made available, aligning them with the transversal tools of Public Administration such as the Catalogue of Entities and Services. As an experimental project, this LabX intervention at the Entrepreneur Desk gave the possibility to consolidate the mentoring format, which can then be scaled for other contexts.

### APPROACH

LabX carried out a methodological monitoring with the project team and compiled recommendations that allowed the integration of innovative approaches in this project. Relevant information was made available to the Entrepreneur Desk portal and design patterns of the user experience were identified, which thus helped to map opportunities to improve the efficiency and usability of this portal.

### MAIN RESULTS

At the end of the mentoring, a report was produced with lessons learned and recommendations resulting from the methodological monitoring given to the teams involved in this project.

### MENTORING FILE

**Promoter:** Administrative  
Modernization Agency (AMA)

### MENTORING PROGRAM

**Duration:** 6 months

**Collaborative work:** 4 sessions



# Plano D

ONGOING

July 2019 /

...

## PROJECT

Plan D is an initiative for administrative simplification and modernisation, which aims to contribute to the reduction of bureaucracy in structural and organisational terms and in its key areas of activity of the Faculty of Social and Human Sciences of the Nova University of Lisbon.

## APPROACH

LabX began this mentoring with an immersive training course on experimentation in the public sector with the project team and the services team of the Faculty of Social and Human Sciences.

## MAIN RESULTS

Project still in progress. There have already been two joint working sessions and two days of immersive training in experimentation in the public sector for the project team.

## MENTORING FILE

**Promoter:** Faculty of Social and Human Sciences of the Nova University of Lisbon

## MENTORING PROGRAM

**Duration:** 6 months

**Collaborative:** 2 sessions

**Immersive training:** Plan D team and services team of the Faculty of Social and Human Sciences



Image 29\_ Illustration of the Plan D initiative.

## PROJECT

The SIEC project - Cultural Information and Statistics System - aims to create a statistical system of services in the governmental area of Culture. In a first attempt at implementation, there were technological challenges that led to a reassessment of the instrument created and a readjustment of the way it was implemented.

## APPROACH

LabX has been methodologically supporting the project team, providing tools such as mapping the main stakeholders and their involvement from the initial phase of the instrument's construction. It has also supported an initial diagnosis of the value of this new tool to stakeholders.

## MAIN RESULTS

Project still in progress. Immersive training and 6 collaborative work sessions have already been held.

## MENTORING FILE

**Promoter:** Office for Cultural Strategy, Planning and Evaluation (GEPAC)

## MENTORING PROGRAM

**Duration:** 6 months

**Collaborative work:** 6 sessions

**Immersive training:** in experimentation in the public sector



Image 30\_ Illustration of the SIEC project.

# CAF 2.0

ONGOING

January 2019 /

...

## PROJECT

The CAF 2.0 project was created from the collaboration of various governmental areas and of proposals for improvement in the process of applying the Common Assessment Framework (CAF). The aim of this project is to increase the effectiveness of the organizational diagnoses carried out based on CAF model and, in addition, to develop improvement plans that promote organizational innovation.

## APPROACH

LabX has supported the project team, highlighting the importance of involving partners from the beginning, contributing to the design and creation of scripts for co-creation sessions and their instruments, and also supporting an experimental base where they are testing the gains and pains of a new CAF 2.0 methodology with real users.

## MAIN RESULTS

Project is still in progress. Immersive training and 5 collaborative working sessions with the project team have already taken place.

## MENTORING FILE

**Promoter:** Directorate General for Administration and Public Employment (DGAEP)

## MENTORING PROGRAM

**Duration:** 9 months

**Collaborative work:** 5 sessions

**Immersive training:** in experimentation in the public sector carried out

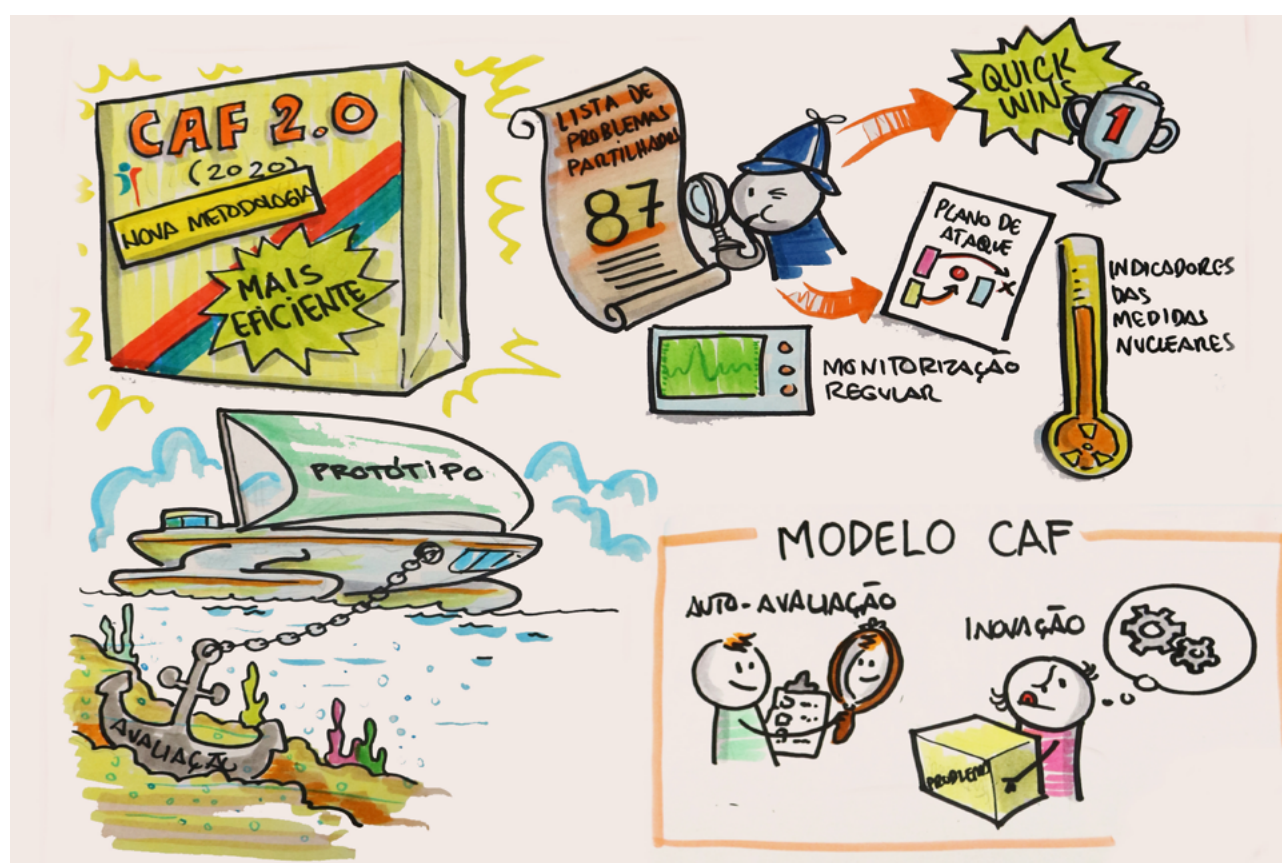


Image 31\_ Illustration of the CAF 2.0 project.





Image 32\_ Presentation of the SIEC, CAF 2.0 and Plan D projects at the 5<sup>th</sup> OFICINA@LabX on Public Sector Experimentation, in September 2019.



# CONNECTION

The **connection** feature involves creating bridges between public entities, the scientific system and the community of entrepreneurs. LabX plays an activator role in this **Public Administration innovation ecosystem**. The creation of the **Network of Innovators**, where belongs the community of practice to which all public servants are aligned with the **principles of the Public Innovator**, breaking down silos and promoting a culture of cooperation. On the other hand, the **Network of Associated Laboratories**, in which the local Public Administration teams are trained and act directly in rapid prototyping cycles to materialize the experimentation, allowing them to accelerate and expand the transformation proposal brought by LabX.

# Network of Innovators

## OBJECTIVE

The Network of Innovators stimulates a community of practices within the Public Administration with the aim of promoting collaborative working sessions between Public Administration servants for the sharing of knowledge and experiences resulting from projects and/or experimental approaches. In addition, it allows the dissemination of best practices, supporting guides, tools and innovative projects that demonstrate promising or effective results.

## BENEFICIARIES

The Network is aimed at all public servants who are enthusiastic about innovation and its applicability in their entities.

## NETWORK INITIATIVES

**LabXpresso:** a newsletter published periodically, where projects, case studies and tools applied by the LabX team are presented.

**OFICINA@LabX:** these are face-to-face sessions that take place in an informal environment and with many different formats, serving to carry out collaborative work where the participants, through learning and regular exchange of knowledge and experiences, can identify challenges and opportunities to innovate within the public administration. Then, they serve to expose experimentation projects in Public Administration, demystifying this innovative approach. Finally, it also allows members to learn how to use tools and working methods in context.

**Toolkit for citizen-centric public services:** LabX developed a living and collaborative document that brings together a set of tools aligned to the three phases of the LabX approach and also with the lessons learned from the experimental projects carried out.

**Principles of the Public Innovator:** based on the experience accumulated by LabX, a set of guidelines was developed in collaboration with the members of the Network of Innovators, to which the public servants committed to the transformation of the Public Administration adheres.

## DATA

**428** members of the Network of Innovators

– **+30** public entities

– **5** LabXpresso published

– **5** OFICINA@LabX

## HIGHLIGHT

[Toolkit LabX \[PT\]](#)

– [Principles of the Public Innovator \[PT\]](#)





**Image 33 and 34\_** Participants of OFICINA@LabX discussing positive and negative points in relation to knowledge sharing platforms; Participants of OFICINA@LabX applied gamification to define the key functionalities for the new Intranet.gov.



# TOOLKIT

PARA SERVIÇOS PÚBLICOS  
CENTRADOS NOS CIDADÃOS

Versão 0.3 - **RASCUNHO PARA RECOLHA DE SUGESTÕES**  
<http://bit.ly/toolkit-labx-draft>

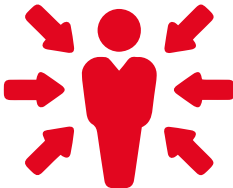


**Imagem 35\_** Version of the **toolkit** for citizen-centric public services developed by LabX, in which the members of the Network of Innovators actively collaborated.

# Principles of the Public Innovator


From the experience and knowledge that LabX has accumulated over these two years, **8 principles** have been synthesized to guide the innovative public. This is not a dogma, nor is it a closed system. Oriented towards the expectations of citizens and businesses, the definition of these principles counted on the contributions of the members of the Network of Innovators. These principles will be all the more relevant if they are translated into real practices and kept up to date with a constantly changing world.

1.  
Focus on citizens and businesses



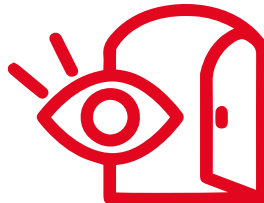
The Public Innovator ensures that public services are focused on the real needs of citizens and businesses.

2.  
Promoting efficiency in public services



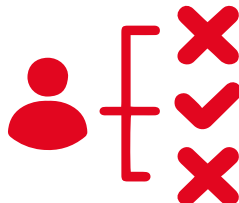
The Public Innovator contributes to make his institution more efficient and to optimize the use of resources and information within the State.

3.  
Breaking down barriers to participation




The Public Innovator advocates for an Open Administration that meets the objectives of integrity, transparency, auditing and civic participation.

4.  
Use knowledge to inform decisions




The Public Innovator first investigates the problem before moving on to the solutions.

5.  
Collaboration




The Public Innovator values diversity of perspectives, promotes the co-creation with all stakeholders and contributes to enriching the bridges with the innovation ecosystem.

6.  
Testing before implementing



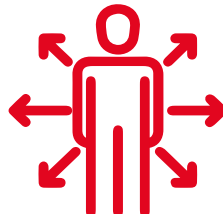
The Public Innovator advocates experimentation as a decisive option to test a solution and control risks prior to its implementation.

7.  
Evaluate to improve



The Public Innovator promotes a culture of evaluation, in which the experience of citizens and businesses meets objective impact measurement.

8.  
Openness to the future



The Public Innovator remains alert to society's emerging challenges and constantly strives to exploit innovations that can improve public services.



# Network of Associated Laboratories

ONGOING

september 2019 /

...

## OBJECTIVE

This initiative consists of setting up a belt of multipliers, i.e. teams or units that, guided by the LabX methodology, implement experimental projects, train other public servants and promote Open Administration. Its goal is to amplify, replicate and scale the experimental approaches of LabX by the whole Public Administration.

## BENEFICIARIES

This network benefits the central and local public administration, in addition to the citizens and businesses covered by the experimental projects.

## NETWORK MEMBERS

The implementation activities of the Municipal Experimentation Laboratory promoted by the City Council of Coimbra have already started. Similar initiatives are being incubated with other Local Government partners.

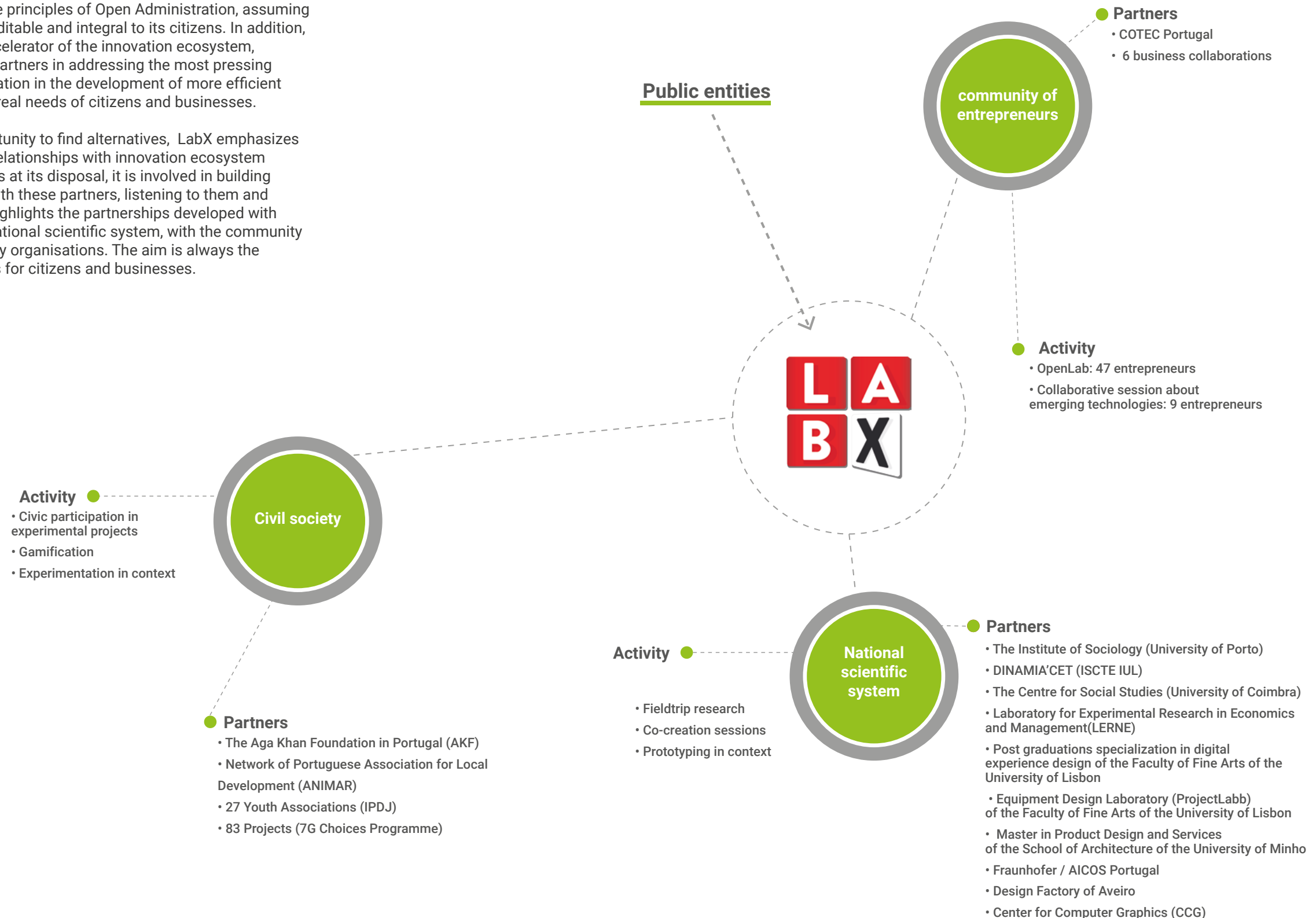
## HIGHLIGHT

[Press release on the Municipal Experimentation Laboratory in Coimbra \[PT\]](#)

# Innovation ecosystem activator

The State must remain aligned with the principles of Open Administration, assuming itself as participative, transparent, auditable and integral to its citizens. In addition, the State can act as an enabler or accelerator of the innovation ecosystem, promoting the involvement of these partners in addressing the most pressing societal challenges and their participation in the development of more efficient public services more focused on the real needs of citizens and businesses.

Using its own limitations as an opportunity to find alternatives, LabX emphasizes its role as a mediator and builder of relationships with innovation ecosystem partners. Not having infinite resources at its disposal, it is involved in building transparent and solid relationships with these partners, listening to them and challenging them. In this role, LabX highlights the partnerships developed with research centres or partners of the national scientific system, with the community of entrepreneurs, and with civil society organisations. The aim is always the development of better public services for citizens and businesses.





# EXPLORATION

**Exploration** feature ensures that LabX is constantly on the lookout for emerging trends and is able to ensure its own reinvention. Thus, it has pursued **new horizons** of opportunity through the creation of initiatives on the application of behavioural sciences in public policies, the exploration of the interface between humans and machines when dealing with emerging technologies, or the use of gamification as a way to change organizational culture.

# New Horizons

As a safe space for experimentation, LabX is able to explore new horizons and thus allow early contact with high-potential value propositions, testing them in a controlled environment and, before implementing them, supporting evidence-based decision making.

Below are some initiatives in which LabX carried out the exploitation of new opportunities for the public administration:

## Gamification

### INITIATIVE 1

To meet the challenge of exploring new ways to develop a collaborative platform for public administration, LabX used the gamification approach by creating a deck of cards with 35 different functionalities. The results of the session, during which each group composed its ideal collaborative platform for Public Administration, were encouraging for the project leaders, since they were able to integrate them into their activities.

**Date:** March 2019

**Location:** Administrative Modernization Agency (AMA)

**Participants:**  
16 members of the Network of Innovators

### INITIATIVE 2

Exploration of a new approach within the Public Administration using the LEGO® SERIOUS PLAY® methodology, in which, in a session of OFICINA@LabX, the members of the Network of Innovators presented a joint vision on the future of this network, through a collaborative, fun and easy way.

**Date:** July 2019

**Location:** Administrative Modernization Agency (AMA)

**Participants:**  
18 members of the Network of Innovators



**Image 36\_** Application of the LEGO® SERIOUS PLAY® methodology at OFINCINA@LabX, where the members of the Network of Innovators create their joint vision of what the network may become.

# Behavioural sciences applied to public policies

## INITIATIVE 1

This collaborative session brought together leaders and senior public servants to learn about the potential of behavioural science applications in public policy, identify opportunities and challenges in the Portuguese context. Policies based on behavioural sciences represent a new fact-informed approach, being designed around people's real behaviours rather than starting from idealistic and unrealistic assumptions about human behaviour.

## PROGRAM

LabX promoted an empowering session, in collaboration with the CLOO Behavioural Insights Unit, which involved a small group interactions to identify behavioural barriers, plenary discussions on priorities and, finally, a practical exercise to create a work plan for its application in the Portuguese context.

**Date:** May 2019

**Local:** Administrative Modernization Agency (AMA)

**Collaboration:** CLOO - Behavioral Insights Unit

**Participants:** 26 public leaders from 8 governmental areas

## INITIATIVE 2

A panel of behavioural science specialists with a double objective was created to: carry out a survey of proposals for the application of behavioural sciences with the potential to be carried out in Portugal and to gather recommendations or warnings for the teams and entities that may develop such initiatives.

## PROGRAM

LabX facilitated a meeting with an expert in behavioural sciences, who prepared 23 suggestions for application to public policies in Portugal.

**Date:** May 2019

**Local:** Administrative Modernization Agency (AMA)

**Participants:** 9 national and international entities

## MAIN RESULTS

- Results of the collaborative session (initiative 1) and methodological proposals and recommendations (initiative 2);
- Creation of a panel of experts in behavioural sciences to monitor experimental projects;
- Proposals to be included in the iSIMPLEX 2019 programme.



**Image 37\_** Collaborative session to understand the applications of behavioural sciences in Portuguese public policy.



# Emerging technologies focused on citizens and businesses

## OBJECTIVE

This collaborative session was primarily intended to provide an example of the benefits of transparent dialogue between critical players in the “life cycle” of emerging technologies (i.e. researchers, public leaders and entrepreneurs/businesspeople). In addition, it was intended to generate ideas for the development of services focused on citizens and businesses using these technologies.

## PROGRAM

The session adopted a participatory methodology: first, it identify obstacles to the entry of emerging technologies in public services; then, it generated ideas for overcoming these constraints; and, finally, a distribution of tasks among the participants of the session in order to optimize the adoption of technological innovation for the public good.

## MAIN RESULTS

Through the collaborative and participatory work of these players, this session made it possible to identify the main obstacles to the use of emerging technologies by public services and then optimise and adjust them to the real needs of citizens. This session made clear the role that each player can play to speed up the course of a technology and thus improve the lives of citizens and businesses. A report on the results of the session was made and shared among all participants.

**Date:** June 2019

**Location:** Science and Technology Park of the University of Porto

**Collaboration:**  
COTEC Portugal  
Fraunhofer / AICOS Portugal

**Participants:**  
**11** public officials  
**10** scientific researchers  
**9** entrepreneurs or businesspeople



**Image 38\_** Collaborative session that brought together critical players of the “life cycle” of emerging technologies.

# Administrative Decentralization and Modernization

## OBJECTIVE

This collaborative session on Administrative Decentralisation and Modernisation was promoted by the Independent Commission for Decentralisation. The LabX team was responsible for methodological monitoring in the design and mediation of this collaborative session.

## PROGRAM

In this collaborative session, the participants were invited to explain the challenges or obstacles they consider posing to a process of decentralisation from the point of view of its implications for administrative modernisation. Based on a definition of the most relevant challenge, proposals for solutions were developed in an action plan with successive time horizons (6 months, 2 years, 4 years).

## MAIN RESULTS

Elaboration of a report with presentation of the session and the action plans.

**Date:** July 2019

**Location:**  
Administrative  
Modernization  
Agency (AMA)

**Collaboration:**  
Independent  
Commission for  
Decentralisation

**Participants:**  
**19** public servants  
from **14** public  
entities

## HIGHLIGHT

[Report of the collaborative session \[PT\]](#)



**Image 39\_** Collaborative session on Administrative Decentralisation and Modernisation promoted by the Independent Commission for Decentralisation.

# LabX Team



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LABORATÓRIO  
DE EXPERIMENTAÇÃO  
DA ADMINISTRAÇÃO  
PÚBLICA

**ama** ADMINISTRATIVE  
MODERNIZATION  
AGENCY  
PRESIDENCY OF THE COUNCIL OF MINISTERS

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