The share of government employment in total employment remained stable in Portugal between 2007 and 2017 at 14%, despite the severe impact of the economic crisis in the country. This is below the OECD average of 18% in 2017. This overall result masks a slight annual increase of 0.4% between 2007 and 2009, a decrease of 1.1% from 2011 to 2012 and a small annual increase of 1% in 2017.

Portugal needs to substantially improve its regulatory impact assessment (RIA) processes for primary laws. In 2017, Portugal scored the second lowest with a 0.7 on the RIA indicator, compared to the OECD average of 2.2. The RIA indicator ranges between 0-4 with 4 being the best value. Compared to 2014 Portugal’s score remained the same, while the OECD average slightly improved.

Portugal follows OECD best practices in applying mechanism to prevent and manage conflict of interests among public procurement officials. These practices include a definition of public interest for public procurement officials in the regulatory framework; the requirement that procurement officials have to declare their private interests; they also have to declare ‘no conflict of interest’ or notify the competent authority in case of a potential conflict of interest; putting limitations for certain public officials and political appointees in participating in public procurement opportunities.
How to read the figures:

Portugal: Country value in purple
(Not represented if not available)

Average of OECD countries in green

Range of OECD country values in grey

Values have been rounded. n.a. refers to data not available.

Public Finance and Economics

Fiscal balance* (2017, 2018)

% of GDP

-3.0% 2017

-2.2% 2017

-0.5% 2018


% of GDP

45.7% 2017

40.4% 2017

44.0% 2018

4.0% 2018

Government investment* (2017, 2018)

% of GDP

1.9% 2017

3.1% 2017

2.0% 2018

3.0% 2018

Government gross debt* (2017, 2018)

% of GDP

145.3% 2017

110.3% 2017

140.6% 2018

100.0% 2018

Public Employment

General government employment as % of total employment* (2017)

Portugal 14.4%

0% 10% 20% 30% 40% 50%

Civil servants as % of all central administration employees (2018)

Portugal 93.8%

0% 20% 40% 60% 80% 100%

Gender equality ... ... in parliament (2019)

Portugal 35.7%

0% 20% 40% 60% 80% 100%

... in ministerial positions (2019)

Portugal 29.4%

0% 20% 40% 60% 80% 100%

Institutions

Responsibilities of the Centre of Government (2016)

Preparation of Cabinet meetings

Policy coordination

Transition planning and management

Strategic planning

Government programme

Monitoring of government policy

Relations with parliament

Responsibility of the Centre of Government

Shared between the Centre of Government and another body

Responsibility of another body

Source: OECD (2017) Survey on Organisation and functions of the Centre of Government
Human Resource Management

Performance management regime for senior managers (2019)

<table>
<thead>
<tr>
<th>Existence of a performance-management regime for senior managers</th>
<th>Performance-related pay</th>
<th>Performance agreement with the Minister (at D1)</th>
<th>Performance appraisal system which includes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portugal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>11</td>
<td>20</td>
<td>16</td>
</tr>
</tbody>
</table>

Source: OECD (2018) Survey on Gender Budgeting

Budgeting

Gender budgeting index (2018)

Composite index from 0 (worst) to 1 (best)

| Portugal | 0.41 | 0.53* |

Source: OECD (2018) Survey on Gender Budgeting

Regulatory governance

Composite indices on regulatory governance for primary laws (2017)*

Composite index from 0 (worst) to 4 (best)

<table>
<thead>
<tr>
<th>Stakeholder engagement in developing regulations</th>
<th>Regulatory Impact Assessment for developing regulations</th>
<th>Ex post evaluation of regulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portugal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.39</td>
<td>2.20</td>
<td>0.76</td>
</tr>
</tbody>
</table>

Source: Indicators of Regulatory Policy and Governance Surveys (IREG)

Public Procurement

General government procurement expenditures (2017)

% of government expenditures

Portugal

| 19.8% | 29.1% |

Source: OECD National Accounts

Mechanisms to prevent and manage conflicts of interests among public procurement officials (2018)

<table>
<thead>
<tr>
<th>Regulatory framework includes a definition of a conflict of interest for public procurement officials</th>
<th>Public procurement officials have to declare ‘no conflict of interest’ or notify the competent authority in case of potential conflict of interest</th>
<th>Certain public officials and political appointees have certain limitations in participating in public procurement opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portugal</td>
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</tbody>
</table>

Government at a Glance 2019

Government at a Glance provides reliable, internationally comparative data on government activities and their results in OECD countries. In many public governance areas it is the only available source of data. It includes, input, process, output and outcome indicators as well as contextual information for each country. Input indicators are on public finance and employment; while processes in the 2019 edition include data on institutions, budgeting practices and procedures, human resources management, regulatory government, public procurement and digital government and open data. Outcomes cover core government results (e.g. trust, inequality reduction) and indicators on access, responsiveness, quality and citizen satisfaction for the education, health and justice sectors. Governance indicators are needed more than ever, given large number of OECD principles and recommendations that countries signed up to adhere to need regular monitoring; their relationship to Sustainable Development Goals and the unique position of the OECD in collecting vital information on public governance practices from government officials.

The Excel spreadsheets used to create the tables and figures in Government at a Glance 2019 are available via the StatLinks provided throughout the publication:
http://dx.doi.org/10.1787/gov_glance-2019-en

For more information on the data (including full methodology and figure notes) and to consult all other Country Fact Sheets: www.oecd.org/gov/govataglance.htm