

Table 1. PIMA Summary Assessment for Portugal

Phase/Institution		Institutional Strength	Effectiveness	Reform priority	
A. Planning	1	Fiscal targets and rules	HIGH. There is a general government debt target, a net expenditure rule and a medium-term fiscal framework.	HIGH. Debt is on a downward trajectory, the deficit is within set limits and budgets are broadly in line with fiscal plans.	LOW
	2	National and sectoral planning	MEDIUM. There are national and sectoral plans with some major projects and output targets for programs but limited costing.	MEDIUM. There is a weak link from plans to budgets at the projects level, and indicators are utilized only for EU monitoring.	HIGH
	3	Coordination between entities	MEDIUM. SNGs are not required to share investment plans with government but transfers are regulated by law and SNGs, PPPs and SOEs must report on liabilities.	MEDIUM. Major projects are coordinated with central government, capital transfers follow the procedure although liabilities are not fully reported.	LOW
	4	Project appraisal	LOW. Appraisal required for large projects, but there is no central methodology or requirements for rigorous treatment of project risk.	MEDIUM. Most large projects are appraised to comply with EU rules, standard methodologies are used but risk assessments are partial.	HIGH
	5	Alternative infrastructure financing	HIGH. There is competition in most major infrastructure markets, a good PPP framework, and oversight of SOE investments.	HIGH. There are vibrant markets for infrastructure, a large ongoing PPP portfolio and SOE investments are monitored.	LOW
B. Allocation	6	Multiyear budgeting	MEDIUM. No multiyear projections or ceilings for capital spending, but total project costs are required to be published.	MEDIUM. Costs are published for major projects but medium-term capital projections do not guide the annual budget effectively.	HIGH
	7	Budget comprehensive-ness and unity	HIGH. There is little extra-budgetary investment, spending by funding source is shown in the budget and capital and recurrent budgets are integrated.	MEDIUM. Extra-budgetary spending is low, investment is shown by financing source, budgets are integrated but operational costs not reviewed by MoF.	LOW
	8	Budgeting for investment	HIGH. Multiyear commitments are included in budget but not total project costs. Virements are controlled and ongoing projects are prioritized.	MEDIUM. Capital commitments are shown in aggregate for ministries but not project costs and ongoing projects are protected ahead of new investments.	LOW
	9	Maintenance funding	MEDIUM. No government-wide methodologies for maintenance, but agencies have procedures, and routine maintenance is shown in the budget.	LOW. Routine maintenance spending has been broadly adequate, and can be identified in the budget, but major improvements cannot.	MEDIUM
	10	Project selection	MEDIUM. There is no central scrutiny of projects but there are criteria for prioritization of the pipeline.	MEDIUM. The process is largely followed, projects are selected from planning but few projects are rejected or returned.	HIGH
C. Implementation	11	Procurement	HIGH. Competitive procurement is required and there is a central database, complaints are reviewed by the Administrative Court.	MEDIUM. Most major projects are competitively tendered, the database is comprehensive, but there is a lack of swift complaints review.	MEDIUM
	12	Availability of funding	MEDIUM. Cash forecasts and release rules and EU funds are integrated in the government bank account structure but commitment ceilings are just quarterly.	MEDIUM. Forecasts are accurate, invoices paid on time and EU funds integrated, but budget execution is complex.	HIGH
	13	Portfolio management and oversight	MEDIUM. Arrangements for portfolio reporting but no rules for transfer between projects or ex-post reviews.	LOW. Challenges with schedule delay, portfolio management has not accelerated delivery, no ex-post reviews.	HIGH
	14	Management of project implementation	MEDIUM. There are no central guidelines for project management or project adjustment. The Court of Audit can review capital projects.	MEDIUM. There is limited evidence of rules-based project adjustments, but results of audits to project are publicly available.	MEDIUM
	15	Monitoring of public assets	MEDIUM. Asset registers are required, and there are rules for depreciation and recording assets.	MEDIUM. Entities maintain updated assets registers and some aggregated data is published, but not depreciation.	MEDIUM

Table 2. C-PIMA Summary Assessment for Portugal

Phase/Institution		Institutional Strength	Reform priority	
PIMA Climate Change	C1	Climate-aware planning	HIGH. Many sector strategies are aligned with climate policy, climate risks are considered in spatial planning and construction, and there is central guidance for the preparation of climate-aware investment strategies.	LOW
	C2	Coordination between entities	HIGH. Public investment is largely climate-coordinated across central government, there are structures for SNGs to align policies and investments, and the Climate Law requires SOEs to link investments to climate plans.	Low
	C3	Project appraisal and selection	LOW. There are no framework arrangements for project appraisal to incorporate climate dimensions, but these are considered in selection decisions. There is no requirement to consider climate dimensions for risk allocation or contract management.	High
	C4	Budgeting and portfolio management	LOW. Climate-related investment expenditure is partially tracked in the budget, but there is no methodology for climate-sensitive ex-post reviews or requirements for assets management to incorporate climate aspects.	High
	C5	Risk management	MEDIUM. The 2030 NSPCP outlines actions to reduce disaster damage to infrastructure. Annual budget contingencies exist but fiscal risks related to climate and natural disasters are not yet addressed in the fiscal risk statement.	Medium