

CURRICULUM VITAE

PERSONAL INFORMATION



Maria Manuel Leitão Marques

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Date of birth 23/08/1952 | Nationality Portuguese

WORK EXPERIENCE

2003–Present Professor at the School of Economics
University of Coimbra, Coimbra (Portugal)

1979–Present Permanent Researcher at the Centro de Estudos Sociais (Centre for Social Studies) of the School of Economics
University of Coimbra, Coimbra (Portugal)

2023–Present Member of the Faculty Council of Nova SBE
New University of Lisbon , Lisboa (Portugal)

2020–2024 President of the General Council of Polytechnic of Coimbra
Polytechnic University of Coimbra, Coimbra (Portugal)

Vice-President of the AIDE – Association Internationale de Droit Economique
1993–2014 AIDE – Association Internationale de Droit Economique (International Association of Economic Law)

2013–2014 Member of the High Level Group on Administrative Burdens
European Commission, Brussels (Belgium)

2013–2014 Member of the Selection Committee for the Bloomberg Philanthropies' 2013-2014 Mayors Challenge
Bloomberg Philanthropies, (United States)

2013–2014 Member of the Jury of the «Doyen Roger Houin» Prize
F.O.R.D.E - Fonds de Recherche sur la Doctrine de l'entreprise, Rennes (France)

05/2014–08/2014 Consultant of the project “Brazil-EU exchange on administrative simplification experiences”
CESO (PT)/Casa Civil da Presidência da República, Brasília (Brazil)

12/2013–07/2014 Consultant of the project «Evaluation of services of the one stop shop (BAÚ) in Mozambique, with subsequent elaboration of proposals for modernization»

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH,
(Mozambique)

01/2013–08/2013 Consultant of the project “Brazil-EU exchange on Participatory Democracy”

CESO PT/Ministério do Planeamento BR, (Brazil)

Responsible for conducting a study on the European Best Practices for Measuring Public Services Users Satisfaction.

2013–2014 Member of the Advisory Council of the GPTIC - Grupo de Projeto para Tecnologias de Informação e Comunicação (Working Group for the Information and Communication Technologies)
(Portugal)

1993–2014 Member of the Editorial Board of the Revue Internationale de Droit Economique (International Journal of Economic Law)

AIDE – Association Internationale de Droit Economique (International Association of Economic Law)

2019-2024 Member of the European Parliament

Vice-President of Internal Market Committee (IMCO)

Member of the Panel for the Future of Science and Technology (STOA)

Member of the Special Committee on Artificial Intelligence in a Digital Age (AIDA)

Member of the Committee on Women’s Rights and Gender Equality

Member of Committee on Industry, Research and Energy (2019-2021)

Member of the Committee on Legal Affairs (2021-2024)

Coordinator of S&D Group for Euro-Latin American Parliamentary Assembly

Member of ACP-EU Parliamentary Assembly (delegation of Africa-EU)

President of the Portuguese Socialist Delegation (2022-2024)

2015-2019 Ministry of Presidency

Coordination of the Council of Ministries

Coordination of legislative procedure

Coordination of State Reform and Simplex Program

Gender Equality

Migrants Integration

2007–2011 Secretary of State for Administrative Modernisation

- Coordination and implementation of SIMPLEX – Legislative and Administrative Simplification Programme for the central and local government – which included several initiatives to improve the quality of public services.
 - Between 2005 and 2011, five Simplex programmes for central administration have been put forward and more than 850 initiatives successfully completed (on average more than 80% of the total number of measures); between 2008 and 2011, three Simplex programmes for local government were launched and more than 330 initiatives were implemented (on average more than 80% of the total number of measures).

- Coordination of several emblematic initiatives like, for example, the On the Spot Company (to establish a company in less than one hour); the Citizen Card (a new ID card which replaced 5 cards); the Zero Licensing (to simplify licensing procedures for starting a business) or the Common Knowledge Network.
- Promotion of public consultation initiatives that enabled citizens and public servants to influence the priorities and the selection of initiatives within the SIMPLEX programmes.
- Promotion of a pilot study, in partnership with the Instituto Superior de Estatística e Gestão de Informação, da Universidade Nova de Lisboa, based on the European Customer Satisfaction Index – ECSI methodology, which aimed to create an independent system for the regular evaluation of the users satisfaction towards public services.
- Coordination of a pilot project for a group of SIMPLEX initiatives related to the different businesses’ life events, which aimed to assess the adequacy of the Standard Cost Model (SCM) methodology to the national context.
- Keynote speaker and speaker at several national and international conferences on the subjects of administrative modernisation and public sector innovation.

2005–2007 President of the Unidade de Coordenação da Modernização Administrativa (Office of Public Services Reform)

Presidency of the Council of Ministers, Lisboa (Portugal)

- The same responsibilities and activities as Secretary of State for Administrative Modernisation

2005–2008 Coordinator of the research project “A regulação do consumo e a partilha do risco do endividamento” (Consumption Regulation and Indebtedness Risk Sharing), funded by Fundação para a Ciência e Tecnologia (Portuguese Foundation for Science and Technology)

Fundação para a Ciência e Tecnologia, Lisboa (Portugal)

2004–2006 Supervisor of the research project “Desemprego e Endividamento das Famílias” (Households’ Unemployment and Indebtedness), funded by Fundação para a Ciência e Tecnologia (Portuguese Foundation for Science and Technology)

Fundação para a Ciência e Tecnologia, Lisboa (Portugal)

2002–2005 Invited Professor at the Post-graduate Course on Public Regulation and Competition

Law School, CEDIPRE – Center for Studies in Public Law and Regulation, University of Coimbra, Coimbra (Portugal)

2002–2005 President of the Permanent Evaluation and Monitoring Commission of the Code of Good Business Practices, signed by the Portuguese Industry Confederation and the Portuguese Retailers Association

Confederação da Indústria Portuguesa (CIP) e a Associação Portuguesa das Empresas de Distribuição (APED), Lisboa (Portugal)

2002–2002 Expert of the European Commission for the draft of a Report on Higher Education in Angola and Mozambique within the EU-ACP Co-operation Programme in the field of Higher Education (With Hanns Schoenmakers)
European Commission

- 2001–2005 Invited Professor at the Law School**
University NOVA of Lisbon, Lisboa (Portugal)
- 2001–2005 Member of the Observatório do Endividamento dos Consumidores (Observatory of Consumers Indebtedness) at the Centre for Social Studies (CES) of the School of Economics**
University of Coimbra, Coimbra (Portugal)
- 2000–2001 Expert of the Economic and Social Council of E.U. – Group I. “Section on Single Market, Production and Consumption – Households Overindebtedness Project”**
Economic and Social Council of the European Union
- 1999–2005 Invited Professor at the Post-graduate Course on Consumer Law**
Law School, Center for Consumer Law, University of Coimbra, Coimbra (Portugal)
- 1998–2005 Member of the Observatório Permanente da Justiça Portuguesa (Permanent Observatory of Portuguese Justice) at the Centre for Social Studies (CES) of the School of Economics of the University of Coimbra**
University of Coimbra, Coimbra (Portugal)
- 1998–2002 President of the Observatório do Comércio (Independent Office for Studies on Commerce of the Ministry of Economics)**
Ministério da Economia (Ministry of Economics), Lisboa (Portugal)
- 1997–1999 Coordinator of the research project “O endividamento dos consumidores em Portugal” (Consumers’ Indebtedness in Portugal), funded by Instituto do Consumidor (Portuguese Consumer’s Institute)**
Instituto do Consumidor, Lisboa (Portugal)
- 1996–2000 Co-coordinator of the international research project “Administração da Justiça em Moçambique” (The Court System in Mozambique), funded by Instituto da Cooperação (Portuguese Institute for Cooperation of the Ministry of Foreign Affairs) and DANIDA - Danish International Development Agency**
Instituto da Cooperação do Ministério dos Negócios Estrangeiros e DANIDA - Danish International Development Agency
- 1996–1998 President of the Scientific Council of the School of Economics**
University of Coimbra, Coimbra (Portugal)
- 1995–1999 Coordinator of the International Network ALFA on "Concurrence et Consommation" (Competition and Consumption), funded by the European Commission Alfa Program and involving several European and South-American Universities**
University of Coimbra, Coimbra (Portugal)
- 1993–1995 Scientific coordination of II Post-graduate Course on “Industrial Quality and International Affairs”**
School of Economics, University of Coimbra, Coimbra (Portugal)

- 1993–1995 Director of the research project "Conselhos e Comissões Consultivas na Administração Portuguesa" (The Economic and Social Councils in the Portuguese Administration), Funded by the Calouste Gulbenkian Foundation (Portugal)**
Calouste Gulbenkian Foundation, Lisboa (Portugal)
- 1992–2003 Associate Professor of the School of Economics**
University of Coimbra, Coimbra (Portugal)
- 1992–1995 Director of the research project "As Formas Jurídicas da Cooperação entre Empresas" (Juridical Forms of Cooperation between Enterprises), funded by JNICT – Junta Nacional de Investigação Científica e Tecnológica (National Council for Scientific and Technological Research)**
JNICT – Junta Nacional de Investigação Científica e Tecnológica, Lisboa (Portugal)
- 1991–1994 Co-coordination of the research project "Administração da Justiça em Portugal" (The Court System in the Portuguese Society), funded by the Portuguese Minister of Justice**
Ministério da Justiça (Minister of Justice), Lisboa (Portugal)
- 1991–1993 Vice-Director of the Centre for Social Studies of the School of Economics**
University of Coimbra, Coimbra (Portugal)
- 1990–1992 Assistant Professor of the School of Economics**
University of Coimbra, Coimbra (Portugal)
- 1983–1995 Member of the Editorial Board of the Revista Crítica de Ciências Sociais (Critical Journal of Social Sciences)**
Centro de Estudos Sociais (Centre for Social Studies) of the School of Economics of the University of Coimbra, Coimbra (Portugal)
- 1976–1977 Member of the Directive Council of the School of Economics**
University of Coimbra, Coimbra (Portugal)
- 1975–1990 Assistant Lecturer at the School of Economics**
University of Coimbra, Coimbra (Portugal)

EDUCATION AND TRAINING

- 2002–2002 Aggregation in Economics**
University of Coimbra, School of Economics, Coimbra (Portugal)
- 1990–1990 PhD in Economics (Economic Law)**
University of Coimbra, School of Economics, Coimbra (Portugal)
- 1970–1975 Law Degree**
University of Coimbra, Law School, Coimbra (Portugal)

PERSONAL SKILLS

Mother tongue(s) Portuguese

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
French	B2	B1	C1	C2	B1
English	C1	C1	C1	C1	C1
Spanish	B1	B1	B2	B2	A2

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user
Common European Framework of Reference for Languages

ADDITIONAL INFORMATION

Publications Selection of the last years:

2024

- “Estudar o futuro: da prospectiva a dinâmica da regulação “, in *Pelo sonho e que vamos: chegamos? Não chegamos? - 30 anos dos encontros da Arrábida, 1992-2022*, Manuel Heitor ed M Heitor, fundação oriente, pp. 33-38.

2015

- (With Mafalda Domingues), «Reforma da Administração e Inovação no Setor Público: um balanço das medidas no Memorando de Entendimento com a Troika» (Government reform and innovation in the public sector: an assessment of the Memorandum of Understanding measures), in Rodrigues, Maria de Lurdes e Adão e Silva, Pedro (orgs), *Governar com a Troika: Políticas Públicas em tempos de austeridade*, Coimbra: Almedina.
- (With Leonor Nunes), «Deepening the freedom of services through pro-competitive regulation: the case of EU Services Directive», in Drexler, Josef and Bagnoli, Vincent (eds), *State-Initiated Restraints of Competition*. Cheltenham, Northampton, Elgar, pp. 103-134.

2014

- (With Fernanda Paula Oliveira, Mariana Maia Rafeiro e Ana Cláudia Guedes), *Sistema da Indústria Responsável. Comentário ao novo regime de acesso à atividade industrial (System for a Responsible Industry. Commentary to the new regulatory regime for industrial activities)*. Coimbra: Almedina.

2013

- (With Leonor Nunes), «Deepening the Freedom of Services Through Pro-Competitive Regulation», *SSRN Electronic Journal* (November 6, 2013). Available at SSRN: <http://ssrn.com/abstract=2350701> or <http://ssrn.com/abstract=2350701>
- (With Fernanda Paula Oliveira, Mariana Maia Rafeiro and Ana Cláudia Guedes) «O Sistema da Indústria Responsável: um novo Licenciamento

Zero para a indústria?» (The System for a Responsible Industry: a new Zero Licencing Regime for industry?), *Questões Atuais de Direito Local*, nº0 (Outubro/Dezembro), 7-36.

- «A crise e reforma da regulação» (Crisis and Regulation), in Maria de Lurdes Rodrigues e Pedro Adão e Silva (org.), *Políticas Públicas para a Reforma do Estado*. Coimbra: Almedina, 235-244.
- «Simplex: A Quiet Revolution», in Fiorenza Barazzoni e Federico Basilica (eds.), *Verso la Smart Regulation in Europe - Towards smart regulation in Europe*. Maggioli Editore.
- (With Vital Moreira) «Comentários aos artigos 35 e 55.º da Lei da Concorrência» (Commentary to articles 35 and 55 of the Portuguese Competition Law), in Henriques, Miguel Gorjão (Coord.), *Lei da Concorrência*, Coimbra: Almedina.

2012

- (With Mafalda Domingues) «Simplificar com Linguagem Clara» (Simplifying with Plain Language), in Carmo, Rui (coord.), *Linguagem, Argumentação e Decisão Judiciária*, Coimbra: Coimbra Editora.
- «Administração Pública e Inovação» (Public Services Innovation), in Rodrigues, M. L e Silva, P. A., *Políticas Públicas em Portugal (Public Policies in Portugal)*, pp. 239-245, Lisboa: INCM.
- (With Maria Elisabete Ramos, Catarina Frade and João Pedroso) *Manual de Introdução ao Direito (Introduction to Law)*, Coimbra: Almedina.
- «Regulação pública» (Public Regulation), in *Observatório sobre Crises e Alternativas, Dicionário das Crises e das Alternativas*, pp. 183-184, Coimbra: Centro de Estudos Sociais/Almedina.
- (With Fernanda Paula Oliveira, Ana Cláudia Guedes e Mariana Maia Rafeiro) *O Regime Jurídico do Licenciamento Zero – Comentado (Zero Licensing Regime – annotated)*, Coimbra: Almedina.

2011

- (With António Carlos Santos e Maria Eduarda Gonçalves) *Direito Económico (Economic Law)*, Coimbra: Almedina (6.ª edition).
- (With Mariana Maia Rafeiro) «Licenciamento Zero e Espaço Público» (Zero Licensing and Public Space), *Direito Regional e Local*, 16, pp. 13-24.
- «Simplificação dos regimes de licenciamento [Seminário de Direito do Urbanismo – A comunicação prévia de operações urbanísticas: balanço e perspectivas]» (Simplification of Licensing Regimes), *Direito Regional e Local*, 14, pp. 7-62.

2010

- «Co-Produção de serviços públicos» (Public services co-production), *O Economista - Anuário da Economia Portuguesa 2010*.

2009

- «À nossa medida: O novo modelo de prestação de serviços públicos» (Tailored services: the new model for public services delivery), O Economista - Anuário da Economia Portuguesa 2009.
- Serviço Público, Que Futuro? (Public Service, Which Future?), Coimbra: Almedina.

2008

- «Simplificar os licenciamentos: uma reforma complexa» (Licensing regimes simplification: a complex reform), O Economista - Anuário da Economia Portuguesa 2008.

2007

- «Uma Administração Pública em Rede» (A networked public administration), in Coelho, José Dias (coord.), Sociedade da Informação – O Percurso Português, Lisboa: Edições Sílabo, pp. 643-649.

2006

- (Co-editor with António Goucha Soares) Concorrência: Estudos (Competition: Studies), Coimbra: Almedina.
- (With Ana Abrunhosa) «Cooperative networking: bridging the cooperation–concentration gap», in Ullrich, Hanns (ed.), The Evolution of European Competition Law, Whose Regulation, Which Competition?, Cheltenham: Edward Elgar Publications.
- «As redes de empresas: um desafio ao direito da concorrência» (Business networks: a challenge to the competition law), in Estudos jurídicos e económicos em homenagem ao Prof. Doutor António de Sousa Franco, Vol. III, Coimbra: Coimbra Editora.

2005

- «As Pequenas Grandes Reformas: uma nova política de modernização administrativa» (The minor major reforms: a new administrative modernisation policy), Anuário dos Economistas 2005.
- (With João Paulo Simões de Almeida e André Matos Forte) Concorrência e Regulação – A Relação entre a Autoridade da Concorrência e as Autoridades de Regulação Sectorial (Competition and Regulation – The relation between the Competition Authority and the Sectorial Regulatory Authorities), Coimbra: Coimbra Editora.
- (Editor) Autoridades de Defesa da Concorrência e Autoridades de Regulação Sectorial: concorrência e cooperação (Antitrust Authorities and Sectorial Regulatory Authorities: competition and cooperation), Coimbra: Cedipre.

2004

- (With Catarina Frade) «Regular o sobreendividamento» (Regulating Overindebtedness), in Ministério da Justiça (org.), Código da Insolvência e da Recuperação de Empresas. Coimbra: Coimbra Editora.

- «L'accès au marché non réglementés et l'ordre concurrentiel», in Collectif (org.), *L'ordre concurrentiel: Mélanges en l'honneur d'Antoine Pirovano*. Paris: Editions Frison-Roche.
- (With Catarina Frade), "Risco e segurança alimentar: da (in)segurança da escassez à (in)segurança da abundância" (Risk and Food Safety), *Revista de Direito Público da Economia*, Belo Horizonte, vol. 2, 7.

2003

- (With Vital Moreira) *A Mão Visível – Mercado e Regulação* (The Visible Hand: Markets and Regulation), Coimbra: Almedina
- «Du commerce international aux échanges intra-groupes et entre membres d'associations de coopération – L'entreprise poly-locale et les réseaux», *Revue Internationale de Droit Economique*, 3-4, pp. 411-441.
- (With Catarina Frade) «Searching for an Overindebtedness Regulatory System for Portugal and European Union», in Niemi-Kiesilainen, J., Ramsay, I. e Whitford, W. (org.), *Consumer Bankruptcy in Global Perspective*, Oxford: Hart Publishing.
- (With Catarina Frade) «Uma sociedade aberta ao crédito» (A society open to credit), *Sub Judice*, 24 (Jan-Março).

Presentations 2015

- A reforma da regulação: o desafio da simplificação (Regulatory reform: the challenge of simplification), Invited Speaker at the International Seminary Jean Monnet «Perspectivas de Evolução da Regulação da Economia dos Dois Lados do Atlântico (Brasil e Portugal)», Anfiteatro 6 da Faculdade de Direito da Universidade de Lisboa (FDL), Lisboa, 4 May.
- Administração Pública: perspetivas de evolução (Public services: perspectives on its future), Invited Speaker at the Conference celebrating 85 years of the Inspectorate General of Finance (IGF), Salão Nobre da Reitoria da Universidade de Lisboa, Lisboa (Portugal), 8 April
- Participation on the Round Table “Impactos Económicos da Burocracia” (The Economic Impacts of Red Tape) within the Presentation Session of the Study “Burocracia da Administração Pública – Impacto das obrigações de reporte no sector do Retalho”, promoted by APED - Associação Portuguesa de Empresas de Distribuição, Lisboa (Portugal), 9 March.
- Invited speaker at Session 12 “Inovação na Administração Pública: Contínua ou Disruptiva?” (Public services: continuous improvement or disruptive innovation?) of the Round of Debates “Pensar a Administração Pública”, promoted by INA – Direção Geral da Qualificação dos Trabalhadores em Funções Públicas, Lisboa (Portugal), 5 March.
- Invited Speaker at the Conference “Regulação, Estratégia e Crescimento Económico: Onde pára o Estado na Economia” (Regulation, Strategy and Economic Growth: What is the role of the State in the Economy?), promoted by Instituto de Defesa Nacional, Salão Nobre do Edifício do Governo Regional da Madeira, Funchal (Portugal), 30 January.

2014

- Commentaries on the study “Feitura das Leis: Portugal e a Europa” (Lawmaking: Portugal and Europe), at the Conference «A Feitura das leis: Portugal e a Europa», promoted by Comissão Parlamentar de Assuntos Constitucionais, Direitos, Liberdades e Garantias e a Fundação Francisco Manuel dos Santos, Auditório do Novo Edifício da Assembleia da República, Lisboa (Portugal), 28 November.
- Invited Speaker at the Panel "Administração Pública" (Public Administration) of the 24º Congresso das Comunicações, promoted by APDC, Centro Cultural de Belém, Lisboa (Portugal), 19 november.
- Participation in the «Atelier de lancement et de débat sur les missions de l’action publique: contraintes, besoins et opportunités pour demain» (Atelier for the release and discussion of the public action missions: constraints, needs and opportunities for the future) within the “Action publique de demain”, promoted by France Strategie, Paris (France), 12 November.
- Moderator in the Workshop 4: Beyond Innovation Awards? at the Conference «Innovating the Public Sector: from Ideas to Impact», OECD Conference Centre, Paris (France), 12 November.
- Zero Licensing, Invited Speaker at the Conference «Innovating the Public Sector: from Ideas to Impact», OECD Conference Centre, Paris (France), 12 November.
- Invited speaker at Painel II – Portugal: como enfrentar problemas sociais complexos? (Panel II - Portugal: how to face complex social problems) of the Conference «Problemas sociais complexos – desafios e respostas», Fundação Calouste Gulbenkian, Lisboa (Portugal), 11 July.
- Experiência de modernização administrativa cabo-verdiana e as novas tendências internacionais (The Cape Verde experience on administrative modernisation and the new international trends), Invited speaker at Fórum “Administração da Transformação”, Praia (Cape Verde), 23 June.
- Invited Speaker at e-Gov 2014 Conference “Administração Pública Electrónica: O que falta fazer?” (E-Government: What is to be done?), promoted by APDSI - Associação para a Promoção e desenvolvimento da Sociedade de Informação, Lisboa (Portugal), 4 June.
- Licenciamento Zero – Onde estamos e para onde vamos (Zero Licensing Regime - Where are we now and where are we going), Invited speaker at the conference «Licenciamento Zero - Desafios para um novo paradigma nos serviços públicos», promoted by APDSI - Associação para a Promoção e desenvolvimento da Sociedade de Informação, Auditório da Biblioteca Municipal Orlando Ribeiro, Lisboa (Portugal), 23 April.
- Os desafios para a Administração Pública (Challenges for Public Administration), Invited speaker at «I Jornadas da Administração Pública», promoted by the Núcleo de Estudantes de Administração Público-Privada, Coimbra (Portugal), 9 April.
- Invited speaker at the Session «Reforma do Estado e da Administração» (Reform of the State and of the Public Administration), of the «Fórum das Políticas Públicas 2014», ISCTE, Lisboa (Portugal), 20 March.

- Invited speaker at the Session «Dez anos de Administração Pública na Universidade de Aveiro e em Portugal» (Ten years of Public Administration in the University of Aveiro and in Portugal), Universidade de Aveiro, Aveiro (Portugal), 10 February.

2013

- O Estado simples (Simple Government), Invited speaker at «3º seminário do ciclo Sextas da Reforma», Fundação Calouste Gulbenkian, Lisboa (Portugal), 22 November.
- Administrative Modernisation – the Portuguese Experience, Presentation at the High Level Group on Administrative Burdens Meeting held on October, 17.
- Concorrência e Regulação (Competition and Regulation), Invited speaker at «Fórum das Políticas Públicas II», ISCTE, Lisbon (Portugal), 20 March.
- Invited speaker at the Presentation Session of the book Verso la Smart Regulation in Europa/Towards Smart Regulation in Europe, Università degli studi di Roma La Sapienza, Facoltà di Giurisprudenza, Rome (Italy), 5 April.
- A Partnership for Innovation the Public sector, Invited speaker at «1st Meeting of the Associate Group of the OECD Observatory of Public Sector Innovation», OECD, Paris (France), 18 March.

2012

- A reforma da regulação independente (The crisis and the Independent Regulatory Reform in Portugal), Invited Speaker at the Conference «A Nova Lei da Concorrência e suas Implicações», Lisbon (Portugal), 23 November.
- Smart Regulation: O que é? Para que serve? (Smart Regulation: What is it? How can it be used?), Invited speaker at the Conference «Melhores Leis, Melhor Economia, Better Regulation, Better Economy», organized by the High Level Group of Independent Stakeholders on Administrative Burdens, Cascais (Portugal), 19 September.
- Administração Pública Eficaz e Eficiente? (Effective and efficient public services?), Invited speaker at «Fórum das Políticas Públicas», ISCTE, Lisbon (Portugal), 23 February.

2011

- Simplificação dos regimes de licenciamento (Simplification of licensing regimes), Invited keynote speaker at the Seminar «A comunicação prévia de operações urbanísticas: balanço e perspectivas», Universidade do Minho, Braga (Portugal), 11 May.
- Simplex: Uma Cultura de Mudança (Simplex: a culture of change), Invited keynote speaker at the Colloquium «A Política das Políticas Públicas», Universidade Católica, Porto (Portugal), 5 de May.
- Simplex: Mudar uma cultura (Simplex: changing a culture), Coordinator and Speaker at the Meeting of the «Grupo de Trabajo Intergubernamental

sobre Gobierno Electrónico», Secretaría General Iberoamericana (SEGIB), Cartagena de las Indias (Colombia), 12 April.

- Simplificar os licenciamentos: uma reforma complexa (Simplifying licensing regimes: a complex reform), Invited speaker at the Seminar and Workshop «Simplificação Processual no Licenciamento para as Energias Renováveis Oceânicas», Instituto Superior de Ciências Sociais e Políticas, Lisboa (Portugal), 15 March.
- Simplex: A Quiet Revolution, Invited speaker at the Conference «e-Government: better services, better democracy?» (Session 1 “e-Government: Challenges – current and future”), promoted by the British Embassy in Athens (Greece), 9-11 March.
- Simplex: Uma cultura de inovação (Simplex: a culture of innovation), Invited speaker at «Optimus Innnovation Awards 2011», Coliseu dos Recreios, Lisbon (Portugal), 16 February.

2010

- Simplex: une marque de qualité des services publiques (Simplex: a brand for public services quality), Invited keynote speaker at «MGF 2010 – Moroccan e-Government Forum», Rabat (Morocco), 16 December.
- 5 anos de Simplex: Que valor para os cidadãos? (5 years of Simplex: which value for citizens?), Invited speaker at «4º Encontro do Instituto Nacional de Administração», Centro Cultural de Belém, Lisbon (Portugal), 13 December.
- Simplex a quiet revolution, Invited keynote speaker at «CISCO: Public Services Summit 2010», Stockholm (Sweden), 9 December.
- Simplification strategies through e-Government: Portuguese initiatives, Invited speaker at OECD Conference «Regulatory Policy at the crossroads towards a new policy agenda», OECD Conference Centre, Paris (France), 28 October.
- Invited speaker at «OCDE E-Leaders Meeting» (Session “E-Government’s impact on public sector performance: towards new efficiencies”), Brussels (Belgium), 11 October.
- Government must deliver – Portuguese cutting red tape and eGov programme, Invited speaker at «Executive Session on Citizen Engagement and Empowerment», Harvard University, USA, 21-22 June.

2009

- Simplex: Mudar uma cultura (Simplex: changing a culture), Invited speaker at the Conference «Sociedade do Conhecimento Cabo Verde-Portugal “Pelo Conhecimento para o Desenvolvimento”», Cape Verde, 13 March.
- Modernising public services, Invited speaker at «Moving Forward with the Governance Reform Agenda – Good Governance for Development in Arab Countries Initiative», promoted by Ministry of State for Administrative Development of the Arab Republic of Egypt and OECD, Cairo (Egypt), 5 March.

2008

- Smart Life: O impacto da desmaterialização no estilo de vida (Smart Life: the impact of dematerialization on lifestyles), Invited speaker at «18º Congresso das Comunicações “TIC e alterações climáticas”», APDC, Lisbon (Portugal), 12 November.
- Why to Promote Collaboration and even Co-production for Better Regulation and Better Public Services with the Local Level? The Portuguese experience, Invited speaker at «OECD Public Governance Committee», Paris (France), 22 - 24 October.
- Est-il possible de mettre le citoyen au cœur de la conception et de la modification des dispositifs réglementaires? (Is it possible to put citizens at the heart of regulation reforms?), Invited speaker at «5th Quality Conference for public services within Europe (5QC)», Paris (France), 20 October.

Citations 2000 – Commend on Public Education, assigned by the President of the Portuguese Republic Jorge Sampaio
1997 – Gulbenkian Prize for Human and Social Sciences