JUSTIÇA
A JUSTIÇA ESTÁ A AVANÇAR PARA TODOS

JUSTICE DIGITAL TRANSFORMATION

Two years of the Recovery and Resilience Plan

PRR Plano de Recuperação e Resiliência
REPÚBLICA PORTUGUESA
Financiado pela União Europeia NextGenerationEU

"The Granting of the Charter to Anadia by King Manuel I in 1514"
Fresco from the Collective Room of the Anadia Judicial Court

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Mais Justiça
towards a faster, more efficient, closer and humane justice

Catarina Sarmento e Castro
Ministry of Justice

The purpose of Mais Justiça (More Justice) – a faster and more efficient justice, closer and humane, accessible and capable of providing the best response to the needs and legitimate expectations of citizens and companies – has guided and continues to guide, closely, the construction of Justice in recent years, and, very significantly, throughout the legislature of the XXIII Constitutional Government.

We saw it in the approval of the Multi-Annual Investment Plan in the Area of Justice 2023-2027, we saw it in the approval of the Multi-Year Recruitment Plans for the Criminal Police and Registry Services, in the enhancement of careers in the Prison Guard and in the recruitment of Professional Social Reintegration Technicians; we saw it in the authorization of investment for the gradual closure of the Lisbon Prison Establishment and the humanization of prison spaces – with special attention to access to health, inclusion and reintegration; we saw it in strengthening the fight against corruption, also through the technological and human reinforcement of criminal and forensic investigation; we saw it in the legislative production, namely, in the approval of the "First Package" for the Administrative Justice, or by focusing on the most vulnerable, of which the first National Strategy for the Rights of Victims of Crime is an essential example. And we saw it, naturally, in the implementation and execution of the Recovery and Resilience Plan (RRP), with a broad scope in the transformation of Justice that, I am sure, will go far beyond what we can estimate today.

Because the transformation supported by the RRP is configured as a historic opportunity – to boost, expand and accelerate it – and not merely technological: it will impact the organizational culture itself and the practices within the Justice bodies, it will reach the people who are the face of Justice, and for those who use the system and for whom the system is intended, as it will leave its mark on the lives of each person and the social collective.

It is this opportunity, we have said, that we are taking advantage. In an impressive investment of 321.9 million euros – 266.9 of which were allocated to the Economic Justice and Business Environment Component (C18) - which covers the Judicial System, Registries, Digital Platforms for Criminal and Forensic Investigation, Knowledge Management Platforms and Technological Infrastructures and Equipment), and 55 million allocated to the expansion of the simplified registry and cadastral information system (BUPi) (C8 - Forests) –, the RRP reflects not only the scope of the redefinition of the Justice scenario but also the enormous scope of improvements that can already be foreseen.

Because the RRP (and the fulfilment of the goals established) does not just reflect ambition: it also exposes the effective implementation of concrete measures, supported by that investment and aimed at boosting the effectiveness of the justice system, while at the same time promoting a culture of planning and defining goals, mobilizing all those involved, and therefore, requires an increasingly rigorous, transparent and accountable exercise – like what is being done, precisely, in this report.

Effective implementation of concrete measures that, because they use the tools made available by emerging technologies – namely, Artificial Intelligence, which begins to contribute to the elimination of routine tasks and therefore also to the optimized management of human resources – and the expansion of online platforms; and because they focus on simplifying procedures and reducing bureaucracy, increasing efficiency, and giving a clear signal of strategic commitment to ensuring a more capable Justice adapted to the challenges of the present and the future.

With a direct impact on the lives of citizens: 1,500 court rooms are in the process of technological renovation, including hearing rooms for minors – 109 of the 117 planned are ready; with BUPi, more than 300 thousand people have already identified their properties in a simple, free way and without increasing taxes, and, in 2024, the Unified Property Identification Number (NIP) will allow each property to be identified by a unique number, a "citizen card" designed to simplify life for citizens; the interoperability between entities made it possible for 2.8 million citizens to be exempted from requesting a criminal record; in less than 1 months, more than 2000 online criminal records requests were paid with Paypal; electronic legal support allowed around 30 thousand requests to be made via Direct Social Security, without the need for travel; the Nationality Platform processed 23 thousand requests in the registration phase; the number of online court process consultations by citizens – a service previously limited to representatives – reached 4 million, 60% of which were outside the opening hours of the judicial court and administrative court secretariats; and the financing for the acquisition of several hundred computers will very soon allow citizens deprived of their liberty to access the Inclus@o Portal, which will provide them, for example, with access to information about their process and the activities promoted in prison establishments.

With a direct impact on the development of the activity of the various Justice agents: the new interface for representatives, which brings together previously scattered information, has already allowed more than 16 thousand notifications to be consulted on a single point of access; 3 thousand pieces weighing more than 10MB were delivered to the Administrative and Tax Courts; the streaming availability of audio recordings of the proceedings, saved 6 thousand hours of work, previously consumed by recording on CDs; the interoperability that will allow the total dematerialization of communications between the courts, the Public Prosecutor's Office, and the police forces, will allow the reduction of personnel costs, travel, paper consumption and document archiving, for all parties involved. These and other digital transformation measures have already saved 1 million hours of work per year for various Justice agents, who were able to dedicate themselves to more specialized tasks with greater added value.

It is this Justice, based on planning and optimization of resources, capable of a progressively faster and more effective response to citizens' needs, that the RRP is leveraging – with the concomitant impact in terms of reinforcing the trust that citizens place in it.

The trend towards digitalization and modernization of Justice is, today, irreversible. And the last two years testify to the way in which Justice is following it, sustained and driven by the successful implementation of the RRP. But this movement is not an objective in itself, it is – as it should be – instrumental, because it depends on the establishment of the foundations for a more modern and closer justice system, which does not forget the ultimate purpose for which it is intended: to serve people, guaranteeing them equal access to Justice, as determined by the Rule of Law and as required by consolidation, always ongoing, of our democracy..

Two years of the Recovery and Resilience Plan

Jorge Costa
Deputy Minister for Justice

The digital transformation of courts is an ongoing project, and the main priority of the Recovery and Resilience Plan (RRP) for the Justice area. Supported by the RRP, it was possible to start the largest investment ever in Justice technologies, not only in terms of information systems, but also with regard to the equipment itself, starting with the renovation of court hearing rooms, and by creating new hearing rooms for children, in the acquisition of computers so that prisoners can access new functionalities and in the acquisition of new imaging equipment for the National Institute of Legal Medicine.

Portugal was one of the first countries to invest in the digitalization of justice and this fact is internationally recognized. We should be proud of the pioneering spirit, the path taken and the results achieved, with merit for all justice bodies involved. The Recovery and Resilience Plan brought essentially a new investment opportunity.

Work in the courts today is completely different from what it was a few decades ago. Procedural laws, practices and people have fully adapted to new technologies and court desks, judges and prosecutors today depend on technological equipment to carry out their functions. Therefore, the new qualitative leap provided by the new investment in technologies is highly desired by all the stakeholders.

From a political decision maker perspective, I am convinced that there are some essential purposes that the Recovery and Resilience Plan, regardless from the concrete tools being developed, should allow us to achieve in the daily routine of our courts:

1. Technologies must be developed to reduce human intervention of what is really necessary and in which magistrates, court officials and court clerks cannot be replaced by machines, strengthening the role of human resources within the Justice system. Technological evolution should aim to cover all acts and procedures that may be automated, focusing the effort of our human resources for the judicial activity itself.

2. The digital transition should improve the citizen's experience when accessing the court, both in the speed of the service provided and in the range of options offered in terms of how to interact with the judicial system. The citizen who prefers face-to-face contact with the court must have this possibility, just as the citizen who prefers to follow his case in the comfort of his home, without traveling, must also have this option at his disposal. Everyone's access to justice must be the guiding criterion for all technological developments, also reaffirming, therefore, the article 20 of the Constitution of the Portuguese Republic.

3. Support the work of judges, with improvement of procedural management and the quality of sentences handed down. Technologies have potential for jurisprudence research, selection of matters of fact and law, signalling relevant aspects to the judge, among many others, which allow him to function almost like a virtual advisor, which increases the speed and quality of decisions made.

Therefore, all the measures implemented and to be implemented have had these commitments in mind, and should continue to do so, with there still being a long way to go. Improving technological conditions for the evidence production has the potential to transform the dynamics of the hearing and improve the user experience for all justice agents. The dematerialization of new acts will allow human resources to focus on the most essential and less bureaucratic tasks.

Interoperability between systems will allow courts to obtain information faster and from more secure sources. And, like these, many other projects will improve the daily lives of all those who access justice or work in it.

However, RRP projects are not limited to this technological dimension, nor to the courts, and there are also other concerns underlying this Plan.

Regarding reducing pending issues in the administrative and tax jurisdiction, the approval of the first package of measures for this jurisdiction included the implementation of several RRP measures, such as the incentive to dismiss the instance due to procedural business and the creation of specialized subsections in the second instance. Regarding criminal records, the modernization of its information system will allow us to connect with European Union countries and other countries almost in real time, improving conditions for international cooperation. Regarding forensic investigation, in addition to new equipment, the RRP has been financing the digitalization of interoperability of information and procedures, reinforcing its expert training.

Within the scope of the prison system, the projects supported by the RRP will be a very significant tool in promoting the social reintegration of people deprived of their liberty through two projects: the acquisition of computers so that inmates can access the +Inclus@o Portal, which will allow access, through secure technology, to a set of internet pages, as well as the submission of internal requests digitally; the development of the Prison Labor Portal, which aims to publicize the functioning of work in prison environments, for information and promoting potential job donors, as well as to make society aware of the products and services produced in prison environments, with the possibility of future purchases online.

The implementation of RRP projects brings hope for the future and a more efficient justice. Therefore, I end with an appeal for good change management, for the involvement of all those involved in the judicial system in this process of digital transformation and for the courage to break down some barriers that we are all tempted to create to what is new and innovative.

The transformation in justice must represent for citizens the offer of simple, agile, understandable and safe access and the importance of human resources, as the quality of the service provided will be greater with more efficient everyday processes and procedures, because it is the small gestures and daily decisions that will allow us to get closer and closer to the ultimate end of justice:

the desired social peace, obtained through the delivery of fair and swift decisions, provided by the good functioning of efficient justice services that are accessible to all citizens.

Building the roots of a transformation with impact on Justice

Pedro Ferrão Tavares
Secretary of State for Justice

The most recent OECD report, published in January 2024, which assesses the preparation of countries for the digital transformation of the public sector, places Portugal at the forefront of the various dimensions necessary for this process, such as "digital by definition", data-driven, or the proactiveness of the Public Administration.

These results are the result of a path developed, over the last few years, through a commitment to the digital transformation process as one of the foundations for the simplification of public services, in a consistent investment, where Justice has been one of the areas with greater dynamism.

In a context of accelerated transformation of our societies, the role of innovation, technology and digital is not limited to being a mere instrument for change, but above all enables an in-depth review of organizations' processes, with an orientation towards purpose of better service and greater resource efficiency.

When we began the current phase of transformation of Justice, driven by the aim of the Recovery and Resilience Plan (RRP), we already had the experience gained in the recent past, through the Justiça + Próxima Plan, launched in 2016, with a reform based on innovation as a catalyst for better access to justice.

The challenge, posed by the RRP, of ensuring a rapid change in execution, but with a real impact on citizens and companies, imposed a new reflection, not on its purpose, as the need and urgency of which we all recognize, but on the way to implement it.

How to be effective in presenting measures that speed up processes, following universal principles and good practices in digital transformation, such as "providing information once" or "digital by default", "omnichannel presence", resource optimization, between others?

How can we ensure that these reforms not only continue beyond this Recovery and Resilience Plan, but also endure and are accelerated, keeping up with the pace and new society demands?

How can we ensure that the Public Administration – so essential to the public service, but at the same time, with an ageing median age and still limited digital skills – can itself initiate, maintain and evolve these processes?

These starting points led us to begin the work based on previous learning, but with the ambition of undertaking deeper changes to guarantee a better public service in Justice, focused on investing in people and simplification.

The initial phase of this endeavour involved consolidating a common framework that allowed the development of different initiatives in a consistent manner and guided by international standards and good practices.

With a first dimension focused on the context, several actions were promoted to learn about the experience in courts, registry, alternative dispute resolution, industrial property, among others. It was essential to research and evaluate good practices, identify trends and opportunities, and also encourage the participation of citizens and justice workers in the construction of policies, from the first moment to impact analysis. This dimension thus implied observation work to understand obstacles and needs, prior to the design of policies and measures for the Justice transformation.

Initiatives such as the public consultation program for the Registry reform – in which representatives of civil society, the private sector and professional orders participated – made it possible to better understand perceptions and opinions about the path and priorities to be developed.

Other actions, such as the use of service design methodologies, involved listening and observing service users and public servants, and contributed to bringing services closer to the real needs of citizens and companies. Projects such as the new omnichannel company creation, brought major improvements for the stakeholders.

The second dimension, focused on service, started by rethinking the availability of justice services to all stakeholders.

New services were developed based on the principles of "digital by design" and "once only", using technologies and rethink processes to relieve citizens and companies of the need to provide the same information more than once, and allow them to interact with Justice from anywhere, at any time, without traveling or paper.

By continuing the results obtained with central projects, such as the automatic renewal of the citizen card that strongly reduced the pressure from face-to-face service, we added automatic communication between health and registry systems, exempting new parents from having to travel to register their newborns.

Likewise, by providing an integrated information on a wide range of services, in a clear language that responds to the real questions and doubts of citizens, was the requirement for the launch of projects such as the Practical Guide to Justice, the first public service to use generative language technology, launched in February 2023, and which already has more than 44 thousand conversations.

Innovating in the service dimension must also serve to improve the work of public servants, for example by automating certain tasks that free them up for more added-value tasks. In the new online nationality application service, the use of a tool that validates the authenticity of submitted documents, based on emerging technologies, allowed us to automate the application submission procedure, increasing the efficiency and responsiveness of the services.

The Digital Land Registry (BUPi) project is also a model in the development of solutions closer to users' needs, with the development of the BUPi App, or through the new advanced viewer, by integrating advanced machine learning algorithms, for both location land proposal and layout proposal, that accelerated the identification of the territory, in a process that has already exceeded 2 million properties and more than 90% of the known area, in terms of use, domain and occupation.

Innovating in the service dimension must also mean providing a public service that stops being "one size fits all" and starts offering a personalized experience, depending on its specific audiences, allowing them to participate in the entire development cycle.

In the Courts area, the development of the new application ecosystem, eTribunal, allows a nee customized user experience for the different stakeholders, whether judges, prosecutors, clerks or representatives, by absorbing the feedback and experience of these professionals in identifying priorities and iterative solutions development.

This effort to modernize technology, has allowed us to go from 1.7 million pending cases in the first instance courts 10 years ago to less than 600,000 currently: the best results in the last three decades.

Finally, the work undertaken across the organizations aimed to strengthen the capacity of Justice's human resources to face changes, with investment in skills, particularly in digital, and in a new organizational culture, which embraces error as an essential component of innovation.

Initiatives such as the LAB Justiça program – which has already had two editions and includes three of the Portuguese higher education institutions highlighted by the Financial Times ranking in management – have made it possible to strengthen the skills of Justice directors and project managers in the most fundamental areas for a successful digital transition. It was a unique opportunity to ensure workers' involvement and commitment to ongoing transformation projects, from planning to the development, sharing and incorporation of good practices, which extends to other collaborative initiatives, such as the townhall forums, already underway in several Justice bodies.

On this path to transforming Justice, it was also important a greater openness to external innovation for more disruption for faster results. The first GovTech strategy for Justice has allowed the development of a set of collaborative innovation and digital transformation initiatives, involving universities, research centers and startups in the change. The transformation must be carried out in close connection with the community.

But this change path, supported by the RRP, now halfway through, for it to be truly successful and with long-term reforms, must be supported by an independent impact analysis. An in-depth work that allows us to understand the contribution of this process to a broader Justice change.

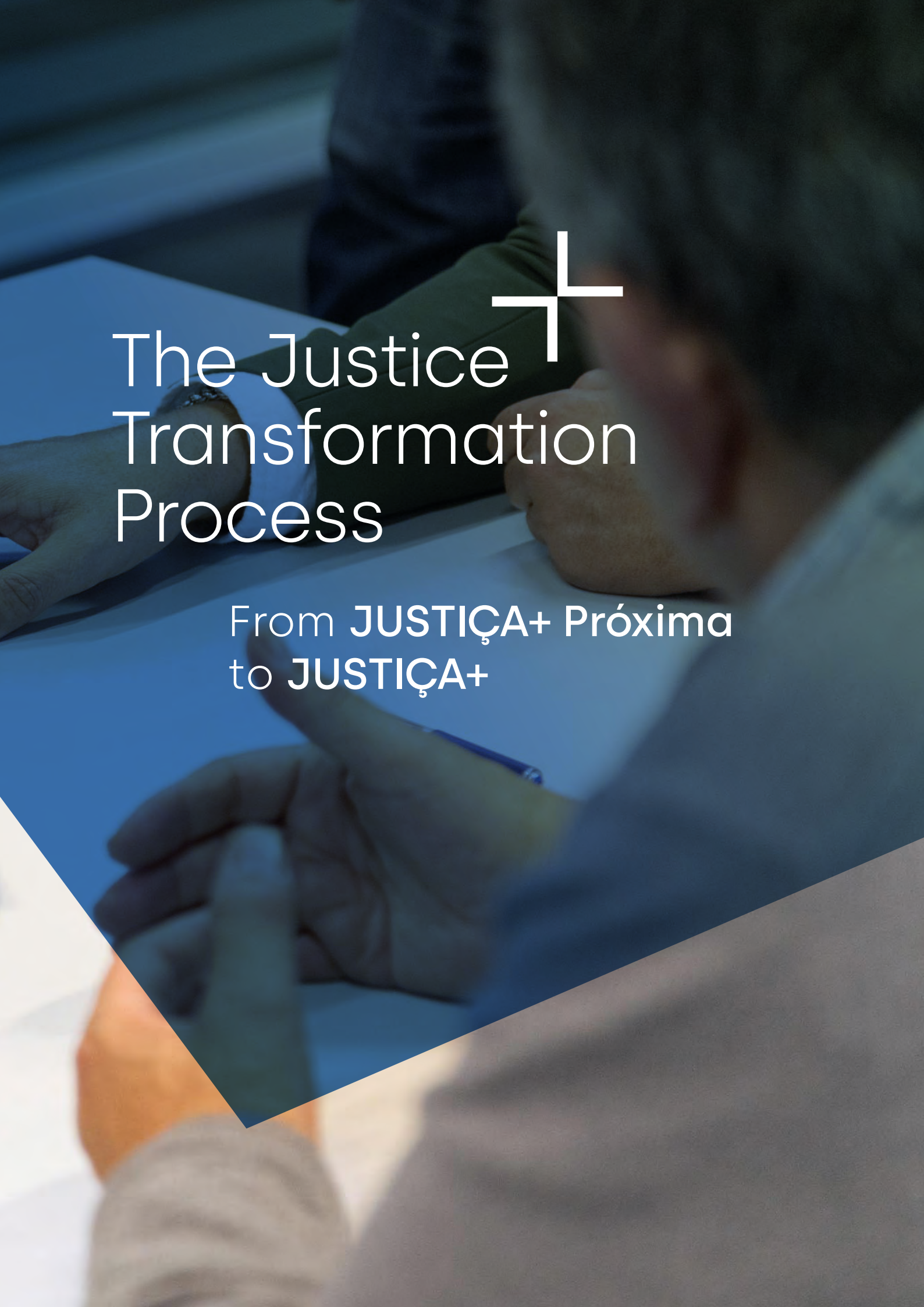
What will be the impact for courts of the new digital case platforms and interoperability systems, or what is the complementary role of the new alternative dispute resolution platforms in reducing pending cases, increasing citizen satisfaction and broader system efficiency?

What will be the increased capacity to provide competitiveness to companies and to secure investment for Portugal with the new company life cycle – along with the simplification, proactiveness and automation associated with it?

What will be the role of the Digital Cadaster reform for land management, new businesses, specialized employment or more sustainability with the results obtained?

These are some of the questions that ongoing studies – conducted by independent institutions such as IPPS-ISCTE (Institute for Public and Social Policies) and the Center for Social Studies and the Faculty of Economics of the University of Coimbra, currently monitoring the reforms of the RRP of Justice – will seek to respond.

Public policy and investment must go side-by-side with transparency and clear data and information about impact. Only with better results demonstration we can build policies closer to citizens and all justice stakeholders. It is a process that must be carried out with collaboration, involvement, engagement, and knowledge, to guarantee a sustainable investment that induces change with roots for justice.



The Justice Transformation Process

From **JUSTIÇA+ Próxima** to **JUSTIÇA+**

2016 — 2024

The Justice Transformation Process: from Justiça+ Próxima to Justiça+

With the purpose of moving forward for everyone, at the service of citizens and their rights, and economic-social development, driven by the crucial support of the Recovery and Resilience Plan (RRP), the Justice government area began, in March 2022, a new cycle in its transformation process, through the Justice + plan.

After 2 years, the aim for this report is to provide accountability, reviewing the achievements and ongoing and planned work: a fundamental practice for democracy, the exercise of citizenship and the strengthening of citizens' trust.

This is, however, also the result of a journey that began in 2015, with the introduction of a comprehensive approach to modernizing Justice, included in Justiça + Próxima action plans and which is important to briefly present.

2015 — 2019

Justiça + Próxima: a comprehensive approach to the transformation of Justice

In March 2016, the first edition of the Justice modernization plan, called "Justice + Next Action Plan", was launched, as a result of a broad mobilization of the universe of Justice: from the Courts to Registries, including Industrial Property, Forensics and the Criminal Police, Social Reinsertion and Prison Services.

The methodology adopted to create a strategic plan included a "diagnosis and identification of needs". Based on the Government Program, the Major Options of the Plan and the restored Simplex + Program, in addition to the National Reform Plan, the Justice government team consulted the different stakeholders and simultaneously appealed to society's participation, providing its own channel for online submission of action proposals.

This diagnosis made it possible to highlight shortages of various nature in the vast spectrum of Justice, particularly in terms of simplifying its relationship with citizens and improving access to services, promoting internal efficiency or strengthening the different information systems that have long required interventions. To overcome it, four strategic pillars were identified, under which the effective actions (projects) to be carried out were organized: Efficiency, Innovation, Proximity and Humanization.

The Efficiency pillar aimed to optimize the management of Justice, promoting simplification and digitalization of processes, as well as the use of emerging, open and interoperable technologies, and using recognized models and methodologies, applied to the renewal of processes and to the governance of technologies, thus enhancing savings and gains both internally and externally.

In Innovation, as a driver of a culture of internal change in Justice, the aim was to solidify the adoption of new approaches to support the activity, stimulating the development of new solutions, whether by its direct users, or by academia, researchers, companies, or communities. These approaches were based by the principles of experimentation, piloting and co-creation to solve concrete problems.

With Proximity, we sought to create simpler and more accessible services for citizens and companies, promoting greater clarity and transparency in Justice, in a continuous process of listening to stakeholders' needs, while simultaneously promoting the efficiency and effectiveness of the entire system.

Finally, in Humanization, a strategy for valuing human capital was developed, improving, for example, the reception in public and reserved spaces of the courts, registry and prison services, as well as the qualification and training of agents who deal with citizens deprived of liberty, also promoting responses that avoid detention and with a strong resocializing factor.

The strategic vision, briefly described here, remains in all editions of the Justice modernization plan, with a permanent renewal and alignment with the needs of all who interact with Justice, by simplifying and reinforcing the system, with due support from innovation and technology.

By the end of 2019, 122 measures were implemented, more than half focused on the efficiency of Justice, starting a long process of change, and a culture of sharing, co-creation, innovation, refocusing systems and processes on people and their needs. The total investment, after 4 years, reached 25 million euros, with relevant contributions from the Structural Funds and the Justice Modernization Fund. The monetized impact of the implemented initiatives was calculated at 4.9 million euros/year.

In 2020, the Organization for Economic Cooperation and Development (OECD) recognized Portugal as one of the only countries to adopt an integrated approach using an extensive package of administrative simplification, digitalization and innovation measures in the Justice sector[1].

2020 — 2021
A context marked by the pandemic

The process of transforming Justice maintained its momentum with the XXII Constitutional Government, with the 2nd edition of the Justice + Próxima Plan being announced on March 2, 2020. With an action deadline scheduled for 2023, 42 measures (30%) were implemented until the end of 2021, among a total of 141 measures.

During this period, the normal course of work was impacted by the urgent redirection to measures of a different nature in light of the pandemic context. The focus was, among other actions to react to the new situation, on strengthening technological equipment to support widespread remote work and on the development of innovative online services, such as the online birth registration service and the renewal of the citizen card, firstly, through confirmation by SMS and then automatically and by sending the document, by postal service, to the holder's address, removing the need to go to face-to-face services.

The 2nd edition of the Justiça + Próxima action plan implemented, until the end of December 2021, 22.9 million euros, of which 65% came from the State Budget, 17% from European Funds and 18% from the Modernization Fund Justice.

The Recovery and Resilience Plan

The approval of Portugal's Recovery and Resilience Plan, formalized by the signature of the Finance Ministers of the 27 Member States, on July 13, 2021, offered a unique opportunity to consolidate, expand and accelerate the transformation of Justice, with more efficiency and innovation, and with a special focus on the justice response to the country's competitiveness.

An opportunity that translates into an investment of 266.9 million euros for the Economic Justice and Business Environment component (C18), allocated to 50 projects related to digitalization and modernization, and an allocation of 55 million euros, intended for the expansion of the Simplified Digital Cadaster and Registry - BUPi (in the C8 - Forests component), whose responsibility is shared by the government areas of Justice and Environment.

This reinforcement required a deeper and more articulated analysis to be carried out by the bodies invested with renewed commitments arising from the RRP. Revisiting the Justiça + Próxima Plan involved the review of priorities and the scale of planned and ongoing measures, with new projects and reforms, only possible with this new and ambitious financial instrument.

Thus, strongly driven by the RRP, a new edition of the Justice Modernization Plan was launched, supported by a financial investment available to an unprecedented level, but also with new compliance requirements.

[1] OECD (2020), Justice Transformation in Portugal: Building on Successes and Challenges, OECD Publishing, Paris, https://doi.org/10.1787/184acf59-en

2022 — 2024

Justiça+, an ambitious transformation plan, driven by the RRP

Website of Justiça+, mais.justica.gov.pt

The XXIII Constitutional Government, sworn in on March 30, 2022, inherited the challenge of implementing the most ambitious modernization plan assigned to the sector.

The strategic model was reinforced, with a focus on initiatives specifically aimed for the "digital transition" and a better business environment.

From the point of view of the transformation guidelines, the principles of "digital by default" and "once only" were foundational, with the development of digital processes and procedures – allowing human resources to be allocated to tasks with greater added value, such as, for example, assisted care –, as well as promoting interoperability between systems to prevent the user of Justice from being forced to request information that the Public Administration already holds, regardless of the government area.

Under the name Justice +, this plan adjusted the current innovation strategy through 10 responses for Justice centred on people and companies, available at mais.justica.gov.pt.

As initially mentioned, these commitments continue an effort to transform Justice, undertaken in 2015, across all organizations, to bring more efficiency, innovation, proximity and more humanization to this sector.

Since then, it has been possible to implement 172 measures to modernize, simplify and digitalize Justice services, with concrete results in the lives of people and companies.

4 millions

of consultations of online court cases by citizens (a service previously limited to representatives), 60% of which outside the opening hours of judicial courts and administrative courts desks

2 millions

of properties identified free of charge by more than 300 thousand people through the Balcão Único do Prédio platform, increasing knowledge and value of the Portuguese territory

410 thousand

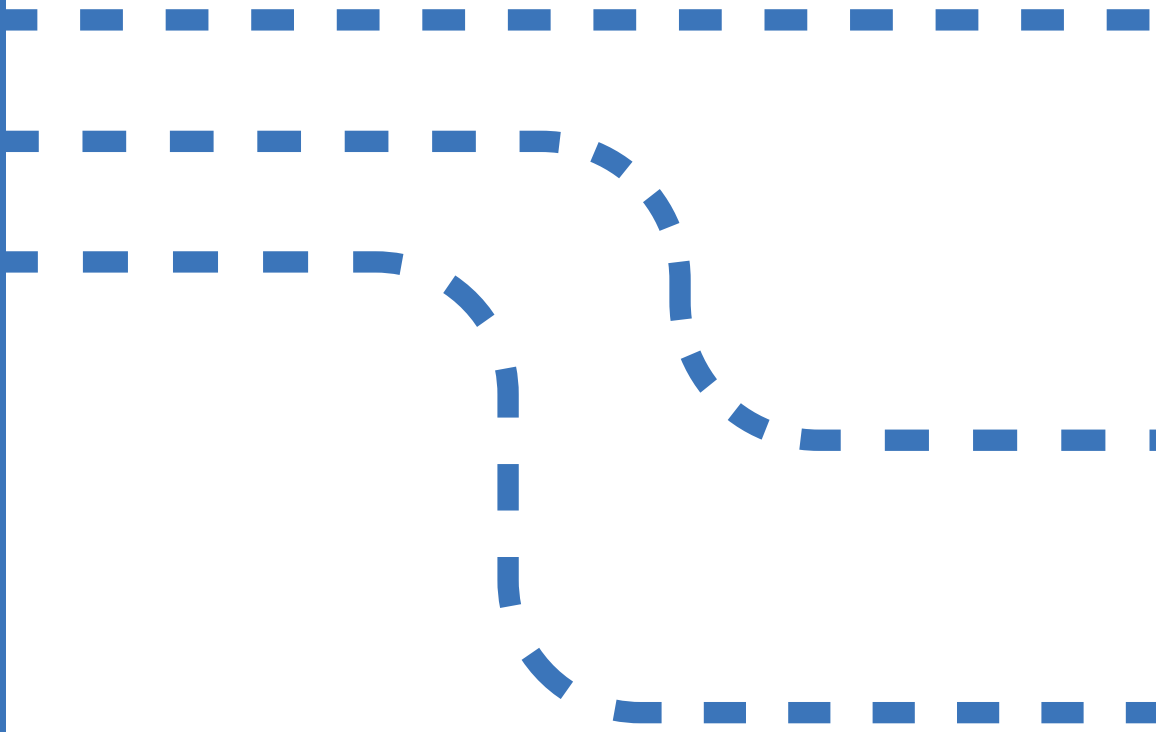
services, carried out in 2022, at Balcão+, which provides in a single location the different services provided by a court

4 millions

trips avoided with the automatic renewal of the citizen card

People-centred transformation

The strategic vision of the Justiça+ team has been implemented through a management model based on three lines of action:



Services

Facilitate access and improve efficiency for citizens and companies, respond to their needs, offer new proximity services, and reinforce communication.

Simplification

Simplify procedures (particularly in the administrative and tax areas) and the legal framework (to support the transformation).

Technology

Invest in systems resilience, administrative proactiveness, automation and interoperability with a direct impact on the work of services, reinforcing efficiency and allowing more hours to be allocated to tasks that value workers and their contribution.

People are at the basis of this transformation, as this process involves changing work practices, management, leadership, processes and procedures and, also, guidance for monitoring results, based on transparency.

Under this premise and with the aim of developing deeper planning, centered on people, and built on the basis of information collected on the ground, from all the stakeholders, the Justice government team began, shortly after taking office, a route that allowed visiting more than 120 services from north to south, in mainland Portugal and in the autonomous regions.

Over the last 2 years, and with the support of the RRP, the Justice executive sought to go further in its ambition to transform the area of Justice, listening to users of Justice services – citizens, companies and professionals in the sector – to innovate in way in which these are designed, answering to the growing demands of society and keeping up with the accelerated pace of change.

A strengthened governance model

Aware of the defined challenges and internal vulnerabilities, the Justice executive of the XXIII Government reinforced the RRP's internal governance model, previously defined, as the fundamental key to manage and support entities executing this plan, given the RRP's unprecedented commitments, the recognized internal human limitations, the natural resistance to change, the interdependencies between different entities and sovereignties, the complex administrative web in which the services, public procurement processes and even the reinforced management control framework imposed by the European Commission.

This reinforcement involved, first-hand, ensuring the involvement of the three Cabinets of this government area in monitoring the RRP, establishing the Justice RRP Coordination Unit, under the guidance of the Secretary of State for Justice, and, by providing the members of the Government permanent information on the progress of the implementation of the RRP.

This unit is advised by management technicians with access to specialists in the most diverse areas, including change management and digital transition, which are fundamental to supporting the Program's guiding capacity. The duties of this team include monitoring and ensure the harmonization of knowledge and practice of specific administrative acts of the RRP, among all 15 Direct Beneficiary bodies of the RRP of Justice; facilitate coordination between them, for example, by regulating the priority for executing shared projects; and promoting the alignment and operationalization of good management practices, service usability and good use of technologies. In addition, this team also ensures the qualification of the eligibility of all RRP acquisition procedures and monitoring their pace, making it possible, as a result, to keep important financial execution indicators permanently updated.

On the services side, the Institute of Financial Management and Justice Equipment (IGFEJ), the entity coordinating the Justice budget, was empowered, to prepare quarterly reports on the evolution of budgetary and financial execution and contracts celebrated by the beneficiary entities with the Recover Portugal Mission Structure (EMRP). For its part, the General Directorate of Justice Policy (DGPJ), which had already taken on the monitoring and monthly reporting of the current Justice Modernization Plan since 2016, saw its role of coordinating the reporting system and the respective preparation of the Report reinforced. A role that goes far beyond a mere administrative role and has promoted a culture of rigor, innovation, training and institutional cooperation.

Changes achieved: some highlights

In courts, Justiça+'s transformation strategy allowed us to move from a model in which dematerialized access was provided, since 2000, through two information systems designed by court officials, Citius and SITAF, to a new collaborative paradigm , which made it possible to create the eTribunal: the new technological ecosystem of the courts, whose interfaces, under development, are co-created with its users and their needs.

To better understand the needs of judges, prosecutors and representatives, different co-creation sessions were organized, as three working group with these professionals, where representatives from the Councils, the Public Prosecutors Office and the Bars also have a seat.

As a result of this work, lawyers and solicitors now have access to an interface that allows a unified experience of with systems supporting court activity, regardless of jurisdiction and procedural area; and it was possible to launch new versions of Magistratus and MPCodex, the interfaces for judges and prosecutors respectively, with more features.

Among the digital transformation measures of the courts, the pilot, currently underway in the South and North Central Administrative Courts, and in the Supreme Administrative Court, stands out for the anonymization of judicial decisions using an artificial intelligence algorithm, which it will allow the availability of jurisprudence, as well as facilitating research and measuring the impact of legislation.

Aiming to reinforce global access to Justice, investment in Alternative Dispute Resolution (RAL) means was strengthened, namely through the launch of the RAL + Platform, which made the procedures of family and labour mediation systems more efficient, transparent and speedy across the country, and also at the Julgados de Paz (Justice of the Peace courts) that are part of the pilot phase. It is planned to extend the platform to the entire network of justices of the peace and arbitration centers for consumer disputes.

3 million documents

with more than 10MB delivered to the Administrative and Tax Courts (equivalent to 13% of the total), in the first week after doubling the existing limit for submission, on November 28, 2023

6 thousand hours

of work saved per year with access to online audio pieces

New online criminal Records system

with improved usability and more payment options

≈ 30 thousand requests

of electronic legal aid, carried out via Direct Social Security without trips, between March and December 2023

≈ 50 interoperabilities

developed with 15 entities and 29 different information systems

230 thousand notifications

of the Police (PSP) digitally delivered to the courts, with work having begun with the other police force (GNR) for the same digital processing

New communication models

in plain language for both courts and ADR

1.500 court rooms

Under complete technological renovation, including children's hearing rooms

1 million hours

of work saved annually with digital transformation measures, which can be allocated to more specialized tasks with greater added value

+ than 550 people

participated in the national public consultation program for the Registry transformation

+ than 57 thousand Citizen' cards

issued free of charge to children under 1 year old

Nascer + Cidadã e + Cidadão

automatic birth communication pilot between Health and Justice

5 × plus accesses

to the Civil Registry Online services after its renewal, which included the provision of authentication with CMD

2 × more requests

online access to simplified property information, with cost reduction

In the Registry, the citizen and company life cycles and movable assets were reviewed, with a broad hearing of the various stakeholders in the sector (professional bodies, associations, companies, citizens, employees), to identify priorities and define paths in providing new value-added services.

In close collaboration with the Bar Associations and Solicitors and Enforcement Agents, the Registry launched the Remote Service Platform, that made it possible to carry out authentic acts, such as buying and selling properties or divorces, by videoconference. reinforcing territorial cohesion

With companies in mind, important steps were taken to renew their life cycle, with the launch of the first phase of the company's new life cycle, through the Empresa Online 2.0 platform, which reduced the average time for company creation to just 10 minutes, by simplifying the procedure and making it more integrated, based on redesigning the service with users.

Taking advantage of the potential of emerging technologies, such as Artificial Intelligence (AI), it was possible to come up with innovative and disruptive solutions, which allow automating tasks, freeing up resources for activities where they can add more value, for example, the launch, in the first phase , the submission of nationality applications online for representatives (mandatory, since November 2023, for these professionals), which included a tool that validates the authenticity of the documents submitted; and, in a second phase, the availability of the new platform for processing nationality processes, which dematerializes the entire process, guaranteeing security and transparency.

Through AI, investment was also made in improving access to Justice. The Practical Guide to Justice uses the GPT linguistic model technology, which translates into human-like writing, to enlighten citizens. Starting with the topics of marriage and divorce, this service also answers questions about starting companies in a clear language.

To accelerate knowledge of the territory, and within the scope of the expansion of Simplified Digital Land Cadaster – BUPi, the reallocation of 10 million euros from the RRP to the municipalities and inter-municipal communities ensured and reinforced the continuity of in-person service counters at local level.

Still in this context, technology developments, such as the BUPi App, which facilitates the identification of property limits; or the algorithms for suggestion the location of properties and proposing the configuration of the land, allow us to guarantee a faster process of identifying properties.

Last February, the Autonomous Region of Madeira also joined project, which added 5 municipalities to the 145 that provide the service on the mainland; and the reinforcement of the proximity work of qualified technicians, with the interconnection to GeoPredial, which made it possible to join solicitors qualified to work in this system to a network of more than 970 BUPi professionals.

First GovTech Strategy for Justice

Making changes that break paradigms and test new models require that innovation is not only done from the inside out or from the outside in, but in collaboration with the entire innovation and entrepreneurship ecosystem.

In response to this need, the first GovTech strategy for Justice was put into practice. A set of collaborative innovation and digital transformation initiatives that involve universities, research centers and startups in creating solutions to transform Justice.

Within the scope of this strategy, several initiatives were launched such as Desafios Justiça, an ideas competition for innovative solutions. The first edition of which was carried out by the National Institute of Industrial Property (INPI), which selected, among individual entrepreneurs and legal entities, national and foreign, 4 solutions for a conceptual brand research tool.

Also noteworthy is the partnership signed with the Foundation for Science and Technology to promote close collaboration between Academia and Justice, namely through research and development projects in the fields of Justice, PHD grants and other initiatives.

Training to innovate and ensure the sustainability of initiatives

To ensure the success and continuity of these reforms, it is necessary, first of all, to train people in Justice, providing them with more skills, but also with new horizons and methodologies, which allow them to experiment more and manage complex projects. Investment in training was, therefore, one of the government team's first projects.

Among other measures to implement this strategic option, LAB Justiça stands out, the first advanced program in strategic management, digital transition and leadership in a context of change, created from scratch, in partnership with Nova SBE and the Instituto Superior de Economia e Management (ISEG), to reinforce the responsiveness of Justice leaders and managers to the demanding challenges that the implementation of the Recovery and Resilience Plan poses.

After it had already been possible to train, in the Lisbon region, a hundred directors and project managers from 18 Justice bodies and entities, a 2nd edition of the LAB was started in Porto, which was also associated the Porto Business School another leading management reference university. In addition to expanding the program to 50 new professionals in the North region, this new edition also includes a set of immersive sessions that further deepen some of the themes, areas and challenges and adjust the learning experience to different work realities of the participants.

LAB Justiça is part of the Skills Program for Innovation in Justice – Capacitar para Innovar – integrated in the GovTech Justice strategy and is financed by the RRP, which foresees an investment of 4.9 million euros for the Skills Center for Innovation and Digital Transformation (Hub Justiça).

Adding up the training carried out and planned, there were more than 5 thousand workers, from different bodies and entities, who received or will receive training, between 2023 and 2024, including other training initiatives such as BUPi Envolve (eBUPi), Somos Registry (IRN) and GeoRegis (IRN/eBUPi).

Investing in Human Resources for the RRP

The RRP brought enormous challenges to its beneficiaries given the volume of investment, the number and complexity of projects, and the reduced time window for their execution. A major constraint, presented early on, was the scarcity and lack of preparation of human resources, both in technical areas and investment support.

For this reason, through Order No. 1188-B/2021, of November 30, the Government established a maximum contingent of jobs under this program, allowing Direct Beneficiaries in the sphere of Justice to recruit 159 people, with a fixed-term employment contract within the RRP time window and exclusively supported by it. Of that contingent, 60 people are already working, with 45 recruitment procedures underway to fill the same number of vacancies.

These recruitments contribute to address these requirements, in particular, in the support areas for service activities, which are burdened with the preparation and procurement. In the case of the National Institute of Industrial Property, for example, the hiring of patent examiners stands out, which will help reinforce a key area for innovation, competitiveness and economic development.

Assess the impact

To ensure that process of transforming Justice is not limited to a financial investment and it is possible to better understand what works and what should be improved and what to improve, the Institute for Public and Social Policies (IPPS) of ISCTE-IUL, the Center for Social Studies (CES) and the Faculty of Economics of the University of Coimbra (FEUC) are assessing the impact of RRP investments within the scope of component 18 - Economic Justice and Business Environment and the BUPi project - Building's Single Counter, included in component 8 – Forests, with methodologies that will contribute to increasing the efficiency and effectiveness of public policy during and after the development of these projects.

This independent monitoring work follows best international practices and European Union recommendations, contributing to the scrutiny of the results achieved with public policies in the field of justice and the application of the funds allocated to them.

RRP Numbers

RRP allocations to Justice beneficiaries*

Throughout the implementation of the RRP, the funds allocated to the different justice beneficiaries have been subject to specific adjustments in order to optimise the total allocation of 266.9 million euros for Component 18 - Economic Justice and Business Environment, as well as the additional 55 million euros for the expansion of cadastral information, allocated to the respective Mission Unit and included in Component 8 - Forests.

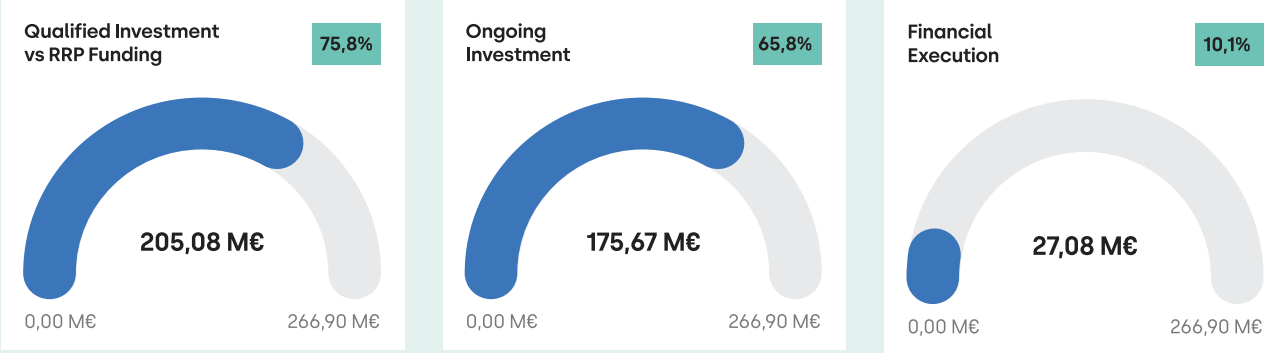
The table shows the RRP funding allocated to the different Justice Beneficiaries, in the two applicable components (C18 and C8), on January 31, 2024. In C18, the allocations are grouped by entities supervised by the Ministry of Justice and by sovereign entities.

COMPONENT	PUBLIC BODIES/ENTITIES	FUNDING
C18	CAAJ	1 200 000,00 €
	CPVC	700 000,00 €
	DGAJ	16 300 000,00 €
	DGPJ	23 904 000,00 €
	IGFEJ	139 300 000,00 €
	INMLCF	7 200 000,00 €
	INPI	1 850 000,00 €
	IRN	42 500 000,00 €
	PJ	19 100 000,00 €
	SGMJ	9 650 000,00 €
C18	CSM	600 000,00 €
	CSTAF	300 000,00 €
	PGR	3 300 000,00 €
	MENAC	996 000,00 €
C8	CCDR CENTRO	5 000 000,00 €
	CCDR NORTE	5 000 000,00 €
	eBUPi	45 000 000,00 €

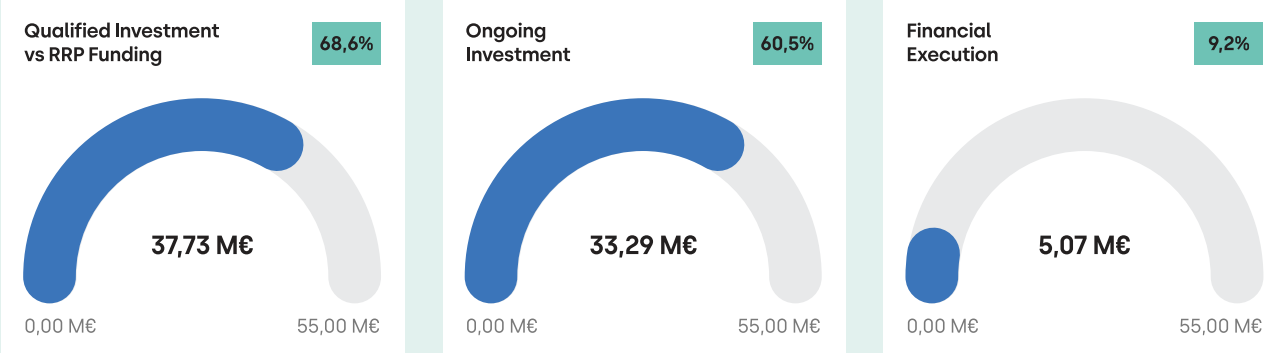
* The allocation made available to the North and Centre Regional Coordination and Development Commissions (CCDR Norte and CCDR Centro) to promote the BUPi initiative - Digital Land Registry - was also included.

Implementation of RRP

On C-18 "Economic Justice and Business Environment"



On C-08 "Forests" (with respect to BUPi)



As of 8 March 2024, around 66% (around 175.7 million euros) of the total investment allocated to Component 18 - Economic Justice and Business Environment (266.9 million euros) was underway, which means that 94 million euros have been contracted and 81 million euros are in the contracting phase.

In Component 8 – Forests, and regarding BUPi – Digital Land Registry, on the same date, around 60.5% (around 33.3 million euros) of the total investment (55 million euros) was in progress, which represents 23 million euros signed and 10.1 million euros

in the hiring phase. The total investment includes 10 million euros made available through two notices for the North Region and the Central Region, of 5 million euros each.

According to the annual report of the National RRP Monitoring Commission, released in November 2023, the investment in the C18 component is in line with the plan, highlighting "the effort to involve the Justice ecosystem and promote change management and internal leadership".

Digital Transformation of Courts and Alternative Dispute Resolution Means

Digital Transformation of Courts and Alternative Dispute Resolution Means

From Habilus to eTribunal: a paradigm shift

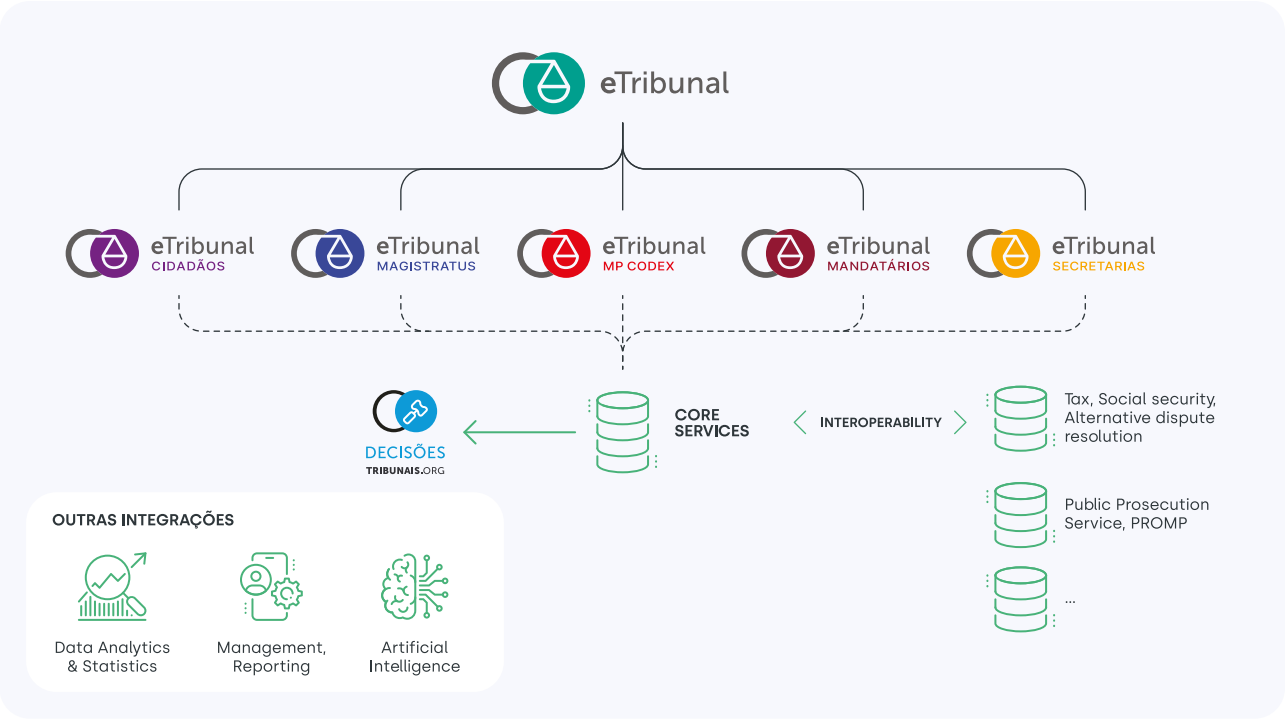
Court information systems started to be developed by court staff who, more than 20 years ago, realised that their work would be more organised and efficient if it was supported by an IT solution.

This solution, which resulted in HABILUS, not only brought huge gains, but quickly began to be extended to other professionals, such as judges, prosecutors and lawyers, through the CITIUS (Judicial Courts Information System) and SITAF (Administrative and Tax Courts Management Information System) applications, which allowed Portugal to become a pioneer in the digitisation of court proceedings.

At the same time, important steps were taken to bring justice closer to citizens, through the creation of online services and simplified mechanisms of Alternative Dispute Resolution (ADR).

Today, these digitisation efforts, which were groundbreaking at the time, need to be extensively updated, either because they encompass a set of very heterogeneous applications that don't keep up with the best practices in terms of accessibility and usability, or because they don't take advantage of the latest technologies, or, in some cases, are based on obsolete architectures and technologies.

The Recovery and Resilience Plan (RRP) has made it possible to provide court information systems with a new architecture that aims to respond to the real needs of the various user profiles. This can only be implemented through true collaborative work that lays the foundations for a new generation of solutions, centred on users, based on more modern and resilient technologies, including emerging ones such as Artificial Intelligence (AI), guarantees of auditability and information security, as well as accelerators of a data-based management model.



This new architecture is at the heart of the eTribunal aggregator concept, whose brand has been created by legal professionals to represent the new generation of court information systems.

eTribunal is an ecosystem that includes:

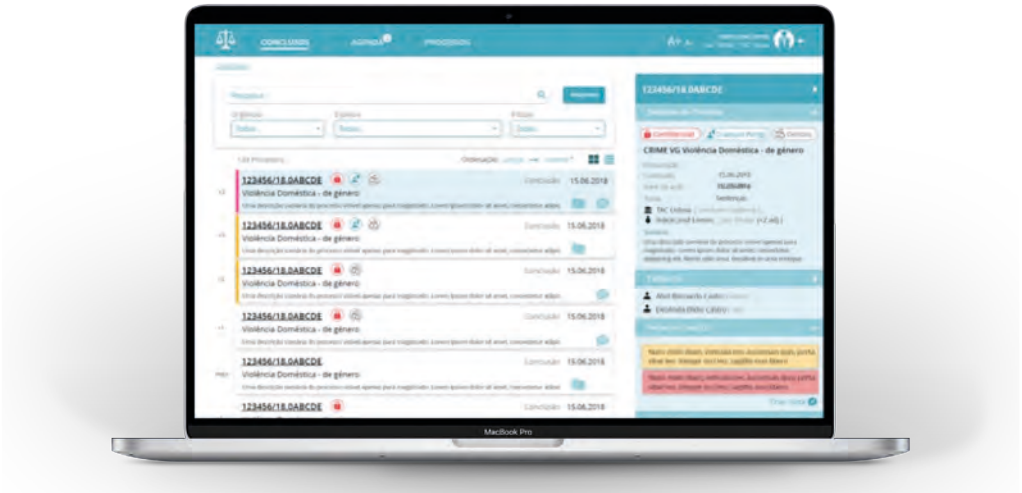
— **Its own web and mobile interfaces, developed in collaboration with users** to meet their real needs in both jurisdictions (common and administrative and tax) and at the various stages of the process, namely:

- Magistratus - built by and for the judges of both jurisdictions, in all instances;
- MPCodex - built by and for prosecutors from the Public Prosecution Service (MP), the Criminal Investigation and Action Departments (DIAP) and the Central Criminal Investigation and Action Department (DCIAP);
- Interface for Representatives - built by and for Lawyers and Solicitors;
- Interface for Court Desks - under development by and for the clerks of the various desks, including from the Public Prosecutor's Office.

— A single "core" court system that aggregates both jurisdictions and provides common services for the various interfaces, making it possible to take advantage of the best services that exist today (e.g. activity management, interoperability, data dashboards, anonymisation and file management) and, in the future, to integrate new and better functionalities more quickly (e.g. summarisation, publication of decisions and intelligent search for text in video and audio), while at the same time reducing the costs of new developments and maintenance through the adoption of an architecture based on microservices.

As an intermediate step, and in order to quickly provide the administrative and tax jurisdiction with all the interoperability and activity management that exists in CITIUS, in a first phase, still in 2024, SITAF cases will be migrated to CITIUS in order to maintain only one electronic processing system, which will later be transformed into the "core" of the eTribunal systems.

From the point of view of citizens and businesses, the eTribunal concept will make it possible - through the development of the new Digital Justice Platform (justica.gov.pt) and the aggregation of services included in Tribunais.org.pt - to provide simpler, faster and more intuitive services, thanks to the commitment to adopting a more accessible and usable service design system, based on Mosaic/Agora, and the creation of more automation and interoperability between Justice systems, and between these and other government areas and the business community. An example of this is Electronic Judicial Support, a service provided in collaboration with the Labour, Solidarity and Social Security department, which simplifies the request for the State to assign a representative in cases of lack of resources.



eTribunal Interface Development

In Magistratus - and once the main priorities identified by the respective Working Group have been put into action, an example of which is integration with the external text editor used by judges (Word) - the latest improvements are being made, mostly related to performance, so that the training judges from the two jurisdictions can carry out the extended training of all judges, including those from higher courts.

With the completion of this phase, it will be possible to give all judges access to a modern interface that responds to their needs and allows them to take advantage of intelligent searches and the anonymisation of decisions using AI. Access to summarisation and transcription services, among others, is also planned for the near future.

The MPCodex interface was developed with a group of public prosecutors, in parallel with Magistratus, and as such has many of the same functionalities as the interface for judges, as well as those specific to prosecutors. It is currently being validated by a group of 14 "prosecutor-ambassadors", who are already using it to process real cases. The evaluation obtained by using it in closed groups has made it possible to identify the main challenges and define the timetable for responding to them and extending the interface, both to more professionals and to other stages of the process, such as pre-trial and, later, investigation.

In November 2023, the new Representatives interface was launched, built with lawyers and solicitors to be an example of excellence in terms of usability and accessibility. It contains features such as consultation and optional e-mail notification of notifications from both jurisdictions in one place. The prioritisation of the development schedule is the result of consultation with solicitors and lawyers via the internet, with the User Voice initiative, and the face-to-face co-creation sessions that took place in 2023.

During 2024, the aim is to supply the platform with solutions for consulting cases and, subsequently, for uploading documents and interoperability with the management systems used by law firms, through security and interoperability standards.

The court desks are one of the centrepieces of the entire judicial system, where historically more electronic processing functionalities have been developed and where it is necessary to define the objectives to be achieved in a more realistic way, even within the tight deadlines of the RRP's timetable.

Given the complexity of developing the Interface for the Court Desks, a dedicated Working Group was launched at the beginning of 2024, after putting in place the projects to create a single "core" system and making available the first version of the new interface for the representatives. It is expected that this Working Group - composed by clerks from both jurisdictions and the Public Prosecutor's offices, members from the Directorate-General for the Administration of Justice (DGAJ) and multidisciplinary teams from the Institute for the Financial Management and Infrastructures of Justice (IGFEJ), among others - will be able to provide the first basic functionalities of the Interface for the Court Desks by the end of 2024, and the minimum essential functionalities to replace the CITIUS and SITAF desks modules by the end of 2025.

Other innovations with impact on the judicial system

Throughout this in-depth transformation process, opportunities for innovation and improvement throughout the system have been signalled, various strategic solutions have been implemented and strengthened, and areas with potential quick wins have been identified.

Because of its impact on the provision of better services to citizens and businesses, as well as on the efficiency of the work of the various players in the justice system, especially in the context of combating backlogs, a strategic vision was defined that emphasises interoperability in justice. Several interoperabilities have been implemented with clear gains for the efficiency of the system as a whole, among which we highlight the services of Electronic Legal Aid, Online Access to Notarial Records, or communication between the Online Criminal Register and the European Criminal Records Information System (eCRIS).

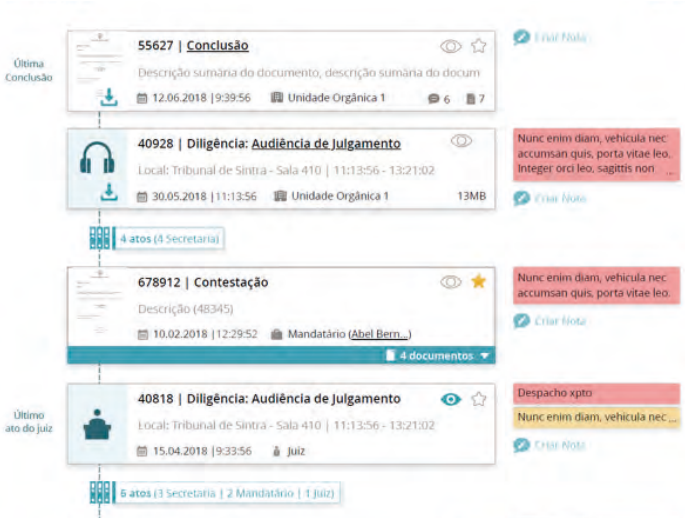
Currently, the Justice interoperability catalogue exceeds five dozen links, with 15 entities and 29 different information systems. Reinforcing this commitment, a protocol was signed in December 2023 with the Public Security Police and the National Republican Guard to improve and introduce the electronic sending of records originating from both entities in the first half of 2024. This measure has a major impact on the efficiency of the desks, since they no longer have to enter information received on paper into the information systems, and simultaneously on the performance of the entities of the Ministry of Internal Affairs, which no longer have to print and travel to deliver files to the courts.

The dematerialisation of requests for information from the courts to banks, via the Bank of Portugal's PERTO platform, is in its final stage of implementation. These requests will now be supported by metadata, which will make it possible in the future to automate the response from the banks and thus reduce context costs and response times.

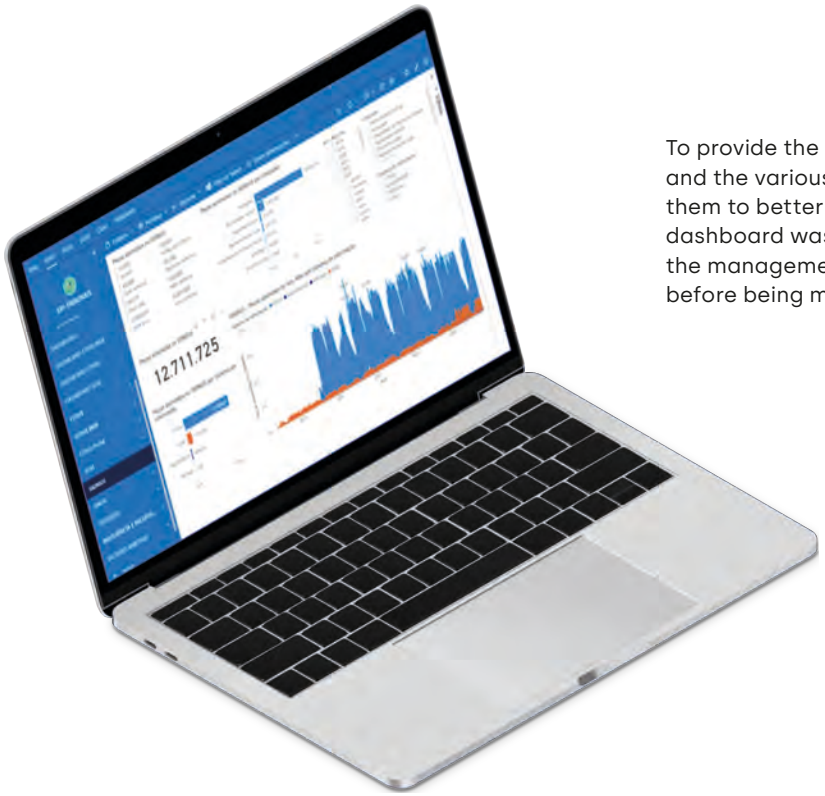
Another interoperability service that is ready, and just waiting for the new contracts to be signed with the mail service providers, is Print & Finishing. This service, which already serves the courts and enables printing, enveloping and dispatching tasks to be taken away from the desks, will be extended to all justice institutions when the new contracts are signed.

A solution for the anonymization of court decisions was also developed using Artificial Intelligence. It is being tested in the South and North Central Administrative Courts, and in the Supreme Administrative Court, and will soon be available to all judges, in the Magistratus Interface, enabling them to trigger this process and, after validation, feed back the underlying AI engine. This solution and the launch of a new service for publishing and aggregating all decisions, to be made available at decisoes.tribunais.org.pt in the first half of 2024, will contribute to increasing the number of sentences that are published, without requiring a substantial increase in resources allocated to this task.

Furthermore, in the last quarter of 2023, representatives began to be able to submit procedural documents up to 20MB through online channels, in a completely dematerialized manner – doubling the existing limit for submitting documents. More than 56% of legal proceedings, whose documents were until now delivered on paper to court counters, as they exceeded the 10Mb limit, can now be submitted online, avoiding the need for their digitization and subsequent insertion on the eTribunal platform, by clerks. With this measure, it is estimated that the equivalent of the full working hours of 43 court clerks will be freed up, who will then be able to perform other tasks with greater added value. Additionally, this functionality allows representatives to save countless trips.



At the beginning of the third quarter of 2023, more than 2 million audio recordings, relating to more than one million cases, could now be consulted in the eTribunal. This new functionality, made available in the common jurisdiction, allows lawyers who have access to the process online to access the audio recordings, eliminating the need to record CDs which, until now, had to be physically picked up in the courts. In addition to allowing representatives a significant reduction in time and travel costs, this measure represents a significant saving in working hours for court employees, who are now able to allocate more than 6 thousand hours to specialized tasks with greater added value.



To provide the management bodies of the districts and the various stakeholders with solutions that allow them to better manage their productivity, an eTribunal dashboard was developed and is being validated with the management bodies of the District of Lisbon West, before being made available to all courts.

In the court service component, the Balcão+ initiative has been continued. Since 2016, it enabled the creation of 296 centralized citizen service counters in the courts and introduced practices for continuous improvement of the working conditions of the desks, using the squads methodology (multidisciplinary teams) to regularly evaluate performance and propose work organization measures, in order to avoid waste of resources and time.

The objective of this new phase was to reinforce the centralization of the service – whenever the organization of the courts in the same District allows it – to further normalize responses and improve the working conditions of court clercks. The regions of Lisbon, Beja and Braga are examples of places where these measures have already been implemented, although still in the experimental phase.

A project is being prepared that aims to test the centralization of all telephone service provided by the court desks in a single number, in order to increase the quality of service and, at the same time, provide clerks with more time to dedicate themselves to higher added value tasks.

One of the services provided at Balcão+ is criminal records, which is also available through two other channels: electronic and, since the beginning of 2023, the telephone one, both offering the possibility of authentication with a Digital Mobile Key (CMD).

In the second half of 2023, a completely renewed service was made available for obtaining criminal records online (RCO), on the Digital Justice Platform (justica.gov.pt), which is characterized by more resilience, accessibility and usability, and allows new means of payment (such as Paypal) and authentication (such as the CMD). Integration with the European eIDAS platform is planned for the first half of 2024, to facilitate the use of the RCO by citizens of the Member States, and the availability of new means of payment possibilities (MBWay), to facilitate the use of the electronic service.

Initially made available in 2009, the Criminal Identification Information System (SICRIM) gathers information relating to records. A new SICRIM is being developed in a modular way, with the project expected to be fully completed in mid-2025.

The objective of continually making legal processes more accessible also involves improving the way we communicate. Based in the success of the simplification of the language of the injunction notice – which, by contributing to citizens becoming more aware of their rights and duties, increased the number of legal aid requests by 160% and the voluntary payment rate by 50% – public sessions, extended to all areas of justice, were promoted, aiming to raise awareness and provide tools to work on this topic. As a result, 30 new notifications from courts (from both jurisdictions) and alternative dispute resolution mechanisms were identified, the simplification of which has a high potential impact. The proposals made by the respective working groups are currently being validated with the Councils and will later be made available as models in the systems of the eTribunal and ADR.

Regarding alternative dispute resolution, in May 2023, a new platform called RAL+ was put into production, which offered citizens and businesspeople the possibility of accessing ADR mechanisms via Internet, in a simpler and faster way, to resolve family and work conflicts through mediation, or other low-value conflicts through Justice of the Peace Courts, also allowing professionals allocated to these systems to be provided with a more robust tool to support analysis, decision-making and process management procedures.

This platform, developed in its initial phase with funds from the Administrative Modernization Support System (SAMA), already enables interoperability with eTribunal systems. Its evolution is planned, with the support of RRP, namely by: increasing the number of interoperabilities; extension to other mediation systems, such as criminal law, and consumer dispute arbitration centers that are part of the consumer arbitration network; and also the provision of better management tools, with real-time indicators.

To better publicize alternative resolution mechanisms and reinforce the use of the RAL+ electronic platform, a nationwide communication campaign was launched in December 2023.

Finally, and given the complexity that navigating this entire ecosystem of Justice services can involve, the Practical Guide for Access to Justice (GPJ) was implemented. GPJ is a tool based on artificial intelligence, which allows for clarification and rapid referral of citizens to the various solutions made available by Justice. The GPJ was launched, in pilot phase, during the first quarter of 2023, on the Digital Justice Platform, with the topics of divorce and marriage, having since been extended to the topics of business creation, online criminal records and ADR mechanisms.

Critical Success Factors

Involvement of key actors from the beginning:

Users must be the focus at all stages of change, from the clear definition of strategic and operational objectives to be achieved, through the prioritization of initiatives, to validation, through participation in testing and correction processes.

Valuing data in management processes, whether in collection, processing, or in its presentation in a perceptible and intuitive way, or as raw material to simplify services, for example through interoperability, or its timely availability, as process accelerators and decisions, or even as a fundamental basis for prioritizing developments, taking into account the impact..

Clear definition of a governance model for projects and systems that allows prioritizing activities, defining and maintaining a common architecture and framework, with clear timelines, rules and guidelines, which accelerate development processes and make solutions more sustainable in the future, both from the point of view of resources, as well as existing skills.

Use of agile methodologies, which allow identifying the specifications for the minimum viable product, prototyping and testing quickly and, in several short iterations, aligning results with expectations - without being afraid to drop off less advantageous solutions.

New Life Cycles for Registries

Representativeness and Innovative Role of the Registries

The Institute of Registries and Notary, I. P. (IRN) is present in 297 municipalities in mainland Portugal and the Autonomous Region of the Azores through a vast network of counters, where more than 22,000 services are provided daily in response to needs related to different registration areas (civil, commercial, land and vehicle), as well as with nationality and the citizen's card.

In addition, IRN currently offers 81 online services on the Digital Justice Platform, representing around 44 per cent of the services provided by 15 bodies and entities in the Justice area.

These figures illustrate the crucial role of the Registry sector. This area crosses the different stages of citizens life cycle, both at the personal and professional levels, guaranteeing the security and authenticity of documents and acts indispensable to the proper functioning of society and the economy.

It is also an area that has stood out for its ability to innovate, often considered as a pioneer in the digital transition that has been underway since the beginning of the century. Many of us no longer remember the countless public services we had to go through to buy a house, set up a business, or even obtain a simple identification document.

The automatic renewal of the citizen's card is one example of the initiatives recognised as good practice in the digital transformation of public administration, which anticipates citizens' needs. The more than 2.2 million citizen cards renewed through this service have already saved citizens the costs inherent to more than 4.4 million journeys that would have been necessary to apply for and collect the card, while also have taken pressure off face-to-face service.

The Justice RRP's push to build the future

Reducing the bureaucratic burden associated to the life cycles of citizens and companies, by adopting the "digital by definition" paradigm, is one of the main objectives of the investment allocated to component 18 - Economic Justice and Business Environment - of the Recovery and Resilience Plan (RRP).

To achieve this important goal, the Registry services have been allocated 42.5 million euros, and 96 per cent of this investment is already underway through contracts signed and procedures in progress.

These figures reflect the sector's commitment to accessibility, speed, and efficiency of processes, making them more interoperable and automatic. This is done by taking advantage of Artificial Intelligence (AI) and Robotic Process Automation (RPA) to relieve workers of routine tasks, assign them to others with greater added value, and better serve citizens.

Achieving this result involved, first and foremost, projecting the vision for the future of this sector. Through the Horizon 2025 Action Plan, IRN has chosen as its main strategic axes: digital transition, modernisation, communication and change management.

Firmly anchored in digital, this vision does not neglect the mission of the Registries to protect the rights of people and companies throughout their life cycles with transparency, trust, and excellence. It also embraces a culture of change based on strengthening competencies, which goes beyond the technological transition and aims to ensure a quality, integrated service with a level of excellence that serves everyone.

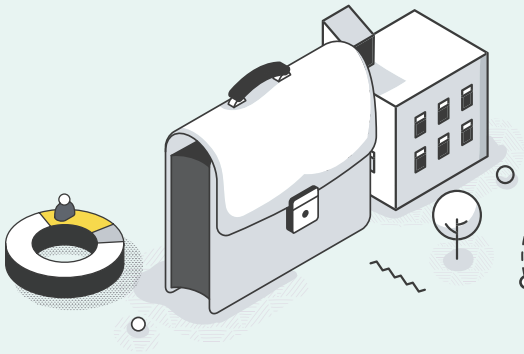
This strategic action plan was based on consultation with various stakeholders, including trade unions, sector players, and citizens, to diagnose needs and identify opportunities to improve the services provided.

To ensure focus on the objectives set for this area under the RRP, the plan was structured around the 4 life cycles associated with the main business areas of Registry services: civil, commercial, property and vehicles.

Citizens' life cycle

It comprises three components:

- Citizen - corresponds to services for every moment of a citizen's life: birth, marriage, divorce, death, etc.
- Civil Identification - guarantees specific services in the context of the citizen's card and passport.
- Nationality - deals with applications for nationality.



Company life cycle

It deals with legal entities, namely in situations of incorporation, management, insolvency, dissolution, and extinction. It emphasises projects to renew the registration of legal persons and companies, including in the online channel.

Property life cycle

It focuses on promoting the status of buildings and land and guaranteeing the security of the legal property trade. It includes alignment and coordination with the Digital land Registty (Balcão Único do Prédio - BUPi), providing citizens/companies with land registry information with a unique identifier (NIP) that is structured and easily understood by all. It aims to provide aggregated information to the different agents in the building ecosystem.

Movable assets life cycle

It covers the registration of all movable assets subject to registration: cars, boats, ships and industrial machinery with a licence plate.

Achievements and ongoing projects for the renewal of life cycles

Below, it is presented a summary description of the projects completed between April 2022 and January 2024 under each of the four life cycles of the Registries, as well as some highlights of the projects in the implementation phase.

In the citizen's life cycle

The **Remote Service Platform (PAD – Plataforma de Atendimento à Distância)** has made it possible to carry out authentic acts remotely, by videoconference, ensuring security. Examples of these acts are: divorce by mutual consent, the purchase and sale of a property or the habilitation of the heirs. Among the advantages of the new service are the elimination of travel costs and the strengthening of territorial cohesion - by providing access points to the Registries where they were previously unavailable - and the rationalisation of resources. The PAD was also innovative in its use of Mosaico - the standard model for designing and developing digital public services centred on citizens and companies, created by the Agency for Administrative Modernisation - and was the first Justice department to adopt it. Since its launch in October 2022, more than 200 acts have been carried out. The use of this platform to access other services, such as those provided at the Balcão Único do Prédio offices in the municipalities, is being tested. Identifying new services that could be made available through the PAD is also underway.

In the area of nationality, in February 2023, the availability of a platform for lawyers and solicitors to submit these applications online - which accounts for 90% of the total - has **automated and digitised the process, using artificial intelligence mechanisms to validate documents.**

With the mandatory online submission by agents (in force since 1 December 2023), it is estimated that an average of 10,000 appointments per month can be taken from the registry offices, significantly relieving the pressure on face-to-face service. Considering an average duration of 20 minutes for each service, this measure has **led to an efficiency gain of 3,333 hours in service, releasing workers for tasks with greater added value.** Since February 2023, more than 30,000 nationality applications have been submitted online.

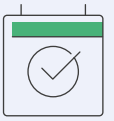
Also, in this context, the new platform for processing nationality processes was launched in December 2023, simplifying and speeding up the process of acquiring Portuguese nationality, automating various tasks through the use of Artificial Intelligence and interoperability with other entities. Steps such as the digitisation and classification of files, as well as the automatic integration with the civil registry system to issue the respective birth registration (allowing 23,000 processes to be streamlined from the outset), no longer require the intervention of an official. Moreover, the communications with external entities, which are consulted when granting nationality, will be more automated. It is estimated that this will save 20,000 work hours, equivalent to **86 people released for other tasks with greater added value.**

The new platform will also enables the stages of the process to be monitored online in real-time, increasing transparency and trust in the process and making the nationality process more efficient.

The **renewal of the Online Civil Registry** services in May 2023 made it possible to start a marriage process, apply for a divorce or request a civil registration certificate, among other services, with a Digital Mobile Key, using the Digital Justice Platform, available at justiça.gov.pt.

This new authentication option brings more convenience to citizens and facilitates access to justice. With the introduction of this possibility, accesses **have increased fivefold compared to 2022,** significantly reducing the pressure of face-to-face attendance.

The **permanently valid death certificate** now gives indefinite access to permanently updated information and is no longer limited to an expiry date.



The **Nascer + Cidadã e + Cidadão (Birth + Citizen and + Citizen)** initiative has simplified the declaration of birth, allowing it to be carried out in hospital by health unit workers through a single interaction with the Public Administration and without the parents needing to go to a physical counter, providing greater convenience for the family at a special time in their lives. Symbolically launched on 1 June 2023 as a pilot, this service is available in the maternity ward of the Setúbal Hospital Centre and is being extended to other public and private health units.

The **free citizen's card is for babies up to 1 year old** also came into force on Children's Day 2023, helping to ensure that all Portuguese are born citizens and have the right to their identity free of charge. More than 57,000 babies have already benefited from this measure.

The **new citizen's card,** in line with Regulation (EU) 2019/1157 of the European Parliament and of the Council of 20 June 2019 and the latest security standards, will ensure greater physical and electronic security through a contactless chip that will allow it to be used in various situations, both in public services and in the private sector, without the need to use a card reader. The new card will also feature visual novelties, including symbols of national culture. The photo will be more prominent, and the chip will be on the back. Estimated completion date: June 2024.

Renewal of the fleet of biometric citizen card machines by acquiring more efficient fixed and mobile kiosks with self-service capabilities. Estimated completion date: August 2024.

Reuse of biometric data from the citizen's card for the passport, and vice versa, avoiding travelling to public services to collect it. Estimated completion date: December 2024.

In the company's life cycle

The **automation of the pre-approved company name list,** through the development of artificial intelligence algorithms to automatically create the names of companies, has made a process that, until September 2022, was exclusively carried out by manual intervention, faster and more efficient. With this measure, companies now have a more comprehensive range of names, and the Registry services have freed up resources for other, more stimulating tasks with greater added value.

The **Online Company 2.0 platform,** the first phase of the company's life cycle and which went live in May 2023, has made it possible to reduce bureaucracy and simplify the process of setting up companies, for example, by pre-filling in the information. It facilitates access, the use of services and the monitoring of processes linked to the life cycle of companies. It is possible to set up a company through the new platform, **completing all the necessary legal steps in an estimated average time of 10 minutes.** It represents an evolution of the service made available in 2006, through which more than 240,000 companies have already been created online. With better usability, more automated tasks, and availability in English, Online Company 2.0 contributes to reducing context costs and accelerating the competitiveness of the Portuguese economy, where two out of every three companies are already set up via the Internet.

New functionalities in the Online Company 2.0 platform: new flows in the company creation module (for example, Registration of the Effective Beneficiary and the certified accountant, or setting up branches through an agent) and development of new modules for the management, presentation of accounts and closure stages, with improved usability, user experience, integration and new interoperability. Estimated completion date: March 2024.

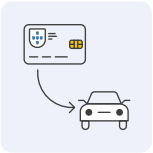
In the Property Life Cycle

Cheaper Simplified Property Information (IPS): since September 2023, requesting access to this information via the online service, which previously cost 6 euros, now costs 1 euro per building. This makes it cheaper than the face-to-face service, thus promoting the use of the digital channel. Between September and December 2023, the number of online requests more than doubled compared to the same period in 2022.

The renewal of the Online Land Registry services will allow access to online land registry services with a digital mobile key through the Digital Justice Platform, available at justica.gov.pt, similar to the renewal already carried out in the civil registry area, thus increasing the convenience of citizens and facilitating access to justice. Estimated completion date: April 2024

In the movable assets's life cycle

Updated **Single Motor Vehicle Document (DUA):** the address on the DUA of the vehicle owned by the citizen will be updated when the address on the citizen's identity card is changed. Estimated completion date: September 2024.



Critical Success Factors

Reinforcement and valorisation of human resources: in 2023, the first tender procedure was launched for the special regime careers of the Institute of Registry and the Notary in 23 years, which will make it possible to reinforce the registry offices across the country with 400 new registry officers and 70 new registrars by the end of 2024. This recruitment is part of a multi-year commitment to hire new workers for these specialised careers, made by the XXIII Government at the start of its mandate. Also noteworthy is the ongoing recruitment of 25 senior technicians under the RRP and technical assistants under the partnerships established with municipalities. Regarding training, the activities organised by the Academy of Registries should be highlight. They are aimed to update knowledge and strengthen skills in specific areas, such as nationality or specific application systems, identified in advance by the IRN's Annual Training Plan, which surveys and diagnoses training needs. To ensure widespread access to these courses, they have been held in person, in physical spaces scattered throughout the country, and online.

Internal change management: To bring central and decentralised services closer together, strengthen the sharing of ideas and good practices among employees, and encourage their active involvement in the ongoing transformation of the Registry services, seven sessions of the *Somos Registo* (We are Registry) change management programme have been held in different parts of the country since October 2022.

Renovation of the IT park: This is a crucial investment to support the digital transition process of the Registry's services and meet the demands of the new information systems. To this end, around 1,600 pieces of equipment have been installed since 2018, and the acquisition of a further 2,000 (laptops and monitors) is underway with the support of the RRP. This procedure is awaiting approval from the Court of Auditors and is expected to be finalised in April 2024.

Involvement of all stakeholders: this has been one of the key elements in the renewal of services such as company creation and nationality application, where service design methodologies have been used to map the experiences of users and service providers and identify obstacles and opportunities to improve the process. As part of the review of the life cycles of citizens, companies, proprieties and movable asssets, more than 700 stakeholders in the different areas of the Registry were heard. Over a month (March 2023), they took part in the national consultation programme "Be part of the change in the Registries", which took place in person in the districts of Braga, Porto, Aveiro, Leiria, Setúbal, Évora and Lisbon and online via a questionnaire available on the IRN website.

Communication with citizens: chosen as one of the strategic axes of the IRN's Horizon 2025 Action Plan, communication is essential for promoting knowledge and improving understanding of the services provided by the IRN. Of particular note are the initiatives developed to increase communication and reach citizens' involvement with digital services.

Google Maps
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The Expansion of the Simplified Cadastral Information System and the Digital Land Registry

The Expansion of the Simplified Cadastral Information System and the Digital land Registry

Background

The simplified cadastral information system (SICS) and the Digital land Registry platform (BUPi) have emerged in 2017, following the large-scale fires that occurred in the centre of the Portugal, highlighting a series of structural weaknesses associated with the widespread lack of knowledge of the geographical location, geometry, and ownership of rural properties.

These weaknesses directly impact the capacity for effective public intervention in the fields of risk prevention, landscape transformation, and the promotion of territorial, economic, and social development, preventing the protection and generation of value for current and future generations.

In Portugal, 91 per cent of properties are private, 6 per cent are communal, and only 3 per cent are public. In more than 50 per cent of the territory, the location, boundaries, and owners of the property were unknown until 2017. This lack of information makes it difficult to: plan, manage and make decisions about the territory; implement basic public policies and territorial valorisation; and introduce associative and integrated property management models that guarantee the size of the property and the appropriate scale for active and rational management, allowing for sufficient remuneration for agricultural and forestry management activities.

In this context, SICS and BUPi have emerged as structural projects that aim to learn the territory in a simple and innovative way and have a strong ambition to contribute to the transformation of land management. They constitute one of the most significant reforms envisaged in Component 8—Forests of the Recovery and Resilience Plan (RRP).

An innovative model

This innovative initiative redefines the traditional administrative paradigm of land registry and property registration processes, adopting a transformative approach based on the identification of property by the citizens themselves and leveraged by technology. The result is a digital public service centred on the needs and experience of the citizen, with simplified, efficient and agile processes, promoting the harmonisation of data between various entities, such as the Institute of Registries and Notary, I.P. (IRN), the Tax Authority (AT) and the Directorate-General for Territory (DGT).

Launch of the pilot

The pilot phase, which began in 2017 and covered the geographical area of 10 municipalities in the North (two municipalities) and Centre (eight municipalities) regions of the country, had a positive outcome, with the platform adding up to around 130,000 Georeferenced Graphic Representations (GGR) declared, which already reflected more than 50% of the known area of the territory of the municipalities that took part in this phase. The model adopted, the methodology and the results obtained proved the effectiveness of the solution and its ability to know more territory in less time and at less cost.

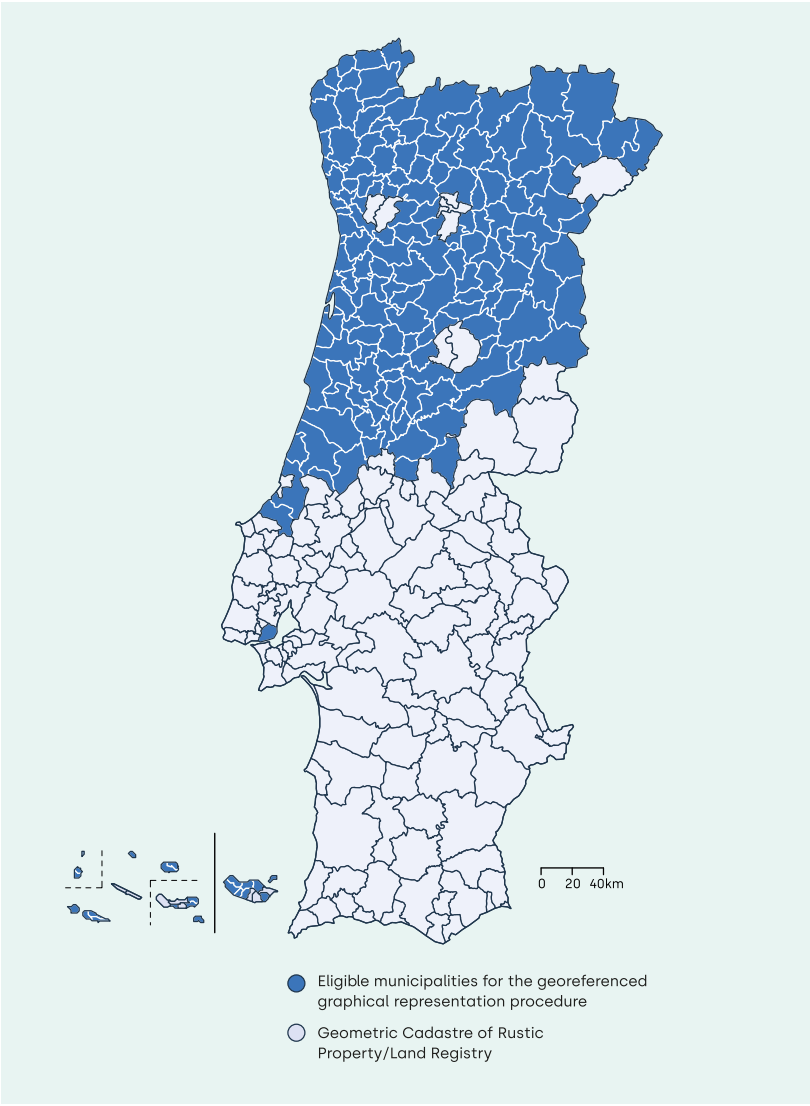
Extension of BUPi

In August 2019, the legal regime that extended the BUPi project to the entire national territory was approved, enabilng citizens with properties located in one of the 172 municipalities without a register to benefit from a simple identification process, which can be carried out autonomously on the BUPi platform (available at bupi.gov.pt), or assisted at the counters of the participating municipalities, with the support of a qualified technician who assists the citizen in identifying their property.

Under the SICS, citizens can benefit from a set of simplified registration procedures, which are free of charge and apply throughout the country, i.e. in the 308 municipalities, regardless of whether the system for collecting rural property information is simplified or geometric.

The exceptional regime of free identification and registration procedures, as well as no increase in taxes and the application of fees and fines associated with property regularisation processes, was in force until the end of 2023 and was extended until 31 December 2025.

Regarding the 136 municipalities that have a land registry, it is planned to integrate existing land registry elements into the BUPi via a service, implement land registry execution and conservation operations, and integrate them into the land registry map via the BUPi.



eBUPi Mission Structure

In June 2020, the Mission Structure for the Expansion of the Simplified Cadastral Information System (eBUPi Mission Structure) was created to ensure the expansion of the SICS to the entire national territory, in conjunction with the municipalities and the development of support systems for BUPi, including the creation of data and cadastral information repositories to be shared through interoperability mechanisms, as well as the development of support systems for BUPi, including the creation of data repositories and registry and cadastral information to be shared through interoperability mechanisms.

eBUPi began by promoting the basic conditions necessary for the inter-institutional agreements to be signed with the municipalities adhering to BUPi to operationalise the opening of the physical service desks. Much of its initial effort was also centred on training and empowering the qualified technicians who provide support to citizens in carrying out the identification process, as well as training the technical teams of the municipalities and inter-municipal entities responsible for the communication dimension, with the knowledge and tools to activate the project at the regional and local level.

At the same time, to make citizens more aware of the importance of identifying and registering their properties, eBUPi worked with the Centre for Social Studies at the University of Coimbra, which carried out an extensive field analysis to better understand the motivations and expectations of the citizens for whom the project is intended, their relationship with the territory and the experience of the different populations with the cadaster.

Phased adhesion of new municipalities

In February 2021, the phased process of new municipalities joining the BUPi began. Currently, 145 of the 153 municipalities in the North and Centre regions do not have a land registry, covering more than 8.4 million land registers.

Since February 2024, BUPi has been extended to the five municipalities in the Autonomous Region of Madeira that don't have a land registry, covering a further 22 parishes, totalling 300,000 land registers and more than 42,000 inhabitants.

Results achieved

All the joint efforts of mobilisation, commitment and collaboration have meant that today, more than **300,000 citizens** have identified around **2 million properties**, equivalent to 1 million soccer pitches, in an average of nearly **82,000 cases per month** and more than **13,000 per week**.

90% of the proprieties were identified between 2022 and 2023, when the milestone of georeferencing 30% of the area in the 153 mainland municipalities without a land registry was reached - of which less than 2% corresponds to overlapping areas. Also It was achieved the goal of knowing 90% of the area of these municipalities, in terms of the type of property (public, private or community), its use and occupation.

The crucial role of local government

The contribution of local authorities and inter-municipal communities to the success of the BUPi project should be emphasized. With their essential network of qualified technicians, they support citizens in identifying the location and boundaries of their properties.

As previously mentioned, the eBUPi Mission Structure is making a regular and structured effort to train qualified municipal technicians, of whom there are already more than 900 operating on the platform. It is also implementing a support model dedicated to these users and monitoring each municipality's productivity and the effort needed to achieve the defined goals.

RRP funding and disbursement targets

The BUPi project was initially financed by national funding sources (Budget of the Justice Government Area and Transfers from the Environmental Fund), as well as by EU funding through the COMPETE2020 Operational Program, was integrated into the RRP, specifically under Component 8 Forests, with a total funding of 55 million euros, under the description "Land Registry and Land Occupation Monitoring System: National Land Registry System".

In 2023, given the need to ensure funding sources for local operations in the municipalities of the North and Centre regions, the investment was readjusted to a total of 45 million euros to allocate 10 million euros, divided equally into 5 million for each of the regions, to be implemented through applications to Notices launched by the North and Centre Regional Coordination and Development Commissions, respectively.

The investment being carried out by eBUPi, whose formal beneficiary is the General Secretariat of the Ministry of Justice, currently stands at 49% (around 22 million euros) if we consider everything that has been contracted and is being materially executed and the financial execution rate is around 10% (payments made).

As far as the **project's disbursement** targets are concerned, the "Evolving towards a BUPi 2.0 platform" target was achieved in 2022, and the "Training in BUPi" target was achieved in 2023, with 12 BUPi Envolve training sessions (exceeding the target by two sessions) that reached a total of more than 4,300 participants.

It is also important to highlight the achievement in 2023 of another milestone in the RRP project — with no impact in terms of disbursements: making BUPi information available on the Public Administration's Open Data Portal (dados.gov.pt) to enable and boost the use of this information by citizens and the academic, scientific and private sectors, enhancing the value of BUPi information to society.

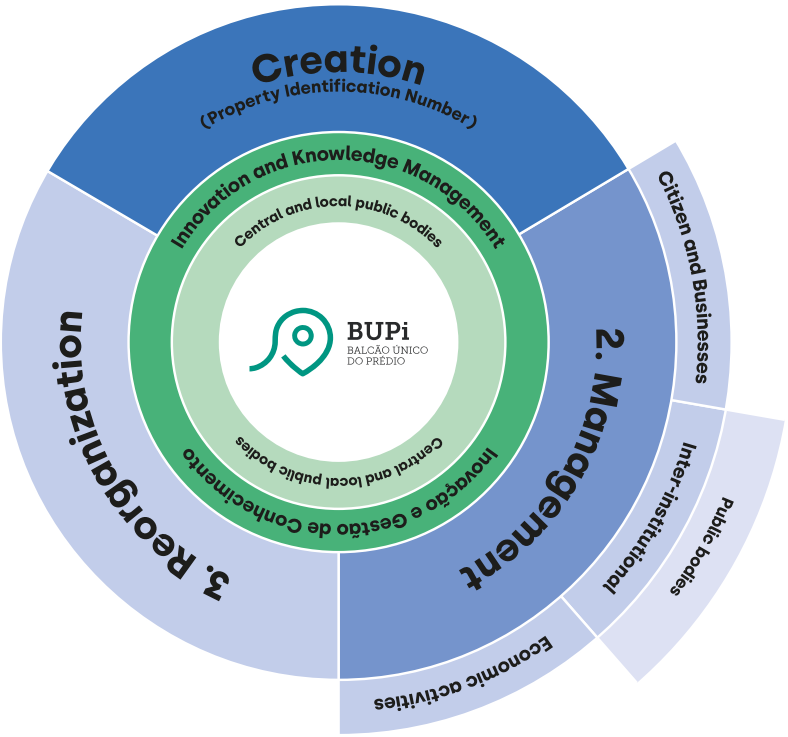
BUPi is a project based on sharing information between Public Administration entities and citizens, companies, and academia, avoiding the duplication of systems or the creation of redundant information architectures. The aim is to contribute to better collective management, capable of generating measurable impacts in both the economic and environmental dimensions and the social and simplification dimensions, specifically in the context of the priority initiative to create the (Unique) Property Identification Number (NIP).

To this end, the eBUPi Mission Structure has launched a phased process reengineering project with the core partners of this reform, namely IRN, AT and DGT, intending to reformulate the business processes of these entities from a perspective centred on the needs and journey of the citizen. Service design and design thinking methodologies are being used to ensure genuine end-to-end process simplification and not just an apparent simplification of processes for the citizen, with no impact on the back office of the public bodies involved.

Property Identification Number (NIP)

The SICS procedures aim to speed up and simplify the process of identifying the location and boundaries of the property and the respective owners.

With this in mind, it is important to promote the development of information and interoperability systems to support the BUPi platform and establish the bases and processes needed to implement the initiative to create the NIP - which is the first functional pillar of BUPi and the Building Life Cycle - with the implementation of indicators to assess and monitor the project's performance.

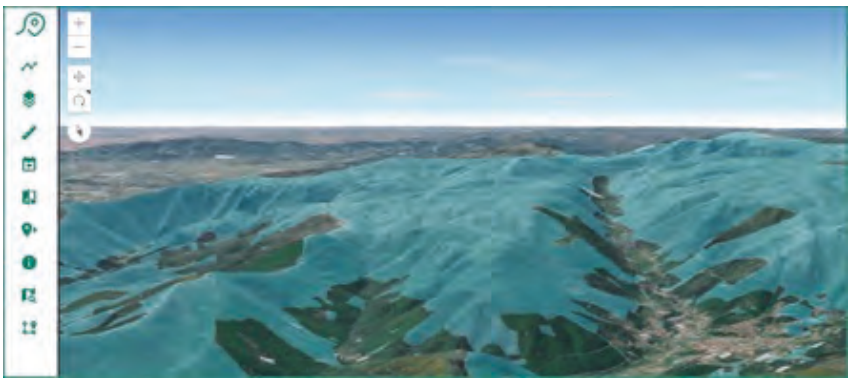


The challenge in conceptualising the NIP model as a unique property identifier for the owner and for the entire Public Administration, enabling consistent management of buildings in all their attributes and dimensions, as well as the necessary harmonisation and permanent updating of information, involved the integration of administrative processes related to buildings, involving the IRN, the AT and the DGT.

Nevertheless, in 2023, in parallel with the efforts to expand the BUPi project, the NIP pilot project got underway, establishing the conditions for creating and managing the NIP, which will initially be limited to the Integrated Landscape Management Areas (AIGP), which are priority areas for intervention given the greater vulnerability to rural fire risk and for which significant support is planned under the RRP, to finance the investments to be made in implementing the integrated operations, including support for the maintenance of the areas to be intervened. The extension of the NIP model to the entire territory is expected to be completed by the end of 2025.

The BUPi Geographic Information System (BUPi GIS)

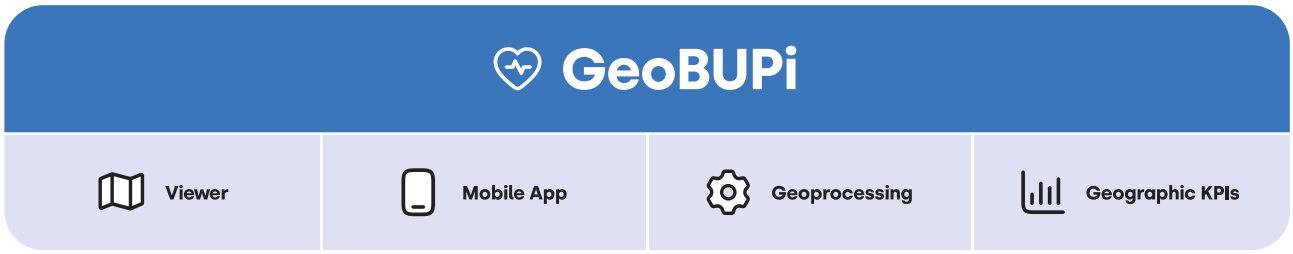
The geographic solution initially developed for the registration of RGG under the pilot project included a geodatabase, a map server (GeoServer) and a set of 4 geographic viewers.



From 2022 onwards, plans began to expand to a truly integrated GIS with the BUPi platform, capable of generating project progress indicators and integrating with applications and systems from the project's partner entities, such as ICNF, IFAP and the Portuguese Environment Agency, as well as making data available on the open data portal. It was, therefore, necessary to equip the BUPi GIS with all the components required to meet BUPi's current and future challenges, both in terms of capacity and the services and functionalities provided.

The centrepiece of the BUPi GIS is GeoBUPi, a highly available, scalable, resilient (disaster recovery) and secure geographic services platform for providing content to the BUPi Viewer, Mobile App, geographic dashboards, and partner entities.

This geographic platform began providing services in November 2023. Its development is underway to create the BUPi GeoPortal, which will be GeoBUPi's public interface for searching and exploring geographic layers from a catalogue, immediate consultation in a viewer, or spatial analysis, using geographic-based analytical tools, for example, to extract information on legal restrictions, duties and obligations that fall on buildings.



A **new Geographic Viewer** has also been developed for the BUPi GIS, which includes navigation on the orthophoto maps between 1995 and 2018, the Land Use and Occupation Chart between 2007 and 2018, and the burnt areas between 2009 and 2022. Visualising historical data makes it possible to reconstruct, on the map, the state of the territory at a given time, helping the user match their memories.

The intelligence and analytics of the BUPi GIS lie in the Geoprocessing component, with high calculation and storage capacity, which produces the following results for the project:

Known Area: value resulting from the sum of all the areas in the territory of the 153 municipalities participating in BUPi, delimited and without overlaps, which are duly identified and geometrically characterised, in a set of 5 classes: Public Domain, Titled Area registered in BUPi (RGG), Urban Fabric, Forest Perimeters (ICNF) and Suggested Polygons.

- **Suggested Polygons:** a layer generated by intelligent and automated processes that seek to identify areas that may suggest the delimitation of a building, either by the homogeneity of the land occupation or by the presence of physical elements such as walls, fences, gates, among others. The data sources are the Agricultural Parcel (IFAP), municipal land registers and the land cover layers of the 1:10,000 cartography. This layer is available for 122 municipalities.
- **Automatic boundary adjustment algorithm:** data cleaning process that identifies and eliminates gaps and overlaps generated by errors associated with the drawing tools used in the registration process, which meet the geometric dissolution criterion described in the law. This functionality is available for 1631 parishes, corresponding to 141 municipalities.
- **Algorithm for deducing the location of matrices:** a tool based on linear referencing that helps the user position themselves on the map, as close as possible to the actual location of their building, by the numerical value of the matricial article.

Main technological developments

Alongside and in line with the GIS dimension, the expansion of SICS and BUPi is promoting technological developments organised by their main products and technologies, synchronised in purpose and work dynamics: Cloud Infrastructure, Application Development and Key Performance Indicators (KPI).

The application component comprises projects that deliver value directly to the citizen through the functionalities of the BUPi portal and implement business processes that support the laws in force. In 2023, the following progress stands out:

- implementation of the RGG edition, which transposed the latest SICS update into the application, allowing for greater security in the information produced by reducing the number of cancellations of undue processes.
- two new priority access profiles allow public and management entities to promote RGG processes.
- interconnection of BUPi with the GeoPredial system, the responsibility of the Order of Solicitors and Enforcement Agents (OSAE), which is reflected in an increase in the number of professionals available to provide services to citizens - although in this case at an associated cost - and speeds up land identification by integrating the processes carried out by solicitors.

All these developments are supported by cloud technology, which allows for the implementation of a robust, scalable, secure, and fast basic architecture to continuously optimise costs and maximise the platform's availability and reliability.

With the growing use of cloud-based and cloud-native tools and technologies, the aim is to ensure a secure, auditable platform with constant and transversal monitoring. This will facilitate maintenance, the rapid development of new features, and easy access to emerging technologies, boosting the project's technological innovation and updating.

Regarding the KPI component, we would highlight indicator dashboards' development and dissemination on the different BUPi communication channels, integrate work with the other eBUPi development, service design and coordination teams, and use brainstorming and product ideation techniques to propose new indicator projects. The main projects to highlight are:

- PT 2020 Dashboard and RRP Dashboard, made available to municipalities so that they can monitor the execution of the respective funding phases for the project's operationalisation.
- A dashboard on the public website that allows quick visualisation of the main global indicators of the project's implementation, such as the number of municipalities that have joined BUPi, the number of qualified technicians registered, the percentage of georeferenced areas, and the number of georeferenced properties.

Next steps

The new projects under development, scheduled for completion during the first quarter of 2024, are:

1. Creation of the first NIP as a pilot project in an AIGP.
2. Integration of the new map viewer into the BUPi public portal.
3. A new version of the BUPi App, available in June 2022 to facilitate the identification of properties to be more integrated with the BUPi platform; the new version will make it possible to use geographic data from GeoBUPi, operate in offline mode and support a greater variety of polygons, offering a new architectural basis that will facilitate future developments.
4. First simplified version of Administrative Conciliation: this will enable the resolution of overlaps using a mechanism to promote agreement on the boundaries of RGG polygons.

A number of initiatives and activities are also planned in the eBUPi 2024/2025 Action Plan, including:

- Evolution of the technological architecture that will support BUPi's long-term vision.
- Continued development of the BUPi App.
- The map viewer has been updated with new features.
- Implementation of the definitive Administrative Conciliation model.
- Implementation of the proactive notification mechanism.
- Creation of a solution for authenticating documents.
- Implementation of the public consultation procedure.
- Integration and availability of public domain areas.
- Expansion of the implementation of the NIP model.
- Data sharing and interconnection mechanisms.
- "New BUPi Territories" workshops to incubate technological innovation initiatives.
- Making open data available.
- Provision and development of GeoBUPi and GeoPortal BUPi.
- Implementation of the RGG integration procedure in the AIGP cadastral chart.
- Provision of a solution for identifying gaps and overlaps.
- Implementation of automatic alignment algorithms.
- Continuous optimisation of matrix location deduction algorithms.

Critical Success Factors

BUPi is today a technological platform that enables the mapping of the territory and where knowledge is transformed into value for all. The ability to carry out the various initiatives and activities of this project depends on several factors that are considered critical to the success of eBUPi's action, particularly considering the defined time horizon, namely: political support, the adherence of municipalities, the collaborative work of the Public Administration and the mobilisation of citizens.

Political support has been and continues to be fundamental to ensuring the development of the project and deepening the reform underway, providing a broad consensus around the importance of knowing the boundaries and ownership of property as crucial information for the development of sustainable sectoral public policies on the territory, its occupation and use, in a multitude of areas.

The **participation of municipalities** in the expansion of the simplified cadaster information system is an opportunity not to be missed in order to increase knowledge and boost the territories. Despite the heterogeneity of the municipalities, it is crucial to emphasise that there must be an effective allocation of qualified human resources in adequate numbers, along with the provision of sufficient technical and technological resources in proportion to their needs and the channelling of the financial resources required to meet the level of demand from citizens and the scale of the challenge at the local property level.

In addition, collaborative work between public administration bodies is essential to ensure that the project is implemented within the short timetable envisaged, with a clear alignment of needs and priorities and the provision of teams by the different bodies to enable the preparation and effective implementation of BUPi and the interoperability mechanisms that are the core dimension of the project.

This work must be based on a viewpoint centred on the needs of the citizens. It is necessary to ensure awareness and mobilisation of the various entities of the Public Administration to establish a network that provides effective data sharing - in particular, maintaining a solid alignment between IRN, AT, DGT and the Agency for Administrative Modernization, I.P. (AMA), and these entities with eBUPi. Only in this way will it be possible to increase knowledge about the location, delimitation and ownership of property and ensure the necessary data harmonisation between the register, the matrix and the geometric configuration of property.

Finally, the effective mobilisation of citizens is the most important critical success factor in enabling a simple, innovative, free process to identify and register properties, ensuring the protection of rights and the possibility of enhancing property through direct management or through collective management mechanisms.

Identifying and registering properties benefits individuals and society, especially in terms of better knowledge and design of the territory. This facilitates the development and implementation of basic public policies and territorial enhancement, such as landscape transformation, spatial planning and management, and the development of local communities, among others.

DC-INMLCF, IP
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Criminal Investigation and Forensic Sciences

Criminal Investigation and Forensic Sciences

Criminal investigation and forensic science support systems are important to the Justice Recovery and Resilience Plan (RRP). Under the responsibility of four Direct Beneficiaries, the Prosecutor General's Office (PGR), the Judicial Police (PJ), the National Institute of Legal Medicine and Forensic Sciences (INMLCF) and the Commission for the Protection of Victims of Crime (CPVC), have invested more than 30 million euros, which represents 11% of the program, with more than 72% of this investment already underway (through contracts signed and procedures underway).

Many other investments, not specifically the responsibility of these entities, significantly contribute to the efficiency of the judicial system, boosting the means and capacity of the justice system to respond to criminal investigations. For example, the evolution of electronic interoperability between different entities, with an impact on the speed of procedural processing right from the investigation stage, the use of electronic notifications addressed to citizens or company representatives, and the generalised reinforcement of communication and computing infrastructures in the justice system.

The PGR is the highest body of the Public Prosecution Service. It is responsible for, among other things, the Central Department for Investigation and Criminal Action (DCIAP) and the central authority in international judicial cooperation in criminal matters, apostilles, and the Convention on the International Protection of Adults.

As a Direct Beneficiary, PGR has been allocated 3.3 million euros to modernise the information systems that support its activity. More than 1.8 million euros have been contracted to equip and strengthen technology, namely interoperability with criminal police bodies, allowing for the dematerialisation of the process up to the trial stage.

The PJ is a police organisation responsible for criminal investigation in Portugal. It is dedicated to combating major crimes, namely organised crime, terrorism, drug trafficking, corruption, and economic and financial crime.

The PJ's investment, amounting to 19.1 million euros, will make it possible to strengthen:

- Investigative activity focusing on the technological modernisation of information and communication systems.
- The means to support the fight against crime, namely corruption and economic and financial crime in general, cybercrime (including crimes against minors, using technological means), terrorism, trafficking in human beings, drug trafficking, and other crimes for which this body is responsible.

This reinforcement increases the capacity for intersecting communications, given the current communication technologies.

In the last quarter of 2023, the disbursement target "Implementation of interfaces to update interception systems to support criminal investigation" with similar entities, namely Europol and Interpol, was achieved. This measure contributes to greater efficiency in the investigator's work by reducing the time spent and the redundancy of information and improving access to and sharing data with national, European, or international counterparts.

Currently, to achieve the objectives indicated above, the PJ has already contracted 11 million euros, with around 3.8 million euros awaiting the conclusion of tender procedures.

The **INMLCF is the state laboratory with expert, medico-legal, and forensic functions that operate within the scope of justice administration.**

The Institute has invested 7.2 million euros in the RRP to modernise and acquire imaging equipment, specifically for performing virtual autopsies, as well as for other cross-cutting projects aimed at digitising and interoperating information and procedures.

The following have already been contracted under the RRP:

1. **Three microscope slide digitisers for producing digital images** will enable the implementation of a Digital Pathology approach with high-resolution visualisation, interpretation and analysis of the image of digital slides in forensic pathology, contributing to the speed of diagnosis in these complementary examinations of medico-legal autopsies through the application of artificial intelligence tools.

2. **PACS VNA (Vendor Neutral Archive) system** that will allow the archiving and communication of medical images, other images, and documents in a standard format, with an interface that helps omnidirectional communication by equipment operating systems, information and communication from totally digital perspective, and with the application of an interoperability broker to the Integrated Medical Expert Information System, equipped with modules for the Virology and Emerging Infections Laboratory and for the National DNA Profile Database Coordination Center.

3. **Computed tomography and X-ray equipment worth approximately** 1.7 million euros, which will allow for the modernisation of information systems and forensic medicine equipment for the full performance of examinations in the context of forensic pathology in accordance with the application of virtopsy, using medical/radiological images as an alternative to conventional autopsy.

4. **The KMD Plassdata system** guarantees data processing automation in disaster situations with multiple fatalities. It increases the efficiency of identifying these victims through integration with Interpol's DVI system, with standardised access to identification information provided by the countries involved.

5. **Structured Light Systems via portable 3D imaging equipment** in the context of forensic pathology examinations and forensic clinical examinations (documentation of injuries). This technology offers a detailed analysis of evidence and allows correlation with radiology images according to the virtopsy approach.

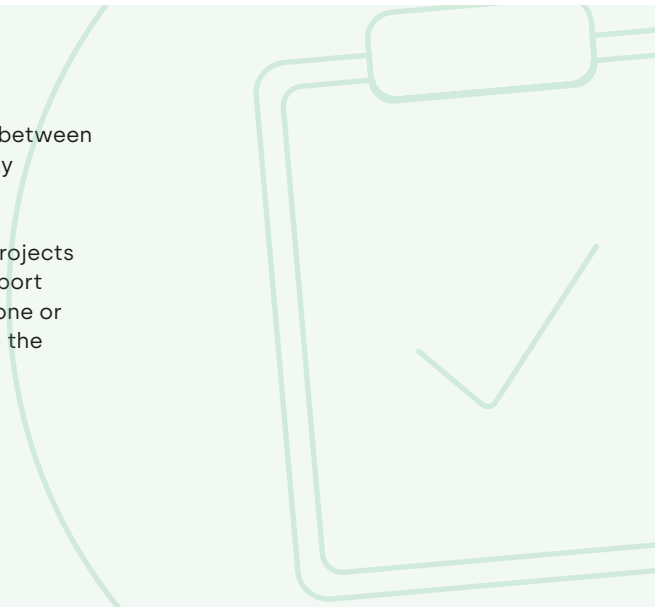
6. Biomedical simulators with multimedia training platforms for medical training in situations related to sexual abuse, guaranteeing improved training for coroners, other medical experts and professionals working in law, justice, and health.

Also, in this area, the RRP provides for the modernisation of CPVC's information systems, with an allocation of 700,000 euros, 45% of which is already underway, providing for the dematerialisation of existing physical processes and the entry of new processes already in digital format, as well as the acquisition of equipment for this transition.

Critical Success Factors

Establishing a simple RRP governance model and good cooperation between the different services have been success factors that are particularly appreciable in the institutions represented here.

In addition to assigning their own competencies for managing RRP projects and reinforcing resources for this purpose, the different organic support areas (including human resources, procurement, and finance) have one or more people responsible for RRP processes, creating an affinity with the projects and real “green lanes” for operations.



Dados da Justiça
Totais ao longo do tempo
25000
2000
15000
10000
5000
0
1990
1995
2000
2005
2010
2015
2020
2025
Burla Informática/Comunicações
25000
20000
15000
10000
5000
0
1990
1995
2000
2005
2010
2015
2020
2025
Contra os direitos de autor
2000
1800
1600
1400
1200
1000
800
600
400
200
0
1990
1995
2000
2005
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2020
2025
Fraude Fiscal
1400
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2025

Data,
information
and knowledge
Furto por carteirista

Data, information and knowledge

In the digital era, efficiency in knowledge management is essential for integrated and transversal governance and the proper functioning of public administration activities at different levels, such as defining policies and strategies, operationalisation, management of organisations, and provision of services.

This is a particularly challenging issue in sectors such as Justice, which encompass a multiplicity of dimensions – from courts to registries, from industrial property to the social and prison reintegration system and criminal investigation, among others – and which, as such, produce and have access to a significant volume of data that is often dispersed and underutilised.

Emerging technologies, especially those supported by Artificial Intelligence (AI) and Data Science, have enormous potential in transforming data into information and knowledge, contributing to:

- establish an evidence-based management model and the possibility of identifying trends and anticipating scenarios that allow a timely response, for example, through the availability of online indicators.
- promote internal efficiency and provide innovative public services that facilitate the exercise of rights and duties through interoperability and automation.
- foster transparency and trust through the sharing of information that is not limited to official statistics.
- stimulate value creation with more open data, which allows civil society, business, and academia to be more actively involved in producing knowledge.

Knowledge management is precisely one of the dimensions of the investment foreseen by the Recovery and Resilience Plan in Component 18 – Economic Justice and Business Environment, with an allocation of more than 50 million euros.

Next, the main initiatives already implemented and underway in this area will be presented.

Justice Indicators, Statistics and Open Data Platform

Given the importance of creating, first and foremost, a data culture based on its valorisation and sharing between Justice institutions and external entities, such as Councils (CMS - Superior Council of the Judiciary and CSTAF - Superior Council of Administrative Courts and Tax Authorities), academia, citizens and companies, the development of the Justice Indicators, Statistics and Open Data Platform was preceded by the creation of a working group.

This effort made it possible to reinforce the capacity to respond to the responsibilities that arise from the responsibility for official statistics on Justice, both at the national and international levels.

+TRANSPARENT

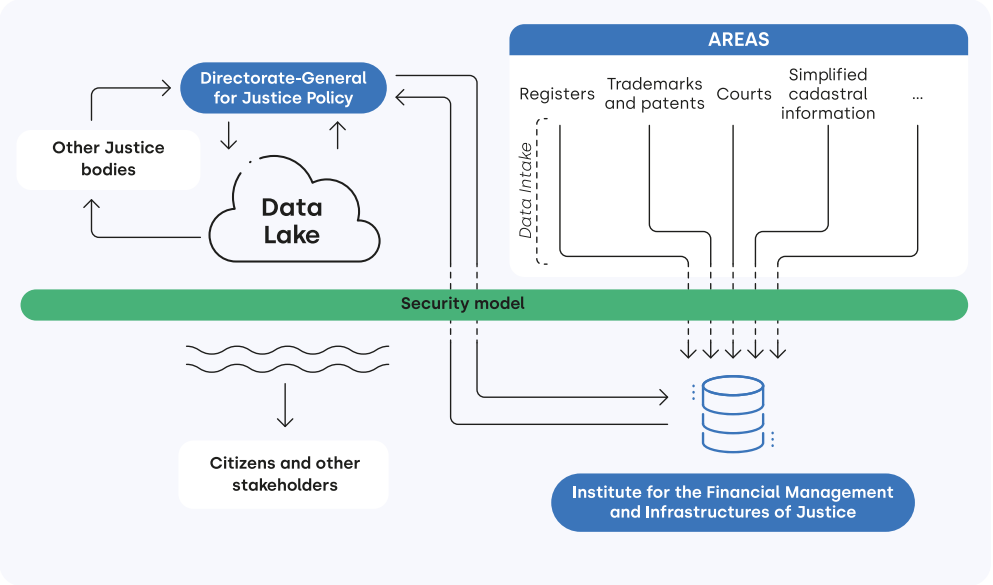
- Open Data and Sharing
- Improved Indicators
- Impact Assessment

+EFFICIENT

- Real-time Data
- Simpler Services
  — *"only once principle"*
- Service Automation
  — RPA

+INTELLIGENT

- Data Science & Analytics
- Machine Learning and AI Models
- Scenario and Constraints Analysis
- Policy Success Evaluation



The new platform aims to provide Justice with a governance model and a safe space for storing and sharing non-personal data that leverages transparency, efficiency, and knowledge.

A proof of concept was successfully promoted to validate this model and the respective support platform, allowing the sharing and crossing of data related to companies (Institute of Registries and Notary) and patents (National Institute of Industrial Property).

The result was a set of indicators that enable better knowledge of the correlation between company creation and intellectual capital.

However, this is just one example of the many opportunities that arise, given the wealth of data in this government area.

Transparency and Open Data

Pursuing the objective of promoting access and transparency of Justice in Portugal, which had a significant boost with the creation, in 2017, of the Digital Justice Platform (PDJ), a set of performance indicators, statistics official and increasingly broad and detailed open databases, enabling more informed scrutiny by society.

This service is available at statistics.justica.gov.pt and was subject to a visual update in 2023, allowing the information characterising Justice to be communicated more easily. Plans are to continue its modernisation to expand the data offer and make the interface for providing data and statistics more accessible (the "Transparency" area of the PDJ and the SIEJ—Justice Statistics Information System).

Still, in 2023, the Justice area made 63 new datasets available on dados.gov, expanding the range of Justice data that anyone can consult, share and reuse. These data allow us to understand topics as diverse as the average duration of proceedings in the courts, the acts carried out by the Registry and Notary services, the crimes recorded by the type of weapon used or the location of the Justice services from the courts and justices of the peace to registry offices, prisons and medico-legal and forensic offices.

Justice data represents a significant subset of the vast public sector information domain, the reuse of which has been enhanced and promoted.

Court Management Dashboards

In the court management component, several solutions were made available that are intended to serve as tools for better governance, namely:

1. a dashboard for the Superior Council of Administrative and Fiscal Courts (CSTAF), which allows monitoring in real time the progress of administrative and fiscal jurisdiction processes in their various phases, thus making it possible to identify trends and outliers (outliers) and create the respective corrective measures – a project of the Directorate-General for Justice Policy (DGPJ) with the CSTAF.
2. a pilot in the West Lisbon District to test a dashboard that allows common jurisdiction processes to be monitored at any stage - a project developed by the Institute of Financial Management and Justice Equipment (IGFEJ) in conjunction with the General Directorate of Justice Administration (DGAJ) and the management bodies of the District of Sintra.

The objective of these measures is to harmonise, automate, interoperate, monitor and make accessible an increasingly broader set of indicators that allow operational management of the business at different levels, measure and correct transformation initiatives and measure and anticipate the impact of policies.

Interoperability of justice systems

The advances that have been achieved in recent years in the area of interoperability (see also Point on the Digital Transformation of Courts and Alternative Dispute Resolution Means) have allowed numerous gains for both citizens and professionals such as agents (who enjoy more straightforward services or eliminate unnecessary travel), whether for court officials (who spend less time entering data or scanning and manually validating documents) and also for magistrates (who now have the information they need when they need it).

Furthermore, a higher quality of information translates into better support for decision-making, allowing for greater speed in the circulation of information and, consequently, a reduction in pending procedural issues.

Examples of the impact of these integrations are the approximately 30 thousand requests for electronic legal aid resulting from the interoperability between the systems of the IGFEJ and the Social Security Institute and the approximately 2.8 million people exempted from requesting a Criminal Record due to interoperability with entities such as the Foreigners and Borders Service (currently the Agency for Integration, Migrations and Asylum) and the Ministry of Education.

However, the current solution adopted by the Court for Interoperability requires technological renewal to keep up with new developments.

Additionally, it is necessary to respond to several external initiatives such as the European Electronic Justice Action Plan 2019-2023, the European Interoperability Framework (EIF - European Interoperability Framework) and the study of the Interoperability of Justice and Home Affairs of the European Parliament.

It is in this context that the objective of providing Justice with a new Interoperability Platform arises based on the following principles:

- adoption of APIs—Application programming interfaces are the essential standard for integrating and communicating systems related to public networks, ministries, organisations, and other economic agents.
- Establish protocols that promote standardisation, acceleration, and interoperability efficiency.
- use consistent metadata and data standards to facilitate understanding and integrating information between different systems.
- design and implementation of an architecture based on a cloud model and microservices that promotes the decoupling of systems, greater flexibility and adaptability, and a better level of service and that facilitates the efficient integration of new solutions, infrastructure scalability and agile response to changes in technological and operational requirements in the context of interoperability.

- approach based on an open architecture that allows substantial gains in leveraging practices such as DataOps, DevSecOps, MLOps and Artificial Intelligence to develop automation mechanisms for the solution life cycle and processes based on data.

- Establish governance appropriate to data quality and integrity needs, standardisation of formats and taxonomies, and operational independence so that technologies and processes are adjusted to the needs of each entity.

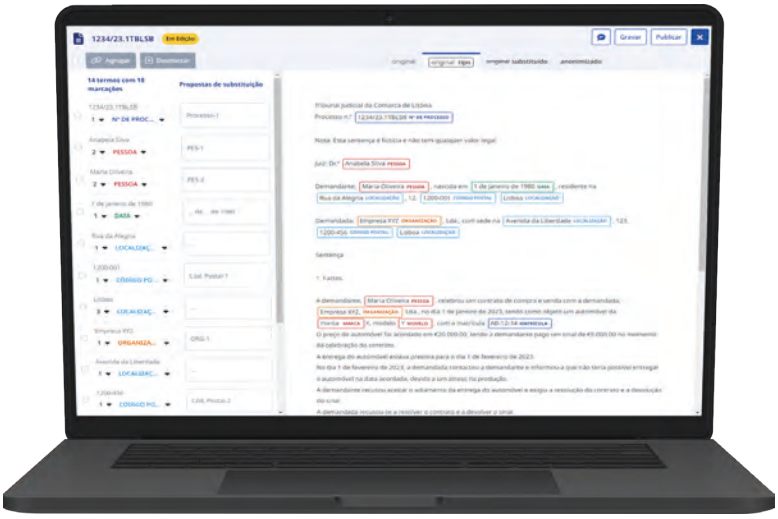
- the adoption and implementation of interoperability must be stimulated by aligning use cases with the value brought and reinforced by publishing standards or regulations that guarantee alignment and standardisation.

These are the principles underlying the vision and models of governance and operationalisation of interoperability in Justice, which will have its basis technology in the new Interoperability Platform of the Ministry of Justice.

Emerging technologies and data

With the support of the RRP and in conjunction with the Superior Council of Administrative and Fiscal Courts, a pilot for the anonymisation of judicial decisions using an intelligence algorithm began in July 2023 at the Central Administrative Court (TCA) South. Artificial, later extended to TCA Norte and the Supreme Administrative Court.

This solution allows the AI model itself to evolve for each case law through feedback from corrections and evaluations carried out by users. When introduced into the eTribunal tools, the ecosystem of court support applications, it will enable the publication of a greater number of decisions in the various jurisdictions, simplifying the anonymisation process.



During the first half of 2024, a new service will be made available that will aggregate all jurisprudence at decisoes.tribunais.org.pt, replacing and migrating the old-fashioned service available at dgsi.pt.

It is intended that this initiative will evolve in the future so that the eTribunal systems will enable:

- propose to judges' jurisprudence and sentences applied in similar cases, either by the judge himself or by colleagues, speeding up the decision-making process.

- facilitate scientific research, measurement, and evaluation of the impact of applying justice policies.

Taking advantage of AI's contribution to improving access to Justice, the Directorate-General for Justice Policy (DGPJ) made available the Practical Guide to Justice (GPJ), a digital tool based on the contents of the Digital Platform of Justice (justiça.gov.pt) that provides complete and accurate information, in real-time, on various areas of justice in simple and natural language.

This guide uses GPT technology to provide clarifications in a conversational style, both in Portuguese and English. In collaboration with a national startup, the test version (beta) of GPJ was launched in March 2023. It allowed users to access information on marriage and divorce, which was later extended to business creation, means of alternative conflict resolution, and online criminal records.

It is expected that, by 2026, the GPJ will be able to answer questions about all justice services with the same timeliness as the Digital Justice Platform's contents. Since its launch and until November 2023, the intelligent guide has already answered more than 44,000 questions.

Finally, a project based on AI is underway, which will make it possible to identify the main constraints that occur in administrative and tax jurisdiction processes to reduce pending issues. This initiative, promoted by the DGPJ in conjunction with the CSTAF, will allow the development of specific measures to respond to the specific challenges identified, for example, through the creation of task forces or the automation of more repetitive processes (RPA), easily automated or with low implications.

Digital Archive as the guarantor of the preservation of Justice information in Portugal

In the area of Justice, the issue of preserving information is crucial, given its importance for, among other aspects, ensuring citizens' rights and the institutions' transparency and efficiency.

Within the scope of the Justice RRP, the Digital Archives in Justice initiative is underway, which will ensure effective management of information throughout its life cycle, from the moment of its production to its permanent conservation or elimination, ensuring that the relevant information remains accessible, authentic, complete and reliable for future consultations, even if, for reasons of obsolescence, from platforms other than the one on which it was originally processed.

With the publication of Order No. 315/2023, of October 23, which approved the Regulation applicable to archival information of entities in the governmental area of Justice, an essential instrument was created for greater effectiveness and efficiency in accessing, classifying, and organising information and documentation archives, as well as for the preservation of archival heritage and the collective memory of Justice.

The identification of the Ministry of Justice's business processes and establishment of administrative conservation deadlines—an essential step in preparing this Regulation—fulfilled one of the objectives of the Ministry of Justice's Archives Working Group, coordinated by the General Secretariat of this ministry.

A Digital Preservation Plan was also produced, identifying and characterising the Ministry of Justice's information systems and defining information preservation strategies.

In this area, we also highlight the work carried out by the Directorate-General for the Administration of Justice in defining a digital preservation policy for the courts and in drawing up more detailed Digital Preservation Plans for their systems.

Throughout 2023, requirements were defined, and several procedures were launched that aim to provide the area of Justice with platforms that allow the legacy to be safeguarded for reference and future study.

GovTech Justiça: a collaborative innovation strategy based on knowledge

Investigating, creating knowledge, and exploring and testing innovative solutions are some of the pillars of the GovTech Justice strategy, launched in 2023. This strategy aims to accelerate the digital transformation process of Justice through a culture of collaborative innovation that involves the creation of solutions and actors that are not traditionally associated with this process, such as academia, research centres, and the entrepreneurial ecosystem.

Recognising the pivotal role of academia in the production of knowledge, in December 2023, the Court strengthened its collaboration with Science, Technology and Higher Education through a Memorandum of Understanding for Scientific and Technological Cooperation, signed by the IGFEJ and the Foundation for Science and Technology (FCT), which provides research and development projects, and actions to train human resources and promote highly qualified employment, namely with doctoral programs in the fields of Justice.

Still, within the scope of the GovTech strategy for Justice, the Justice Challenges initiative was promoted to foster synergies and stimulate creativity in co-innovation processes between the public Justice sector and the national, European, and international innovation ecosystem for experimentation and testing ideas. This competition of ideas encourages entrepreneurs, researchers, students, sector professionals and citizens to contribute with proposals for innovative technological solutions to specific needs identified by the Justice services.

The first edition of Justice Challenges was run by the National Institute of Industrial Property (INPI), which launched the challenge of presenting a proposal for a conceptual research tool (brand identification through images, concepts, phonetics and text). Between February and September 2023, INPI collaborated with Startup Portugal, Startup Lisboa and Startup Braga, the Foundation for Science and Technology, TICE.PT and the 351 Startup Portugal Association held several clarification sessions on the initiative. Of the 14 applications received, the four considered to have the most significant potential for implementation were selected. These proposals were developed by individual entrepreneurs and legal entities using AI and other cutting-edge technologies.

New editions of Justice Challenges and other collaborative innovation actions, such as technological marathons (hackathons), are planned to co-create solutions that enhance Justice data.

Also included in the GovTech strategy is INPI's collaboration with the European Union Intellectual Property Institute (EUIPO) on the project to use blockchain technology to register industrial property (IP). Introducing blockchain into the IP system allowed better communication of registration information between entities in the European network. It provided greater reliability to the life cycle of IP registrations.

Critical Success Factors

Foster a data-driven culture, transforming the organisational culture in the face of data from all Justice actors, starting with investment in training leaders and project managers.

Provide data with a governance model that always allows one to know what data exists, classify it, and make the most of it.

Involve users (society, business and academic and scientific circles) in identifying challenges and discussing and building solutions to ensure that it is possible:

- identify the truly most pressing challenges.
- identify and manage priorities based on impact.
- collaboratively develop responses that meet the true needs of stakeholders.
- test and implement innovative solutions, for example, using emerging technologies or innovative methodologies, which change the traditional way the Administration develops public services.

3M

Skills for Innovation

ISEG Lisbon School of Economics & Management
Universidade de Lisboa

NOVA SCHOOL OF BUSINESS & ECONOMICS

Skills for Innovation

Measures to modernize and simplify Justice services increasingly involve the use of new technologies, which require the constant acquisition of digital skills, but not only that.

Developing an innovation strategy requires an investment in people and, at the same time, in organizational culture. It is not enough to invest in technologies if you do not simultaneously invest in professionals, providing them with more knowledge, new visions and methodologies, a mindset that allows them to share, experiment and dare more, measure and evaluate results, and have a strong citizen orientation.

In this sense, and to ensure the effective continuity of the measures already implemented and accelerate the implementation of the innovations included in the ambitious agenda of reforms and projects undertaken within the scope of the Recovery and Resilience Plan (RRP), the Justice government area defined as a priority the strengthening of training its workers, having, for this purpose, developed **the Skills Program for Innovation in Justice – *Capacitar para Inovar.***

This broad and transversal initiative is part of Justice's Govtech strategy. The RRP supports it through the Skills Center for Innovation and Digital Transformation, which has an investment of 4.9 million euros.

The Institute of Financial Management and Justice Equipment (IGFEJ), as a central entity in Justice responsible for the shared technological dimension, is in charge of managing and promoting the Justice HUB.

Justice HUB

Created in 2018, it functions as a centre of skills, innovation, and accelerator of synergies between Justice's different bodies and entities, including academia, and the private and civil sectors.

In this space of co-creation of Justice, several innovative projects have already been born, such as the eTribunal, the new interface for magistrates, the BUPI—Balcão Único do Prédio, and the Justice Digital Platform (justica.gov.pt).

LAB Justiça — Innovation and Culture Program

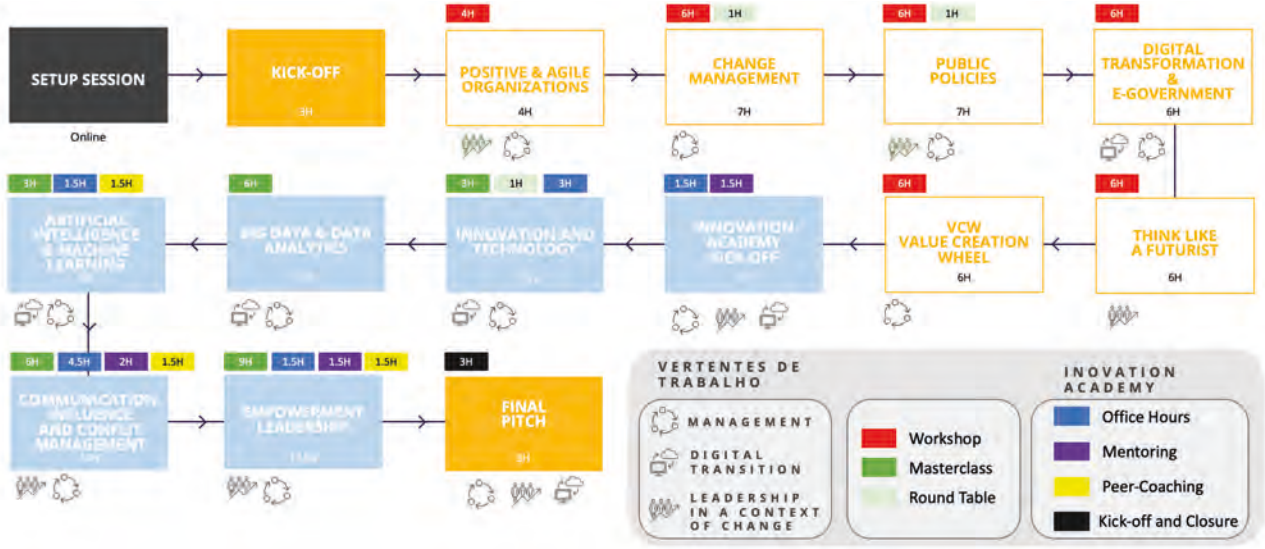
Launched six months after the executive of the XXIII Government took office, LAB Justiça is one of the most emblematic and innovative initiatives of Capacitar para Inovar. This is the first intensive advanced training program created from scratch and designed to meet the current challenges of Justice bodies and entities.

Focusing on strategic management, digital transition, and leadership in a context of change, the 1st edition of this program resulted from a partnership established between IGFEJ and two prestigious management schools: the Instituto Superior de Economia e Gestão da Universidade de Lisboa (ISEG) and Nova SBE.

Between October 2022 and April 2023, LAB Justiça trained 100 directors and project managers from 18 bodies and entities in the sphere of Justice. In the final balance of the six months of this "mini-MBA", the participants highlighted the importance of the knowledge acquired, the sharing of good practices, the identification of common problems, and the alignment of strategies between the different areas of Justice.

To respond to the need to extend the program to more professionals and other regions of the country, Porto Business School (PBS) joined Nova SBE and ISEG in preparing a 2nd edition, which started in January 2024, in Porto, with around 50 trainees.

The contents of this new edition have been expanded and adjusted, considering the evaluation made by students of the previous edition.



At the same time, these three schools developed a new training action called Deep Dive. This action encompasses a set of specialised sessions designed to deepen topics covered in the 1st edition of LAB Justiça and personalise trainees' learning experience depending on their professional profile over another 60 hours. Deep Dive immersive sessions began in February 2024.

Innovation Workshops

Still, within the framework of the Skills for Innovation program, the General Secretariat of the Ministry of Justice has been promoting, since October 2023, a cycle of 16 Innovation Workshops at the Justice HUB, where topics associated with organisational and technological innovation, leadership and project management, and strategic and digital communication.

The nine training sessions, held until the end of February 2024, covered around 180 workers from Justice bodies and entities. Given their practical solid component, the workshops occur in person, although remote participation is possible for service professionals outside Lisbon.

Alignment and change management Programmes

Alongside the strengthening of skills, the Justice area has been developing initiatives to encourage the involvement and commitment of Justice workers in the changes underway right from the start of their planning.

In this context, the Justice Innovation and Technology Forum stands out. Since May 2022, it has brought together representatives of the technological area from different Justice bodies and entities monthly to align strategies, share good practices, and coordinate the implementation of digital transformation projects for Justice.

Also noteworthy are the organisational alignment initiatives (the "townhall" model) Somos Registo and BUPi Envolve, promoted, respectively, by the Institute of Registries and Notary (IRN) and by the Mission Structure for the Expansion of the Simplified Cadastral Information System (eBUPi).

Aiming to strengthen internal cohesion and improve the provision of services to citizens and companies – through the sharing of information and knowledge between central services and decentralised services, the promotion of worker participation in decision-making and the promotion of innovation, and the continuous improvement of its services -, since October 2023, IRN has promoted seven sessions of the Somos Registo program, in different parts of the country. These sessions are open to all IRN workers and have also included the participation of experts on topics related to ongoing innovation measures, good practices in service provision or even training and professional development needs.

Mainly aimed at the community of qualified technicians from the municipalities participating in the Balcão Único do Prédio (BUPi), but also targeting workers from the Registries and Notaries, the Tax Authority and the General Directorate of the Territory, the BUPi Envolve initiative is a fundamental training and capacity-building instrument on the project and its platform, which enables the sharing of experiences and good practices, the clarification of doubts and the presentation of news. Since its first edition in October 2021, 12 actions have been carried out in various locations across the country, totalling more than 4300 participants, in a total of 22.5 hours of in-person and online training.

Still intending to encourage a culture of innovation, the Aproximar Program stands out, promoted by the General Secretariat of the Ministry of Justice (SGMJ) throughout 2023. It is an initiative for collective reflection on the organisational model of SGMJ in a context of marked change, namely for the adequate perception and involvement of all workers in its Strategic Plan 2023-2026.

Among the milestones achieved with this change management and mobilisation process are the co-creation of a Behavior Framework and an SGMJ Value Proposition.

Adding up the transversal and specific training and involvement actions carried out in 2023 and planned for 2024, more than 5,000 workers from bodies and entities in the area of Justice have received or will receive training.

Programme duration

1 year

January to December 2023

Number of people involved:

- **15** leaders
- **5** change agents
- **60** workers
- **112** customers

PROGRAMA APROXIMAR

Number of initiatives carried out: **7**

- Interviews
- Focus Groups
- 1st Workshop with Leaders
- Check-in
- Happy Hour
- Customer Satisfaction Survey
- 2nd Workshop with Leaders

Number of newsletters **4**

Critical Success Factors

Collaboration with academic institutions of recognised merit: the partnership established with three internationally distinguished management schools in the training of executives was decisive for the success of the LAB Justiça program, which was reflected both in the adherence of directors and managers of 18 Justice bodies and entities to this initiative and in the assessment that these they did.

Meeting the Change Agents: Carrying out engagement and clarification actions with decentralised services and workers who implement innovations is essential to consolidating a culture of change.

Innovation spaces: innovation and transversal collaboration in specific areas of Justice often occur in spaces designed for this purpose, such as the Justice HUB and the Innovation Laboratories of the National Institute of Industrial Property or the Judiciary Police.

eTribunal

Strengthening the Technological Infrastructure of Justice

Strengthening the Technological Infrastructure of Justice

Over the last 20 years, Justice infrastructures have evolved at different speeds and with constraints both in the capacity to attract and retain qualified human resources and, of a budgetary nature, in the contracting of equipment and services.

These constraints forced us to maintain technologically outdated solutions, manage and make various technologies compatible, and find alternative solutions that were within the knowledge of internal teams and guaranteed adequate levels of reliability and security.

To accelerate and ensure the success of the initiatives foreseen in the Justice Recovery and Resilience Plan (RRP), it was necessary to guarantee basic conditions both in the central infrastructure and server systems, including communications and security, and in the equipment that is assigned to users and available at work and service locations.

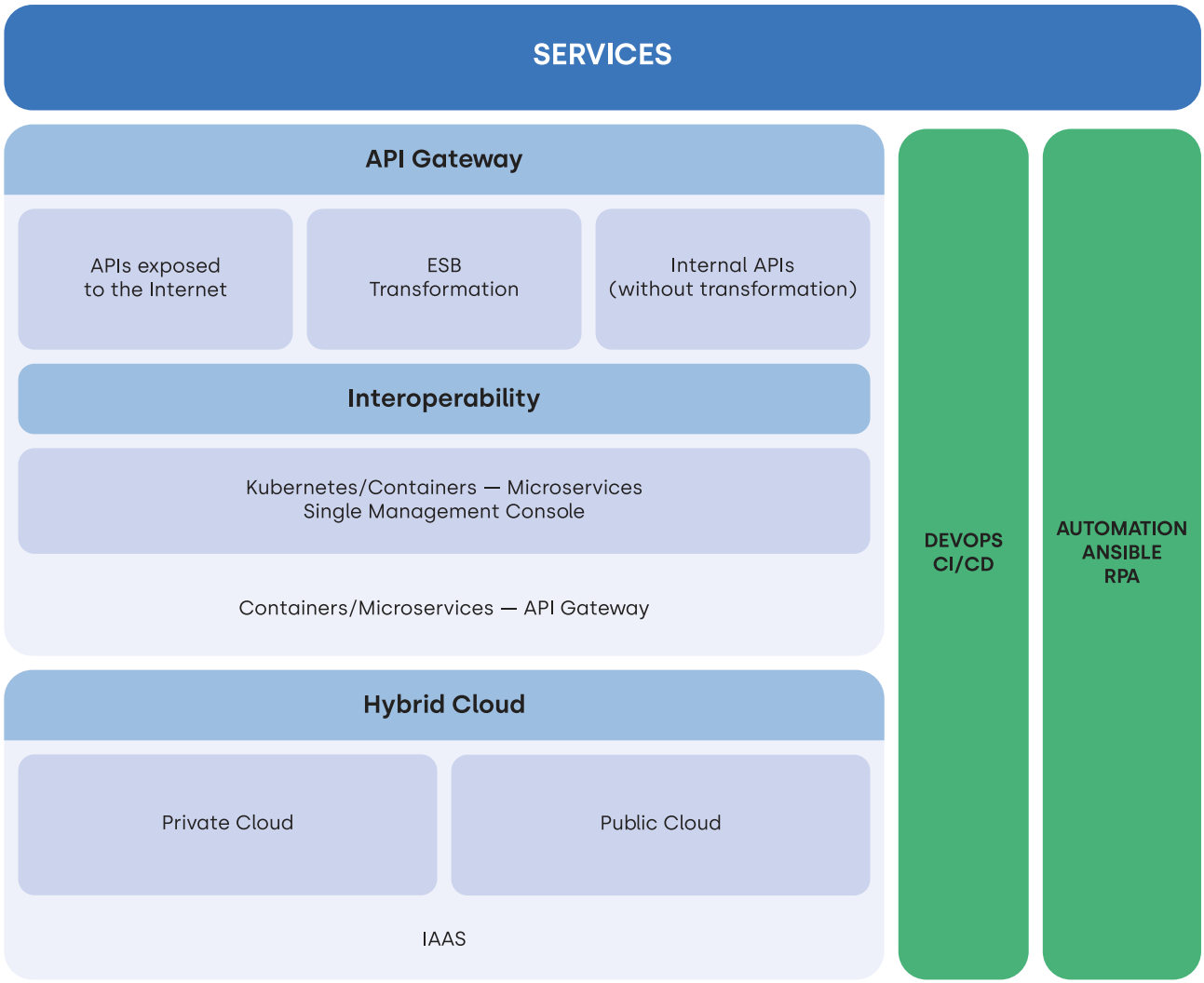
Core infrastructure transformation

The change made to the organisation of the Institute of Financial Management and Justice Equipment, I.P. (IGFEJ) and the funds made available by the RRP made it possible to begin a new phase with more and better means of communications infrastructure, security, processing and storage to support the initiatives foreseen in this plan, but above all to provide Justice with a base resilient, sustainable and secure for a digital future and in line with the transformation strategy adopted in this area: digital by definition, with a focus on serving people better, simplifying processes and procedures and valuing data for management and transparency.

Realising this vision implies providing Justice with:

- agility in responding to challenges through innovative solutions,
- simpler and more accessible services made available to citizens, companies and professionals through interoperability and co-creation processes,
- a culture of sharing and management based on data/evidence,
- ability to harness the full potential of emerging technologies, such as Artificial Intelligence and Data Science, and
- services available in the cloud.

For this purpose, an architecture was defined that allows the development of services, taking advantage of emerging technologies and making use of the offer of innovative solutions available in the cloud whilst safeguarding the existence of internal capacity to manage core systems and reinforcing the security of systems and personal and sensitive data. This architecture will allow the adoption of agile service development models, as well as managing and changing, at any time, the location where they are housed, giving them resilience, agility, and economic sustainability in the short, medium and long term.



This model, being implemented by Justice bodies, will support the faster development of new solutions, as it allows for more agile management of the Justice infrastructure and, "consequently, better management of demand and existing capacity.

The architecture designed and implemented also contributes to better managing risk, monitoring performance, reinforcing standards, enabling the implementation of common policies, and expanding and strengthening services provided across the board, particularly in the security components, user and identity management, among others, providing the Justice infrastructure with greater robustness and governance.

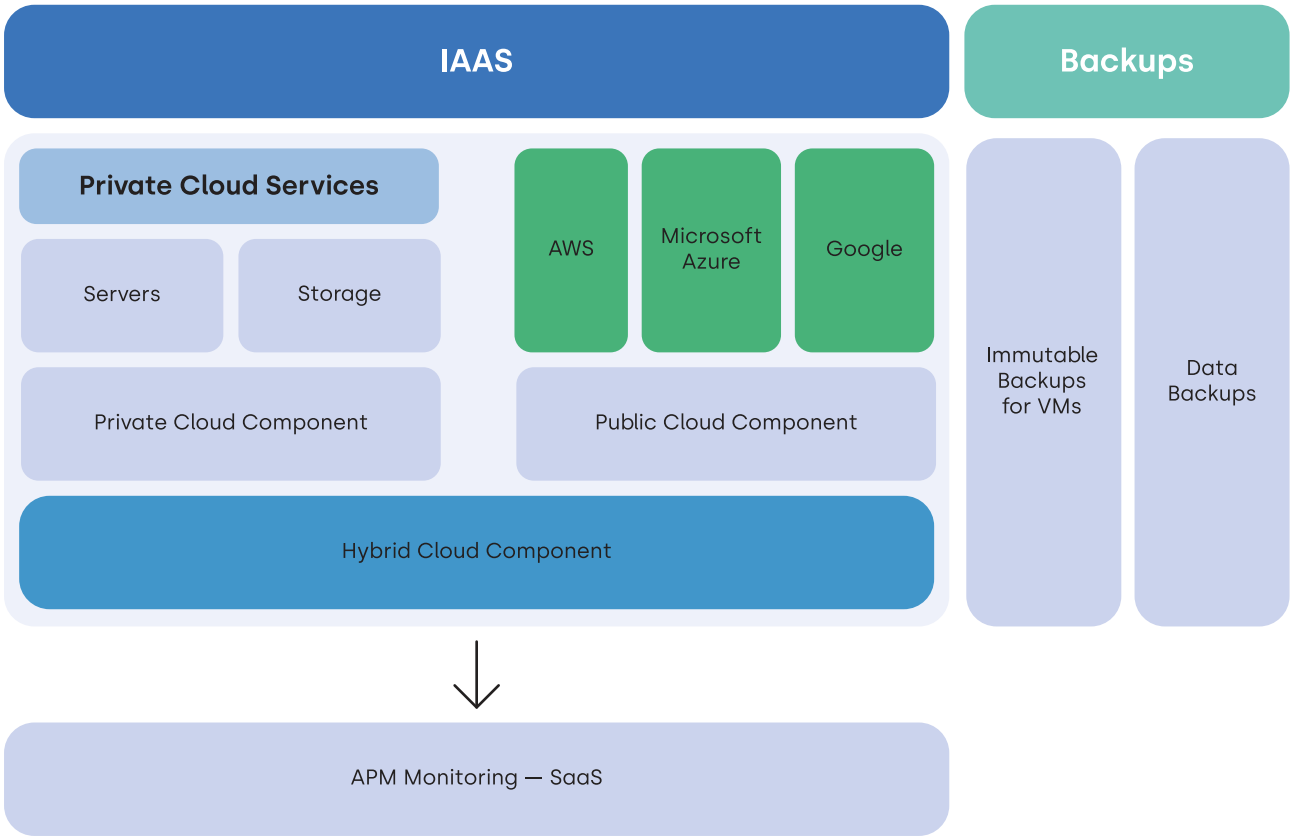
Initiatives implemented or underway to reinforce the justice infrastructure

Equipping Justice with a hybrid cloud provided in the IaaS (Infrastructure as a Service) model will allow the agile and self-service provision of public cloud services to all Justice bodies. It will also equip Justice data centres with containerisation capacity and on-premises private cloud.

This investment, worth 8.2 million euros, carried out by IGFEJ, together with the investments made and planned for the backbone of the Justice information network and for the doubling of communications bandwidth, will reinforce redundancy, business continuity, and disaster recovery of the Justice infrastructure. It will also provide a suitable environment to develop innovative services and improve the quality of those currently offered.

This structural initiative is joined by others that seek to guarantee data security, such as financing the new Data Center of the Attorney General's Office (PGR) or speeding up the development of solutions using computing capacity in as-a-service models existing in public and private partners, as the Institute of Registries and the Notary (IRN) did.

The PGR Data Center was equipped with new security, monitoring and air conditioning systems that will allow the implementation of a hyper-converged solution (procedure underway).



These contracts, together with other procedures already awarded in a pre-contractual process or planned, will make it possible to implement a reference architecture for the entire area of Justice that will allow us to provide better services with more agility and, above all, greater security.

Regarding the communications component, relevant steps were taken to equip the network with greater resilience and true redundancy and, simultaneously, double the bandwidth for access to solutions and the Internet. For this purpose, the contracting procedure, worth 3.2 million euros, is taking place. Additionally, conditions were created to provide workplaces and public services with more accessible and secure wireless access—to promote digital services and accelerate the adoption of more modern collaborative work practices.

The new, more digital courtroom and the future

In the courts, several investments were made to provide more than 1,450 courtrooms and spaces for welcoming and hearing children, better conditions for collecting statements, presenting judicial evidence, and video conferencing, and to reinforce the efficiency of workers' efficiency, totalling 15 million euros.

With this renewal of equipment, the aim is to provide almost all the rooms with capabilities for collecting and showing evidence and video conferencing but also guarantees online monitoring, faster problem solving and uniformity of equipment, reducing downtime and offering more rooms with resources for a digital audience.

The new equipment is integrated with eTribunal—an ecosystem of court support applications—and represents a huge step forward in the quality of capturing and presenting evidence. In the future, this will allow the implementation of innovative solutions, impossible with current equipment.

Using digital capture and Artificial Intelligence, the conversion of audio and video to text can be done with much greater precision, enabling the indexing of text and audio/video for research and future memory. This will allow, for example, the review of moments—the key of a hearing or the production of summary proposals- and eventually contribute to speeding up the transcription processes of testimonies and hearings.

In parallel, a study is underway, conducted by the General Directorate of Justice Policy (DGPJ), which aims to evaluate this initiative and create the model for the concept of the future courtroom, to be implemented with the support of the RRP in 30 model courtrooms.

Reinforcement of workstations

In addition to the works initiated in several workplaces, such as those that will expand the HUB on the Justice Campus and create and renovate other spaces, processes were initiated to renew personal productivity equipment, which has allowed the acquisition of more than 5,300 portable and desktop computers, as well as accessories and a large number of second monitors.

This renovation involves an investment of more than 5 million euros, carried out, among other bodies and entities, by IGFEJ, IRN and PGR. As a result, the following equipment reinforcement has already been possible:

- Acquisition of 3,183 computers by IGFEJ, distributed as follows:
  - National Institute of Industrial Property INPI: 73 units
  - General Directorate of Justice Administration: 930 units
  - General Directorate of Justice Policy: 77 units
  - General Directorate of Reinsertion and Prison Services: 1780 units
  - National Institute of Legal Medicine and Forensic Sciences: 66 units
  - Commission for Monitoring Justice Assistants: 7 units.
  - IGFEJ: 250 units
- Acquisition of 2,000 computers by IRN.
- Acquisition of 190 computers by PGR.

This investment will, among other examples, allow the courts to be offered more modern equipment or to equip rooms in reintegration and prison services to train the inmate population.

Critical Success Factors

Create and implement a transversal and agile framework that allows Justice institutions to respond more quickly and with quality to the digitalisation challenges that society poses to them, for example, using innovative solutions made available by the market, whether on-premises (on the justice network) or in the public cloud.

Define a sustainable architecture, which allows, on the one hand, to combine flexibility and development based on the most appropriate technologies for each challenge – for example, taking advantage of agile and/or emerging technologies – and, on the other hand, creates conditions for face an environment of high competitiveness in the search for skills, both in the public sector and in the market in general, taking into account a context of accelerated digital adoption and a sharp increase in threats in cyberspace.

Involving the main actors in defining needs was essential to defining the architecture and preparing the contractual processes. The implementation process follows, the main challenge of which will be to train and give autonomy to the main actors.

Impact Assessment

Strategic Cooperation: Data in the Modernization of Justice

Isabel Flores, PhD

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Coordinator of the impact assessment team for Component 18 – Economic Justice and Business Environment

The collaboration between ISCTE and the ambitious Justice modernisation project is a crucial milestone in understanding ongoing processes' potential impacts and developing relevant indicators.

The Recovery and Resilience Plan (RRP) represents a significant advancement in modernising Portugal's Justice sector.

By conducting interviews with the promoters of eighteen projects, we captured expectations regarding tangible operational changes and systemic and social effects. These results derive from investments directed to four key areas of the Justice sector:

- Dematerialization and Digitization.
- Reduction of Operational and Access Costs.
- Improving and Facilitating Access to Justice.
- Increased Infrastructure Security and Resilience.

Although digitalisation has been present on political agendas for decades, between 2000 and 2010, significant investments were made in modernising justice, aiming at dematerialisation. However, technological investment has stagnated since then, resulting in largely unchanged judicial systems.

The economic-financial crisis and the Covid-19 pandemic worsened this disinvestment scenario. Faced with this scarcity of resources and investments, the RRP plays a vital role in changing this paradigm, reconfiguring and modernising the Portuguese judicial sector and reformulating the work processes of judicial services.

The creation of these projects was driven by deficiencies in information systems, lack of data structuring and difficulties in extracting quality data. This gap resulted in the identification of weaknesses in the equipment of several entities, highlighting the need to acquire and install more recent technology through the RRP.

The RRP contributes to optimise processes and business models, aiming for integrated sector management. The definition of the projects was collaborative, involving several entities and sectors through working groups that interacted with key Justice services to identify needs and expectations.

However, in the implementation phase, actors recognise the difficulties, especially in cooperation and coordination between different entities, which need to contribute in a specialised way to carry out the projects. One of the main concerns is the difficulty of some entities in developing and managing several projects simultaneously, due to limited human resources, as is the case of IGFEJ, which plays a central role in the management and development of Justice information systems and technological infrastructures.

The RRP's tight deadlines create pressure to complete projects, making it challenging to apply funds and potentially compromising the achievement of all expected results. Planning time has been shortened, and bureaucratic procedures can hinder the full execution of projects.

Public procurement procedures raise concerns due to the lack of agility to deal with such tight deadlines, making it difficult to implement projects efficiently. This extends to hiring new human resources with specific profiles for the projects, impacting labour costs and the evolution of prices in the market.

Despite the need for hiring, the sustainability of projects and their impact require staff training, promoting the integration of systems and the use of new technologies. Training all Justice professionals is crucial for the sector's progress.

Actors are motivated to modernise administrative procedures, benefiting from digital technologies and Artificial Intelligence for faster, more accessible, and more economical Justice.

With the transition from paper to digital, an acceleration in the dematerialisation of judicial processes is expected. This will increase the number of digital services for citizens and companies, reducing operational costs and access to justice.

Strengthening system security and resilience is one of the main goals of this program. However, the long-term sustainability of these technology investments is a concern. Ensuring ongoing financing for licensing, maintenance, and upgrades is crucial to avoid investment obsolescence.

Actors also highlight the need for legal reforms to support technological solutions. It is essential that the political power understands the importance of this change and assumes responsibility for continued financing, promoting the continuity of technological investment in the sector.

The partnership with ISCTE seeks to develop indicators and data collection instruments to understand modernisation's different dimensions and impacts. The objective is to leave knowledge in the entities, allowing the monitoring of changes and documenting the improvement in efficiency in using human and financial resources, in addition to contributing to sustainability and safety.

Assessing the impact of Recovery and Resilience Plan funds on the Justice sector in Portugal requires, as mentioned above, a broad approach. This approach must aim to understand the transformations and changes that have occurred in the structure and functioning of the judicial system, arising from and driven by the investments under analysis.

For this purpose, we set out to build a set of indicators following a "dual" approach. First, a review of contributions from international literature was carried out using keywords. This review allowed us to understand the practices and indicators used in contexts similar to our study. Second, reports from renowned international and intergovernmental organisations, such as the OECD, the European Union, and the World Bank, were analysed to ensure global standards and priority areas of action in the Justice sector.

After this analysis, a set of indicators was outlined to capture the complexities of this investment, seeking to measure the direct and indirect impacts in the different areas of Justice in Portugal:

- Resolution Rate (Ratio of cases resolved over the total number of cases received in a year)
- Pending Ratio (Number of cases not resolved within the expected period over the total number of requests)
- Average Process Resolution Time (Number of days to resolve a process (exit date - entry date)
- Degree of User Satisfaction (User satisfaction questionnaires)
- System Instability (Period of time in which the system is down compared to when it is online)
- Cost per transaction/process (Average expenditure (€) per operation carried out using technological means)
- Digital Take-Up (Users of digital channels / Number of physical and/or traditional users)
- Litigation (per 1000 inhabitants) (New civil/criminal cases filed annually per 1000 inhabitants)
- Cost of Access to Justice (Judicial costs for citizens in fees and fees)
- Accessibility and Equity (Foreign Processes vs National Processes) (resolution time)
- Number of citizens outside the geographic area using services
- Interoperability of Digital Services.
- Ability of digital systems to communicate, integrate and exchange information in an efficient and standardised way.
- Speed of Digital Systems (Process of passing information between different stakeholders and identifying bottlenecks).
- Security of Digital Systems (Results of penetration/ resilience tests against computer attacks).

The relevance of the proposed indicators extends beyond their practical application in evaluating RRP funds. They have the potential to contribute significantly to research in Portugal's justice sector.

A longitudinal analysis using these indicators has the capacity to offer an opportunity to develop new analytical and theoretical models, which aim to understand procedural dynamics, the effectiveness of judicial services and the socioeconomic impacts of implemented changes.

On the other hand, the use of the remaining indicators (Accessibility and Equity (OECD, 2013; European Commission, 2020), Litigation per thousand inhabitants (OECD, 2013), Digital Take-Up (Gov.UK Manual Service, 2021) and Interoperability of Digital Services (Commission European, 2020)) provides a multidimensional basis for comparative studies and more detailed analyses on general and crucial issues of Justice, access to courts, and the role of technologies in the administration of Justice. Given the diverse nature of the required data, it is essential to conduct rigorous data collection to assess these impacts effectively.

Complemented by the collection and analysis of this data, the proposed methodology will allow not only the evaluation of absolute values but also the analysis of changes over time, offering a dynamic and evolving view of the effects of RRP funds on the Justice sector in Portugal. This stage will be "fed" by a series of sources regarding the concrete process of collecting information. On the one hand, data from the judicial system, such as case records, average resolution times, resolution rates and pending issues, and user satisfaction data obtained through questionnaires. Continuous monitoring of digital systems and channels is also crucial to assess these systems' stability, interoperability, and security. At the same time, statistical data on user satisfaction (citizens, companies, judges, etc.) complement our analysis, allowing the assessment of litigation in proportion to the population or accessibility and equity between citizens and the various justice services.

Subsequently, the quantitative and qualitative data collected will be analysed, reinforcing the change in judicial dynamics.

The academic perspective aims to systematise information and direct decisions to specific problems, making them more agile and efficient. It contributes to introducing impact assessment practices and knowledge of the investments' results.

It should also be noted that Justice is one of the areas in national and international barometers1 that Portugal is persistently classified below desirable levels. Inefficiencies in justice are identified as one of the main limitations to Portugal's economic and social development, and it is essential to know very well how it works so that it can improve and evolve towards standards of trust in the system. In-depth knowledge of the system will also provide evidence to dismantle some myths and better communicate to citizens and companies what has been improved.

It should also be noted that Justice is one of the areas in national and international barometers2 that Portugal is persistently classified below desirable levels. Inefficiencies in justice are identified as one of the main limitations to Portugal's economic and social development, and it is essential to know very well how it works so that it can improve and evolve towards standards of trust in the system. In-depth knowledge of the system will also provide evidence to dismantle some myths and better communicate to citizens and companies what has been improved.conhecer muito bem o seu funcionamento para que se possa melhorar e evoluir para padrões de confiança no sistema. O conhecimento profundo do sistema permitirá também ter evidência para desmontar alguns mitos e melhor comunicar ao cidadão e empresas o que se tem melhorado.

[1] https://planapp-prd-v2.azurewebsites.net/wp-content/uploads/2022/07/si%CC%81ntese-dados-Quest-Trust-PT_Final.pdf

BUPi impact framework: The first steps in carrying out a process of evaluating the rural property registration measure

Catarina Frade, PhD

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Coordinator of the CES/FEUC research team in charge of evaluating the measure's impact "Expansion of the simplified cadastral information system and universalisation of the Balcão Único do Prédio (BUPi) platform".

Introduction

The evaluation of the results and impacts of the measure that provides for the "expansion of the Simplified Cadastral Information System (SICS) and the universalisation of the Balcão Único do Prédio (BUPi)", supported by the Recovery and Resilience Plan (RRP), within the scope of the investment Rural Property Registration and Monitoring System

of Land Occupation, of Component C8 – Forests (abbreviated "BUPi measure"), is being conducted by the consortium of researchers from the Center for Social Studies and the Faculty of Economics of the University of Coimbra (CES/FEUC consortium) and follows the model public policy assessment proposed by the European Commission in the ua Better Regulation Toolbox, the most recent version of which is dated July 2023.

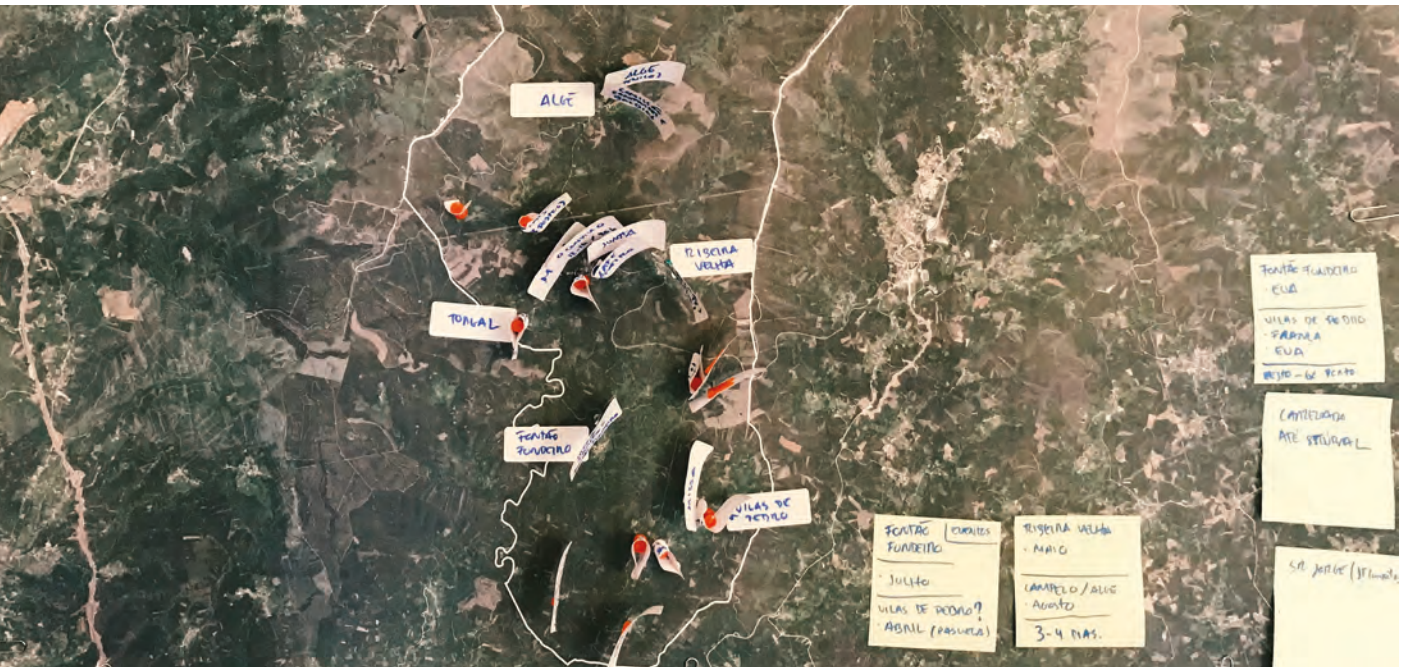
According to the European Commission, the evaluation of a public policy measure aims to determine the existence of causal effects between a given intervention and the results observed through the collection and analysis of evidence that makes it possible to judge the performance of that intervention in light of its initial expectations and projections. This assessment is not limited to the factual assessment of what happened but also considers the reasons why something happened and the degree of change that can be attributed to the intervention in question.

Having defined the theoretical-methodological matrix of the investigation, the remaining work relating to the first phase of contract execution – July-December 2023 – comprised the carrying out of two studies of a structural nature, presented below and in more detail in the following points:

- The first study aimed to identify the objectives recommended for preparing the rural property registry, namely through the BUPi measure.
- The second study corresponded to the collection and analysis of the perceptions of relevant actors (stakeholders) about the relevance of registration and the adoption of the BUPi measure as a registration initiative.

[1] See European Commission (2023) - 'Better regulation' toolbox – July 2023 edition. Available at https://commission.europa.eu/system/files/2023-09/BR%20toolbox%20-%20Jul%202023%20-%20FINAL.pdf

[2] Idem, p.378.



Identification of the objectives of preparing the registry in Portugal

The persistent absence of a rural property register that covers the entire national territory constitutes the problem or challenge to which the BUPi measure aims to respond. Having identified the need that gave rise to the intervention, the first research task consisted of determining the objectives recommended by the BUPi measure, namely the expected effects and changes.

To establish BUPi's objectives, we initially resorted to the legislation that frames the measure, namely Law No. 78/2017, of August 17, which established the Simplified Registration Information System, and Law No. .º 65/2019, of August 23, which maintained and generalised the SICS, as well as the 2022-2023 Action Plan prepared by the Mission Structure for the Expansion of the Simplified Cadastral Information System (eBUPi) and the information available on the page of this entity (ebupi.justica.gov.pt). With this work, the general objectives of the BUPi measure were identified.[3]

To identify the specific objectives in which each general objective unfolds, it was necessary to collect and analyse an assortment of other public policy instruments (strategies, programs, and action plans) in some way related to rustic property and in which the delimitation of properties and the identification of owners appeared indispensable or facilitated the achievement of the respective objectives.

The comprehensive legislative and documentary analysis allowed us to list four general objectives for the BUPi measure: know, manage, value, and mitigate.

Knowing means having a complete and perfect understanding of the territory, the characteristics of the rustic property and the identity of its owners.

Management constituted knowledge applied to more efficient spatial planning and a better-founded decision on the use and occupation of land.

Valuing means strategic management of resources, allowing the identification of what has or could have greater economic value.

Mitigating corresponds to risk management that helps combat the effects of climate change, contributes to meeting environmental goals and facilitates the prevention and combat of rural fires.

[3] This work was carried out before the publication of Decree-Law no. 90º/2023, of October 11, which changed the legal regime of the simplified cadastral information system and the Balcão Único do Prédio.

The four identified objectives are logically articulated. Knowledge of the characteristics and ownership of rural property helps design and establish management forms appropriate to the territories' needs and conditions, contributing to valorising their resources and mitigating some of the risks that affect them.

Each of these general objectives is associated with several concrete formulations (which we called specific objectives of the BUPi measure), disseminated across a broad spectrum of policy instruments, ranging from the National Spatial Planning Policy Program, the Justice+ Program, the Action Plan for the Digital Transition, or the Landscape Transformation Program, including the Recovery and Resilience Plan itself.

The mapping of the general and specific objectives of the BUPi measure served as a reference framework for preparing the 2024-2025 Action Plan by the BUPi Mission Structure.

Study on perceptions of relevant stakeholders/players

When evaluating the effects and impacts of policy measures, it is helpful to consider the points of view of relevant actors, whether due to their status as users/beneficiaries, operators/executors, or third parties affected by a given intervention.

The perception study carried out by the CES/FEUC consortium initially covered the area of three municipalities – Mação, Oleiros and Sertã – which Coimbra later joined. The choice of those three municipalities followed a combination of two criteria: 1) the contiguity of the territories and 2) the distinct experience with registration.

These are three municipalities in Pinhal Interior, with several similarities in sociodemographic, economic, and physical profile, and in which one (Mação) has had a geometric register since the end of the eighties of the last century, another (Sertã) was part of the pilot phase of the BUPi in 2017, and another (Oleiros) joined BUPi in the expansion phase. The municipality of Coimbra, whose membership in BUPi took place during the expansion phase, was included in the study because it is a municipality that, in addition to having different characteristics from those, has revealed an intense activity in the georeferencing of rustic buildings that makes it stand out.

Around three dozen individuals and/or entities with different profiles were interviewed, including: municipal officials; BUPi branch technicians; users; members of civil protection forces; representatives of associations of forestry and agricultural producers and Integrated Landscape Management Areas; representatives of local and regional and national companies in the forestry and renewable energy sectors; real estate agents; lawyers and conservators; Environmental Non-Governmental Organizations; etc.

The speeches were analysed to assess the experiences, expectations, concernings, and difficulties experienced or perceived by each interlocutor. They were measured based on their relative position in the panorama of the registry's use in general and the BUPi measure in particular. The information collected was processed and analysed within the framework of the objectives of the BUPi measure outlined in the previous study.

A joint statement made by all interviewees is the importance of a registry throughout the national territory, identifying the boundaries of properties and their ownership. Knowing the territory and the owners is a consensual objective/purpose. As for the other general objectives (manage, value and mitigate), there is a greater diversity of points of view, especially regarding expectations regarding the overvaluation of resources and the mitigation of risks that may arise from the existence of the registry. Divergent opinions, therefore, raise many interesting questions that deserve further reflection and deepening in future work.

In summary:

The implementation of the registry constitutes an instrument of structuring and transversal territorial policy, which emerges from the knowledge of the limits and ownership of rural and urban buildings to leverage decisions and management strategies for the national territory capable of promoting fair living conditions, equitable and sustainable.

Monitoring the implementation of the BUPi measure and its ongoing evaluation are activities that help to improve ideas and practices and mobilise public bodies and private entities towards its full implementation.

2022-2024 Achievements: milestones timeline

2022

June
BUPi mobile application

September
Auto-generated company names

17 October
1st Edition of LAB JUSTIÇA

28 February
Electronic Legal Support

Abril
Conclusion of the 1st Edition of LAB Justiça

3 May
RAL+ platform

16 May
Online Civil Registration Renewal

24 May
Protocols with CES and ISCTE-IUL for monitoring the RRP

26 May
Online Company 2.0

1 June
- Birth + Citizen initiative streamlines the birth declaration
- Free access to the Citizen Card for babies up to 1 year old

29 September
Presentation of the Justice Challenge finalist ideas

15 November
Submission of large procedural documents in courts

22 November
Adhesion of the Autonomous Region of Madeira to BUPi

14 December
Protocol between IGFEJ, PSP and GNR for interoperability between eTribunal and OPC

28 November
- Online criminal record with payment by Paypal
- Anonymization in Superior Courts
- eTribunal: New interface for representatives and new versions of Magistratus and MPCodex

2023

18 October

1st Meeting on European and International Funding Opportunities

28 October

Remote Service Platform (PAD)

December

Criminal record request by telephone

17 February

- Online nationality application with automatic document validator
- GovTech Justice Strategy
- Justice Challenges
- Practical Guide to Justice: marriage and divorce.

January

Online access to the registry of contumacy for notaries

26 June

10 million euros from the RRP to finance BUPi counters in municipalities

10 July

2nd Meeting on European and International Financing Opportunities

19 July

Protocol for interconnection between GeoPredial (OSAE) and BUPi

28 September

New Justice Open Data sets available

August

Practical Justice Guide starts giving information on how to set a Company

22 July

- Sentence anonymisation pilot at STA SUL
- • Streaming audio recordings for lawyers

2024

19 December

Memorandum of Understanding with FCT to increase research in the areas of Justice

20 December

New nationality platform

January

- First technologically renovated courtroom
- New BUPi viewer

Goals and milestones disbursement until 2025

Goals and milestones disbursement until 2025

The Recovery and Resilience Plan differs from other community support mechanisms in that the main success criterion is indexed to the material achievement of objectives, to the detriment of the financial execution rate, usually the key indicator associated with evaluating the execution of funds.

Justice must achieve eight disbursement targets throughout the term of the RRP, in Component 18, called "Economic Justice and Business Environment." Three of these are considered "Reforms" and the remaining "Investments."

In addition to these, two other disbursement targets are associated with the investment of the C8—Forests component, in particular the development of the National Land Registry System under the responsibility of the Mission Structure for the expansion of the simplified cadastral information system (eBUPi).

The table below describes the scope of the disbursement targets associated with Justice, respectively, from C18 and C8, highlighting their fulfilment status.

Component 18 - Economic Justice and Business Environment

DISBURSEMENT TARGET	CLEAR DESCRIPTION AND DEFINITION OF MILESTONES AND GOALS	DEADLINE/STATUS
18.1	Creation of specialised sections in higher administrative and tax courts: ordinary administrative decisions, social administrative decisions, decisions on public procurement, ordinary tax decisions, decisions on tax enforcement and administrative offences.	**T1 2023** **Done** (contributed to the approval of the 4th payment request)
18.2	The entry into force of the legal framework creates a legal regime to encourage the termination of proceedings through judicial and extrajudicial agreements.	**T1 2023** **Done** (contributed to the approval of the 4th payment request)
18.3	Entry into force of the revised legal framework for insolvency and business rescue to accelerate these processes and adapt them to the "digital by definition" paradigm, including: a) revision of the Insolvency Code to optimise the insolvency process, reflecting the transposition of Directive (EU) 2019/1023 and the establishment of exclusively electronic processing. b) assigning the Insolvency Administrator the task of preparing a liquidation plan, with temporarily defined objectives, to determine the assets that constitute the insolvent estate. c) simplification of the processing of the incident of verification of liabilities and graduation of credits in the insolvency process, giving the Insolvency Administrator the responsibility of, together with the list of recognised credits, presenting a proposal for their graduation, allowing the Judge, in case of agreement and the absence of objections, approve both documents, thus allowing faster processing;	**T2 2024** **Ongoing**

18.3 (cont.)	d) Institution of mandatory partial apportionments, whenever the insolvent estate includes proceeds from the liquidation of assets with a value equal to or greater than €10,000.00, the ownership of which is not disputed and the process, is not in a position to carry out a final apportionment. e) review of the preference regime for the right of retention in comparison with the mortgage (Civil Code); f) reduction of restrictions on the exercise of the profession of insolvency administrator. g) Remove constraints at the service stage and establish electronic service of legal persons as a rule, particularly in insolvency proceedings. h) Create and operate specialised sections of the higher courts for commercial matters. Q2 2024	**T2 2024** **Ongoing**
18.5	Entry into operation of a modernised IT system for criminal investigation. Modernisation includes the implementation of interfaces and updating interception systems, as well as ensuring interoperability with European and international counterparts.	**T4 2023** **Executed** (validation object for the 5th payment request)
18.6	Entry into operation of the "Company 2.0" information system, which consists of a new platform that includes information on the life cycle of companies (creation, management and closure).	**T1 2024** **Ongoing**
18.7	Entry into operation of a new information system for processing electronic legal proceedings. The new information system will be available in around 400 courts and Public Prosecutor's Office units to process electronic judicial processes that cover all jurisdictions, procedural phases (including investigation) and judicial instances and will be used by judges, prosecutors, court officials and agents. All court communications with stakeholders will be digitised.	**T4 2025** **Ongoing**
18.8	Execution of the new Technological Plan for Justice Equipment and Infrastructures with the entry into operation of the following components: a) A New data centre. b) Justice open data platform. c) An information management system for all Justice Entities. d) Digital Identity Management, and e) A system for recovering and managing assets seized in legal proceedings.	**T4 2025** **Ongoing**

18.9	Entry into operation of the following knowledge management platforms: a) Shared support services b) Statistics and Indicators c) Information management platform (document management system) T4 2025	**Ongoing**

Component 8 – Forests - National Land Registry System (eBUPi)

DISBURSEMENT TARGET	CLEAR DESCRIPTION AND DEFINITION OF MILESTONE AND GOAL	PRAZO/ESTADO
8.4	Provision of the cloud-based BUPi 2.0 platform, which should improve and expand the functionalities already existing in the BUPi pilot project. BUPi 2.0 must ensure national coverage and interoperability of different systems currently managed by different authorities, including the Tax and Customs Authority. It should also allow for the gradual implementation of unique property identification numbers (NIP).	**T1 2022** **Done** (contributed to the approval of the 2nd payment request)
8.5	Training on BUPi: Carrying out ten training sessions on BUPi given quarterly by nationally qualified technicians who carry out georeferenced graphical representation (RGG) procedures for staff at the Institute of Registries and the Notary (IRN), agents of the Tax and Customs Authority and records clerks.	**T4 2023** **Executed** (validation object for the 5th payment request)

JUSTIÇA
A JUSTIÇA
ESTÁ A AVANÇAR
PARA TODOS

PRR Plano de Recuperação e Resiliência

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