



# **Study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007–2013 and 2014–2020 to support their justice system**

Member State Chapter - Portugal



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Unit C1 — Justice policy and rule of law

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# **Study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007– 2013 and 2014–2020 to support their justice system**

Member State Chapter Portugal

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**List of abbreviations**

Abbreviation in English (as used in the report)	Full name/title in English	Full name/title in original language
CIMA	Crime Investigation Management Application	Aplicação de Gestão do Inquérito Crime
DGAJ	Directorate General for the Administration of Justice	Direção Geral da Administração de Justiça
ERDF	European Regional Development Fund	Fundo Europeu de Desenvolvimento Regional
ESF	European Social Fund	Fundo Social Europeu
ICT	information and communications technologies	Tecnologias de Informática e Comunicação
IGFEJ	Institute for Financial and Equity Management of Justice	Instituto de Gestão Financeira e Equipamentos da Justiça
IGSJ	Inspection General of Justice Services	Inspeção-Geral dos Serviços de Justiça
IITJ	Institute of Information Technologies in Justice	Instituto das Tecnologias de Informação na Justiça
IRN	Institute of Registries and Notaries	Instituto dos Registos e do Notariado
MA	Management Authority	Autoridade de Gestão
MoJ	Ministry of Justice	Ministério da Justiça
NSRF	National Strategic Reference Framework	Quadro Nacional de Referência Estratégico
OP	Operational Programme	Programa Operacional
PA	Partnership Agreement	Acordo de Parceria
PPIS	Public Prosecution Information System	Sistema de Informação do Ministério Público
SME	small and medium-sized enterprise(s)	Pequenas e Médias Empresas

## Document checklist

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
National Strategic Reference Framework (NSRF)	National Strategic Reference Framework 2007–2013	Quadro de Referência Estratégico Nacional 2007–2013	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Partnership Agreement (PA)	Partnership Agreement 2014–2020	Acordo de Parceria 2014–2020	No	Yes	N/A	Yes	Yes	Yes	Yes
Operational Programme (OP)	OP of the Azores AR for Convergence 2007–2013	Programa Operacional dos Açores para a Convergência 2007–2013	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	OP ESF for the Azores AR 2007–2013	Programa Operacional do FSE para a RA dos Açores 2007–2013	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	OP Human Potential	Programa Operacional Potencial Humano	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	OP Territorial Enhancement	Programa Operacional Valorização do Território	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	OP Factors of Competitiveness	Programa Operacional Fatores de Competitividade	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Operational Programme (OP)	Operational Programme for the Valorisation of the Economical Potential and Territorial Cohesion of the Madeira AR 2007–2013	Programa Operacional de Valorização do Potencial Económico e Coesão Territorial da RAM 2007–2013	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	Operational Programme for the Valorisation of the Human Potential and Social Cohesion of the Madeira AR 2007–2013	Programa Operacional de Valorização do Potencial Humano e Coesão Social da RAM 2007–2013	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
Operational Programme (OP)	Centre Regional Operational Programme 2007–2013	Programa Operacional Regional do Centro 2007–2013	Yes	N/A	Yes	N/A	Yes, though not directly <sup>1</sup>	No	Yes, as excluded in the ISS
Operational Programme (OP)	Algarve Regional Operational Programme 2007–2013	Programa Operacional Regional do Algarve 2007–2013	Yes	N/A	Yes	N/A	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	Lisbon Regional Operational Programme 2007–2013	Programa Operacional Regional de Lisboa 2007–2013	Yes	N/A	Yes	N/A	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	North Regional Operational Programme 2007–2013	Programa Operacional Regional do Norte 2007–2013	Yes	N/A	Yes	N/A	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	Alentejo Regional Operational Programme 2007–2013	Programa Operacional Regional do Alentejo 2007–2013	Yes	N/A	Yes	N/A	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	Algarve Regional Operational Programme 2014–2020	Programa Operacional Regional do Algarve 2014–2020	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	Alentejo Regional Operational Programme 2014–2020	Programa Operacional Regional do Alentejo 2014–2020	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	Azores Regional Operational Programme 2014–2020	Programa Operacional Regional dos Açores 2014–2020	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	Center Regional Operational Programme 2014–2020	Programa Operacional Regional do Centro 2014–2020	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	Madeira Regional Operational Programme 2014–2020	Programa Operacional Regional da Madeira 2014–2020	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Operational Programme (OP)	North Regional Operational Programme 2014–2020	Programa Operacional Regional do Norte 2014–2020	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS

<sup>1</sup> Regional OPs refer generally to the need for better justice administration.



Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
Operational Programme (OP)	Lisbon Regional Operational Programme 2014–2020	Programa Operacional Regional de Lisboa 2014–2020	N/A	Yes	N/A	Yes	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	Social Inclusion and Employment OP	Programa Operacional Inclusão Social e Emprego	N/A	Yes	N/A	Yes	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	Sustainability and Efficiency in the Use of Resources OP	Programa Operacional Sustentabilidade e Eficiência no Uso dos Recursos	N/A	Yes	N/A	Yes	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	Human Capital OP	Programa Operacional Capital Humano	N/A	Yes	N/A	Yes	No	No	Yes, as excluded in the ISS
Operational Programme (OP)	Competitiveness and Internationalisation OP	Programa Operacional Competitividade e Internacionalização	N/A	Yes	N/A	Yes	Yes	Yes	Yes
Needs assessments			N/A	N/A					
Country Specific Recommendations	COUNCIL RECOMMENDATION of 8 July 2014 on the National Reform Programme 2014 of Portugal and delivering a Council opinion on the Stability Programme of Portugal, 2014 <sup>2</sup>	Relatório Relativo a Portugal 2014	No	Yes	N/A	Yes	Yes	Yes	Yes
Country Specific Recommendations	COUNCIL RECOMMENDATION of 14 July 2015 on the 2015 National Reform Programme of Portugal and delivering a Council opinion on the 2015 Stability Programme of Portugal <sup>3</sup>	Relatório Relativo a Portugal 2015	No	Yes	N/A	Yes	Yes	Yes	Yes
Country Specific Recommendations	COUNCIL RECOMMENDATION of 12 July 2016 on the 2016	Relatório Relativo a Portugal 2016	No	Yes	N/A	Yes	Yes	Yes	Yes

<sup>2</sup> <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32014H0729%2820%29>

<sup>3</sup> <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32015H0818%2826%29>

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
	National Reform Programme of Portugal and delivering a Council opinion on the 2016 Stability Programme of Portugal <sup>4</sup>								
Action Plans									
Evaluation plan	Evaluation Plan of the OP Territorial Enhancement	Plano de Avaliação do POVT	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Evaluation plan	Evaluation Plan of the OP Human Potential	Plano de Avaliação do Programa Operacional Potencial Humano	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Evaluation plan	Evaluation plan of the NSRF and the Operational Programmes 2007–2013	Plano Gobar de Avaliação do QREN e dos PO 2007–2013	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante Evaluation of the OP Human Potential	Avaliação Ex-Ante do Programa Operacional Potencial Humano	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante Evaluation of the OP Factors of Competitiveness	Avaliação Ex-Ante do Programa Operacional Fatores de Competitividade	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante evaluation of the NSRF 2007–2013	Quadro de Referência Estratégico Nacional 2007–2013 Avaliação Ex-Ante	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante evaluation of the OP Territorial Enhancement	Avaliação Ex-Ante do Programa Operacional Valorização do Território	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante and strategic environmental evaluation of the Algarve OP	Avaliação Ex-ante e Avaliação Ambiental Estratégica do Programa Operacional do Algarve	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS

<sup>4</sup> [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.C\\_.2016.299.01.0109.01.ENG&toc=OJ%3AC%3A2016%3A299%3ATOC](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.C_.2016.299.01.0109.01.ENG&toc=OJ%3AC%3A2016%3A299%3ATOC)

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			2007–2013	2014–2020	2007–2013	2014–2020			
Ex-ante evaluation	Ex-ante and strategic environmental evaluation of the Azores OP	Avaliação Ex-ante e Avaliação Ambiental Estratégica do Programa Operacional dos Açores	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante and strategic environmental evaluation of the Centro OP	Avaliação Ex-ante e Avaliação Ambiental Estratégica do Programa Operacional do Centro	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante and strategic environmental evaluation of the Madeira OP	Avaliação Ex-ante e Avaliação Ambiental Estratégica do Programa Operacional da Madeira	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante and strategic environmental evaluation of the Norte OP	Avaliação Ex-ante e Avaliação Ambiental Estratégica do Programa Operacional do Norte	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante and strategic environmental evaluation of the Alentejo OP	Avaliação Ex-ante e Avaliação Ambiental Estratégica do Programa Operacional do Alentejo	N/A	Yes	N/A	Yes	Yes, though not directly	No	Yes, as excluded in the ISS
Ex-ante evaluation	Ex-ante and strategic environmental evaluation of the OP Competitiveness and Internationalisation	Avaliação Ex-Ante e Avaliação Ambiental Estratégica do Programa Operacional Competitividade e Internacionalização	N/A	Yes	N/A	Yes	Yes	Yes	Yes
Ex-post evaluation	Evaluation of the Implementation of the OP Territorial Enhancement	Avaliação da Operacionalização do POVT – Relatório Final	Yes	-	Yes	-	No	No	Yes, as excluded in the ISS
Interim evaluation	-	-	N/A	N/A					
Annual Implementation Reports (AIR) (for each relevant OP)									
Annual Implementation Report	Operational Programme Human Potential – AIR 2007	Programa Operacional Potencial Humano – Relatório de Execução 2007	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Human Potential – AIR 2008	Programa Operacional Potencial Humano – Relatório de Execução 2008	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS

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			2007–2013	2014–2020	2007–2013	2014–2020			
Annual Implementation Report	Operational Programme Human Potential – AIR 2009	Programa Operacional Potencial Humano – Relatório de Execução 2009	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Human Potential – AIR 2010	Programa Operacional Potencial Humano – Relatório de Execução 2010	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Human Potential – AIR 2011	Programa Operacional Potencial Humano – Relatório de Execução 2011	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Human Potential – AIR 2012	Programa Operacional Potencial Humano – Relatório de Execução 2012	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Human Potential – AIR 2013	Programa Operacional Potencial Humano – Relatório de Execução 2013	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Human Potential – AIR 2014	Programa Operacional Potencial Humano – Relatório de Execução 2014	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	OP Territorial Enhancement – AIR 2007	Programa Operacional Valorização do Território – Relatório de Execução 2007	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	OP Territorial Enhancement – AIR 2008	Programa Operacional Valorização do Território – Relatório de Execução 2008	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	OP Territorial Enhancement – AIR 2009	Programa Operacional Valorização do Território – Relatório de Execução 2009	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	OP Territorial Enhancement – AIR 2010	Programa Operacional Valorização do Território – Relatório de Execução 2010	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	OP Territorial Enhancement – AIR 2011	Programa Operacional Valorização do Território – Relatório de Execução 2011	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS

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			2007–2013	2014–2020	2007–2013	2014–2020			
Annual Implementation Report	OP Territorial Enhancement – AIR 2012	Programa Operacional Valorização do Território – Relatório de Execução 2012	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	OP Territorial Enhancement – AIR 2013	Programa Operacional Valorização do Território – Relatório de Execução 2013	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	OP Territorial Enhancement – AIR 2014	Programa Operacional Valorização do Território – Relatório de Execução 2014	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2007	Programa Operacional Fatores de Competitividade – Relatório de Execução 2007	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2008	Programa Operacional Fatores de Competitividade – Relatório de Execução 2008	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2009	Programa Operacional Fatores de Competitividade – Relatório de Execução 2009	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2010 (Vol. 1)	Programa Operacional Fatores de Competitividade – Relatório de Execução 2010 (Vol. 1)	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2010 (Vol. 2)	Programa Operacional Fatores de Competitividade – Relatório de Execução 2010 (Vol. 2)	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2011	Programa Operacional Fatores de Competitividade – Relatório de Execução 2011	Yes	N/A	Yes	N/A	Yes	No	Yes
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2012 (vol. 1)	Programa Operacional Fatores de Competitividade – Relatório de Execução 2012 (vol. 1)	Yes	N/A	Yes	N/A	Yes	No	Yes
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2012 (vol. 2)	Programa Operacional Fatores de Competitividade – Relatório de Execução 2012 (vol. 2)	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2013	Programa Operacional Fatores de Competitividade – Relatório de Execução 2013	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2014	Programa Operacional Fatores de Competitividade – Relatório de Execução 2014	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Annual Implementation Report	Operational Programme Factors of Competitiveness – AIR 2015	Programa Operacional Fatores de Competitividade – Relatório de Execução 2015	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Operational Programme Competitiveness and Internationalization AIR – 2015	Programa Operacional Fatores de Competitividade – Relatório de Execução 2015	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Alentejo Regional Operational Programme – AIR 2015	Programa Operacional Regional do Alentejo – Relatório de Execução 2015	N/A	Yes	N/a	Yes	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Algarve Regional Operational Programme – AIR 2015	Programa Operacional Regional do Algarve – Relatório de Execução 2015	N/A	Yes	N/a	Yes	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Azores Regional Operational Programme – AIR 2015	Programa Operacional Regional dos Açores – Relatório de Execução 2015	N/A	Yes	N/a	Yes	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Center Regional Operational Programme – AIR 2015	Programa Operacional Regional do Centro – Relatório de Execução 2015	N/A	Yes	N/a	Yes	No	No	Yes, as excluded in the ISS
Annual Implementation Report	Center Regional Operational Programme – AIR 2015	Programa Operacional Regional do Centro – Relatório de Execução 2015	N/A	Yes	N/a	Yes	No	No	Yes, as excluded in the ISS
Annual Progress Reports	Annual Report of the NSRF I, 2008	Relatório Anual do QREN I, 2008	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Progress Reports	Annual Report of the NSRF II, 2009	Relatório Anual do QREN II, 2009	Yes	N/A	Yes	N/A	Yes	No	Yes, as excluded in the ISS

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
Annual Progress Reports	Annual Report of the NSRF III, 2010	Relatório Anual do QREN III, 2010	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Progress Reports	Annual Report of the NSRF IV, 2011	Relatório Anual do QREN IV, 2011	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Progress Reports	Annual Report of the NSRF V, 2012	Relatório Anual do QREN V, 2012	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Annual Work Programme (AWP)	-		N/A	N/A					Yes
Any other evaluation	Evaluation of the Operationalisation of Incentive Systems in the context of the Competitiveness Factors Agenda – Final Report	Avaliação da Operacionalização inicial dos Sistemas de Incentivos no contexto da Agenda Fatores de Competitividade – Relatório Final	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Any other evaluation	Approved Operations as of 28 of February 2017	Lista de Operações Aprovadas reportada a 28 de fevereiro de 2017	N/A	Yes	N/A	Yes	Yes	No	Yes, as excluded in the ISS
Any other evaluation	Analysis for Reorganisation of the Judicial Structure	-	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Any other evaluation	Proposed measures to reduce the backlog of civil enforcement proceedings	-	Yes	N/A	Yes	N/A	Yes	No	Yes, as excluded in the ISS
Any other relevant study previously undertaken									
Calls for proposals					No	No			
Consultation of stakeholders									
Monitoring Committee (MC) – Decision					No	No			

## Study on ESF and ERDF support to justice systems - Member State Chapter for Portugal

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
Monitoring Committee (MC) – Minutes					No	No			
Monitoring Committee (MC) – Other					No	No			
Monitoring Committee (MC) – Report					No	No			
National Reform Programme					No	No			
Other implementation reports	Annual and final execution reports regarding the 'Investment on growth and employment' objective	Relatórios de execução anuais e finais do objetivo de Investimento no Crescimento e no Emprego	Yes	N/A	Yes	N/A	No	No	Yes, as excluded in the ISS
Other implementation reports	Approved Projects of the NSFR as of September 2016	Lista de Projetos Aprovados do QREN a Setembro de 2016	N/A	Yes	N/A	Yes	Yes	No	Yes, as excluded in the ISS
Other implementation reports	Operational Programme Factors of Competitiveness – Final implementation report	Programa Operacional Fatores de Competitividade Relatório de Execução Final	Yes	N/A	Yes	N/A	Yes	Yes	Yes
Evaluation Plan	Evaluation Plan of the OP Competitiveness and Internationalisation	Plano de avaliação do PO Competitividade e Internacionalização	N/A	Yes	N/A	Yes	No	No	Yes, as excluded in the ISS
Annual Implementation Report (AIR)	Annual and final implementation reports for the Investment for growth and jobs goal	Annual and final implementation reports for the Investment for growth and jobs goal	N/A	Yes	N/A	Yes	No	No	Yes, as excluded in the ISS
Other – please specify									



## 1. Introduction

Member State	
Country Expert Name	Heitor Gomes
Data Collection Period Task 1	03/17–04/17
Data Collection Period Task 2	10/07/17–23/07/17
Number of regions/OPs covered	<p>Projects supporting the justice system were funded under 2 OPs:</p> <p>2007–2013:</p> <ul style="list-style-type: none"> <li>OP Thematic Factors of Competitiveness (ERDF): <b>11 projects</b></li> </ul> <p>2014–2020:</p> <ul style="list-style-type: none"> <li>OP Competitiveness and Internationalisation (Multi-fund): <b>1 project</b></li> </ul>

### Introduction

Most documents covered were publicly available and accessible in online databases, except those related with the evaluation of the projects, namely the closure reports. The composition and structural differences between available documents were the biggest challenges, as it was difficult to obtain similar levels of information from different documents.

The organisation of the Portuguese justice system is complex and there are several services that are part of the Ministry of Justice, although they are not directly related to the usual concepts associated with justice, such as courts, lawyers or judges. The primary example is the Institute of Registries and Notaries, which is a public institute integrated in the indirect administration of the state. It possesses administrative autonomy and its mission is to execute and follow policies on registration services, with a view to ensuring the provision of services to citizens and companies in the area of civil identification and civil registration, nationality, and property, among others, as well as to ensure the regulation, control and supervision of notarial activity.

There are a few actions relating to improving the efficiency of public administration included in the documents analysed and, although they do not clearly mention the justice system, they are of interest because of their relation to services like the Institute of Registries and Notaries.

During the development of Task 2, the only documents available about the projects and operations related to justice were the lists of approved operations for both funding periods. This resulted in very limited information being available publicly.

As a result, and given previous experiences with requesting information from the MA and beneficiaries, the Management Authority was contacted to obtain the data needed. Given the fact that the request for information was made during July and August, a time when typically, in Portugal, public institutions lack personnel because of annual leave and the workflow is lower, the request for information took much longer than expected, despite several emails and phone calls following up. Also, the time spent was longer, because the MA chose to consult the intermediate body responsible for the projects, which in fact allowed for the inclusion of more qualitative information on each of them.

The biggest challenge was getting the information itself. Even though the MA assisted the process, there were still a few elements that the expert did not have access to, namely information regarding impact indicators. Nevertheless, the MA sent a considerable amount of information, which made it possible to produce this chapter. It must be noted that most of this information was directly supplied by the MA and that the expert did not have access to the source documents.

The documents are not publicly available, and the expert did have to contact both the MA and the beneficiaries several times to overcome the absence of information. This was done

through emails and follow-up phone calls. However, some beneficiaries have not supplied any information to date.

The intervention domain of all the projects analysed relates to the reduction of public costs and institutional capacity building through administrative modernisation support (2007–2013), and reinforcement of SMEs and the reduction of public costs (2014–2020). This means that the underlying objective for these projects is to increase justice system efficiency, promoting better use of public resources and administrative capacity which, therefore, develops the competitiveness of the economy and supports a more equal society.

Given the fact that the operation type is related to administrative modernisation support, the link to the justice system may not be clear at first, as most of these projects are not directly related to typical justice elements, such as courts, lawyers or judges. However, as the beneficiary institutions are from the justice system, these projects are supporting the justice system in various ways: through the modernisation of systems, implementation of new simplified methods as well as digitalisation of processes and improving communication between entities.

### **Intervention logic 2007–2013**

Several documents address the main issues of the Portuguese justice system. For example, the needs of the Portuguese justice system are addressed in the NSRF. They are also mentioned in other documents such as the 'Proposed measures to reduce the backlog of civil enforcement proceedings' (2011) and the 'Analysis for Reorganisation of the Judicial Structure' (2012), both from the Directorate-General for the Administration of Justice. These issues are mainly associated with excessive bureaucracy and backlogs that are related to subpar performance which reduces citizens' trust in the state.

Based on this, the OP Thematic Factors of Competitiveness had priority axis 4 dedicated to improving the efficiency of the public administration, in which the justice system is included.

Given the projects characteristics, it can be concluded that the way to improve efficiency is by increasing the use of ICT, and therefore, to reach a new stage of transparency between all the actors, as well as to achieve increased efficiency.

The project selection criteria associated were directly linked to procedural/organisational simplifications and improvements, as well as technological and innovative applications.

This OP funded 11 projects. All of them were in the area of ICT and addressed particular issues such as the management complexity of processes and difficulties of access which met the associated selection criteria, and even though there are no evaluations regarding their impact on the justice system, it is expected that its implementation led to the improvement of several processes through the increased use of ICT by public administration employees as well as citizens and companies. Nevertheless, the absence of evaluations does not allow to assess effective impacts of these operations.

The funded projects are in line with the needs of the justice system as they address the main issues identified and promote the OP's objectives. Nevertheless, it should also be stated that the documents relating to these projects are not publicly available, so most of the information on this report came from direct sources, namely the MA of the OP Thematic Factors of Competitiveness and the beneficiaries themselves. In some cases, the beneficiaries did not reply or provide the requested information, which means there are some information gaps, especially on the impact indicators.

In conclusion, the Portuguese justice system was supported in the 2007–2013 period by the ERDF in the total amount of 36,475.23 €. No evaluation was undertaken to assess whether indeed the support reached the objectives.

### **Intervention logic 2014–2020**

In the 2014–2020 funding period, the justice system needs were addressed by the Country Specific Recommendations, which state that the efficiency of the justice system is still far from achieved, which could impact negatively on the ability of the country to attract external investment, as well as on its economic development. So, despite the fact the previous funding period supported justice system efficiency, there is still room for improvement.

The efficiency of the justice system, as well as public administration is still questionable; therefore, the OP Competitiveness and Internationalisation addresses this need, even though the justice system is not directly mentioned.

In this funding period, the approach remains focused on the need to improve efficiency through the use of ICT and innovative apps. However, only one project on this domain has been approved so far, and it was eventually cancelled by its beneficiaries.

In conclusion, even though several issues relating to the justice system prevail, for the time being no approved projects are supporting the justice system directly.<sup>5</sup>

**Table 1: Overview of the justice system**

Institutions and bodies of the judiciary <sup>6</sup>		Other institutions and bodies that are part of or supporting the justice system <sup>7</sup>	
English	Original language	English	Original language
Ordinary court system - Supreme Court - courts of appeal <sup>8</sup> - district courts	Tribunais Judiciais - Supremo Tribunal de Justiça - Tribunais da Relação - Tribunais de Comarca	Ministry of Justice - Directorate-General for the Administration of Justice - Council of Court Officials - Directorate-General of the Probation and Prison Services - Institute of Registries and Notaries - Centre of Judiciary Studies (training for judges and prosecutors)/ - Directorate-General for Justice Policy - Alternative Dispute Settlement Office (GRAL)	Ministério da Justiça - Direção Geral da Administração de Justiça - Conselho dos Oficiais de Justiça - Direção Geral da Reinserção Social e Serviços Prisionais - Instituto dos Registos e Notariado - Centro de Estudos Judiciários - Direção Geral da Política de Justiça - Gabinete de Resolução Alternativa de Litígios
Specific courts - Constitutional Court - Court of Auditors - courts of arbitration - Justices of the peace	Tribunais Específicos - Tribunal Constitucional - Tribunal de Contas - Tribunais Arbitrais - Julgados de Paz	Bar Association	Ordem dos Advogados

<sup>5</sup> Nevertheless, upon review, even though outside the timeframe of this study, the MA pointed out some other projects of entities related to the justice domain that mainly relate to the improvement of technological systems, as well as an increase in the quality of public services, following the intervention logic of the previous funding period.

<sup>6</sup> i.e. the judiciary as defined in the national legal framework and following the definition used for the purpose of this study.

<sup>7</sup> i.e. justice system as defined for the purpose of this study

<sup>8</sup> One per judicial district and two in the Porto judicial district.

Institutions and bodies of the judiciary <sup>6</sup>		Other institutions and bodies that are part of or supporting the justice system <sup>7</sup>	
English	Original language	English	Original language
Administrative court system - Supreme Administrative court - Central administrative courts (North and South) - Administrative and tax courts	Tribunais Administrativos e Fiscais - Supremo Tribunal Administrativo - Tribunais Centrais Administrativos - Tribunais Administrativos e Fiscais	Commission for Legal Assistants	Comissão para o Acompanhamento dos Auxiliares de Justiça
Conflict Court <sup>9</sup>	Tribunal de Conflitos	Offices for Legal Advice	Apoio Judiciário

<sup>9</sup> Hears conflicts of jurisdiction between courts.

**Table 2: Stakeholders contacted for Task 2**

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Position (if known)	Method of information request (email exchange/phone call etc.)	Did you hear back from the stakeholder? (y/n)	Date of conversation /email exchange
COMPETE2020 Management Authority	Autoridade de Gestão do COMPETE2020	MA	Technical Secretary	Phone and email	Yes, they supplied the requested information	10 July 17 July 26 July 28 July 9 August 10 August 18 August 21 August 22 August 23 August
COMPETE Management Authority	Autoridade de Gestão do COMPETE	MA	Technical Secretary	Phone and email	Yes, they supplied the requested information	10 July 17 July 26 July 28 July 9 August 10 August 18 August 21 August 22 August 23 August
Directorate-General for Justice Policy	Direção Geral da Administração de Justiça	Beneficiary	-	Phone and email	Yes, they supplied the requested information	22 August 2 November 10 November
Directorate-General for Justice Policy	Direção Geral da Administração de Justiça	Beneficiary	-	Phone and email	No	22 August 2 November 10 November 13 November
Institute for Financial Management and Justice Equipment I.P.	Instituto de Gestão Financeira e Equipamentos da Justiça I.P.	Beneficiary	-	Phone and email	No	22 August 2 November 10 November 13 November

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Position (if known)	Method of information request (email exchange/phone call etc.)	Did you hear back from the stakeholder? (y/n)	Date of conversation /email exchange
Inspection General of Justice Services	Inspeção-Geral dos Serviços de Justiça	Beneficiary	-	Phone and email	Yes, they supplied the requested information	22 August 25 August 2 November 10 November
Ombudsman	Provedoria de Justiça	Beneficiary	-	Phone and email	No	22 August 2 November 10 November

## 2. Funding Period 2007–2013

### 2.1. The needs of the Member State relating to the national justice system

Although no specific needs assessments were undertaken, the needs of the Portuguese justice system are addressed in the NSRF and in the Operational Programme 'Thematic Factors of Competitiveness'. Other OPs mention the problems of the justice system but do not cover or tackle those problems. Other documents such as the 'Proposed measures to reduce the backlog of civil enforcement proceedings' (2011) and the 'Analysis for Reorganisation of the Judicial Structure' (2012), both from the Directorate-General for the Administration of Justice, stress the importance of a reform of the judicial system and the need to decrease the backlog of cases, especially regarding small claims proceedings (up to EUR 5,000) and cases registered more than six months previously that have not yet been brought to a close.

As identified in the NSRF, some of the main problems of the Portuguese justice system are the long delays and difficulties faced by citizens and companies when accessing the justice system's services and courts. In the NSRF this is considered a relevant weakness of the public administration and institutional resources.

In the Annual Progress Report (2009) of the NSRF, the justice system is also mentioned, as well as the Justice Technological Plan. The APR identifies strong convergence between that plan and the investments to be supported by the NSRF as well as the expected effects of the operations approved by the OP, especially the OP Thematic Factors of Competitiveness.

There are no consultations with stakeholders, Country Specific Recommendations, National Reform Programmes or ex-ante evaluations that specifically refer to justice.

### 2.2. **Planning stage:** The extent to which the Member State programmed support to the justice system through ESF and ERDF

#### 2.2.1. High-level objectives related to justice set in the programming documents

To strengthen government efficiency, the NSRF considered it essential to improve the quality of public services for citizens and companies to create a more attractive environment for private investment, including through increasing the efficiency of the justice system by de-bureaucratising and digitalising procedures. The aim is to make the justice system more agile and user friendly using digital systems that allow the reduction of transaction costs as well as faster communication between justice services. The **final recipients** are workers of the Central Public Administration, Local Public Administration, Local Authorities and their associations, and other public institutions, as well as private entities that are involved in a public-private partnership and operate on the same technological systems that are to be improved.

During the programming period 2007–2013 there were no Regional Operational Programmes that included specific objectives or priorities relating to the Portuguese justice system. The Operational Programme Thematic Factors of Competitiveness is the only programme that explicitly addressed the justice system.

#### **OP Thematic Factors of Competitiveness – ERDF**

<b>OP</b>	Operational Programme Thematic Factors of Competitiveness
CCI	2007PT161PO001
Relevant funds for the OP	ERDF
Total OP budget (EC and national contribution) EUR million	EUR 3.1 million (Total) EUR 2.4 million (EC contribution)

	(Upon financial reprogramming in 2012, the values were updated to EUR 3.173 million (Total))
PA 4 Quality and efficient public administration	EUR 685 million (Upon financial reprogramming in 2015 the values were updated to EUR 221 million (Total))

Within the Operational Programme Thematic Factors of Competitiveness, priority axis 4 'Quality and efficient public administration' states that there is a need for a more efficient public administration, including the justice system. To achieve increased efficiency, it is necessary to create a new public service model, based on **three main objectives**:

- increase citizens' quality of life;
- strengthen citizens' trust in the State; and
- increase the transparency of public action towards companies and citizens.

Even though these objectives relate to the public sector, they address the justice system directly, which makes them relevant.

The increased use of ICT is considered the best way to reach this new model. It has lower associated costs than the traditional interaction models, and it helps towards completing the digitalisation process, making the decision process clearer and more accessible to citizens.

To achieve these goals, there are four **specific objectives** associated with priority axis 4:

- increase the efficiency and effectiveness of administrative activity;
- reduce 'context public costs';
- promote the intensive use of ICT, towards a more networked administration; and
- improve the quality of public service provision

Regarding these objectives, four general priorities were also established, which were then subdivided into specific priorities, as follows. (As mentioned in the introduction to this chapter, these priorities are not directly related to justice, but can be important to services like the IRN):

- 1. Use of synergies between public services to improve their quality and simplicity for citizens and businesses, through adding criteria of accessibility and efficiency.** This priority has the following specific priorities:
  - eliminating unnecessary procedures, and cross-organisation of administrative services according to the needs of citizens and businesses;
  - use of all communication channels within the public administration and between public administration and citizens and companies;
  - provision of services geared to meeting the needs of citizens and businesses;
  - promotion of the evaluation of service levels achieved and introduction of comparable standards and monitoring practices for citizens and businesses.
- 2. Rationalisation of the models of organisation and management of the public administration and the simplification, re-engineering and digitalisation of processes, focusing on those that impact on the lives of citizens and companies.** This second category includes the following priorities:
  - definition and development of a plan for re-engineering and digitalisation of public administration processes;
  - promotion of organisational innovation in public administration;
  - reduction of the costs of organisation and operation of public services.



3. **Improvement of network administration, including the necessary qualification of public officials involved in ICT, the creation of a technological infrastructure, communications and information systems in the public administration, with the purpose of rationalising and reducing fixed and permanent costs with impact on public service provision for citizens and companies.** This priority identifies the following specific priorities:
  - definition and development of a global strategy for the technological infrastructure and communications of the public administration;
  - development of a common communications infrastructure to ensure connectivity between public services, based on appropriate security mechanisms;
  - definition of the mechanisms necessary to ensure interoperability between the administration's information systems;
  - development of a model for the creation of formal and informal networks and knowledge sharing in the public administration;
  - development of mechanisms for participation and strengthening of electronic administration in the exercise of citizenship.
4. **Development of the training of public administration employees in specific areas associated with integrated modernisation projects, guaranteeing the necessary skills for their continuation and continuity.** In this fourth category the specific priorities are as follows:
  - development of a basic structure of essential skills for qualification and specialised training of employees involved in integrated administrative modernisation projects; and
  - creation of training networks in e-learning system in public administration.

**Expected results** related to the justice system are:

- creation of multiservice centres (proximity)
- creation of single contact points (simplification)
- increased interoperability between services databases and the reduction of communication costs.

Given the fact that these multiservice centres and single contact points are related to the Institute of Registries and Notaries, and the interoperability of databases also fall under direct responsibility of this Institute, these actions are related to the justice system domain.

No **expected impacts** were mentioned.

The **target group** of this priority are the public central administration entities. Regarding justice administration, the Directorate-General for Justice Policy and the Institute of Registries and Notaries are among the main actors providing these changes.

The **final recipients** of these changes are mainly the workers in the public administration, of which the justice system staff are included, especially those who work at the Institute of Registries and Notaries.

There were no **planned activities** or **expected outputs** related to justice.

The OP's Action Plans, Annual work Programmes, evaluation plans, Monitoring Committee documents do not include information on the justice system.

#### 2.2.2. Planned projects listed in the programming documents aiming to support justice

No projects were mentioned in the programming documents which had an objective to support justice.

## 2.3. **Implementation stage:** Support to the justice system through ESF and ERDF

### 2.3.1. Support to the justice system: reported at programme level

Even though the project selection criteria related to these projects are not available, the OP identifies the various types of interventions that are related to the PA 4, being:

- Procedural/organisational simplification, particularly those projects aimed at reforming the methods of interaction between the administration and its users (citizens and companies), whenever it is appropriate with a complete integration of services;
- Reformulation and evaluation of the distribution model of public services to rationalise it and improve the quality of the service provided;
- Expansion of integrated and specialised branches to serve citizens and companies, covering the entire national territory, namely in cooperation with voice and network service systems;
- Technological applications that aim to create integrated information systems, with shared services available, using web tools. This component also includes shared disaster recovery systems, as well as decision support systems that enable faster, more efficient and effective management of resources (human, financial, material and information);
- Innovative applications of technology in the public administration, aiming specifically to provide services or products of the administration to its users (citizens and companies) by digital means, using the Internet;
- Instruments of management and monitoring of territory, infrastructures and collective equipment.

Activities took place in the 2007–2013 programming period to meet the needs of the justice system. According to the AIR of 2014 and the approved operations list, some of these were:

- CITIUS-NG Digitalisation of court processes;
- Creation and application of a document database management system;
- Computerisation of the dactyloscopic file (fingerprints) of convicted persons;
- Sigjuris.net – Implementation of an integrated management solution at the IGFEJ
- Modernisation of central systems
- Elimination and simplification of Acts – II
- Increasing the quality of electronic justice services
- Documentary and workflow management system
- Studies regarding the effectiveness of the justice system.

All these were carried out under the priority axis 4 of the OP Factors of Competitiveness.

Another reform was developed in connection with judicial organisational reform, and another one related to the reduction in the backlog of civil enforcement proceedings, even though these were not directly related to the ESF or the ERDF.<sup>10</sup>

In the 2012 AIR, one project regarding the justice system was specifically identified, and it is presented below:

**AREA OF INTERVENTION:** Re-engineering and digitalisation of processes  
**PROJECT No:** 17324  
**DESIGNATION OF THE PROJECT:** Increase in the Operational Efficiency of Justice  
**BENEFICIARY:** Institute of Information Technologies in Justice, I.P.  
**LOCATION:** Lisbon, with Spill-over effect on the Convergence Regions  
**APPROVED INVESTMENT:** EUR 9,703,655.43  
**APPROVED INCENTIVE:** EUR 5,649,953.38

<sup>10</sup> It is not presently possible to clearly determine if these actions were supported by the ERDF or the ESDF.

**PROJECT OBJECTIVES:**

Over the last few years, the MoJ has implemented a set of new services available to citizens and businesses, at single service counters and on Internet portals. At the same time, measures have been taken to ensure the digitalisation of cases in the courts, allowing faster access to justice. Demand has increased exponentially, and caused an overload of existing infrastructures requiring constant updating and adaptation to guarantee the levels of service in terms of availability, quality and safety, and improve the quality of service to citizens and companies. The application aims to increase the operational efficiency of justice by creating a new individual and collaborative work platform, modernising the operating system that supports these applications, increasing security, and increasing the speed of process and functional stability – providing clear advantages for recipients.

**DIAGNOSIS:**

Following the first phase of innovation and expansion of electronic services in the justice sector, it is critical to restructure, rethink and consolidate communications infrastructures, central and personal systems, and expand management and monitoring systems to ensure continuous improvement of the quality of service provided.

To ensure increased operational efficiency, it is necessary to modernise the operating system and individual productivity software, creating a new platform for individual and collaborative work in the justice sector.

Only with this component will the projects CIMA (Crime Investigation Management Application), CITIUS PLUS (Application of the judicial portal of the departments of the courts and magistrates) and ISPPPO (Information System of the Public Prosecutor's Office)/PPIS be able to use new functionalities, at the level of automation, number of local and removable storage volumes, application and desktop virtualisation, and individual productivity software, especially in word processor and email applications, providing an integrated and robust solution.

Also included in the new operating system and individual productivity software are client-side monitoring and control components such as enhanced security, native components that enable centralised directory integration, smart-card integration, citizen card integration with the MoJ, encryption of mobile storage volumes and devices, application virtualisation capabilities, and more efficient system connectivity that will allow system administrators to identify bugs, track upgrades, install software remotely, implement definition and central policies, etc., enabling a proactive and immediate intervention. This option will increase the efficiency of computer systems, reducing downtime, productivity losses and management time.

It is therefore important to carry out a rapid update to ensure the security and speed of response of the systems, to ensure continuous improvement in service and the resolution of processes, and consequent improvement in the quality of service provided to citizens and companies.

**Expected results:**

It is necessary to invest in a new platform of individual and collaborative work in the justice sector to create a new software baseline for the correct functioning of the computer applications CIMA, CITIUS PLUS and PPIS, referred to in the section above on diagnosis. Without a better software platform, there is no guarantee of greater stability and reliability, and the security problems identified in the previous version of the operating system will not be solved. These measures are essential to guarantee the reliability and robustness of the operating system and the applications referred to, given the content of the information and its sensitivity, particularly that relating to judicial inquiries and court proceedings.

After defining the existing situation in terms of jobs, it will be necessary to carry out compatibility tests of the systems in operation against the new versions of the tools to be implemented and the conditions necessary to comply with the safety plan of the MoJ, thus defining a baseline of software.

Once the software baseline is defined, a standard image will be created, an installation / update plan will be drawn up, the respective deployment will be carried out and the workstations updated.

Considering that in terms of applicability and functionality there are significant differences in this new baseline compared to the previous one, especially in the new components of the operating system and individual productivity software, it will be necessary to consider a training plan for MoJ users.

This project is a good example of support to justice through the creation of new operating systems. The promotor is the Institute of Information Technologies in Justice and the final recipients are several workers from institutions of the MoJ, such as the Public Prosecutor's Office, the Directorate-General of the Probation and Prison Services, the Institute of Registries and Notaries and others who work on these technological platforms. Unfortunately, no impacts are mentioned.

The 2008, 2009, 2010, 2011 and 2013 AIRs focus mainly on the goal and actual result indicators. The 2014 AIR addresses this matter for all the years in question, so the other AIRs are not considered further.

Other implementation and progress reports, interim and ex-post evaluations and Monitoring Committee documents do not mention any justice-related support.

### 2.3.2. Support to the justice system: reported at project level (Task 2)

Given that the identified needs of the Member State on justice are mainly related to delays in decisions and processes and difficulties of access to information for citizens, the 2007–2013 funding period represented a good opportunity for institutions to improve their conditions and effectiveness. This allowed for a strengthening of citizens' trust in public entities, as well as an increase in transparency of public actions, in line with the priorities set out at the planning stage.

The 11 projects identified in this funding period cover several important areas of work of different institutions of the justice system, in line with what was described in the previous sections. They were funded under OP Thematic Factors of Competitiveness (ERDF), priority axis 4, and had a total budget spent of EUR 36.5 million.

The project selection criteria found in calls for proposals (see below) evaluated the contribution to several specific aspects, such as: increase in quality of the service supplied to companies and citizens; modernisation of the entity; contribution to the strategy and national political objectives relating to administration modernisation and electronic administration; innovation and good practices; and involvement of relevant partners of national/regional importance.

Justice-related projects were funded under several calls for proposals, namely no. 01/SAMA/2007, no. 01/SAMA/2008, no. 01/SAMA/2010 and no. 01/SAMA/2011 (the links to these documents can be found in section 4.6 – Project-level data sources), covering the modernisation of public administration, in which the justice system was included, but was not the only target area.

The projects identified cover different areas of the justice system. The projects' focus included implementation of integrated management solutions, modernisation of central systems (ICT), creation of alternative centres to back up the most important systems in case of accidents, elimination and simplification of legal acts, as well as digitalisation of cases in courts and the computerisation of the fingerprint records of convicted persons. These projects were mainly focused on increasing the efficiency of the justice system.

All the identified projects were within the scope of the programming documents as well as the AIR.

The project beneficiaries were public institutions in the area of justice, namely the Directorate-General for the Administration of Justice, the Institute for Financial Management and Justice Equipment or the Ombudsman.

Given the diversity of the projects analysed, there were several different activities carried out during the execution of the projects, for instance: complementary modules that support new databases were created, while old and obsolete technical infrastructures were replaced by new ones. There were also changes in processes towards greater simplification of Acts, not only in courts, but also in land registry offices that allowed better intercommunication between different relevant entities.

The main outputs mentioned by the closure reports of these projects were related to the creation of the desired infrastructures, as well as the compliance with access rules related to the ease and efficiency of access to the databases, to increase the total integration of the data available. The number of staff involved in the operations as well as the staff trained are also identified as output indicators. The available information, as supplied by the MA, reports the output results achieved through the expected outputs.

There was no numeric information available regarding the result indicators of the projects. The available data for the results suggests that they met the initial expectations, even though it is not clear what these were.

There was no information available regarding the impact indicators of the projects.

The final recipients were entities from the Ministry of Justice, which benefited from the funding and applied it to the mentioned projects. Nevertheless, some projects also consider most of the population as final recipients of these projects given the fact that society in general will benefit directly from several of the actions developed by these projects.

**Table 3: Overview of projects supporting justice 2007–2013 (as supplied by the MA)**

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<b>OP Thematic Factors of Competitiveness, 2007PT161PO001 (ERDF)</b>							
Virtual Directorate-General for Justice Policy <i>Direção Geral da Administração de Justiça Virtual</i>	2007	2011	4	822.60	660.42	384.53	The aim of the project was to increase service efficiency through more effective interaction and ease of access to common databases. A database and a digital repository for administrative documents were developed to allow for their digital management. The electronic document management system was made available to all users of the DGAJ to manage internal mail, to create document folders (processes) and to prepare documents within the system itself, by writing automatic forms, or informational and internal notes that may be subject to dispatch in the system itself. All DGAJ users access the database of the application called SGD (document management system) through the judicial network of the Ministry of Justice. The main activities were the creation of the database, as well as the adaptation of the software and hardware needed to use and manage it.
XXI Court <i>Tribunal XXI</i>	2007	2014	7	21,730.50	16,775.76	12,351.32	The main goals were to make courts as well as associated structures more efficient, and to improve justice system efficiency by decreasing delays. The activities were: Activity 1 – Datacenter

<sup>11</sup> Planned/ committed<sup>12</sup> Budget actually paid/disbursed

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							<p>Consolidation of databases and their storage in a datacenter structure.</p> <p>Activity 2 – Judicial map and integration of judicial applications</p> <p>Analysis and adaptation of the IT system to support the procedural process, with the start-up of the CITIUS PLUS pilot.</p> <p>Activity 3 – Scan</p> <p>Acquisition of multifunctional scanning equipment, desktops, and laptops.</p> <p>Activity 4 – Recording</p> <p>Acquisition of recording equipment for investigations, and acquisition of equipment for investigating rooms and investigation bureaux.</p> <p>Activity 5 – Relationship with the citizen</p> <p>Attendance counters already installed, reinforcement of the FoIP (fax) solution to continue to allow the delivery of documents in this way (now digitalised), integration with the application of process management and optimisation of human resources (freeing them for other tasks). Installation of equipment to control and register citizens' access to the courts through citizen's card.</p> <p>Activity 6 – Personal productivity platform</p> <p>Creation of a new individual and collaborative work platform, modernising the operating system that supports the applications, increasing security, speed of process and functional stability, with clear advantages for the users.</p>

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							<p>These activities aimed to accelerate and complete the modernisation of justice by:</p> <ul style="list-style-type: none"> <li>- Storing computer data from the program Habilus (for the use of judicial staff) and CITIUS (module of application for delivery of procedural documents) in data structure centre to be located at IITJ, IP;</li> <li>- Developing an application that automatically receives the data exported by Habilus to manage court costs, and to control the costs of legal aid and the current account statement of the processes;</li> <li>- Indexing ongoing processes in courts, such as pending cases, previously stored on paper before Habilus / CITIUS, in the management workflows;</li> <li>- Integrating, as a feature of Habilus, equipment to video record audiences, allowing the electronic transfer of depositions to courts of first instance to the higher courts in case of appeal;</li> <li>- Installing centralised multi-channel support equipment for citizens in the larger courts;</li> <li>- Also, training for the new features, to all the employees involved, who are the future users of these tools was provided.</li> </ul>
<p>Alternative centre in case of disaster II</p> <p><i>Centro alternativo em caso de desastre II</i></p>	2008	2011	3	1,125.00	1,125.00	655.03	<p>The aim of the project was to assure the backup of relevant information from the justice system, as well as to guarantee the operation of services in case of emergency.</p> <p>Activity 1: IT Service Continuity:</p>



Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							<p>In this activity, several actions were carried out, which resulted in the preparation of a study of IT Service Continuity, including the design and implementation of the various processes and estimation of the needs in terms of equipment, in order to ensure the first phase of remote backup of information and in a second phase the existence of a redundant system in real time.</p> <p>Activity 2: Implementation of Disaster Recovery:</p> <p>In this activity, a number of actions were carried out, providing for the acquisition of design services and the implementation of an infrastructure that allows the remote safeguarding of information in real time.</p> <p>It is the result of the process of surveying the needs for safeguarding information carried out in the previous activity.</p> <p>Activity 3: Business Continuity Implementation:</p> <p>In this activity, several actions were carried out, including the installation and configuration of systems for uninterrupted service availability even in the event of a disaster.</p> <p>The alternative disaster centre is located on the premises of ADRAL – Alentejo Regional Development Agency – Évora.</p> <p>This allows the beneficiary to back up information remotely in case of disaster as well as to provide an uninterrupted service.</p>
Modernisation of central systems	2008	2011	3	1,844.08	1,844.08	1,073.72	The aim of the project was to increase service efficiency through a more advanced technological platform as well as a more

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<i>Modernização de Sistemas Centrais</i>							effective response to the increased use of the Internet by the citizens in their interaction with public services. An old and expensive technological platform was replaced by a modern and central system, that gathers all the applications developed and managed by the IITJ, used by the public administration, citizens and companies, at national level, thus allowing the development and use in practice of online electronic services, most notably the various online services provided by registries and notaries, which saw an exponential development during this period. Examples of these services are related to the IRN, like the online company ("empresa online"), car and building registers (registo automóvel e predial).
CITIUS – Digitalisation of cases in court II (New Generation CITIUS)  <i>CITIUS – Desmaterialização de processos em tribunal II (CITIUS Nova Geração)</i>	2008	2012	4	4,940.08	4,811.44	2,801.46	This operation is aimed at the complete digitalisation of the judiciary processes and to meet the needs of the various justice actors, namely magistrates, bailiffs and judicial officers. The objective is to eliminate very repetitive and non-value-added acts by justice, as well as facilitating the issuance of orders and sentences by magistrates, through the establishment of fluid channels of communication and intervention in court proceedings. The mainframe needs were: <ul style="list-style-type: none"> <li>• understanding business needs;</li> <li>• simplification of business processes;</li> <li>• definition of the technological architecture of the application;</li> <li>• design of the application;</li> <li>• division of the application into functional modules that can be developed</li> </ul>

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							<p>simultaneously and possibly by different companies;</p> <ul style="list-style-type: none"> <li>• functional analysis and preparation of specifications for each module;</li> <li>• application development;</li> <li>• training of users.</li> </ul> <p>The project was carried out in close collaboration with several entities, because the level of detail in the data held by the many justice information systems is varied, and there was a need for deep and detailed analysis prior to the design and development of the new application.</p> <p>It was on the basis of this careful and detailed survey of several entities that data was collected and preparatory changes were introduced in the current information systems, adapting them to the current and consolidated version of 'CITIUS Nova Geração' leading to the gradual abandonment of the various systems and the adoption of a single one.</p>
<p>Implementation of an integrated management solution</p> <p><i>Implementação de uma solução integrada de gestão</i></p>	2008	2013	5	2,495.37	1,965.51	1,144.42	<p>The aim of the project was the development of an information and services system that promoted the sharing and exchange of information at cost-efficient levels, maintaining information security and citizens' privacy rights, as well as adequate levels of robustness, security, performance and availability.</p> <p>The project developed platforms in the areas of: Enterprise resource planning, Enterprise Management, Business Intelligence, Portals and Document Management.</p>

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Elimination and Simplification of Acts II <i>Eliminação e Simplificação de Atos II</i>	2008	2011	3	3,750.00	3,678.06	2,141.55	<p>Development and adaptation of computer systems to support Registries and Notaries, to eliminate a set of registry Acts</p> <p>The main goal of the operation is to make public administration more efficient. So, this project was aimed at the development and adaptation of computer systems in support of the Institute of Registries and Notaries, to eliminate a set of registry Acts, thus making the relationship between the state, citizens and companies clearer. The operation aimed to adapt the Registry applications, supporting the changes resulting from new laws, so that these new services are well executed.</p> <p>Activities included:</p> <p>Development and adaptation of computer systems to support Registries and Notaries, in order to eliminate a set of registry acts, thus making the relationship between the State and the citizens and the companies simpler.</p> <p>Adaptation of the registration applications, supporting the changes resulting from new legislation, in order to make available these new services and similar services that may be identified during the next triennium.</p> <p>Construction of one-stop shops enabling various services to be carried out in one place.</p>
Implementation of a document management system	2008	2011	3	97.04	101.051	56.50	<p>Introduction of a new document management system on the IGSJ.</p> <p>Authentication through the citizen's card when submitting complaints to the IGSJ website and monitoring its process status.</p>

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<i>Aplicação de um sistema de gestão documental</i>							The aim of the project was to increase the capacity of public administration, in which justice system institutions are included, to deal with the increased use of the Internet by citizens to interact with public organisation, specially using remote access and authentication.
Computerisation of the fingerprint file of convicted persons <i>Informatização do ficheiro dactiloscópico de arguidos condenados</i>	2009	2011	2	542.77	189.50	110.34	<p>The computerisation of the fingerprint file of convicted persons was carried out through the development of a complementary module in the main application (SICRIM - Criminal Identification Information System), with information accessible to all legally authorised entities, maintaining the possibility of interaction between the various systems with access to fingerprint images.</p> <p>This process was carried out in several phases, supported in specific equipment (hardware) and software and respective programming:</p> <ol style="list-style-type: none"> <li>1. Consolidation of the identification of the convicted defendant;</li> <li>2. Interaction between the criminal identification information system and other IT applications in the sector (police, courts, criminal police agencies);</li> <li>3. Availability of dactyloscopic (fingerprint) elements for comparison queries;</li> <li>4. Full compliance with the provisions of the Prum Treaty concerning the fingerprints of convicted defendants.</li> </ol> <p>This project allowed the collection and registration of the fingerprints of persons convicted in the Portuguese courts, using automatic reading and registry in specific</p>

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							terminals located in courts, and automatically sending them to the services of criminal identification, as well as for registration in a computerised central file, through the implementation of ICT systems.
Quality increase of the justice electronic services <i>Aumento da qualidade dos serviços electrónicos da justiça</i>	2010	2014	4	5,669.51	5,255.09	3,059.78	Improvement of the communication services  This project aimed to improve the justice communications network as well as to expand the monitoring platform of the associated services. This was done by restructuring the Justice Communications Network to a new level of requirement and service, implementing a Next Generation network. The communications established are used both in the administrative scope of Justice and in the functional scope of the attributions of each entity, namely in the provision of online services to citizens, providing services over IP (data, fax, voice and video) of 26,000 users and in almost 800 locations. Using new communications technologies and especially fibre optics, it was intended that the justice system communication network be able to support the requirements of the already implemented systems, as well as to respond adequately to the requirements of the systems in development, having characteristics that allow the rapid increase of the bandwidth and quality of service without forgetting the security and robustness.

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							Following this restructuring, retraining of staff and rehabilitation of the central justice systems were also done.
Document and workflow management system <i>Sistema de gestão documental e de fluxo de trabalho</i>	2011	2015	4	123.75	73.33	42.69	<p>Creation of a platform to allow greater simplification of processes of the Ombudsman.</p> <p>The new platform allows for considerable simplification of the job of the Ombudsman. When complaints are received, it is possible for the services to include all the documents relevant to the complaint in a single platform as the combination between the intranet and the online availability allows the electronic annexation of any type of document. This facilitates the understanding and analysis of the complaint.</p> <p>The system previously worked through a mix of physical and virtual aspects, which was replaced by an integrated online system. All actors involved (managers, advisory services and administrative services) can now access all the information they need with a single step.</p> <p>The specific activities of this project were:</p> <ul style="list-style-type: none"> <li>• the optimisation of working methods based on the digitalisation of public administration services for citizens;</li> <li>• to ensure complete digitalisation of processes;</li> <li>• to enhance citizens' confidence in their right to complain, with particular emphasis on the</li> </ul>

Project name in English / in national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>11</sup> in thousand EUR	Budget spent <sup>12</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							<p>effective and transparent handling of the complaints;</p> <ul style="list-style-type: none"> <li>• to promote the sharing of information and collaboration through the implementation of a collaborative platform to support the activities;</li> <li>• to promote a more efficient redistribution of administrative and auxiliary tasks;</li> <li>• to ensure fast access to and effective control over all processes, especially for citizens;</li> <li>• to create mechanisms for generating management information and decision support;</li> <li>• to standardise information produced and make it available to the various stakeholders who need it.</li> </ul>



All the projects have been concluded, and are thus considered closed.

There are substantial differences between the allocated and spent budget in some projects. In the case of the computerisation of the 'fingerprint file of convicted persons' project, the information provided suggests this was due to a duly approved project reprogramming that resulted in one of the initial activities (relating to the acquisition of digitalisation equipment to collect fingerprints) of the project being abandoned, which led to a strong reduction in expenditure.

The 'Virtual Directorate-General for Justice Policy' project was not executed in full, with the execution rate being 80.3%. This reduction was due to the transfer of attributes from the Directorate-General for the Administration of Justice (DGAJ) to the Institute for Financial and Equity Management of Justice, I.P. (IGFEJ). However, this reprogramming did not have a negative effect on the execution of the project, according to the beneficiary.

For the other project, the beneficiaries could not provide details on the reason for the difference between allocated and spent budgets.

**Table 4: Number and budget spent (in thousand EUR) of projects supporting justice, funded by ESF and ERDF in the programming period 2007–2013**

Fund	Number of projects supporting justice	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR
<b>ESF</b>				
<b>ERDF</b>	11	43,140.70	36,475.24	23,821.34
<b>Both (ESF and ERDF)</b>				
<b>TOTAL</b>	<b>11</b>	<b>43,140.70</b>	<b>36,475.24</b>	<b>23,821.34</b>

Source – supplied by the MA (Closure reports)

### **Project beneficiaries**

All projects were funded by the ERDF and all had central state institutions as beneficiaries. There were four different institutions that benefited from these projects, namely the Directorate-General for the Administration of Justice (2), the Institute for Financial Management and Justice Equipment (7), the Inspection General of Justice Services (1) and the Ombudsman (1). All these institutions are under the scope of the Ministry of Justice and are the beneficiaries of the projects.

The institution that received the most funding was the Institute of for Financial Management and Equipment of Justice Equipment, which spent a total of EUR 36.4 million on the seven projects that received funding. This Institute manages the assets of the justice area, including technological infrastructure and resources.

The Directorate-General for the Administration of Justice has the mission to support court work and organisation. The Inspection General of Justice Services has the mission to audit and inspect all the services of the Ministry of Justice to improve them. Finally, the Ombudsman examines citizens' complaints about justice to assure their rights.

No discrepancies between the funding documents and the project beneficiaries were found.

A total of EUR 36.5 million was spent; all of it, according to the information supplied by the MA, on the same kinds of beneficiaries.

**Table 5: Number of times the following entities were the beneficiary of a project supporting justice, by Fund**

	Relevant ministries	Courts and tribunals	National prosecution offices	Professional association of magistrates and bar associations	Registry offices	Regional administration	Specialized training or research institutions	Specialized governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>											
<b>ERDF</b>	11										<b>11</b>
<b>Both</b>											
<b>TOTAL</b>	<b>11</b>										<b>11</b>

Source: Supplied by MA

**Project activities undertaken related to support to justice**

The project activities address the objectives of priority axis 4 of the OP Thematic Factor of Competitiveness, which focuses on the quality and efficiency of public administration.

The ERDF was the only fund used to support 11 projects for this programming period. These were each of a different nature, with different beneficiaries, and they therefore developed several types of activities, though the digitalisation of processes had a big role in almost all the projects. Even with different objectives (for instance, there were projects related to the digitalisation of processes, as well as others related to the digitalisation of complaints, or to registry actions by the Institute of Registries and Notaries), all the projects have a common basis of technological improvement to increase public administration efficiency and to reduce costs.

This move towards the digitalisation of processes and a more digitalised administration demands several technological resources, which were assured by the purchase of ICT systems. This had the objective to guarantee an effective response by the resources available, as well as to improve the technological capacity of the various institutions that benefited from these actions. The activity listed under "Other" in the table below also involved digitalisation, but related to digitalisation of the Ombudsman's services rather than court services. Three activities also aimed at increasing the effectiveness of cooperation and communication between institutions. This action was related to the implementation of monitoring tools covering the whole national territory and aimed at centralising some of the costs associated with several ICT activities. Several projects had more than one type of activity, which reflects their wide scope of action.

**Table 6: Number of times a type of activity was undertaken as part of a project supporting justice, by Fund**

	Training	Activities relating to ADR/ODR	Developing/ upgrading business processes at courts	Developing/ upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/ upgrading the cooperation and communication within	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Other, specify	No information available	Total
ESF															0
ERDF	2		1			10		3		2			1		19
Both (ESF and ERDF)															0

<b>TOTAL</b>	<b>2</b>		<b>1</b>			<b>10</b>		<b>3</b>		<b>2</b>			<b>1</b>		<b>19</b>
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**Project final recipient related to support to justice**

Given the specific characteristics of all these projects, the final recipients were entities of the Ministry of Justice, as well as courts, registry offices and specialised bodies of governance. Nevertheless, according to the closure reports of these projects, it is expected that the actions taken during these projects will also promote easier contact between institutions of the justice system, granting them easier access to databases of the justice system related to courts, the Institute of Registries and Notaries and others.

The final recipients identified in Task 1 were workers of public administration; as the recipients of these projects are within public administration entities and services, no discrepancies between the funding documents and the projects were identified.

**Table 7: Number of times the following entities were the final recipient of a project supporting justice, by Fund**

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
ESF										
ERDF	4	9	2				1			16
Both										
<b>TOTAL</b>	<b>4</b>	<b>9</b>	<b>2</b>				<b>1</b>			<b>16</b>

Source: Supplied by MA

**Project outputs, results and impacts related to support to justice**

Many of the outputs from these projects were the creation of digital databases and systems that would allow increased accessibility and improved communication between different parties. These also required purchasing the necessary hardware and software, as well as staff training. The technological improvements are also reflected on the purchase of software and computers.

Given the variety of projects analysed, the aggregation of the indicators into a predefined category is a difficult exercise that can downgrade to minimal detail the indicators of these projects. For further information about these indicators please refer to the Excel table.

No discrepancies are found between these and the funding documents.

**Table 8: Project output indicators and data**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<i>OP Factors of Competitiveness CCI 2007PT161PO001 (ERDF)</i>					
<i>Priority axis 4 – Quality and efficient public administration</i>					
No. of staff participating in training	Number of staff	0	0	57,911 (this value is related to all the public administration staff, and not just only the justice system staff)	9

Alongside the output indicators shown in Table 8, there were a further 30 indicators that did not fit the predefined categories. These can be divided into five main types:

- Six indicators cover 'No. of information systems of the entity that interoperate with each other or with others'. This is close to the category 'No. of courts receiving support to introduce ICT tools for case management and communication between courts and parties', but since it covers a broader group of both institutions and types of IT systems, it cannot be applied.
- Eight indicators cover the number of employees involved in the operation, which is broader than the category for 'staff participating in training'.
- Six indicators are related to the creation of online services and contact points – these are similar to the category for 'No. of digitised registers supported for development/improvement', but they are broader in the sense that they are not only digitalised registers, but offer broader types of services and are not strictly online.
- Six indicators are related to the number of users or interactions with a given system or contact point, which does not fit with any of the predetermined categories.

- The final four indicators cover 'Average annual cost of entity communications' (twice), 'Compliance with at least level AA of accessibility rules (W3C) in online services' and 'Issuance of electronic invoice'. None of these indicators can be classified under the predetermined categories.

**Table 9: Result/ impact indicators and data (as supplied by the MA)**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<b>OP Factors of Competitiveness CCI 2007PT161PO001 (ERDF)</b>					
<i>Priority axis 4 – Quality and efficient public administration</i>					
N/A	N/A	N/A	N/A	N/A	0

During the first programming period, the projects did not have result indicators, but rather provided a description of the results achieved through the funded activities. Therefore, these cannot be categorised using the predetermined groups of indicators for this study.

The expert did not have access to impact indicators.

All the projects had a closure report and a final visit by the IB – Agency for the Modernisation of the Administration. This closure report aims to identify and assess the activities carried out, as well as the budget of the project.

## 2.4. Relevant programme output and result indicators

### 2.4.1. Programme indicators

The indicators associated with priority axis 4 are presented in the table below:

Indicators	Goals		Actual results
	2010	2015	2007-2015
Proximity – creation of multiservice centres	60	700	1.220
Simplification – creation of single contact points	10	400	1.655
Digitalisation – increase of remote administrative processes	30%	80%	88%
Increased interoperability between services' databases and the reduction of communication costs	30%	80%	71%
Staff trained	-	25%	76%

Source: Operational Programme Factors of Competitiveness – Final implementation report

Both the AIR for 2014 and the Final implementation report mention that the targets regarding proximity and simplification were largely exceeded, mainly because of the results obtained in projects in the justice area, as these covered a large network throughout all the country.

Note that, even though the formal programming period ended in 2013, the approved projects were implemented up until 2015, which also impacts the reporting delay. Furthermore, the AIR does not differentiate between output and result indicators. There are no available baseline values. There were no evaluation plans that contained indicators relevant to justice.

### 2.4.2. Annex XXIII data

No Annex XXIII data was identified for Portugal.

**Table 10: Annex XXIII output indicators and data**



Annex XXXIII output indicator	Project (or OP) indicator relates to	Priority axis indicator relates to	Reported value
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

## 2.5. Budget information

Overall budget information for projects supporting the justice system funded through the ESF and ERDF was generally available. However, there is no universally accepted taxonomy for project budget owners to classify budgets according to type of activity or final recipient. Moreover, many projects involve multiple activities and/or multiple final recipients. Whether and how budgets for these complex projects are analysed by activity or final recipient varies across project owners and countries. This militates against using reported data to make meaningful comparisons between projects and Member States.

For the purpose of this study, the researchers have therefore created a high-level taxonomy in order to enable an analysis of budget allocations for activities and final recipients of the identified projects funded through the ESF and ERDF supporting the justice system. Information from interviews and documents has been used to apply this taxonomy and allocate budgets based on the main focus of the projects as well as the final recipients.

In cases where it has not been possible to determine budget allocations for projects with **multiple final recipients**, these have been classified as 'multiples' (further details and explanations have been provided in the text below). Where a project had **multiple activities** and/or included activities which did not fall under one of the focus categories, the categorisation of that project reflects its aim and not necessarily all individual activities undertaken in the context of this project. This approach is further explained in the Final Report.

**Table 11: Budget spent in thousand EUR by activity undertaken**

Project Name	Improving internal processes	Digitalisation & ICT	Training & Raising awareness	Research and evaluation	Activities related to ADR/ODR	Upgrading physical infrastructure	No information available
ESF							
ERDF		36,479.24					
Both							
<b>TOTAL</b>		<b>36,479.24</b>					

As shown in Table 11, all of the financing, exclusively under the ERDF, supported digitalisation and ICT as a project focus.

**Table 6: Budget spent in thousand EUR by final recipient**

Project Name	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple
ESF										
ERDF	189.50	9,180.39	3,678.06							23,431.29
Both										
<b>TOTAL</b>	<b>189.50</b>	<b>9,180.39</b>	<b>3,678.06</b>							<b>23,431.29</b>

A significant portion of the budget spent went to projects involving several final recipients, and thus categorised under 'multiple'. These were usually split between the categories of 'relevant ministries' and 'courts and tribunals' and occasionally also registry offices or specialised governance bodies of the judiciary. In cases of sole final recipients, relevant ministries received close to EUR 10 million, followed by registry offices, and courts and tribunals.

### 3. Funding Period 2014–2020

#### 3.1. The needs of the Member State relating to the national justice system

Regarding the 2014–2020 programming period, there are a few needs relating to the national justice system that are mentioned in the analysed documents, although no specific needs assessments were undertaken. The CSRs from 2014, 2015 and 2016 refer to the need to improve the efficiency of the justice system. In 2014, the CSR recitals state that further improvements in the justice system are required with regards to the “length of proceedings, the clearance rate, the number of pending cases, and the monitoring and evaluation process”, while the actual recommendation states that Portugal should “Implement the reforms to enhance the efficiency of the judicial system and increase transparency”<sup>13</sup>. In 2015, the CSRs recitals state that “There is scope to strengthen measures to increase the efficiency and quality of the justice system, in particular as regards the evaluation of courts' activities and the use of online tools, and to conduct surveys of court users or legal professionals.... Reforms relating to the tax and administrative courts are proceeding at a slower pace than other judicial reforms. The rise in the number of insolvency cases has highlighted the need to step up resources and training for first-instance courts in this field”<sup>14</sup>. In 2016, the recitals again refer to the low efficiency of Portugal's justice system, particularly in dealing with tax litigation<sup>15</sup>. However, no actual justice-related recommendations were included in 2015 and 2016.

The Partnership Agreement (PA) and OP 'Competitiveness and Internationalisation' also stress the importance of increasing the efficiency of public administration systems, including the justice system. The documents state that poor government efficiency and regulatory quality are associated with the absence of external investment and poor economic development. The need to improve the civil justice system is also stated. Alternative dispute resolution methods are identified as a solution to increasing citizens' and companies' trust in the government. Big delays in court processes persist, as well as overly extended deadlines for the execution of court orders.

#### 3.2. **Planning stage:** The extent to which the Member State programmed support to the justice system through ESF and ERDF

##### 3.2.1. High-level objectives related to justice set in the programming documents

The PA does not have specific objectives related to justice; nevertheless, it refers to the importance of having an efficient public administration system, in which the justice system can be included.

For the 2014–2020 programming period, the OP Competitiveness and Internationalisation is the only OP with objectives related to the justice system. There are some Regional Operational Programmes that refer to the need for improvement of public administration, where the justice system can be included. Even so, these do not establish a direct link with the justice system and focus more on the capacity of public institutions at the regional level. Since the justice system is managed by the central state through the MoJ, these ROPs are not considered further.

#### **OP Competitiveness and Internationalisation – ERDF and ESF**

<b>OP</b>	OP Competitiveness and Internationalisation
<b>CCI</b>	2014PT16M3OP001

<sup>13</sup> <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32014H0729%2820%29>

<sup>14</sup> <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32015H0818%2826%29>

<sup>15</sup> [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.C\\_.2016.299.01.0109.01.ENG&toc=OJ%3AC%3A2016%3A299%3ATOC](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv%3AOJ.C_.2016.299.01.0109.01.ENG&toc=OJ%3AC%3A2016%3A299%3ATOC)

<b>Relevant funds for the OP</b>	ERDF and ESF
<b>Total OP budget (EC and national contribution) EUR million</b>	EUR 6.233 million (Total) EUR 4.413 million (EC contribution)
<b>PA5 Strengthening the institutional capacity of public authorities and stakeholders and the efficiency of public administration</b>	EUR 160 million (ESF)

The OP Competitiveness and Internationalisation has earmarked EUR 160 million for priority axis 5: 'Strengthening the institutional capacity of public authorities and stakeholders and the efficiency of Public Administration' for measures related to ICT services and applications for public administration, as well as staff training (including justice system personnel).

The OP clearly says that ICT has an important role in the development of a more efficient justice system to tackle the challenges identified in point 3.1. The **planned results** also include the acceleration of the administrative modernisation process, particularly at the institutional and organisational level, improving the internal efficiency and institutional capacity of the public administration, valuing new decentralised and effective organisational and procedural models in state / citizen interaction, collaborative models in the network interaction between the various services of the administration, promoting mechanisms of innovation in the public sector and processes of monitoring, and the evaluation of policies.

Priority axis 5's **specific objectives** related to justice include:

1. improve the quality of public service provision, either through the training of services or the training of employees in public functions; and
2. improve the qualifications of the workers included in the requalification system'

There are no available **planned activities** related to justice.

The **expected results** related to justice include:

1. strengthen the personal and professional skills of workers (including those in the justice system) in requalification; and
2. increase their employability and relocation through effective investment in their professional development.

**Planned beneficiaries** related to justice include the Central State Administration (agencies and services of the direct and indirect administration of the state, including those that are decentralised), and public entities that provide public services.

**Target groups** related to justice include administration and public services and their workers.

The Institute of Registries and Notaries is part of the Ministry of Justice and is used daily by citizens and companies and can be amongst the beneficiaries and target groups.

### 3.2.2. Planned projects listed in the programming documents aiming to support justice

As yet no detailed information regarding projects is available, including calls for proposals, planned projects or selection criteria that explicitly mention support for justice.

### 3.3. **Implementation stage:** Support to the justice system through ESF and ERDF

#### 3.3.1. Support to the justice system: reported at programme level

The list of approved operations from 28 February 2017 outlines a project supported by the ERDF regarding ICT services in public administration. The project 'SIMPLEX – Digitalisation of justice systems' represents one step towards the increase of digitalisation and the use of e-services. This project aims to simplify interactions between citizens and the justice system by digitalisation of records and processes, such as criminal records, online certificates and other documents available digitally. More detailed information regarding this project, including activities undertaken, outputs, results and impacts, is not yet available.

Progress reports and annual implementation reports, interim evaluations and Monitoring Committee documents do not mention anything related to justice support.

#### 3.3.2. Support to the justice system: reported at project level (Task 2)

Following the needs identified by the PA and the OP Competitiveness and Internationalisation regarding the efficiency of the justice system, there is one project related to the improvement and support of the justice system, named Simplex – Digitalisation of Justice Services. However, this project was cancelled because the beneficiaries withdrew it before approval. The reason for this was not identified.

This project was to be funded under the ERDF through OP Competitiveness and Internationalisation, priority axis 2. Based on the information provided by the MA (operations management system), this project aims to simplify access to justice services and institutions and dematerialise and simplify legal Acts.

The project selection criteria, identified in the Notice for submission of proposals 01/SAMA/2016, linked to the relevant call for proposals, evaluated the contribution of the project to the quality of the operation and its impacts. The call for proposals covered modernisation of public administration, which also includes the justice system.

So far, no projects outside the scope of the programming documents have been identified, as only one was identified.

**Table 13: Overview of projects supporting justice 2014–2020**

Project in English	Project status	Start of project (year)	End of project (year)	Duration of project	Budget allocated <sup>16</sup> in thousand EUR	Budget spent <sup>17</sup> in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
<b>OP Competitiveness and Internationalisation, 2014PT16M3OP001 (ERDF)</b>								
Simplex – Digitalisation of Justice Services <sup>18</sup>  <i>Simplex – Desmaterialização de Serviços da Justiça</i>	Cancelled	2016	2017	1	500.00	0.00	0.00	The aim of this project was to continue the digitalisation of processes and to improve the access to justice networks by citizens through digital provision of public services to be made available on the Citizen's Portal, at the Entrepreneur's Desk or at Single Contact Points.  The project was cancelled because the beneficiary withdrew it.

Source: as supplied by the MA – Operations management system

**Table 14: Number and budget allocated (in thousand EUR) of projects supporting justice, funded by ESF and ERDF in the programming period 2014–2020**

<sup>16</sup> Planned/ committed

<sup>17</sup> Budget paid/disbursed

<sup>18</sup> This project was cancelled

Fund	Number of projects supporting justice	Budget allocated in thousand EUR	Actual EU contribution in thousand EUR
ESF			
ERDF	1	500.00	0.00
<b>Both (ESF and ERDF)</b>			
<b>TOTAL</b>	<b>1</b>	<b>500.00</b>	<b>0.00</b>

Source: as supplied by the MA – Operations management system

### **Project beneficiaries**

The beneficiaries were supposed to be institutions administered by the Ministry of Justice, namely the Directorate-General for the Administration of Justice, the Institute for Financial Management and Justice Equipment and the Directorate-General for Justice Policy. These entities cover several important areas of the justice system (as detailed in section 2.3.2). No information about how the funds were distributed is available, as the project was cancelled.

**Table 15: Number of times the following entities were the beneficiary of a project supporting justice, by Fund**

	Relevant ministries	Courts and tribunals	National prosecution offices	Professional association of magistrates and bar associations	Registry offices	Regional administration	Specialized training or research institutions	Specialized governance bodies of the judiciary	Others	No information available	Total
ESF											
ERDF	1										<b>1</b>
<b>Both</b>											
<b>TOTAL</b>	<b>1</b>										<b>1</b>

Source: as supplied by the MA – Operations management system

**Activities of projects in tendering process and of ongoing projects related to support to justice**

No detailed information about the specific activities of the project is available. In general, the activities of this project were related to the digitalisation of processes, following the commitment made on the previous funding period.

**Table 16: Number of times a type of activity was foreseen/ongoing as part of a project supporting justice, by Fund**

	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Other, specify
<b>ESF</b>													
<b>ERDF</b>						1							
<b>Both (ESF and ERDF)</b>													
<b>TOTAL</b>						<b>1</b>							

Source: as supplied by the MA

**Project final recipients related to support to justice**

The final recipients of this project were supposed to be entities of the Ministry of Justice, which is why the 'relevant ministries' are considered as a final recipient of these projects. This means that no discrepancies between the funding objectives and the final recipients of this project e identified.

**Table 17: Number of times the following entities were the final recipient of a project supporting justice, by Fund**

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>										
<b>ERDF</b>		1								<b>1</b>
<b>Both</b>										
<b>TOTAL</b>		<b>1</b>								<b>1</b>

Source: as supplied by the MA



**Project outputs, results and impacts related to support to justice**

One of the project outputs identified by the MA was related to the number of individuals who fill out and send through the Internet printed or official forms, within the scope of the results of the operation, which had a target of 328,000. The indicator does not fit any of the predetermined categories. No results were measured as this project was cancelled.

Even though the project was cancelled, no discrepancies between the information identified on Task 1 and this project were identified.

**Table 18: Project output indicators and data**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<b>OP Competitiveness and Internationalisation</b>					
<i>Priority axis 2 – Reinforcement of SME competitiveness and reduction of the public context costs<sup>19</sup></i>					
N/A	N/A	N/A	N/A	N/A	0

Source: as supplied by the MA – Operations management system

The result indicators were related to the number of companies that use the Internet and the digital tools provided to interact with the justice authorities, with a target value of 120,000. This indicator does not fit in the predetermined categories.

**Table 19: Result/ impact indicators and data**

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available	N=
<b>OP Competitiveness and Internationalisation</b>					
<i>Priority axis 2 – Reinforcement of the SME competitiveness and reduction of the public context costs</i>					
N/A	N/A	N/A	N/A	N/A	0

Source: as supplied by the MA – Operations management system

As the project was cancelled, there is no information available on impact indicators.

### 3.4. Relevant programme output and result indicators

#### 3.4.1. Programme indicators

No programme indicators related to justice were identified.

**Table 20: Summary table programme indicators**

Relevant justice Indicator	Unit of measurement	OP it relates to (ICC)

<sup>19</sup> Public context costs are costs for citizens, companies or other agents and sectors of activity deriving from public administrative formalities.

Relevant justice Indicator	Unit of measurement	OP it relates to (ICC)

### 3.5. Budget information

As the only project in Portugal has been cancelled, this section is not relevant.

## 4. Overview of existing national and regional data and documentation related to the ESF and ERDF

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### 4.1. Ex-ante evaluations and needs assessments

PT\_2014\_ExAnte\_CompetitivenessandInternationalisationOP\_2014\_PT

PT\_2014\_ExAnte\_ROPAlgarve2014-2020\_2014\_PT

PT\_2014\_ExAnte\_ROPAzores2014-2020\_2014\_PT

PT\_2014\_ExAnte\_ROPCentro2014-2020\_2014\_PT

### 4.2. Programming documents

PT\_2007\_NSRF\_NSRF2007\_2007\_PT

PT\_2007\_OP\_OPHumanPotential\_2008\_PT

PT\_2007\_OP\_OPTerritorialEnhancement\_2008\_PT

PT\_2007\_OP\_OPThematicFactorsofCompetitiveness\_2008\_PT

PT\_2014\_PA\_Portugal2020PartnershipAgreement2014-2020\_2014\_PT

PT\_2014\_OP\_CompetitivenessandInternationalisationOP\_2014\_PT

PT\_2014\_ROP\_ROPAlentejo2014-2020\_2014\_PT

PT\_2014\_ROP\_ROPAlgarve2014-2020\_2014\_PT

PT\_2014\_ROP\_ROPAzores2014-2020\_2014\_PT

PT\_2014\_ROP\_ROPCentro2014-2020\_2014\_PT

PT\_2014\_ROP\_ROPMadeira2014-2020\_2014\_PT

PT\_2014\_ROP\_ROPNorte2014-2020\_2014\_PT

### 4.3. Implementation reports

PT\_2007\_AIR\_OPThematicFactorsofCompetitiveness(vol1)2012\_2013\_PT

PT\_2007\_AIR\_OPThematicFactorsofCompetitiveness2008\_2009\_PT

PT\_2007\_AIR\_OPThematicFactorsofCompetitiveness2011\_2012\_PT

PT\_2007\_AIR\_OPThematicFactorsofCompetitiveness2013\_2014\_PT

PT\_2007\_AIR\_OPThematicFactorsofCompetitiveness2014\_2015\_PT

PT\_2007\_APR\_NSRF2007II\_2010\_PT

PT\_2007\_APR\_NSRF2007III\_2011\_PT

PT\_2007\_APR\_NSRF2007V\_2013\_PT

#### 4.4. Interim and ex-post evaluations

#### 4.5. Other non-project level documents

PT\_2007\_IR\_NSFRApprovedOperations\_2016\_PT

PT\_2014\_IR\_Approvedoperations\_2017\_PT

PT\_2007\_Eval\_PT\_2007-13\_EvaluationReport\_2012\_2012\_ENG

PT\_2007\_Eval\_Proposed measures to reduce the backlog of civil enforcement proceedings\_2011\_ENG

#### 4.6. Project-level data sources

As mentioned, given the timeframes of the study, most of the information was directly supplied by the MA. In some cases, the source documents were mentioned, while in other cases they were not. The documents supplied and of free access are the following:

The OP Factors of Competitiveness

([http://www.pofc.qren.pt/ResourcesUser/2012/POFC/20121219\\_PO\\_Factores\\_Competitividade.pdf](http://www.pofc.qren.pt/ResourcesUser/2012/POFC/20121219_PO_Factores_Competitividade.pdf))

The OP Competitiveness and Internationalization

([http://www.poci-competite2020.pt/admin/images/20150205\\_POCI\\_vs\\_publica.pdf](http://www.poci-competite2020.pt/admin/images/20150205_POCI_vs_publica.pdf))

Notice for submission of proposals 07/SAMA/2007

([http://www.pofc.qren.pt/ResourcesUser/Avisos/20071219\\_Aviso\\_SAMA.pdf](http://www.pofc.qren.pt/ResourcesUser/Avisos/20071219_Aviso_SAMA.pdf))

Notice for submission of proposals 01/SAMA/2008

([http://www.pofc.qren.pt/ResourcesUser/Avisos/20080804\\_AAC01\\_SAMA.pdf](http://www.pofc.qren.pt/ResourcesUser/Avisos/20080804_AAC01_SAMA.pdf))

Notice for submission of proposals 01/SAMA/2010

(<http://www.pofc.qren.pt/concursos/concursos-fechados/entity/aviso-para-apresentacao-de-candidaturas-no-01sama2010?fromlist=1>)

Notice for submission of proposals 01/SAMA/2011

([http://www.pofc.qren.pt/ResourcesUser/Avisos/2011/20110518\\_AAC\\_01\\_SAMA.pdf](http://www.pofc.qren.pt/ResourcesUser/Avisos/2011/20110518_AAC_01_SAMA.pdf))

Notice for submission of proposals 01/SAMA/2016

([http://www.poci-competite2020.pt/concursos/detalhe/Aviso\\_01\\_SAMA2020\\_2016](http://www.poci-competite2020.pt/concursos/detalhe/Aviso_01_SAMA2020_2016))

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