

# People Centered Courts: Legal Design Innovations in the United States, Brazil, and Ukraine

Exploring innovative justice  
system accessibility and  
effectiveness

Webinar

Thursday – 23 October 2025



**National Association  
for Court Management**  
*Strengthening Court Professionals*



 **PRAVO-JUSTICE**

# Moderator

Kevin J Bowling, JD  
Court Administrator (Ret.)

IACA Chief Administrative Officer

NACM Past President



# Purpose and Objectives of the Webinar

## **Innovative Court Design**

The webinar highlights innovative practices that prioritize user-friendly and people-centered court designs.

## **International Collaboration**

It fosters collaboration among international legal professionals to share knowledge and best practices.

## **Accessible Court Reforms**

The webinar aims to inspire reforms to make courts more accessible and user-friendly for all individuals.





# Welcoming Remarks

Pamela Q. Harris,  
State Court  
Administrator (Ret.)

IACA President

NACM Past President





**National Association  
for Court Management**  
*Strengthening Court Professionals*

## **Promoting Court Excellence**

NACM strives to enhance court management quality through continuous education and research initiatives.

## **Education and Research**

Focused on providing training and conducting research to support effective judicial administration.

## **Leadership Development**

Developing leadership skills among court managers to promote efficient judicial systems.



# International Association for Court Administration



## **Global Cooperation**

IACA promotes collaboration among court administrators across different countries to improve judicial processes.

## **Knowledge Exchange**

IACA facilitates sharing of best practices and innovations to enhance court administration worldwide.

## **Effective Court Administration**

The association advances efficiency and fairness in courts by supporting administrators globally.





## **Enhancing Transparency**

Pravo-Justice promotes openness in judicial processes to build confidence among citizens.



## **Improving Accountability**

The project focuses on holding judicial officials responsible for fair and ethical conduct.



## **Building Public Trust**

By reforming the justice system, Pravo-Justice aims to increase public confidence and trust.

# **Supporting Judicial Reform in Ukraine**

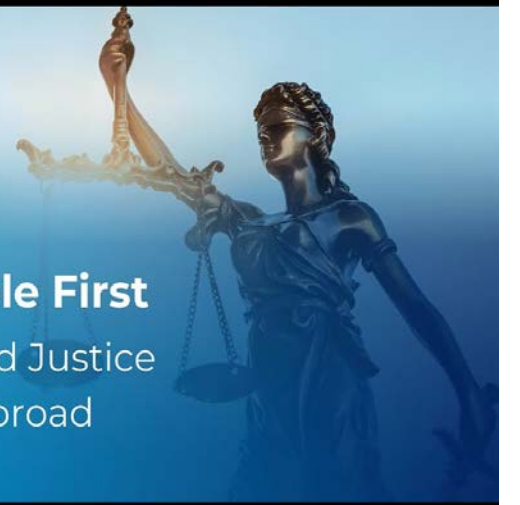


# People Centered Justice



**Putting People First**

People Centered Justice  
at Home and Abroad





See - <https://www.iaca.ws/>  
for Registration Details

**SAVE THE DATE**

**DUBAI, UAE**  
**16 NOVEMBER - 19 NOVEMBER 2025**

**2025 IACA  
CONFERENCE**



شوبها  
SOBHA



# Overview of People Centered Courts and Legal Design

## User Experience Focus

People-centered courts prioritize user experience to create a more welcoming and understandable legal environment.

## Legal Design Principles

Legal design incorporates accessibility, clarity, and efficiency to improve how courts serve all users.

# Let's Meet the Speakers



# Margaret Darin Hagan

## Professional Background

Executive Director of the Legal Design Lab at Stanford University, as well as lecturer at the Law School and d.school. She is a lawyer, and holds a J.D. from Stanford Law School, a DPhil from Queen's University Belfast, an MA from Central European University, and an AB from the University of Chicago

## Seminal Role in Legal Design

Professor Hagan will open the session by sharing the Lab's cutting-edge work in designing technologies, services, and policies to make the justice system more accessible, empowering people to resolve legal issues with dignity and clarity.





# Judge Fabricio Bittencourt da Cruz

## **Professional Background**

Federal Judge in Brazil and an Associate Professor at the State University of Ponta Grossa, where he teaches graduate and postgraduate courses in Law. He holds a Ph.D. in Law and is a founding member of the International Institute for Justice Excellence (The Hague).

## **Expertise in Court Reforms**

Judge Fabricio Bittencourt da Cruz will present the award-winning “Do You Know Who You Are Talking To?” project – an innovative initiative using Legal Design and Visual Law to simplify judicial communication, reduce bureaucracy, and improve public understanding of the legal system.



# Natalia Korol

## Professional Background

A graduate of the USAID Michigan State University Judicial Administration Certificate Program, trainer at the National School of Judges of Ukraine, and a certified trainer on working with the vulnerable categories of court users under Model Courts Initiative of the EU Pravo-Justice Project. Ms. Korol holds a Master of Public Management and Administration, National Academy for Public Administration under the President of Ukraine; Master of Law, Yaroslav Mudryi National Law University.

## Legal Design Implementation

Ms. Korol, representing the EU PRAVO-Justice Project (Ukraine), will share how Legal Design is being applied to better serve vulnerable court users in Ukraine, including efforts to enhance access to justice through court-user-centered programs .



# **Legal Design + Justice Innovation**



**Margaret Hagan**  
**Legal Design Lab**  
**Stanford Law School**  
**October 2025**

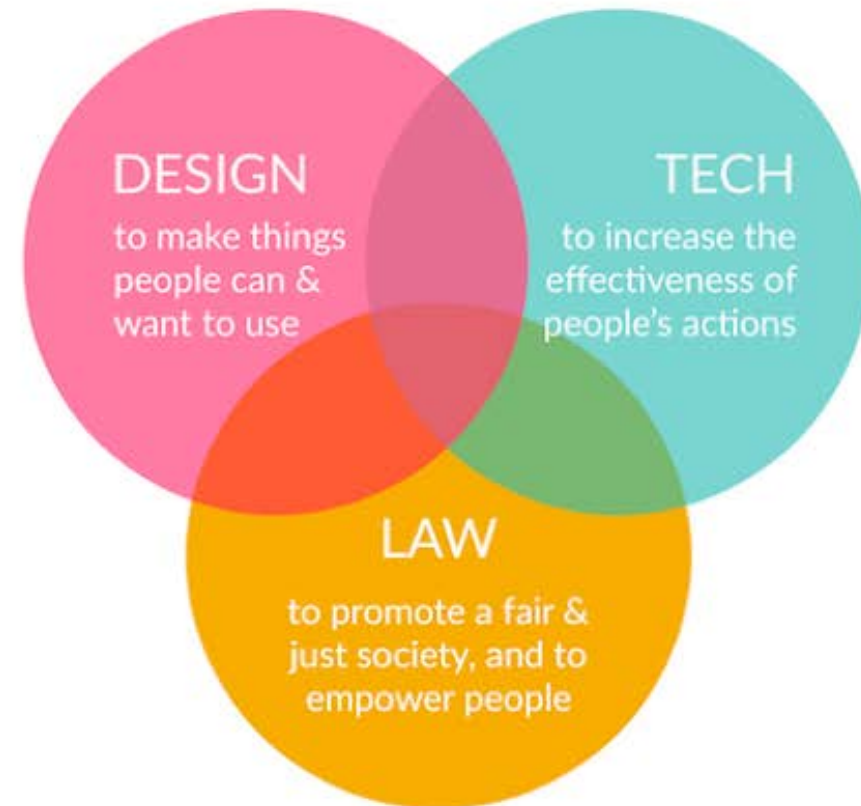


We need more  
**creative & human-**  
**centered work to**  
improve access to  
the justice system.



## WELCOME

We are an interdisciplinary team based at Stanford Law School & d.school, working at the intersection of human-centered design, technology & law to build a new generation of legal products & services.



**1**

**From Systems-First  
to People-First**



Are the things, services, and  
systems we use + we offer

**Usable**

**Engaging, and**

**Useful?**

# A Design Approach to LEGAL SERVICES INNOVATION



CRAFT SOLUTIONS  
ALONGside +  
with critical feedback  
from stakeholders

EXperiment,  
Test,  
Improve,  
Test again





**Prototyping Access to Justice**  
 a law/d.school class to make the legal  
 system work for people, Winter 2017





**User-Centered Design:**

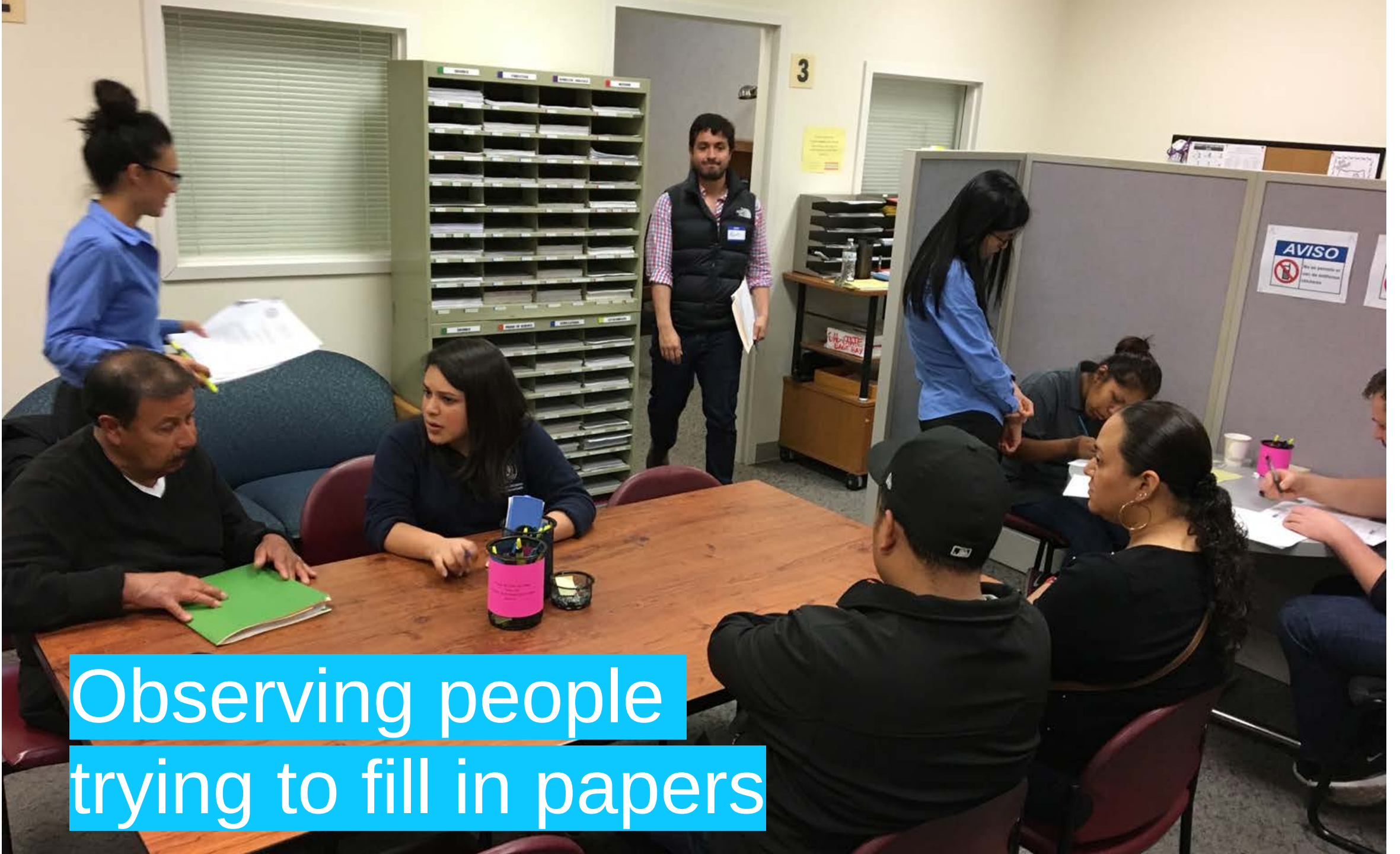
**Understanding Your Users'**

**POV**

Gather & map the experiences, needs, motives, and preferences of different stakeholders

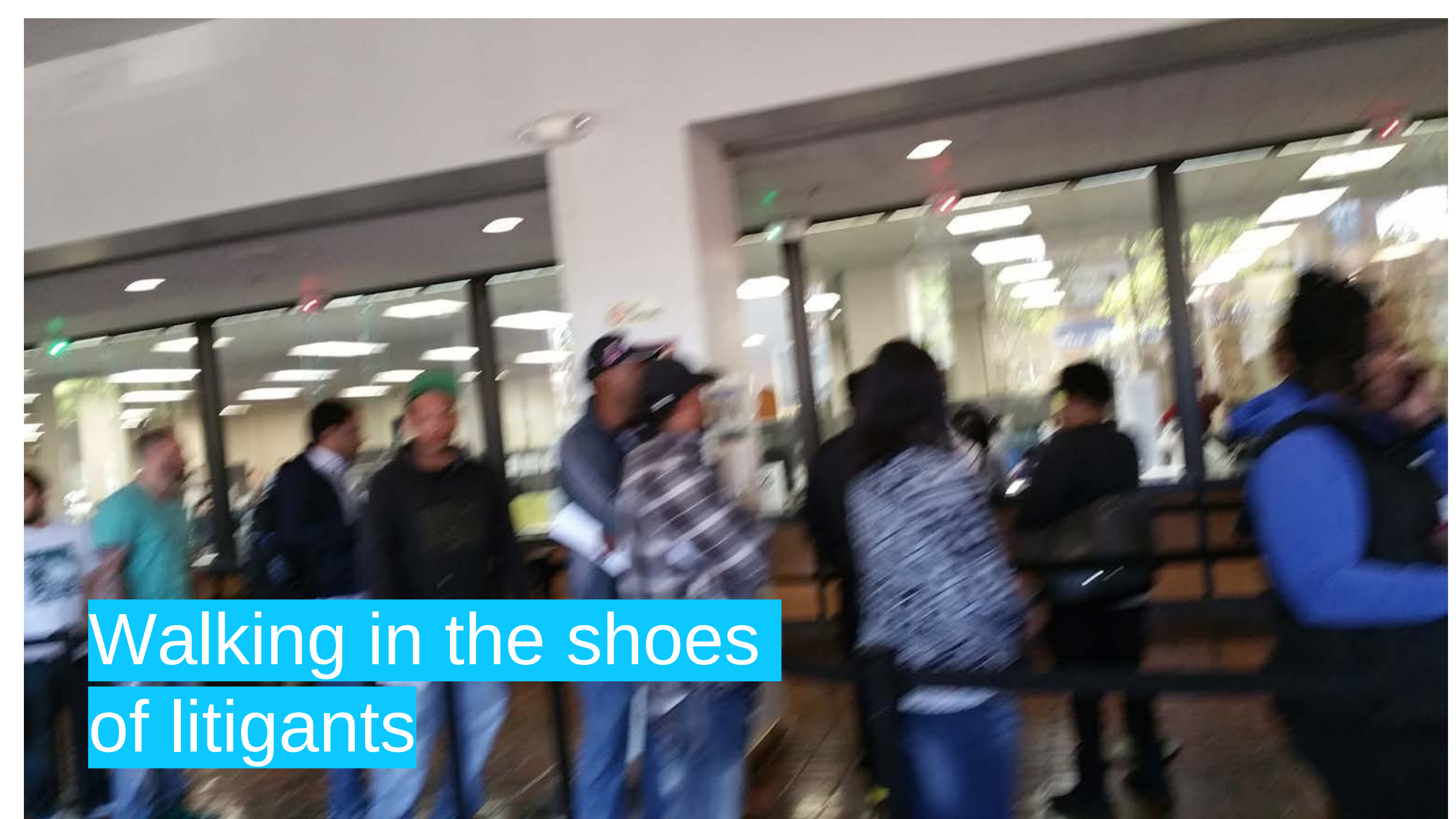


# Interviews with Litigants



Observing people  
trying to fill in papers

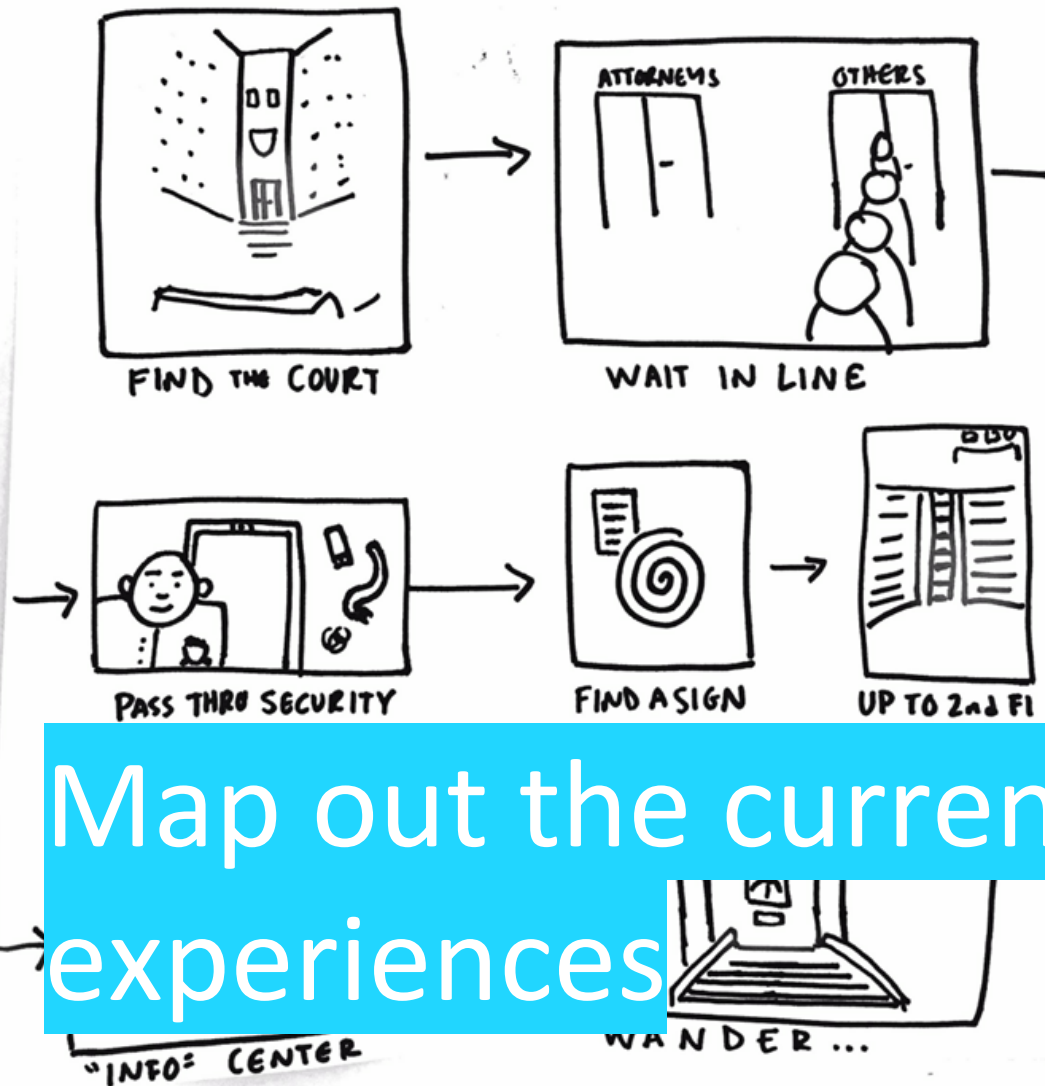




Walking in the shoes  
of litigants

# JOURNEY MAP

## STAGE I: ARRIVE



# JOURNEY MAP

## STAGE II



Map out the current services + user experiences

# Prototyping Justice

## design briefs for user journey through the civil court system

How can you help feed back users' experiences, ideas, and frustrations to the people who can improve the court system accordingly?

Design Brief 5  
Feedback re: Experience

How can you help a person who is **considering coming to court** to deal with a problem -- and who wants to be prepped and efficient?

Design Brief 1  
Before Court

How can you help a person who has **just shown up at the court building**, to have an efficient, supportive, and successful visit?

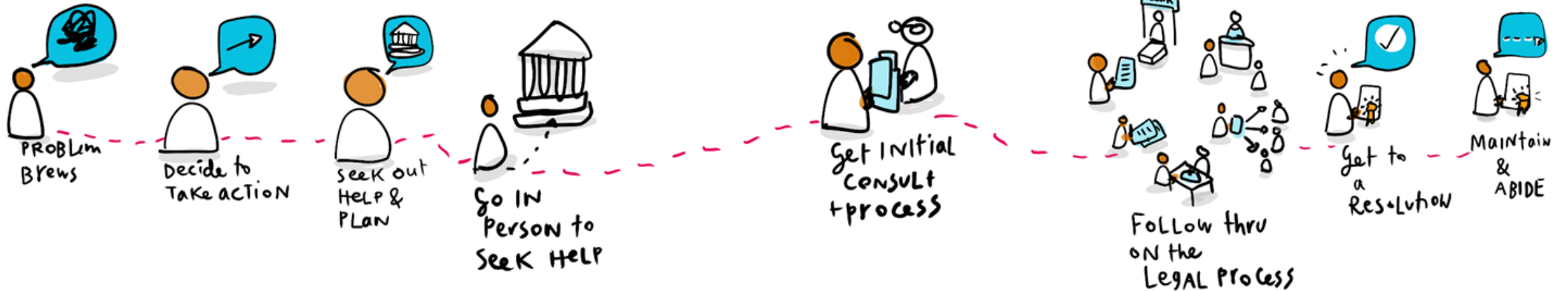
Design Brief 2  
At Court's Doorstep

How can you help a person who has **found the Self Help Center** in the court, to use it in the best way for their case?

Design Brief 3  
At Self Help Center

How can you help a person, as they are **leaving the court building** to stay engaged, strategic, and in control of their legal journey?

Design Brief 4  
Hand-off from Court





**User-Centered Design:**

# **Creative, Iterative Improvements**

Brainstorm many possible ideas, rapidly make first versions to test them, and pilot those that show the most promise

Give people  
pictures +  
documents from  
current system,  
have them  
“make this  
better”



map out the  
steps of an  
Eviction process  
in the courts...

What if we had  
Large VISUAL  
EXPLAINERS on the  
walls?



# Divorce Process in Massachusetts: 1B

\$220<sup>00</sup>  
Filing Fee

TABLE #1

## Understand + prep

Get oriented about options and pathways to expect.

## Possibly come to agreement

Before filing for divorce, you and your spouse can try to come to an agreement on a Separation Plan. If you can, file for 1A. If you cannot, file for 1B.

## File paperwork with court

File all of the following documents with the Family Court Clerk in the correct MA County, with fees — in person or by mail.

## Court process

File all of the following documents with the Family Court Clerk in the correct MA County, with fees — in person or by mail.

## Onward

separation + informal arrangements

Jurisdiction choice  
Can you file in Massachusetts?

Dealing with children  
Understanding requirements if children are under 18

Make a Division of Assets

Decide on Alimony

Draft Separation Plan  
That brings together all of the above info and agreements

If you cannot agree on all of this, then proceed along the 1B path (this map).  
If you can agree and are willing to sign this plan, then go to 1A path (another map).

Complaint for Divorce

Copy of Marriage License

Record of Absolute Divorce

Affidavit of Indigency

If you don't have money to cover your court costs, also file this.

Financial Statements  
Each spouse must complete either short/long form

If with children  
Attend Parental Education session

If with children  
Complete Child Support Guidelines Worksheet

If with children  
Prepare Affidavit of Care and Custody

Need 4 paystubs + W2

Child Support guidelines simplified

access to information re: process  
PERSON not book

more parental intervention early on in process

Complex Forms

Problem for SFL after initial info triage

If indig. Constables won't do service

Service of Process - Hard to understand - failures

Other Party Files Response

Long form for child support hard to read

Attend Pre-Trial hearing  
Possibly Reach agreement

Hard to know what applies + doesn't apply

Attend Final hearing or Trial

Cou Law

Stress from "not knowing"

Easy to throw away Plan

NOT KNOWING

Law Books

Needs To

Every time

Map out what changes can be made to current rules and policies

Research Most time consuming

Court: Special parenting + said - TRO class Resource issue divorce imp

Overwhelmed Constant Obsession w/ Process

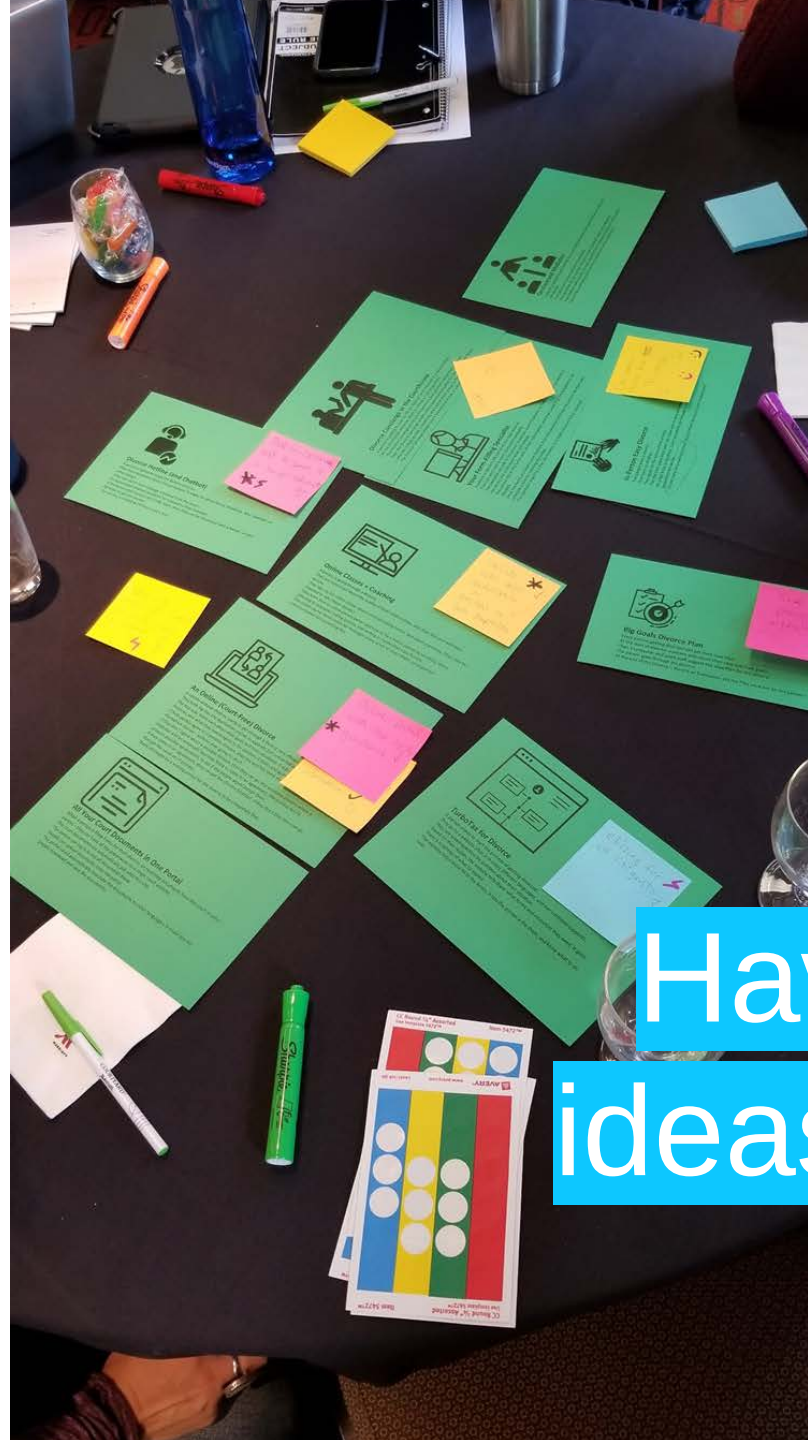
Stress Judge Pressure Probation offer to make arrangements

Emotional

Court fails when kids are

Court: Bring





Have community review existing ideas + customize them to fit their own preferences





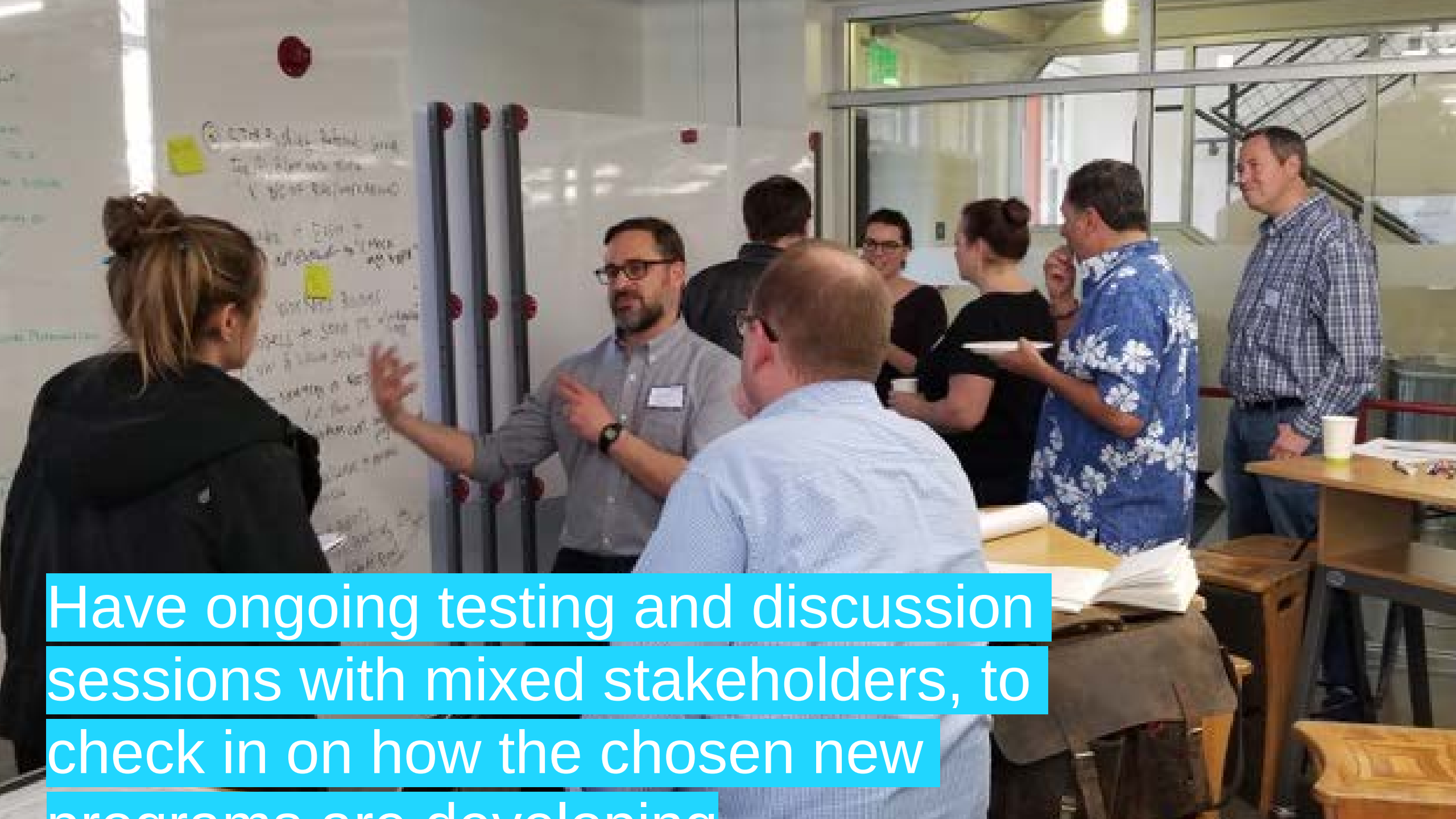
Litigants give critical feedback  
about proposed new projects





After brainstorming/ranking, have large group discussion about what should be piloted & given resources





Have ongoing testing and discussion sessions with mixed stakeholders, to check in on how the chosen new programs are developing

**Why do we use a design process  
to improve the justice system?**

# Increase Procedural Justice

So that a person **experiences**  
**their entire journey as fair &**  
**dignified** (not just the outcome of  
their case)



# Increase Perceived Control

So that a person feels they can **determine their own state**, influence their environment, and achieve desired outcomes

# Increase Legal Capability

**So that a person can understand the law, feel confident that they can participate, and make strategic decisions in this system**

**All aiming toward Dignity in the  
Justice System.**



**What can we make with a legal  
design approach?**

## NOTICE OF UNLAWFUL DETAINER (EVICTION)

Anne Marie Vallone  
1234 W. Main Ave., Apt. 13  
Burbank, CA 91506

**FILED**  
Superior Court of California  
County of Los Angeles  
07/14/2025  
David W. Slayton, Executive Officer / Clerk of Court  
By: N. Bullock Deputy

### SAMPLE UNITS LLC vs ANNE MARIE VALLONE

An Unlawful Detainer complaint (eviction action) has been filed, naming you as a defendant.

**NOTICE FROM THE STATE OF CALIFORNIA:** If you completed an application for government rental assistance on or before March 31, 2022, you may have protections against eviction. For information about legal resources that may be available to you, visit [lawhelpca.org](http://lawhelpca.org).

The following organizations, among others, may be contacted for legal advice:

- |                                      |                |                                                |                |
|--------------------------------------|----------------|------------------------------------------------|----------------|
| • StayHousedLA.org                   | (888) 694-0040 | • Bet Tzedek Legal Services (L.A. County)      | (323) 939-0506 |
| • Community Legal Aid SoCal          | (800) 834-5001 | • Legal Aid Foundation of Los Angeles          | (800) 399-4529 |
| • Shriver Self-Help Center           | (818) 485-0576 | • Neighborhood Legal Services of Los Angeles   | (800) 433-6251 |
| (Located at Stanley Mosk Courthouse) |                | • Los Angeles County Bar Association-Smart Law | (213) 243-1525 |

The State Bar of California certifies lawyer referral service in California and publishes a list of certified lawyer referral services organized by county. To locate a lawyer referral service in your county, go to the State Bar's website at [www.calbar.ca.gov](http://www.calbar.ca.gov) or call 1-866-442-2529.



Persons with disabilities may ask for an accommodation by filling out a REQUEST FOR ACCOMMODATIONS BY PERSONS WITH DISABILITIES form (Judicial Council Form MC-410). Forms are available in the clerk's office, on the court's website, or they will be mailed if requested. Deliver the completed form to the clerk or ADA Coordinator at the courthouse where your case is being handled. Form MC-410, and any other pleadings in this case, may be filed by fax. For more information, contact the ADA Coordinator's office at (213) 633-5882 or visit the court's website at [www.lacourt.org](http://www.lacourt.org).

If you need a Spanish language interpreter for an eviction case, interpreters are available at each courthouse. If you need an interpreter in another language for a courtroom activity, please request one before your court date through the Interpreter Request Portal found on the court's website by clicking the Self-Help Resources tab located on the home page at [www.lacourt.org](http://www.lacourt.org). The court will try very hard to find an interpreter for the date and time of your hearing, but it cannot guarantee that one will be immediately available.

Within the first 60 days after the date of filing, only the following people can look at the case file:

- 1) Any person or company listed on the lawsuit,
- 2) An attorney for one of those people or companies,
- 3) Any other person who can give to the clerk: (a) The name of at least one plaintiff and one defendant in the lawsuit and the address, including any applicable apartment, unit, or space number of that address, (b) The name of one of the people or companies in the lawsuit or the case number. This person will also have to prove that she or he lives at that address by showing valid identification.

People who do not meet the requirements described above cannot access the court index, register of actions, or other court records until 60 days after the complaint is filed, except with an ex parte order upon a showing of good cause.

Este documento contiene información importante. Para leerlo en español, consulte la sección División Civil (Civil Division) del sitio web de la corte superior de Los Angeles. Văn kiện này có tin tức quan trọng. Muốn đọc bằng tiếng Việt, hãy đến phần Ban Hộ Sự (Dân Sự) (Civil Division) trên website của Tòa Thượng Thẩm Los Angeles. 本文件包含重要信息。欲阅读简体中文版，请访问洛杉矶高等法院民庭网页 (Civil Division)。

Այս փաստաթուղթը կարևոր տեղեկատվություն է պարունակում. Այն կարելի է կարդալու համար խնդրում ենք այցելել Los Angeles-ի Մարզին առարկի դատարանի կայքի #աղաղակալակ բաժանմունքը (Civil Division) բաժնիը  
이 문서에는 중요한 정보가 들어 있습니다. 이 문서를 한국어로 읽으시려면 로스앤젤레스 상급법원 웹사이트(Civil Division) 역션을 방문하십시오.

### CERTIFICATE OF MAILING

I, the below-named Executive Officer/Clerk of Court of the above-entitled court, do hereby certify that I am not a party to the cause herein, and that on this date I served the Notice of Unlawful Detainer (Eviction) upon each party or counsel named below and to "All Occupants" at the subject premises by placing the document for collection and mailing so as to cause it to be deposited in the United States mail at the courthouse in Pasadena, California, one copy of the original filed/entered herein in a separate sealed envelope to each address as shown below with the postage thereon fully prepaid, in accordance with standard court practices.

David W. Slayton, Executive Officer / Clerk of Court

Date: 07/15/2025

By: N. Bullock

Deputy Clerk

LASC CIV 002 Rev. 01/23  
For Mandatory Use

NOTICE OF UNLAWFUL DETAINER (EVICTION)

Code Civ. Proc.  
§§ 1161.2, 1161.2(c)

## Notice of Unlawful Detainer (Eviction) Lawsuit

María del Carmen Rodríguez, **LA Housing Company has filed a lawsuit to evict you.** This is an official notice from the Court with information about your case and next steps.

María del Carmen Rodríguez  
53445 Main Avenue  
Apt 2B  
Los Angeles, CA 45335

Your Case

LA Housing Company  
vs. María del Carmen  
Rodríguez

Case Filed: 07/15/2021



Your Case Number  
23STUD05001

**FILED**  
Superior Court of California  
County of Los Angeles  
05/05/2023

David W. Slayton, Executive Officer / Clerk of  
By: N. Bullock Dep.

### If you don't respond, you may lose automatically.

If you ignore this, your landlord might evict you and take owed rent from your paycheck or bank account. The judge will not hear your side if you don't act now. If you want to respond, you can:

- ☐ **Get a copy of the lawsuit.** This paper is not the lawsuit. If you don't have a copy of it, go to the clerk's office at the 1st floor of the Court and get a copy.
- ☐ **Respond within 10 days.** If you want to submit an Answer as your response, file Answer Form UD-105 by the deadline, even if you want to move out or work out a deal with your landlord.



[lacourt.ca.gov/ud1](http://lacourt.ca.gov/ud1)

Lea esto en español  
閱讀中文版  
한국어로  
Đọc cái này bằng tiếng  
Việt  
Կարդացք սա  
հայերեն

## Where to Get Help

### Do It Online



Our LA Court Website has free resources to help you:

- Understand your case
- Learn about your options
- Fill out an Answer (UD-105) form and file it by the deadline.

Visit [lacourt.ca.gov/ud1](http://lacourt.ca.gov/ud1)

### Get Free Help



Mon-Thurs 8:30-4pm: Rm. 115  
at Stanley Mosk Courthouse

Tues 4pm: Vernon Branch  
Library, 4504 S Central Ave

Fri 9:30am: ALA Law Library,  
301 W 1st St., Downtown LA

Call the Court Help Center at  
(818) 492-5211

### Talk to Legal Aid



Stay Housed LA offers:

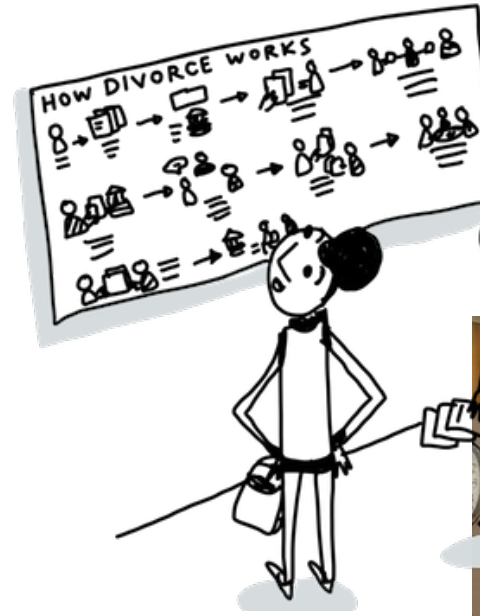
- Free legal advice or representation for some tenants
- Workshops, clinics, and guides to help you with your eviction case

Call 888-694-0040 or visit  
[stayhousedla.org](http://stayhousedla.org)

# Communication Design

# Improving the clarity & usability of court notices & forms

# Reedesigning courtroom, clerk, and help center spaces to be user-friendly and supportive







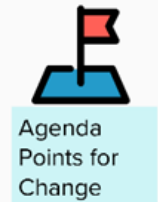
Goals at this stage



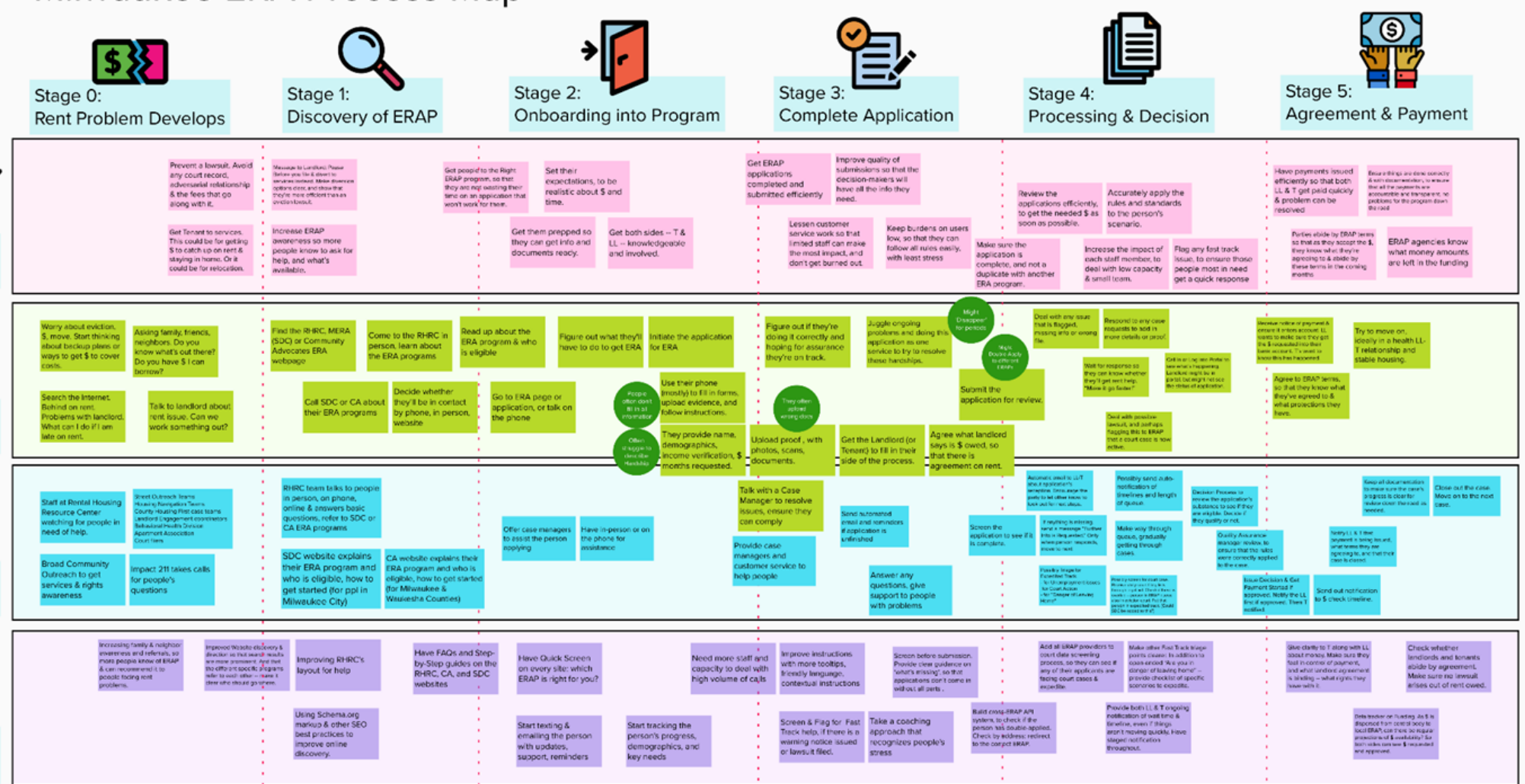
User Actions



Service Providers



Agenda Points for Change



Service Design Making programs that help solve the problem with more support

# Help Guide Designs

Creating paper & digital tools so people can understand the legal process and do it themselves

## Have you been **sued for Credit Card Debt** in California?

This flowchart walks you through the general process you should expect if you've been sued for credit card debt.

It is only for lawsuits filed in California.

This is general legal information. You can talk to a lawyer to get more customized information and advice.

### 1. Receive the Lawsuit



You receive a **notice of the lawsuit**. It will tell you about who is suing you, and the amount of debt.

### 2. Your Response



You file a **Response** to the lawsuit, submitting it to the court. If you don't respond, a judgment will be entered against you, and the company suing you will be able to take the money from your wages, or other sources.

### 3. Case Management Conference



You will have a **case management conference with the judge and the company** suing you. There, you will talk about what is happening in the case and what to expect.

### Settling your case

Before there is a final judgment, you have the option to negotiate directly with the company suing you. You may **'settle' the case outside of court** with an agreement. Then you will not go to trial, and will pay what you agree to with the company.

### 4. Trial Preparation



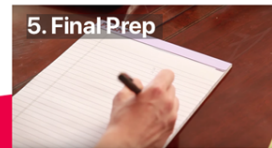
You will prepare how to **defend yourself at trial**. You will gather evidence, witnesses, and documents to support the arguments you'll make at trial.

### 6. At Trial



Once the trial begins, **you will present** your arguments, evidence, and witnesses. You will start with your opening statement, then your defense, and a closing statement. If you have a jury trial, you will also participate in juror selection.

### 5. Final Prep



Before the trial, you'll make a **summary** of all the papers and evidence you've gathered. If you have a jury trial, you will submit **jury instructions** to the court.

### Hiring a lawyer

If you need help to write your response, prepare for trial, or defend yourself at trial — you can hire a lawyer to help you. Visit this site to find a lawyer to help: <http://www.courts.ca.gov/1001.htm>

### 7. The Decision



The trial will end with a **final judgment**. The judge or the jury will decide if you will be found Liable or Not Liable for the debt.

### 8a. If You're Found Liable



If you're found liable, the court will issue orders that **you have to pay the debt**. Then it's up to the company to take steps to collect the money from you.

### 8b. If You're Found Not Liable



If you're found not liable, you will **not have to pay the money**. The process will be over for you.

**Want more details?** Go to the California Courts' help site <http://www.courts.ca.gov/1327.htm>

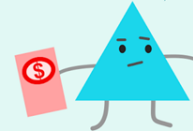
# Ability to Pay in San Francisco Traffic Court

If you cannot afford to pay your ticket, you have a right to ask the traffic clerk or judge to consider your financial circumstances.

The court will look at your financial information, and then will decide whether to:

1. **Reduce** Your Fine, and/or
2. Offer you **Community Service**, and/or
3. Offer you an Affordable **Payment Plan**

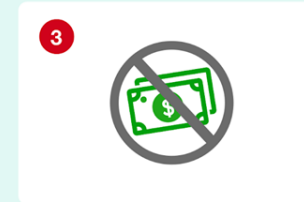
I can't afford to pay for my traffic ticket.



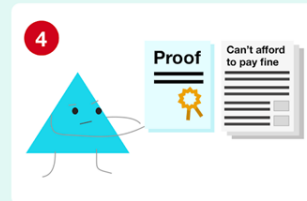
Any time after you have been found guilty of a ticket, you can request the court to reduce your fine because you can't afford it.



The court will give you a form called **Can't Afford to Pay Fine (TR320/CR-320)** so you can explain why you can't afford to pay.



Provide as much detail as you can on the form about your income, expenses, why you can't afford to pay, and what you would like the court to do.



Attach documents showing your income and expenses, or explain on the form why these documents aren't available. Submit your form to the court.



The court will read it and let you know the decision by mail. Check with the court if you haven't heard back after 30 days.



If you've had a change of circumstances or need to provide more info about your situation, you may submit another request.



## Contact Information for San Francisco Traffic Court

**Hall of Justice, Traffic Division**  
850 Bryant Street  
For Delinquent Tickets: Rm 101  
For Non-Delinquent Tickets: Rm 145

**Court Hours:** Mon-Fri AM  
(check website for details)  
**Phone:** (415) 551-8550  
**Website:** [www.sfsuperiorcourt.org/divisions/traffic](http://www.sfsuperiorcourt.org/divisions/traffic)

If you are on **public benefits** or have **income less than 250%** of the Federal Poverty Level, you can have your fines and fees reduced by 80% or more. You may pay the rest on a payment plan or with community service. If you are experiencing homelessness or would like assistance from community groups submitting your request, visit the court website for help.



# Digital Guide Designs Creating interactive websites and apps to guide people through their process



## Protective Orders in Virginia

A free guide for people dealing with domestic violence or harassment

### Use this guide to protect yourself and your family from harassment, stalking, and abuse.

If you are worried about abuse by a family member, someone at work, someone you are dating, or otherwise, you can seek out a Protective Order.

Use this guide to understand the different kinds of Protective Orders in Virginia, how to file for an order, and how to deal with changes or enforcement if you have an order. Find resources and organizations that can help you more.

### If You Need More Help

You can contact your local Virginia legal aid group by calling 1-866-534-5243. You can also [look up your local legal aid group online](#).

Lawyers can help you understand your options and next steps for your specific situation. Legal aid lawyers provide free help to people who qualify.

If you need help with domestic violence, call the police at 911 if you need immediate protection.

For non-emergencies, reach out to the Virginia Statewide Hotline for domestic violence at 1-800-838-8238 (available 24/7). Or text the hotline at 1-804-793-9999.



### Step-by-Step Guide

Follow the steps to get a protective order to deal with domestic violence or harassment.

See the Steps



### Frequently Asked Questions

Learn about what Virginians can do about domestic violence, harassment, and protective orders.

See the Answers



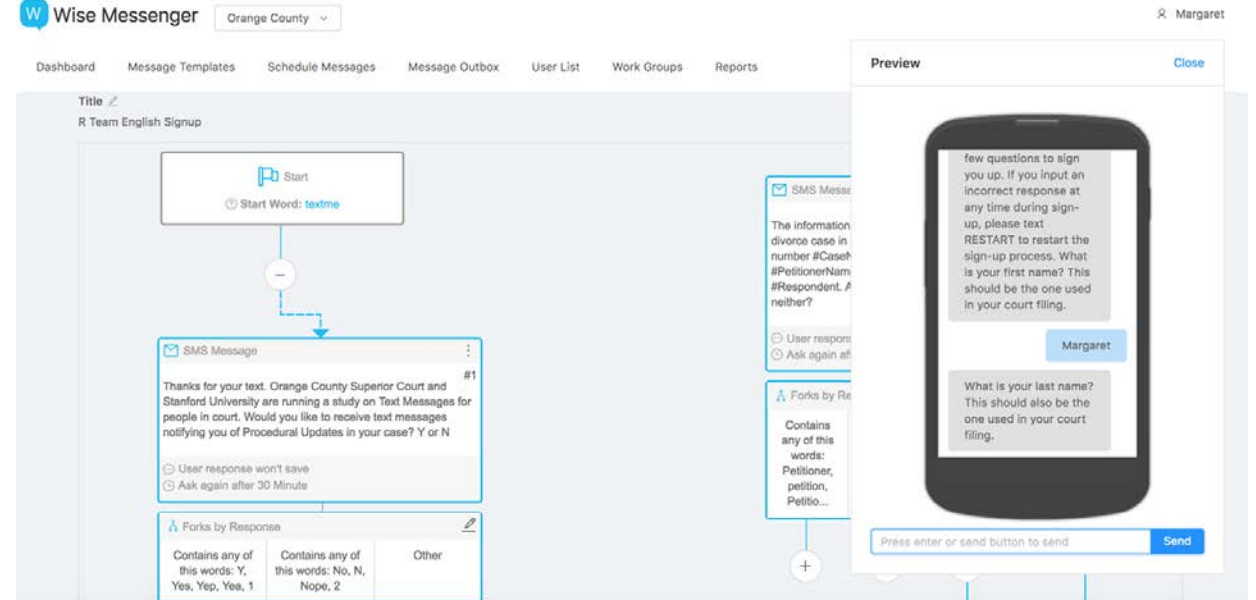
### More Resources

Find services, shelters, hotlines, and more information on domestic violence & protective orders

Find More Resources

# Text Message Designs

Making low-cost interactive reminders, check-ins, and coaching through the mobile phone



Get Text Message procedural updates about your Divorce case



Just text the word **TEXTME** to **(657) 236-3038**.

Be sure that:

1. You have your **Case Number** ready
2. You have filed or responded to a **divorce petition in the last 30 days**.

# AI Solutions Design

Building cutting-edge AI tools to spot legal issues, match to resources, prep legal documents, and more



# Learned Hands

0/5

?

Points: 535350

✍

Is my Landlord obligated to pay for my damages?

I have been living in my apartment for nearly 2 years now. Shortly after I moved in there was a leak in my ceiling that damaged my mattress beyond repair. My landlord grudgingly paid for me to replace it though angrily told me I could replace it for 50\$. He is an angry cheapskate but told me it was fixed and we had no issues. Fast forward to yesterday when the Same pipe burst. Soaking my mattress monitors and keyboard. I am looking at 500-600\$ to replace



Do you see a legal issue around Family in this post?

?

✓

✗

→

```
>>> doc= nlp("If you want a civil harassment order, go to your local court")
>>> doc.cats
{'FAMILY': 0.0029168007895350456}
>>> doc= nlp("Can I get health care for my kid")
>>> doc.cats
{'FAMILY': 0.9647890329360962}
>>> doc= nlp("I want to adopt a dragon")
>>> doc.cats
{'FAMILY': 0.27902114391326904}
>>> doc= nlp("I want to adopt a kid")
>>> doc.cats
{'FAMILY': 0.5475074052810669}
>>> doc= nlp("I want to adopt a child")
>>> doc.cats
{'FAMILY': 0.9988553524017334}
>>> doc= nlp("where can i find a repair shop")
>>> doc.cats
{'FAMILY': 0.2673848569393158}
>>> doc= nlp("my child went to jail, what can i do")
>>> doc.cats
{'FAMILY': 0.9563345313072205}
>>> doc= nlp("how do i get immigration for my family")
>>> doc.cats
{'FAMILY': 0.8176031112670898}
>>> doc= nlp("i am a victim of human trafficking")
>>> doc.cats
{'FAMILY': 0.005888164974749088}
>>>
```



**There is a growing network of  
people working on these  
improvements.**

**Join us!**



The A2J Network is an international community of justice system professionals and innovators, including judges, legal aid leaders, court staff, researchers, designers, technologists, and policymakers—working together to build a smarter, more accessible, human-centered legal system.

The Legal Design Lab runs the A2J Network. Join us!



[https://  
a2jnetwork.org/  
join](https://a2jnetwork.org/join)



**Thank You!**

**Margaret Hagan**

**Legal Design Lab**

**Stanford Law School**

**[mdhagan@stanford.edu](mailto:mdhagan@stanford.edu)**



# Optimizing Judicial Access

Through Legal Design and Visual Law

**Judge and Professor Fabricio Bittencourt da Cruz**





# MindTheGap

Innovation | Law | Technology

# Optimization of Access to Justice



# Optimus

Optimization of Access to Justice

# Hard Skills

A.I.

Blockchain

Smart Contracts

# Soft Skills

Plain Language

Legal Design

Visual Law

# Embracing Soft Skills

Fostering a New Mindset within the Judiciary



# Design Thinking

A Powerful Methodology

# Problem-Solving

The skill of identifying, analyzing, and developing solutions for complex challenges.

# Human-Centricity

An approach that puts the user's needs, desires, and contexts at the heart of the design process.

# Empathy

The ability to understand and emotionally connect with the users' needs and feelings.



# Co-creation

Involving users and stakeholders in the design process to inform and enrich solutions.

# Design Thinking

## Stages

# Inspiration

A stimulus that motivates innovation and creativity in the design process.

# Prototyping

Creating initial models of solutions to test ideas and concepts in the early stages.



# Iteration

The process of repeating and refining designs based on feedback and continuous learning.

# Continuous Validation

The ongoing process of testing and refining solutions based on real user feedback.

# Igniting Innovation

From Challenge to Opportunity

# Scenario

37 million new cases

36,6 million closed cases

84,3 million cases in backlog





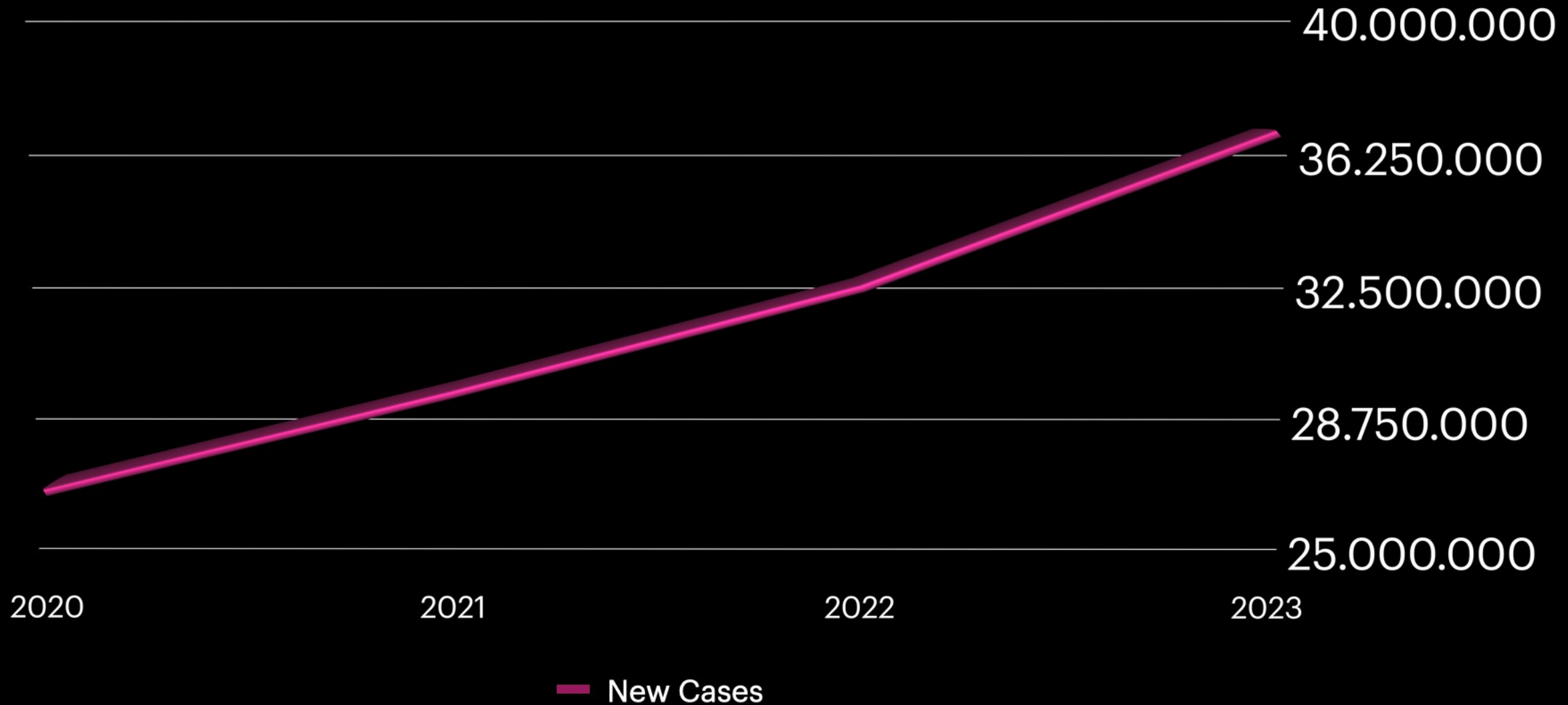
# Justice

*in numbers*

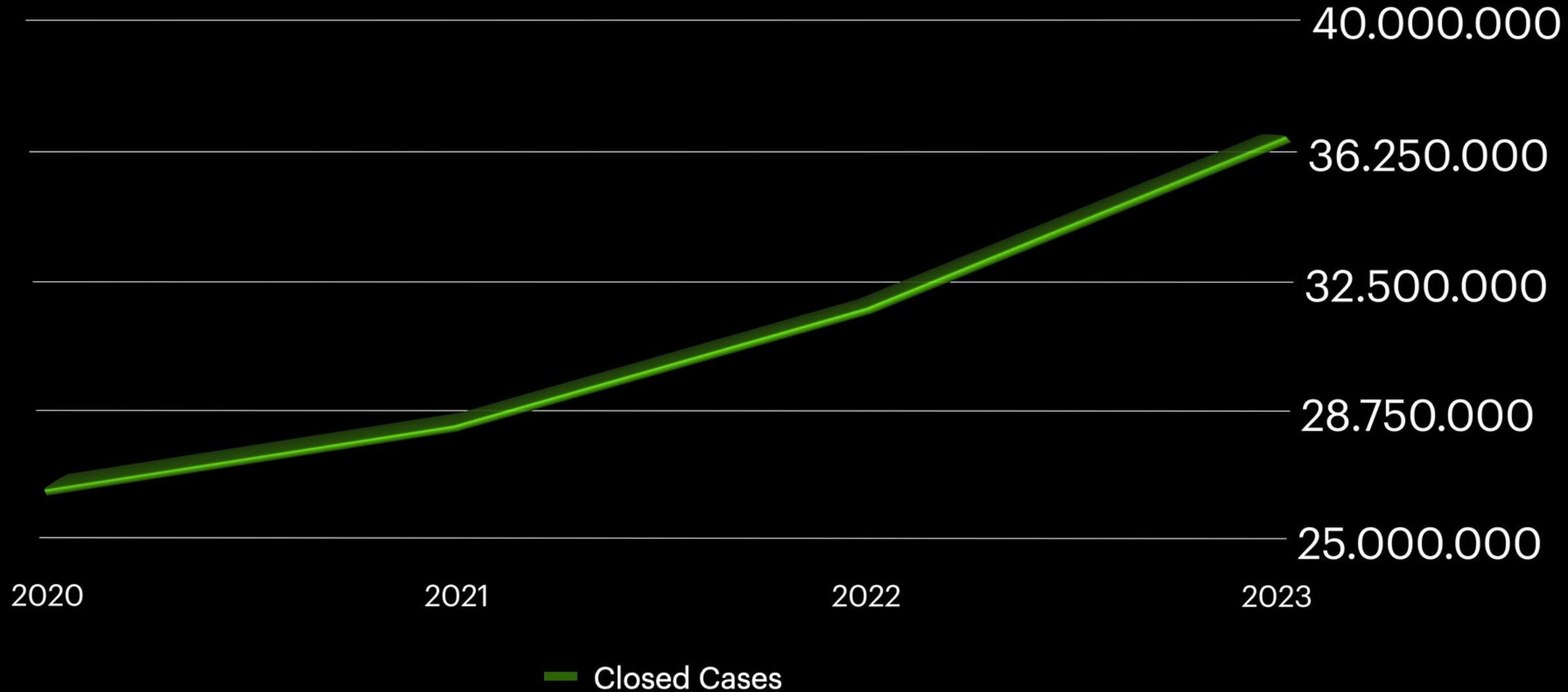
## 2023



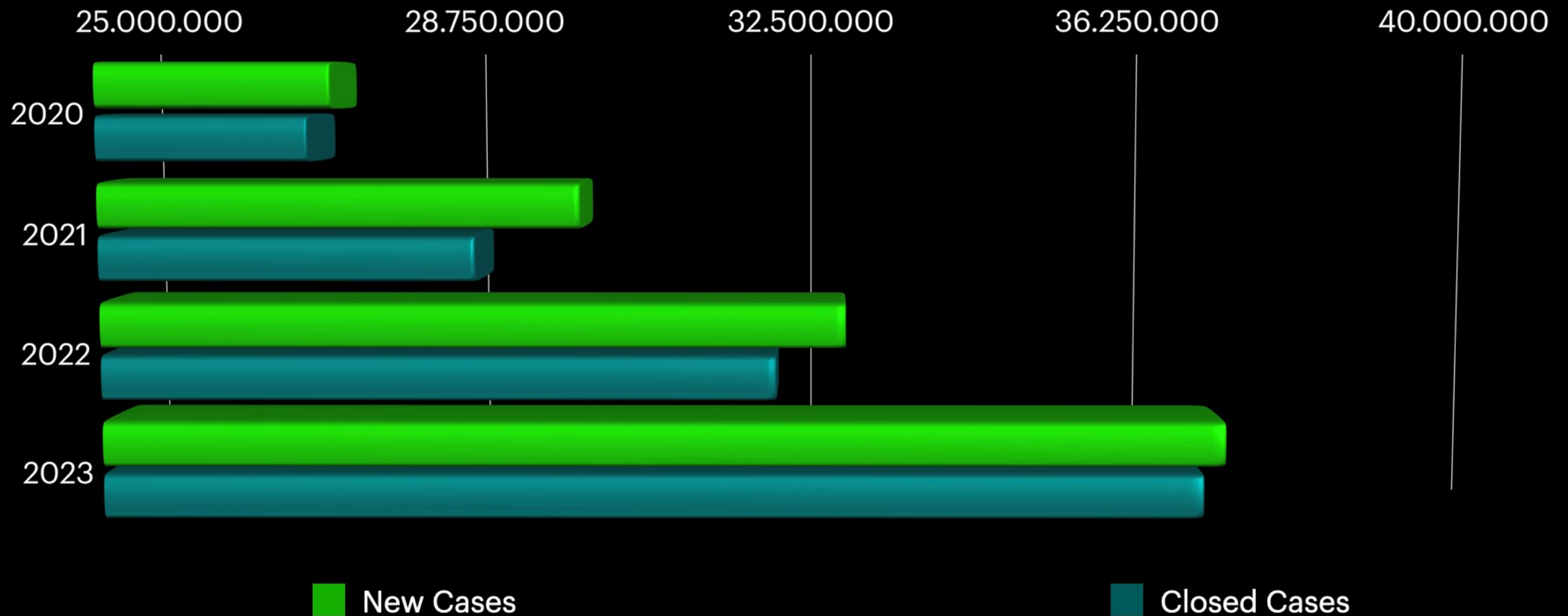
# Annual Number of New Cases Entering the Judiciary



# Number of Closed Cases per Year

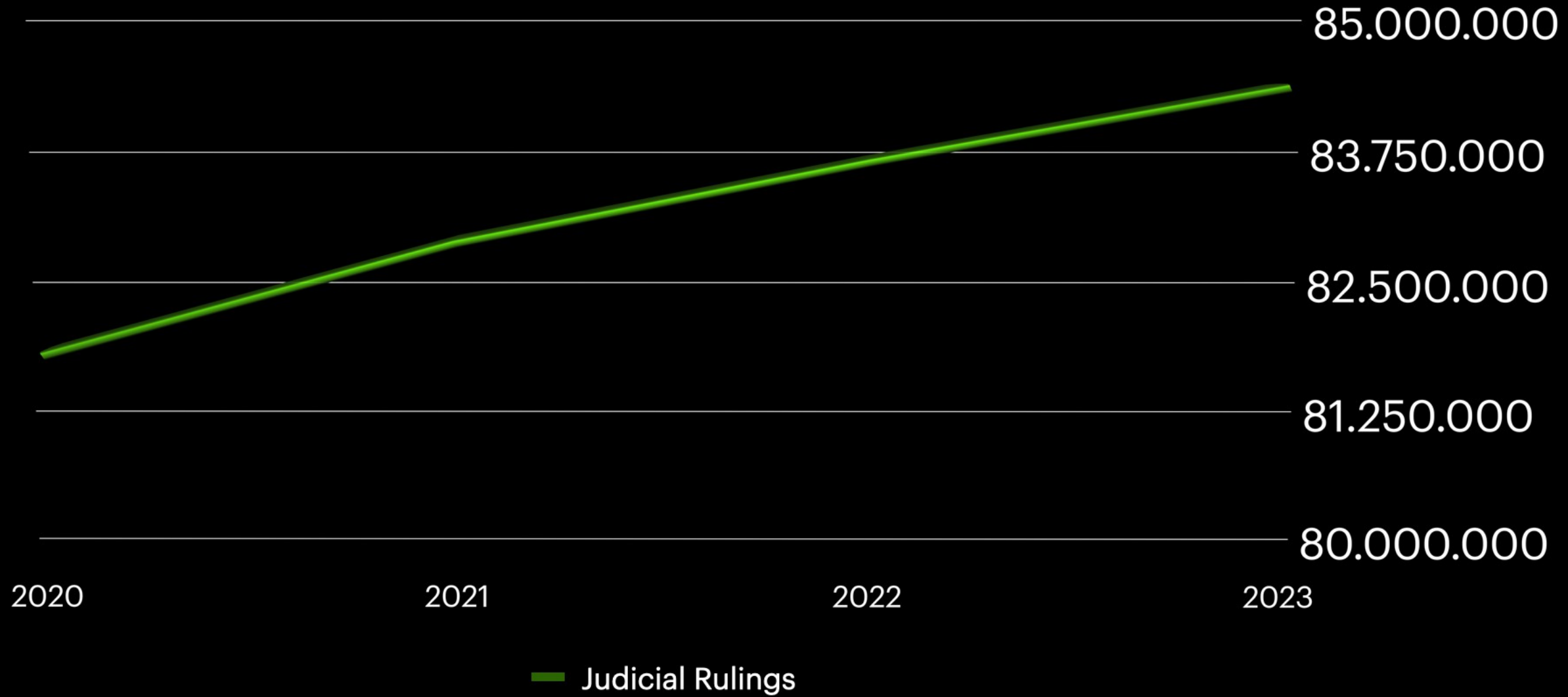


## New and Closed Cases per Year





# Annual Case Backlog



# A Project for Optimization

Peak Efficiency

Faster Workflow

Improved Standards

# Goals

Optimize communication in the summons

Eliminate the need for the admonitory hearing

# Requirements

Simplicity

Replicability

Adaptability



Do You Know Who You Are Talking To?



# Instruções para o , cumprimento das penas

A

Se você foi condenado em um processo criminal e **nao** é mais possível recorrer.



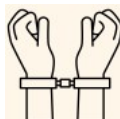
Você não será preso. No seu caso, a prisão foi substituída por

outras penas, que se chamam

**PENAS RESTRITIVAS DE DIREITOS.**

Então, quais  
penas devo  
cumprir?

- Prestar serviços à comunidade. "
- Pagar uma prestação em dinheiro @
- Pagar multa @



## E se eu não cumprir?

Você pode ser **proibido de sair de casa à noite** e nos finais de semana, ser obrigado a usar **tornozelo eletrônico** e até ser **preso**.



Você ainda precisa pagar as **CUSTAS PROCESSUAIS**, que são uma taxa pelo serviço realizado no seu processo.

Todas as informações sobre a sua condenação estão no **"MANDADO"**.

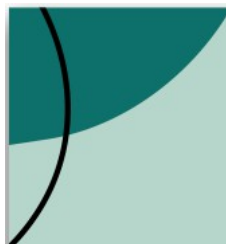
**Em caso de dúvida, entre em contato dos 13 às 18hrs:**

**9** WhatsApp: (42) 3228-4292 (somente mensagens de texto)

© Telefone: (42) 3228-4292

 E-mail: [prpgo01@jfpr.jus.br](mailto:prpgo01@jfpr.jus.br)





# Instruções para o cumprimento das penas



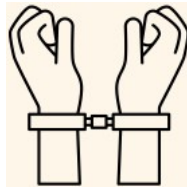
Se você foi condenado em um processo criminal **e não** é mais possível recorrer.



Você não será preso. No seu caso, a prisão foi substituída por outras penas, que se chamam

**PENAS RESTRITIVAS DE DIREITOS.**

**E se eu não  
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◆ E-mail: [prpgoOl@jfpr.jus.br](mailto:prpgoOl@jfpr.jus.br)



# PAGAMENTO DE PRESTAÇÃO PECUNIARIA

JUSTICA FEOIRA



O que isso significa?

Você terá que pagar um valor em dinheiro, que será destinado à instituições beneficentes.

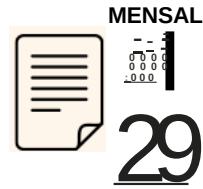
Você cumpre a pena e ainda ajuda quem precisa!



Quanto devo pagar?

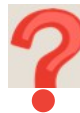
O valor que você deve pagar está escrito no "MANDADO".

Que pode ser pago **a vista** ou **parcelado mensalmente**.



Como fazer o pagamento?

Você deve gerar uma guia **todo mes**, no site da Justiça Federal do Paraná, imprimir e pagar em uma agência da Caixa Econômica Federal.



Como gerar a guia de pagamento?



Veja o passo a passo abaixo

OU



Acesse o tutorial no YouTube



[www.youtube.com/watch?v=119-qYm&gl=WM&hl=pt-BR](https://www.youtube.com/watch?v=119-qYm&gl=WM&hl=pt-BR)



# PRESTAÇÃO DE SERVIÇOS À COMUNIDADE

FEDERA



Você terá que realizar atividades em uma instituição na sua comunidade.

**O que é?**

Você cumpre a pena e ainda ajuda quem precisa!



**Quantas horas devo cumprir no mês?**

No mínimo 30 e no máximo 60 horas por mês, até somar o número de horas total.

**Mas eu trabalho!**

**Não se preocupe!**



Você poderá prestar os serviços em horário que não prejudique seu trabalho.

**Como vou cumprir?**

**Porém, lembre-se que é o cumprimento de uma pena e exigirá seu esforço,**

**Como vou iniciar o cumprimento?**

Você tem o prazo de **10 dias** para comparecer ou entrar em contato com a entidade abaixo:



**PATRONATO MUNICIPAL DE PONTA GROSSA**

❖ Rua Tenente Hino Silva, 470, Centro, Ponto Grosso

☎ Telefone: (42) 3220-3462

💬 WhatsApp: (42) 3220-3463

# PAGAMENTO DE PENA DE MULTA

1,-



0 que e?

Voce tera que pagar um valor em dinheiro, que esta informado no "**MANDADO**".



Como fazer o pagamento?

Voce deve gerar uma guia todo mes, Imprimlr e pagar em uma agencia da **Banco do Brasil**.

Esse valor pode ser pogo **AVISTA** ou **PARCELADO**



Como gerar a guia?



Acesse o link:

[https://consulta.tesouro.fazenda.gov.br/LqLU.Lgru\\_simples.asp](https://consulta.tesouro.fazenda.gov.br/LqLU.Lgru_simples.asp)



OU

Aponte o QR CODE com a camera do seu celular:



# Features

Result of intergenerational co-creation

In tune with the macro-challenges of the Brazilian Judiciary

Replaces a time-consuming, inefficient, and expensive procedural act

# Outcomes

External Validation

Ongoing Internal Validation

Annual savings of 983,000 BRL in resources



# Cultural Shift

The Major Outcome

# It's teachable

Designed for Engagement  
Guided Learning  
Master Through Practice

"Just stopping by to say thank you for being a part of this incredible project! Interning at the Federal Justice is a dream coming true, and having the opportunity to work with you all has certainly already changed the course of my future!"

Swiech, H.

**It's not enough to talk about innovation.  
We need to make innovation happen.**

Fabricio Bittencourt da Cruz



fabriciobittcruz





**AUACE**  
All-Ukrainian Association  
of Court Employees



Funded by  
the European Union



**PRAVO-JUSTICE**



**EXPERTISE  
FRANCE**  
GROUPE AFD

# MODEL COURTS INITIATIVE



Natalia Korol



## IN 2017, THE EU LAUNCHED THE PRAVO-JUSTICE PROJECT

**Objective:** support for judicial reform included improving the quality of judicial services and enhancing court work organisation.

The Model Courts Initiative was introduced as a dedicated component.

**Key factors of the modern approach to court management:**

- user-centred justice system;
- delivery of professional judicial services;
- organisation of efficient and comfortable working conditions for court staff;
- creation of safe environments for both court employees and visitors.

**2020**

## **MODEL COURTS INITIATIVE**



**Pandemic Restrictions**



**A significant part of the Initiative's activities was conducted using new online tools.**



**Result: over 2,500 judges and court staff actively engaged in the Initiative's events.**

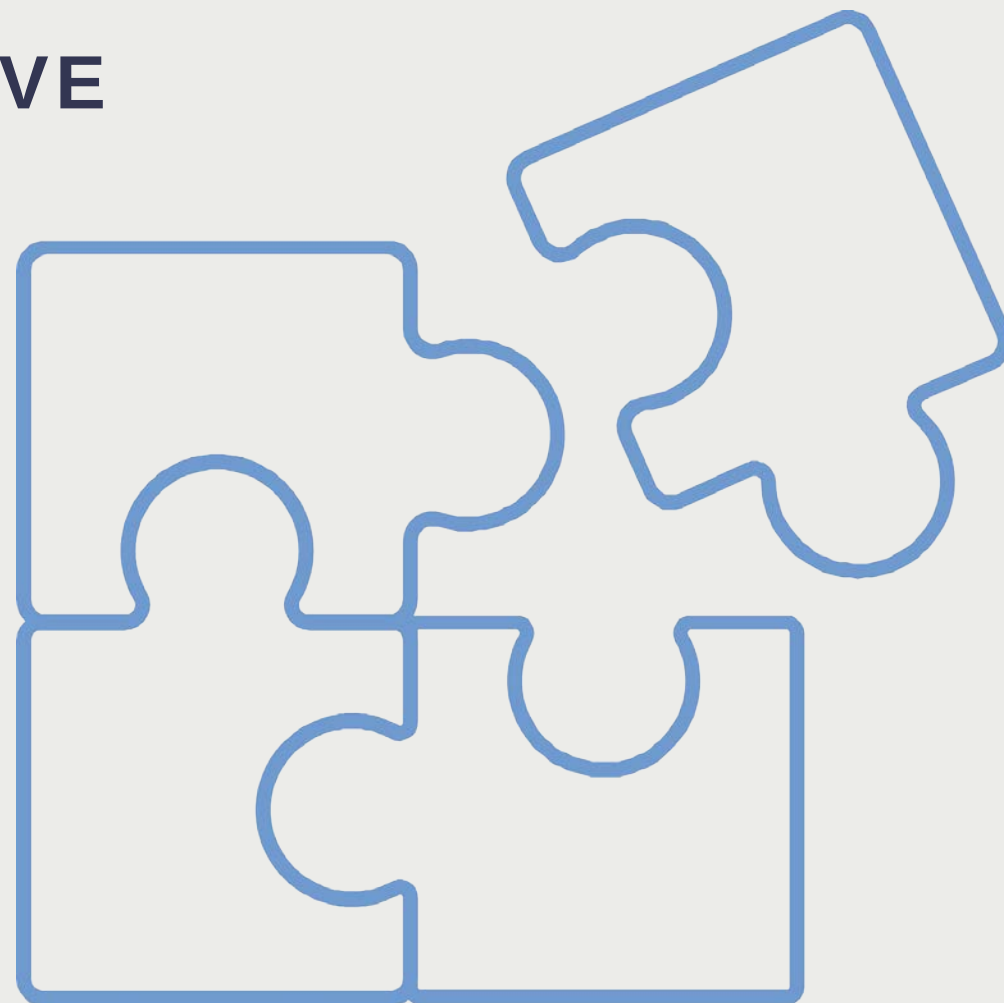
**2021**

## **70+ COURTS JOINED THE INITIATIVE**

Engagement of 70 More Courts Across Ukraine

Creation of the online platform “Platform of Good Practices”, which enabled representatives of the Ukrainian judiciary to share their experience with colleagues from other courts regarding the implementation of model solutions in various areas:

- client-oriented services;
- communication;
- services for vulnerable court users;
- IT solutions;
- court security;
- court administration.



## STRENGTHS OF THE INITIATIVE

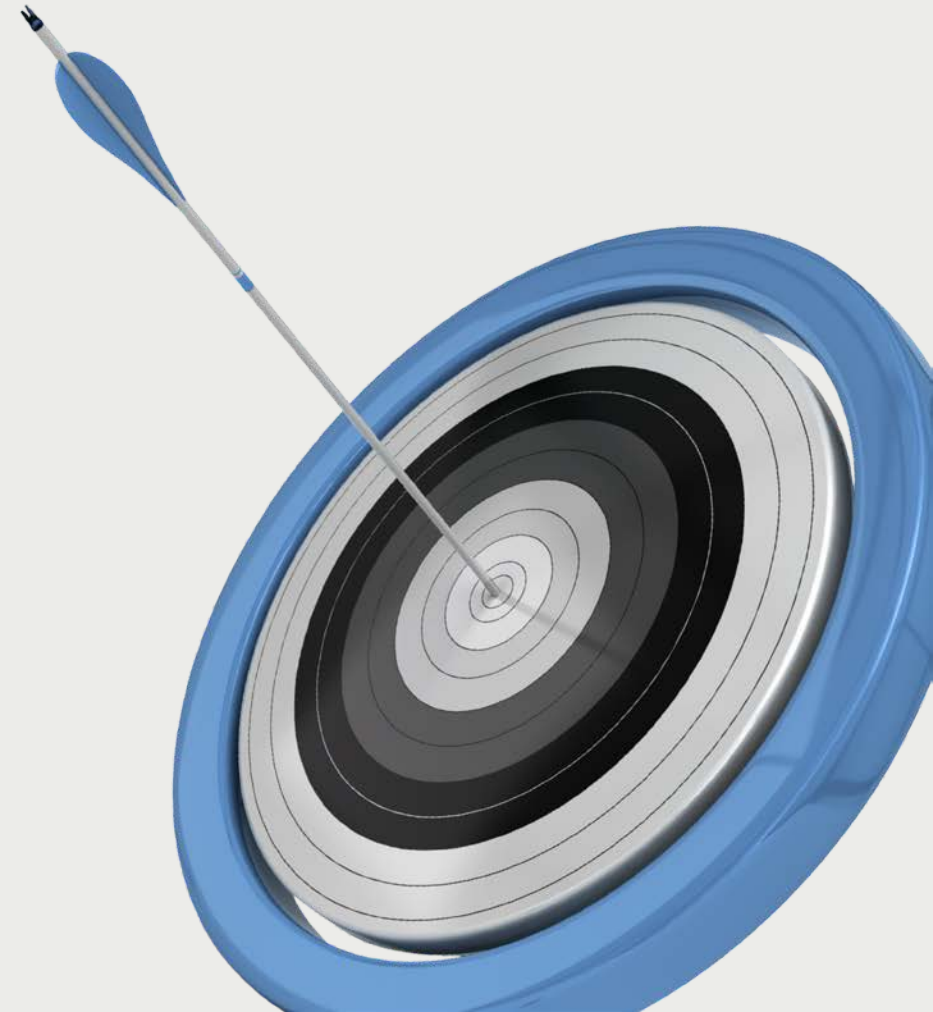
**Solutions that facilitate court management and optimise resources**  
(Model Court Manual, volunteer service, standardised procedures)

**High-quality deliverables**  
(modern signage design, manuals, brochures, trainings, conferences, events)

**Improved accessibility for all categories of court users**  
(integrated court reception, services for vulnerable groups of users)

**Strong brand of the Initiative builds trust in the solutions proposed within its framework**

**Robust support from the EU Delegation and key stakeholders**



## KEY AREAS OF THE MODEL COURTS INITIATIVE

- Client-oriented court
- Court administration
- Court security
- Work with vulnerable categories
- of court visitors
- Communication
- Human resources management



# DEVELOPMENTS OF THE MODEL COURTS INITIATIVE

1

### **Training Courses:**

"Training of Trainers on Implementing Services for Vulnerable Court Users"  
"Volunteer Training on Implementing Services for Vulnerable Court Users"

2

### **Model Court Manual, Guidelines for the Implementation of the Model Courts Initiative**

3

### **Court Security:**

Training sessions on first aid  
Brochure "Personal Security for Courts and Court Staff"  
Concept for introducing a reporting system on security incidents in courts

4

### **Work with Vulnerable Categories of Court Visitors**

**100+**  
**IMPLEMENTED MODEL SOLUTIONS**



Service Design Methodology for  
Vulnerable Groups – Interactive  
Trainer's Manual



Coordination and Mentorship



Trainings and Awareness Campaigns  
on the Rights of Vulnerable Court  
Users



Services for Minors in Courts



Interagency Cooperation

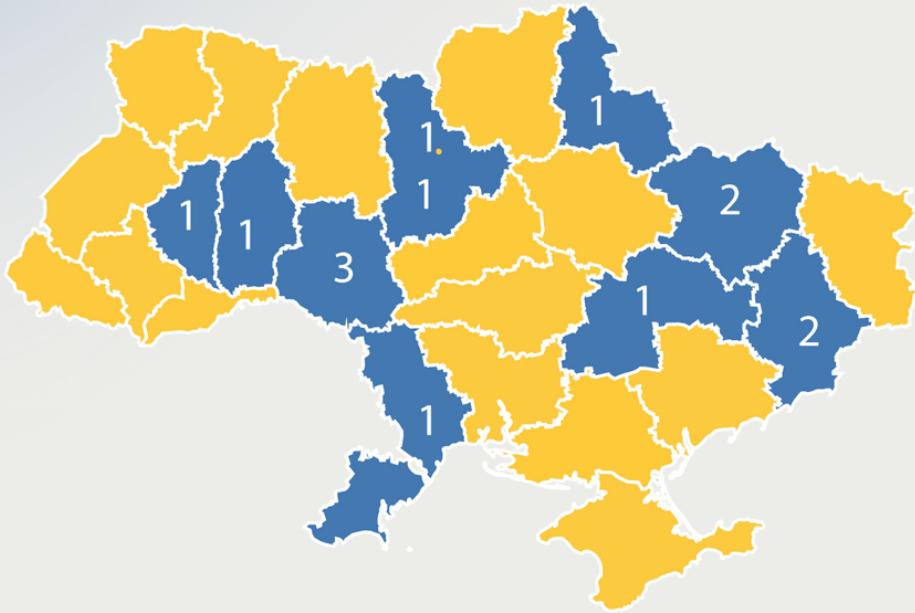
# PROJECT IMPLEMENTATION AREAS

- Awareness campaigns on the rights of vulnerable individuals
- Establishment of Support Services for Vulnerable Persons and Volunteer Services in courts as part of client-oriented service
- Implementation of services for minors in courts:
  - green room
  - child-friendly waiting area
  - legal awareness activities
- Strengthening interagency cooperation
- Focus on solutions that require no additional funding
- Active trainer engagement and capacity-building activities



## 18 PILOT COURTS ACROSS UKRAINE

### 300+ VOLUNTEERS



Memoranda of cooperation between courts, universities, and Legal Aid Centers

- Mentorship support programme for courts

- Interactive online training for volunteers in cooperation with the Coordination Center for Legal Aid Provision

Guidelines for establishing a Volunteer Service in courts

Presidential Decree of Ukraine “On the Strategy for the Development of the Justice System and Constitutional Adjudication for 2021–2023”(June 15, 2021)



# KEY DELIVERABLES OF THE MODEL COURTS INITIATIVE

## Client-Oriented Approach

- Standard Operating Procedure (Instruction) No.1: Court Premises Signage
- Visual Navigation System for Ukrainian Courts
- Standard Operating Procedure (Instruction) No.2: Integrated Court Reception
- Information Leaflet for Victims in Criminal Proceedings

## Communication

- Awareness campaigns
- Training course
- Webinars

## Human Resources Management





PROSPECTS FOR THE IMPLEMENTATION  
OF MODEL COURTS INITIATIVE SOLUTIONS

# RECOMMENDATIONS FOR FURTHER IMPLEMENTATION



## PROJECT CHARACTERISTICS

- The Initiative's solutions help improve the quality of court service delivery without the need for additional funding
- The solutions were developed with consideration for the needs of various categories of court visitors, including vulnerable groups
- The Model Court is the first comprehensive initiative that has integrated the developments of various donor projects
- The Platform of Good Practices has compiled best practices from international projects for the benefit of Ukrainian courts



## PROJECT CHARACTERISTICS

- Courts invest in the development of court staff and HR policy (HR brand of the court)
- The Initiative's solutions help improve the quality of judicial services without additional funding
- The court is a client-oriented, comfortable, and safe space for court visitors
- The court delivers fast, high-quality, and modern judicial services
- The court is inclusive, addressing the needs of vulnerable groups of court service users



**2025**

## **150 COURTS JOINED THE INITIATIVE**

The project “Rebooting Access to Justice Through the Implementation of Model Solutions”, implemented by the NGO “All-Ukrainian Association of Court Employees” with the support of the EU Project Pravo-Justice, ensured the sustainability of the Model Courts Initiative and united court administrators across Ukraine through the following activities:

- CourtUp: Court Administrator School
- CourtUp: The First Annual Forum of Court Staff of Ukraine
- Development and implementation of standardised operating procedures:
  - Support Service for Vulnerable Groups
  - Court Conflict Management Service
  - Standards for the Use of Artificial Intelligence



AUACE  
All-Ukrainian Association  
of Court Employees



Funded by  
the European Union



**PRAVO-JUSTICE**



EXPERTISE  
FRANCE  
GROUPE AFD

# ***THANK YOU FOR YOUR ATTENTION!***



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# Questions and Answers



# Summary of Key Insights

## **People-Centered Court Reforms**

Legal design promotes reforms that focus on the needs and experiences of people within the court system.

## **Collaborative Efforts Driving Change**

Collaborations among stakeholders are essential for implementing meaningful court reforms across different contexts.

## **Judicial Transparency**

Focus on increasing openness to strengthen public confidence in the judicial system.

## **Modernization Efforts**

Implementing new technologies and procedures to update the legal system efficiently.



**Thank You for  
Attending**

