



# ANNUAL REPORT 2020/21



justice for all

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## MESSAGE FROM THE BOARD PRESIDENT AND CEO



Coming out of 2019/20, JES entered the new year in a strong position to address our priorities within the strategic plan. Since the World Health Organization (WHO) officially declared COVID-19 a global pandemic one year ago, we have demonstrated that our organization can come together to envision new ideas, strengthen our programs, and support one another in unprecedented circumstances.

This year, our main priority continued to be the safety of our team members, volunteers, experts, and the communities we serve in Canada, Guyana, Guatemala, Honduras, El Salvador and Panama. As an organization, we were quick to develop safety protocols alongside a contingency plan and identify new ways to adjust our projects in each of our offices. Our goal was to apply what we learned in our work with British Columbians, international communities, and JES stakeholders as we re-envisioned how we deliver our programs over the past year. We have been thinking strategically about how to improve collaboration within these local communities, ensuring that we continue to develop solutions that are sensitive to local needs.

With the support of our individual donors, funders, and partners, we reached more communities with our accessible legal education teaching resources, delivered more training to thousands of justice professionals internationally, and helped more than 1 million people through our innovative online legal information resources.

We stood by our vision: *Justice for All* as we collectively navigated the transition of our programs and ways of interacting into a hybrid-learning environment. Despite setbacks from COVID-19, JES celebrated another fulfilling year, crowned with excitement for the steps we will take to improve access to justice and strengthen justice systems next year. This would not have been possible without our staff, volunteers, funders, champions and friends. Thank you for your ongoing support, your belief in JES, and your commitment to our mission to empower people to access and deliver justice in Canada and globally.



Madam Justice Lauri Ann Fenlon  
President, Board of Directors



Sonia Poulin  
Chief Executive Officer (CEO)



# 2020/21

COVID-19 presented many new challenges and opportunities for JES over the past year, yet we continued the momentum in our work for access to justice.

## CANADA

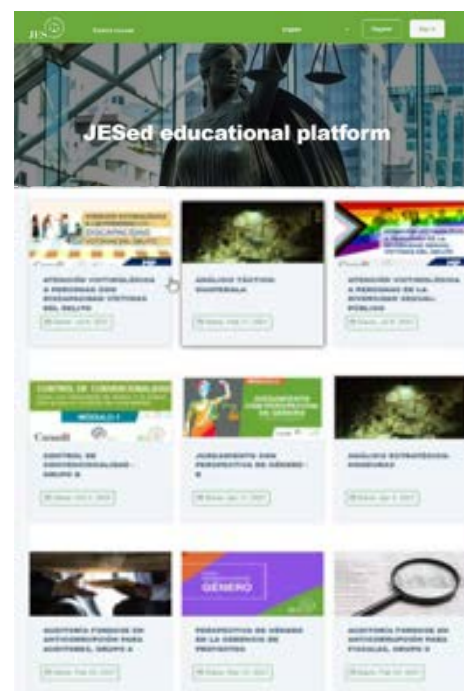
For our staff in British Columbia, the transition to delivering programs online was no easy task, yet the Justice System Education Program (JSEP), Justice System Education Program for Indigenous Peoples (JSEP-IP), and the Court Information Program for Immigrants (CIPI) reached more people and clients through the delivery of online webinars and virtual direct client services. Our virtual services had a greater geographical reach and were much more accessible and flexible, which helped to make our transition to online delivery a success.

## INTERNATIONAL

Internationally, JES rapidly developed and submitted COVID-19 contingency plans to all donors. JES suspended all in-person trainings and activities and began the transition to home office and virtual activities in May 2020 to protect project staff and counterparts. One major challenge was to adapt all training material and mode of delivery to an online platform. Another challenge was to adapt relations with local stakeholders, justice institutions and civil society organizations, who were also learning to adapt to a virtual environment. Even with these unexpected adjustments, JES implemented the majority of planned activities and reached project goals in 2020-2021.

## JESed ONLINE LEARNING

JES had to rapidly transform and adapt activities, materials and methodology to an online environment. JES designed a new learning platform, JESed, using OpenEDX, while developing an online blended methodology to ensure that learning would remain participatory, contextualized and problem-based. By March 2021, JES had uploaded and successfully conducted 30 courses online. Although challenging to set-up in a short amount of time, the platform enabled efficient online monitoring and evaluation of training so that we could complete our activities and remains a sustainable tool that we will continue to use.



## INCREASE LEGAL CAPABILITY



**JES helps people to understand  
their legal rights.**

JES has been a leader in public legal education for over 30 years—helping millions of people to attain the knowledge necessary to navigate everyday legal issues through in-person and online education sessions and legal help resources.

A trusted provider of legal education and information resources in Canada and internationally, JES continued to support Indigenous peoples, victims of violence, women and girls, the LGBTQI+ community, immigrants, and other vulnerable groups, and help them learn about their legal rights.

This year, JES responded to the pandemic and an increase in COVID-19 related questions by creating LegalHelpBC.ca—a new online hub for updated legal information and continued to serve a greater number of British Columbians.

# Ask JES

- ✓ Since Ask JES was launched in 2014, our free legal help service has responded to 30,000+ inquiries across a spectrum of legal questions.

In 2020/21, Ask JES responded to:

**6840+**

Inquiries

**300+**

COVID-19 related inquiries

**4300+**

Referrals



## On-demand answers to legal questions

To respond to COVID-19 inquiries, Ask JES legal help services were offered 4 hours a day from April to June.

Ask JES is now available on 6 JES websites and we provide free legal information—not legal advice—by phone, live chat, text message, and email to support British Columbians.

“

*These topics are so important... We greatly benefited from this amazing presentation.”*

**- Ask JES Multilingual Education Session Participant**

## Ask JES Multilingual

This year, we rebranded CIPI as Ask JES Multilingual Legal Help to extend the reach of the program—connecting our multilingual Legal Navigators with more clients throughout BC.

**200+**

Clients served

**46**

Education sessions

**9000+**

Participants

**400%+**

Increase in social media reach

# Justice System Education Program (JSEP)

- ✓ The JSEP program has improved the legal capability of youth and teachers through court visits and legal education webinars.

Since February 2020, court visits have been suspended throughout BC. This has had a significant impact on JSEP. In response, we modified our program to deliver legal education webinars which were live-streamed to classrooms across BC.

JES continued to work with teachers and legal professionals to connect students with opportunities to engage with the law and BC's justice system.

The new in-depth learning content has led to more engaging discussions with students. Students are better prepared for guest speakers and teachers have also appreciated the pre-session background package and the post-session activities.

“

*With everything being so different, it was amazing that JES has these virtual sessions. Students see how the justice system functions in the real world from the relative safety of our classroom. The impact these sessions have had on my students has been profound. The virtual sessions enriched, enlightened, and strengthened what I had been teaching in the classroom.”*

**- Ms. Ellet, High School Teacher**

1572

Participants reached through  
69 legal education webinars

268

Teachers

&

170

Intermediaries

Reached through 7 professional  
development opportunities

# JSEP for Indigenous Peoples (JSEP-IP)

- ✓ JES provides legal education to Indigenous peoples across BC, especially Indigenous youth.

JSEP-IP was impacted by COVID-19, as travel and in-person sessions were limited. Adhering to COVID-19 measures, JES provided smaller workshops for Indigenous youth. Working with Circle of Sisters, JES was able to deliver a series of workshops focused on navigating the justice system, informed consent, Truth and Reconciliation Commission's calls to action and understanding Charter rights and police interaction.

JES also focused on professional development training around learning and advancing the recommendations of the Truth and Reconciliation Commission for health care workers, judiciary, legal counsel, and managers at justice programs.

JSEP-IP continued to build relationships with Indigenous communities across BC and worked to understand the needs of these communities. Building trust between JSEP-IP and Indigenous communities has been pivotal in delivering impactful programs and JSEP-IP strived to support other organizations and communities doing positive work in this sector.

123

Students, youth and teachers

&

463

Intermediaries received legal  
education from JES





# Legal Education

- ✓ JES provides BC teachers with legal education curriculum resources that improve the legal capability of BC youth.



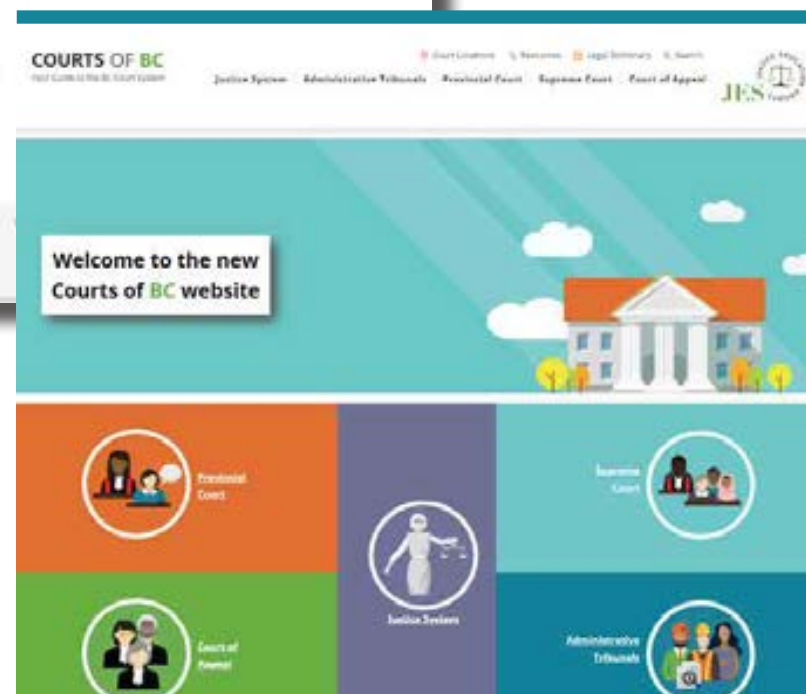
## BC Social Studies Lesson Plans

Select a Grade



Funded by the BC Law Foundation, JES has been developing new legal education curriculum resources over the last three years. This year, JES updated and relaunched LawLessons.ca—JES' legal education portal—with more than 40 new lesson plans aligned to BC's Social Studies curriculum.

Each new lesson includes Core Competencies, Big Ideas, Content Standards, Curricular Competencies and First Nations Principles of Learning that are specific to the lesson. Searchable by grade level from kindergarten to Grade 12, all of the new lessons are available for free at LawLessons.ca.



These resources have allowed teachers to confidently teach BC youth about how the law touches their lives and develop critical thinking skills that allows them to engage with the legal system.

# Legal Information

- ✓ JES provides 16 legal education and information websites to help people better understand legal processes.

JES continued to provide legal information for self-represented litigants in BC through our self-help websites—including SmallClaimsBC.ca, SupremeCourtBC.ca, CourtOfAppealBC.ca and AdminLawBC.ca.

Thousands of British Columbians also learned about their legal rights through JES' online courses HowToSeparate.ca and RentingItRight.ca.

This year, JES relaunched CourtsofBC.ca, a legal education guide to BC's court system. All sites were legally reviewed and updated to ensure British Columbians can find relevant and reliable legal information online.

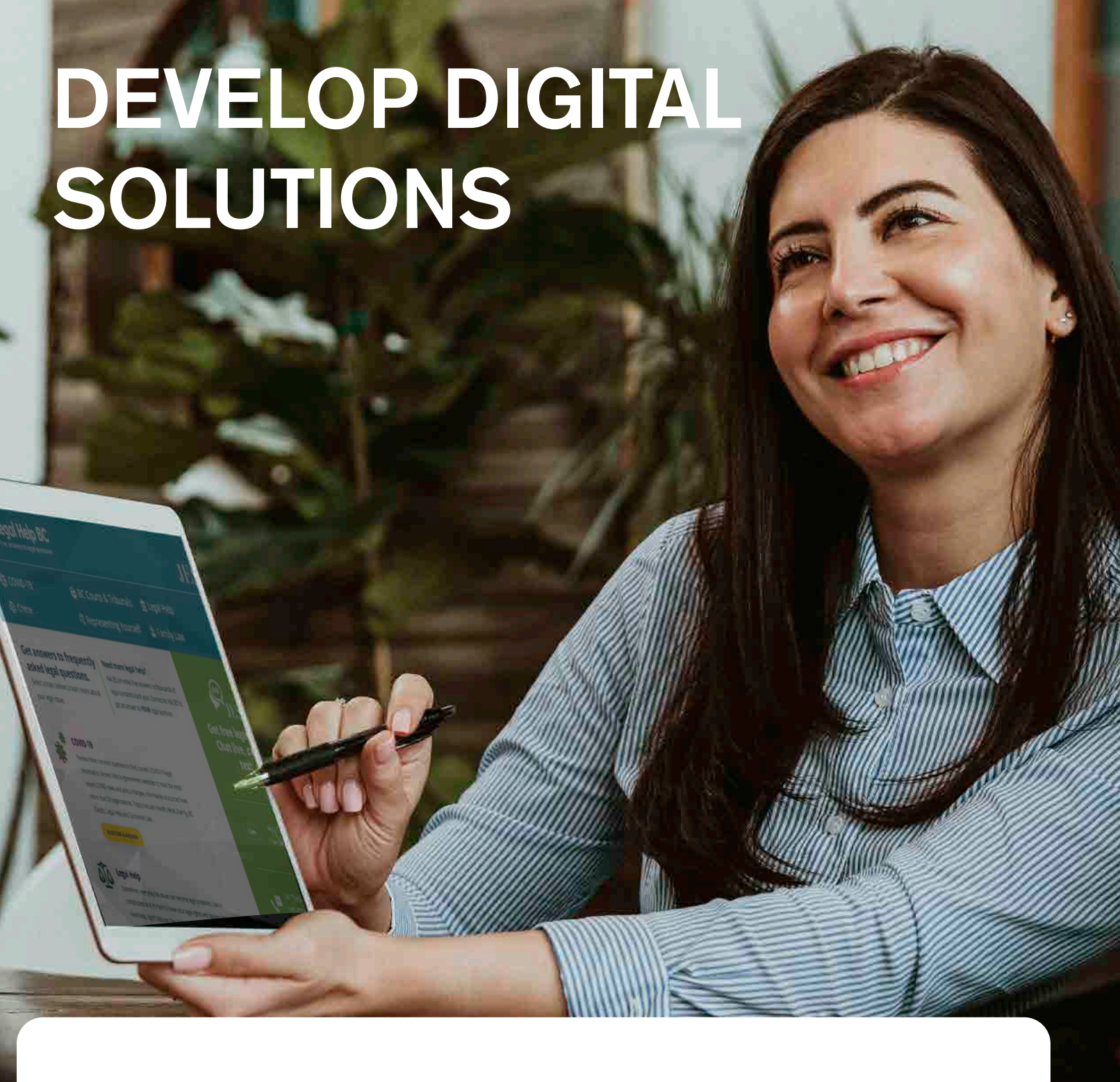
**500,000+**  
Website Visitors

**1.9 Million**  
Page Views





# DEVELOP DIGITAL SOLUTIONS



Digital innovation remains at the centre of our work.

JES' in-house Digital Solutions team and experts create informative websites, digital platforms, and multimedia content to improve access to justice.

## Digital Solutions

This year, the JES Digital team completed a series of contract-based projects to develop websites and applications, as well as produce videos for a series of justice organizations. Some highlights of this work include:



### PACIFIC LEGAL EDUCATION AND OUTREACH SOCIETY (PLEO)

JES designed and developed a new platform for non-profit organizations.



### GARFIELD HEIGHTS MUNICIPAL COURT

JES provided new functionality to the JES-built website for this court in Ohio.

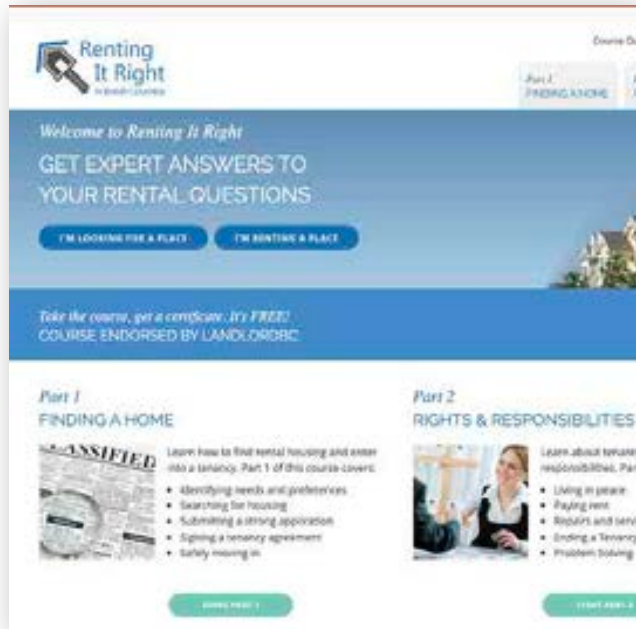


### MCLACHLIN FUND

JES designed and developed their new website to provide access to Access to Justice funding to PLEO organizations across Canada. JES also produced an explanatory video to introduce the McLachlin Fund.

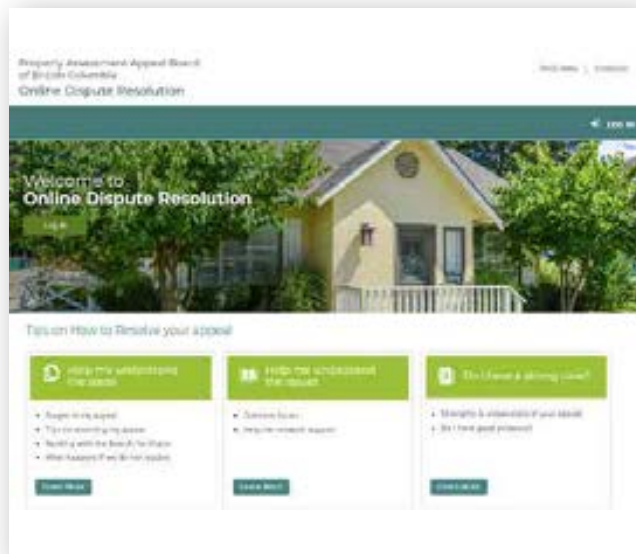


# Legal Help BC



## TENANCY RESOURCES AND ADVISORY CENTRE (TRAC)

JES partnered with TRAC to enhance, redesign, and expand our joint [RentingItRight.ca](https://rentingitright.ca) online courses for BC tenants.



## PROPERTY ASSESSMENT APPEAL BOARD (PAAB)

JES expanded the JES-produced online dispute resolution platform for PAAB to include online arbitration and improved case management.

JES also produced new videos to supplement PAAB's online dispute resolution guide.

JES launched and maintained [LegalHelpBC.ca](https://LegalHelpBC.ca) to provide current COVID-19 legal information on topics such as family law, BC Courts, Legal Help and Crime.

- + Supported justice organizations in Canada, USA and Guatemala to produce new digital resources to improve access to justice
- + In BC, JES legal education and information websites were visited by over 500,000 users last year
- + PAAB Online Dispute Resolution platform now fully supports both online dispute resolution and online arbitration





# STRENGTHEN JUSTICE SYSTEMS



## JES provides specialized technical support and expert-led training.

At JES, we improve how justice institutions operate and train the professionals that have been entrusted to deliver justice using a train-the-trainer model.

This year, JES continued to implement projects that strengthen the capacity of justice institutions to deliver justice, especially for women and marginalized groups in Guatemala, Guyana, Honduras, Northern Triangle, and Panama.

## Guatemala

✓ JES improves the efficiency of justice systems in Guatemala and access to justice for marginalized and vulnerable groups.

### INSTITUTIONAL JUSTICE STRENGTHENING PROJECT (GIJS)

Funded by the Swedish International Development Cooperation Agency (SIDA), the Guatemalan Institutional Justice Strengthening (GIJS) project (2018-2022) completed another successful year of activities, improving the efficiency of the justice system in Guatemala. JES provided extensive technical support to the Public Prosecutor’s Office (“Ministerio Público” or MP) of Guatemala and justice counterparts in four different areas of intervention to improve victim services and guarantee sound prosecution processes.

#### 1) Technological Performance Platforms

JES developed eight new IT tools that improve the efficiency of performance evaluations for MP staff. These tools include evaluation indicators with a focus on human rights, gender perspectives and standards for due process, which go beyond basic performance evaluations.

The project also designed functionalities for the effective prosecution and investigation of violent crimes against women through a new Digital Case Management System. The platform focuses on victim-centered processes with tools that support investigators and prosecutors in the delivery of justice, despite high caseloads.

42

Courses delivered to MP staff and communities across Guatemala

2655

Participants reached during training, workshops, and presentations

11,000+

MP staff trained through the new online learning platform UNICAPenLinea

## 2) Women and Vulnerable Victims Services

JES made significant advancements in improving services for vulnerable victims, including the development guides, such as the Specialized Investigation Methodologies for Cases of Missing Women, the Protocol for Victim Services and the Investigation of Crimes Involving People with Disabilities, which were approved by the MP.

JES also built ramps and improved signage in 12 Public Prosecutor offices to improve accessibility for people with disabilities across Guatemala.



Presentation of the project's report on the Immediate Search Mechanism for Missing Women, August 2020.  
Source: Public Ministry of Guatemala

## 3) Capacity Building for Justice Professionals

JES and the Capacity Building Unit (UNICAP) of the MP redesigned and built the new institutional remote learning platform, [UNICAPenLinea](#), providing over 18 courses for 11,000 MP staff.

JES developed specific content for the online platform, designed training processes to strengthen the prosecution of environmental crimes, and provided training to municipal prosecutors. A wellness strategy was also designed for MP staff.

“

*We consider of great importance the inauguration of the UNICAPenLinea platform. In the context of the pandemic, this shows a very high capacity to adapt to new challenges and new situations, especially through the use of technology.”*

- Michel Andrade, Cooperation Officer  
Swedish Embassy in Guatemala



Presentation on the meaning of dead bodies in Mayan communities of Guatemala and the criminal investigation process in cases of violent deaths, with Indigenous authorities of Sololá, Quiché y Totonicapán.

## 4) Remote and Indigenous Services

JES launched the Indigenous Interpreters Network system, which allows Indigenous peoples to access direct interpretation at victim services offices in 16 Indigenous languages.

The project also contracted local experts to provide an Indigenous cultural perspective to active criminal cases as well as general studies on traditional practices related to the removal of cadavers from local communities.



## STRENGTHENING THE CRIMINAL JUSTICE SYSTEM

Funded by the Bureau of International Narcotics and Law Enforcement Affairs (INL) of the U.S. Department of State, JES successfully concluded the Strengthening the Criminal Justice System in Guyana project, which marked the final year of the 2016-2021 project.

This year, the project held a series of capacity building courses and webinars aimed at investigators, prosecutors, judges and the media, including:

- using digitally recorded police interviews in criminal trials for the Director of Public Prosecutions (DPP)
- enhancing police communication strategies and police news writing for the Guyana Police Force (GPF)
- using DNA evidence in criminal prosecutions
- the stages of criminal proceedings in Magistrate Courts, bail, sentencing, and publication bans
- effective reporting on court cases for media professionals, in collaboration with the Guyana Press Association (GPA) and the Guyana judiciary

**37**  
Courses delivered

**1528**  
Participants trained

**9883%**  
Increase in CCTV videos used in trials



▲ JES' Guyana team celebrates International Women's Day, March 2021.

**140**  
Media professionals trained

**4**  
SOPs established to improve crime scene investigations and evidence handling

**1**  
Forensic Video Analysis unit established

### Concluding the Project

Key impacts of the project include law enforcement professionalization through training, coaching, and the implementation of Standard Operating Procedures (SOPs) for crime scene investigations and evidence handling.

The establishment of a Forensic Video Analysis unit and CCTV evidence now commonly used in prosecutions also resulted in more convictions.

The project contributed to demonstrable improvements in the trial process and the judiciary, particularly at Magistrates Courts, where cases are dispensed more effectively by using and accepting CCTV footage, video-recorded police interviews and other forensic evidence in courts.

JES also contributed to improved inter-institutional collaboration, across all levels of work, which resulted in increased efficiencies in case management, better understanding and appreciation for each role and a higher quality of response and service for Guyanese citizens.



◀ Becoming Court Ready webinars for the media and judiciary.



# Honduras

- ✓ JES strengthens the justice system's response to crimes of sexual and gender-based violence through capacity-building.

## JUSTICE FOR VICTIMS OF SEXUAL AND GENDER-BASED VIOLENCE

Aiming to change how Sexual and Gender-Based Violence (SGBV) cases are investigated, prosecuted and sentenced in Honduras, the Justice for Victims of Sexual and Gender-Based Violence project (2018-2022) implemented its third year of activities with funding from Global Affairs Canada.

This year, JES provided training and tools to the judiciary on how to apply the Conventionality Control in cases of SGBV and on “Judgements with a Gender Perspective”, which increased consideration of specific vulnerabilities that victims such as women, girls and LGBTQI+ people are exposed to.

### Knowledge-Exchange Seminars

Another important advancement this year was strengthening the Inter-institutional Commission for Monitoring Investigations of Violent Deaths of Women and Femicides (Femicide Commission), composed of both civil society organizations (CSOs) and national institutions, through knowledge-exchange seminars on the “Criminal Investigation of the Crime of Femicide”.

This series allowed participants to better understand how criminal investigations are constructed and which methodologies and techniques are used, while raising awareness about the difficulties and challenges of a successful femicide case.



◀ Video recording “Attention and first response to victims of gender-based violence,” June 2020.

# 359

Justice actors reached through online training

# 185

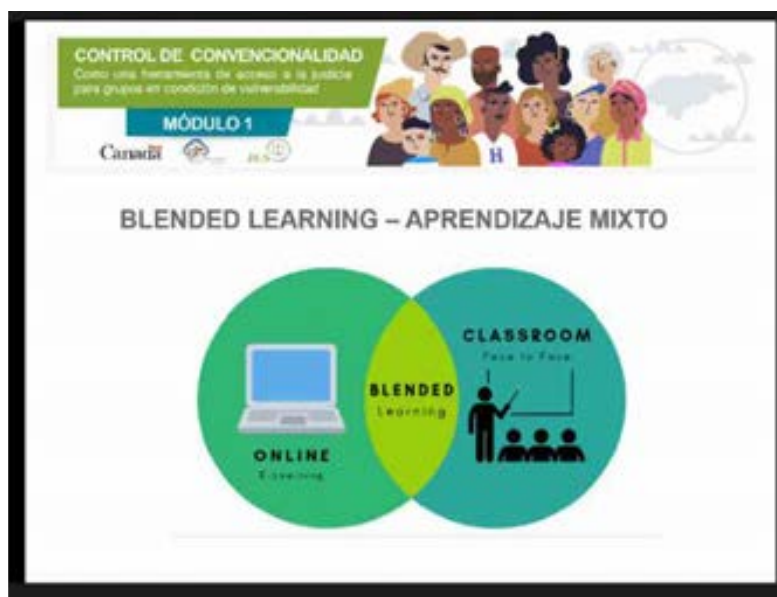
Judicial officials trained on applying the Conventionality Control in SGBV cases

# 56

Judges trained on “Judging with Gender Perspective” from 8 regions in Honduras

# 68

CSO participants’ capacity strengthened in the evaluation of femicide investigations



▲ Module 1 Conventionality Control - Virtual, October 2020.



▲ Human Rights, Gender and LGBTQI+, February 2021.

JES also focused on strengthening the capacities of key justice sector actors to apply a unique human rights approach in cases involving individuals from the LGBTQI+ population. In the context of Vicky Hernández et al. vs. Honduras, JES collaborated with the Human Rights Secretariat of Honduras to develop a course on Human Rights, Gender and LGBTQI+ rights in the justice process of Honduras.

The course was delivered to high-ranking officials of various Honduran institutions to foster a deeper understanding of structural transformations required within investigative and security institutions.

“

*[The JES course on Human Rights, Gender and LGBTQI+ - within the justice process in Honduras] helped me to visualize how difficult it is to belong to these vulnerable groups and how important it is to work to prevent all the violence to which they are victims, and to work with the cases that have to be investigated and, in this way, prevent future violence.”*

- Ana Emilia Castillo  
Human Rights Officer, Human Rights Secretariat of Honduras





JES uses technology to create an integrated approach to victim services in Guatemala.

## BUILDING A TECHNOLOGICAL PLATFORM TO SUPPORT VICTIM SERVICES

### Addressing gaps in victim services

In collaboration with the Public Prosecutor's Office of Guatemala ("Ministerio Público" or MP) and Fundación Sobrevivientes, JES mobilized the efforts of government and civil society service providers in Guatemala to develop a technological platform for victims of violence and service providers.

#### Training and Coaching

This year, JES provided technical assistance and tools for civil society organizations, including victim support services, as well as criminal justice actors to improve their support to victims, especially in remote areas.

The project developed resources and training programs for service providers in victim protection, as well as for the proper collection, protection and analysis of data.

#### Launch of the Ayuda.gt website and public information campaign

In March 2021, the project launched a new portal—[Ayuda.gt](https://ayuda.gt)—a centralized resource targeted especially for vulnerable populations, with information about their rights, justice services for victims, and a directory of updated local service organizations.

A public information campaign on national and local radio stations, social media and online advertising was also conducted, reinforcing the information that is available through the website.



#### Online courses on victimology

JES developed training materials and courses for the MP and network providers on how to improve services for vulnerable victims of violence.

Among these, a course about Victim Services for Indigenous Peoples was created by the Tz'ununija' Indigenous Women's Movement to help victims service providers be respectful of and draw upon Indigenous languages, cosmovision, culture and knowledge to help victims of violence.

#### Platform for victims' services providers

JES collaborated with the MP to develop a technological platform to improve services for victims of violence in Guatemala, especially for women, girls and members of vulnerable groups.

The platform supports victim service providers in more efficiently documenting and providing relevant services to victims and refer them to external organizations that can provide more long-term support. One key tool designed for the platform and website is a searchable directory of services and network organizations.

# 86%

Of focus group participants positively rate web content

# 2900

Participants in the MP Facebook page website launch

# 649,806

Clicks to online website ads

# 471,460

Views of Ayuda.gt posts



*"[The website] is a means of communication that aims to reach out and connect with the victims, but it also becomes an important mechanism for the organizations that coordinate with the MP that are part of the referral networks."*

**- Otto Santizo, Integrated Information Systems Coordinator**

# Northern Triangle

- ✓ JES provides support to justice and security institutions in Guatemala, Honduras and El Salvador to strengthen their capacity.

## STRENGTHENING CRIMINAL INVESTIGATIONS AND EVIDENCE SHARING IN CENTRAL AMERICA

Funded by Global Affairs Canada's (GAC) Anti-Crime Capacity Building Program, JES' Northern Triangle Project (2017-2021) continued to enhance the capacity of justice and law enforcement institutions in Guatemala, Honduras and El Salvador to disrupt organized crime networks, respond to investigations, and protect their justice personnel.

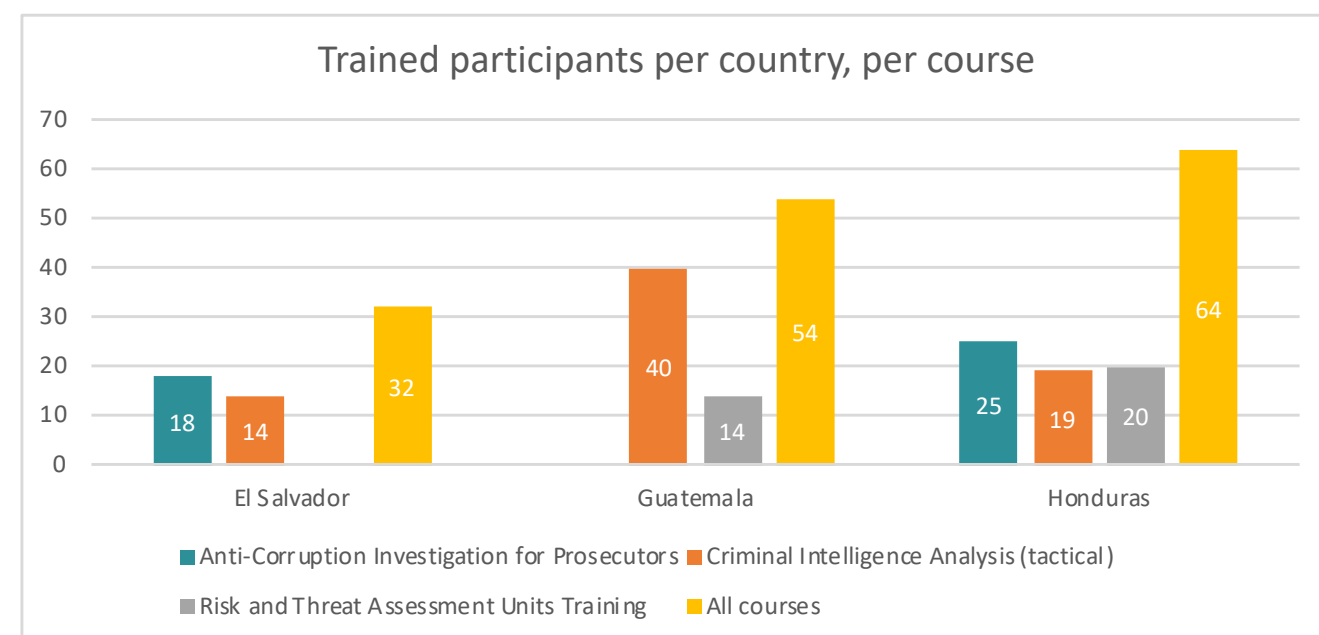
### Design and delivery of online course through JESed Platform

With the support of JES pedagogical team, JES designed three new courses this year with eight iterations, which were the first to be designed and implemented using JES' online learning platform.



- ▲ JES designed the first Forensic Financial Investigation course for anti-corruption prosecutors in the region.

### Trained participants in NT in 2020-2021



### Capacity-Building through Courses

This year, JES trained financial investigators from the Public Prosecutor's Office of El Salvador and Honduras in Evidence Presentation Techniques for complex corruption cases in court. This included methods of interrogation and counter-interrogation through mock trials and the use of verbal and non-verbal language. This course marked the first formal training on Financial Forensic Investigations in El Salvador and Honduras.

This new course, which received very positive feedback from trainees, increased participants' confidence to present cases and improved their effectiveness in providing evidence to fight corruption.

JES also delivered its highly successful Tactical Criminal Intelligence Analysis (CIA) training course in an online format, training 73 new analysts from the three countries. Investigatory and prosecutorial agencies are now better prepared to face the challenges of complex and high-profile cases against criminal organizations.

Our team also designed a special online course to build the capacities of Risk and Threat Assessment Units for the Guatemalan and Honduran Prosecutors' offices. The course increased participants' use of



- ▲ Dr. Carlos Cálix, Director of the Training School of the Prosecutor's office of Honduras, receives a donation of 20 laptop computers from JES to enhance capacity for online training activities, November 2020.

“

*JES has left a mark on the Prosecutor's office. It has allowed us to modernize and develop our institution providing training of the highest attainable level. Most of those who have been trained by JES have been able to grow in their posts, and in this way contribute to stronger justice in El Salvador.”*

**- María Zenaida Rivera Gómez,**  
Director of the Training School of the  
Prosecutor's office of El Salvador



✓ JES strengthens the capacity of Panama's legal institutions as they transition to the adversarial justice system.

## STRENGTHENING ANTI-CRIME CAPACITY IN THE CONTEXT OF THE TRANSITION TO THE ADVERSARIAL LEGAL SYSTEM

Funded by Global Affairs Canada (GAC), 2021 marked the final year of the project (2017-2021), which successfully supported Panama's major transition from an inquisitorial to an adversarial justice system.

JES contributed to the country's successful transition, reinforcing Panamanian capacities in the use of specialized investigative techniques to collect and analyze evidence, including forensic video and criminal intelligence analysis, and their proficiency in trial preparation, oral presentation, and the use of testimonial and technical evidence in court.

The project was successful in training and building the capacity of key personnel from Panamanian Justice institutions, including:

- the Judiciary (Órgano Judicial)
- the Investigative Unit of the National Police (DIJ)
- the Public Prosecutor's Office (Procuraduría General de la Nación / Ministerio Público)
- Institute of Legal Medicine and Forensic Sciences (IMELCF).

Training recipients included judges, prosecutors and auxiliary prosecutors, investigators, analysts and forensic scientists.

### Improving Investigation, Evidence and Trial Preparation

This year, training in forensic video analysis (FVA) was extended to IMELCF personnel in new districts to introduce advanced techniques for extracting and analyzing evidence. The project also carried out basic criminal intelligence analysis (CIA) for DIJ personnel. These courses were instrumental in standardizing file management processes, workflow protocols and case management processes.

Project activities allowed FVA capacities to evolve from a rudimentary to an intermediate level, increasing the probative quality of video evidence in court. The project pursued Major Case management (MCM) courses and specialized training for senior management. JES also donated computers and specialized forensic equipment, which strengthened their capacity to carry out investigations and provide evidence for trials.

### Concluding the Project

In addition to JES' "train-the-trainer" and problem-based learning approach, a key element of the project's success was cross-institutional collaboration; resulting in excellent knowledge exchange and application of learning in the workplace. JES also applied a gender-sensitive lens to promote gender equality and ensured that 50% of JES trainers and participants were women, increasing the women to men ratio significantly.

JES contributed to significant changes in Panamanian capacities to combat crime in the context of the new adversarial legal system. Panamanian investigative and prosecutorial agencies are now better prepared to face complex and high-profile cases against organized criminals.

“



Cameras and forensic equipment donated to IMELCF, February 2021.

*JES courses have allowed me to feel more confident in my work. We have achieved 15 to 20-year sentences in kidnapping and human trafficking trials for which the training I received on how to carry out interrogations, how to counter-interrogate, how to prepare myself and my witnesses before trial, have been crucial elements for the success attained."*

- Esperanza Montenegro, a prosecutor against organized crime

“

*I applied the knowledge acquired on the use of circumstantial evidence very few days after the training in a multiple homicide case. It allowed us to identify and achieve the capture of the material perpetrator and three primary accomplices in the crime. This has allowed the investigation to progress towards the identification of the intellectual perpetrator. Our increased capacities provide us an advantage over private attorneys that defend criminals."*

- Eric Vargas, adjunct attorney in the homicide section in Veraguas

**232**  
Participants trained in  
MCM and trial preparation

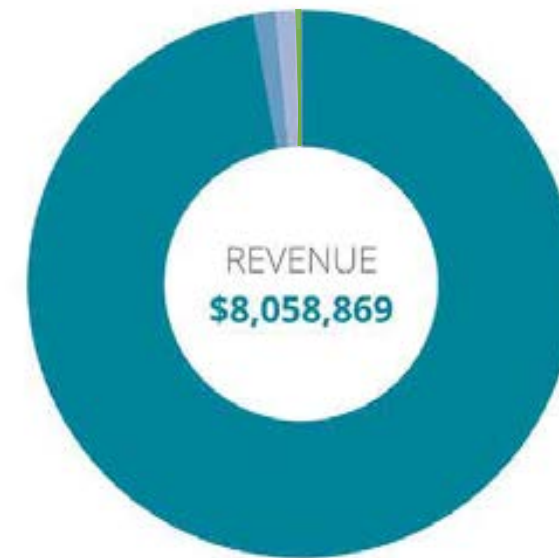
**46%**  
Identify as female

**54%**



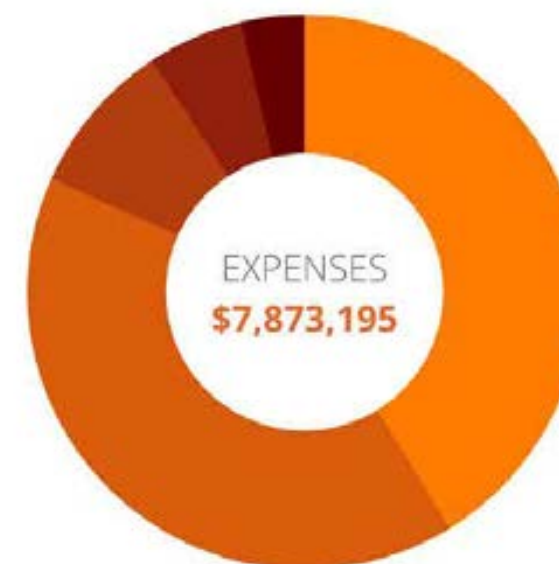
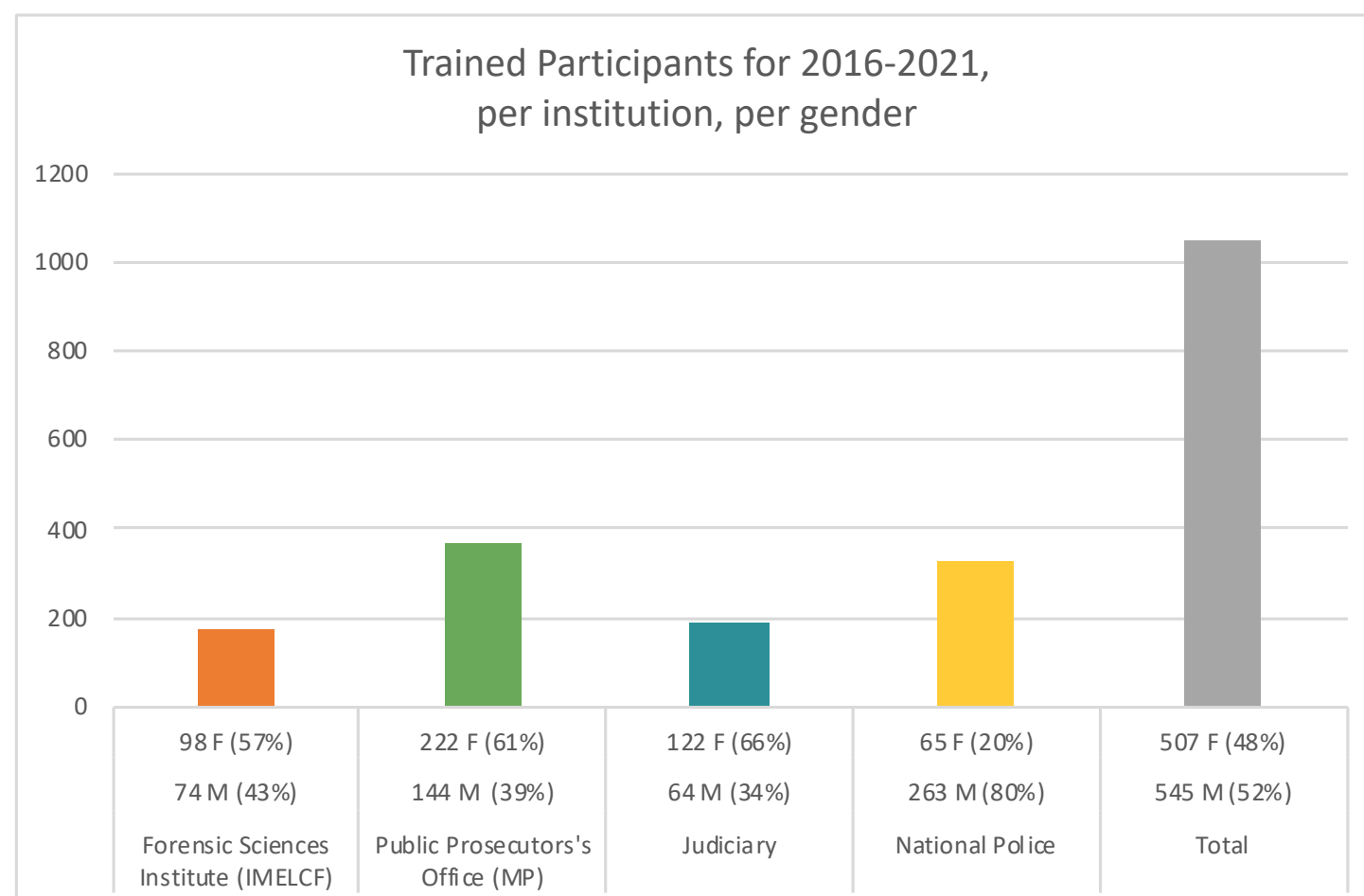
Delivery of notebooks to the DIJ as part of JES' strategy to entrench the habit of note-taking in investigative practice, February 2021.

# Financial Highlights



● Grants	7,829,588
● Fees for Service	106,570
● BC Gaming	97,000
● Donations	25,711

## Trained participants in Panama in 2016-2021



● Salaries & Benefits	3,370,043
● Contractors & Professional Services	3,311,114
● Program Expenses	735,322
● Office & Occupancy	456,716
● Realized/Unrealized Foreign Exchange	302,476



# Funders & Donors



**Vision**  
Justice for All.



**Mission**  
We empower people to access and deliver justice in Canada and globally.

## Thank you for your support this year.

- BOARD OF DIRECTORS
- STAFF & CONSULTANTS
- EXPERTS & PARTNERS
- FUNDERS, DONORS & VOLUNTEERS

Justice Education Society  
#260-800 Hornby Street  
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