REMOTE LEGAL SERVICES TO LOW-INCOME ALBERTANS: CHALLENGES AND BEST PRACTICES

Final Report

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Flora Stevenson

Research & Community Engagement Coordinator
fstevenson@albertalawfoundation.org

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Background

The *Bridging the Gaps* initiative

The Alberta Law Foundation *Bridging the Gaps* initiative was established in January 2018 to help ascertain unmet legal needs in Alberta to guide the Foundation's grant-making. Since then, a few research projects and several workshops have been conducted. The *Bridging the Gaps* initiative became a place for justice stakeholders in Alberta to connect and share knowledge. There are currently 40 organizations in the group.

Methodology

The research project *Remote Legal Service Delivery in Alberta* was created and developed based on feedback received from the *Bridging the Gaps* group:

- In November 2020, *Bridging the Gaps* participants expressed their interest in a research project and learning opportunities about remote legal service delivery.
- In December 2020, the Alberta Law Foundation conducted a survey to learn about their experience with remote legal service delivery.
- Several survey participants and a few justice stakeholders in the US were also interviewed to collect additional data.
- Learnings from the *Bridging the Gaps* group sessions from March and April 2021[1] are also included in this report.
- Findings from reports, news, conferences and webinars about remote legal service delivery and legal technology are also included.

For the purpose of this research project, “remote legal services” are defined as services that are not delivered in person.

Context

The research project took place during the COVID-19 pandemic. The report touches on several aspects of legal service delivery during the pandemic, but it is not restricted to this time period. Many of the findings about remote legal service delivery were based on reports from prior to the pandemic and will continue to be relevant beyond the pandemic.

Scope

Initially, the project was focused on remote legal service delivery models and tools. As the research developed, it became clear that we cannot talk about services without talking about people.

The realities, legal needs and barriers faced by marginalized individuals, as well as the community they live in, are the most important factors to consider when designing effective, culturally appropriate and accessible remote legal service delivery models.

In order to maintain this people-centred approach, the research expanded to also include:

- The impact of the pandemic on marginalized individuals and legal service providers.
- Legal issues exacerbated by the pandemic.
- Service modifications in response to the pandemic.
- Barriers to access remote legal services.
- The role of community-based organizations in remote legal service delivery.

[1] Best Practices in Remote Legal Service Delivery in the USA with Pro Bono Net (March 10th); Building on Innovation and Lessons Learned during the Pandemic (March 16); Conversation with the CBA COVID-19 Task Force (April 15); Resources and Lessons from Public Legal Education and Information Providers in Alberta (April 21).

- Best practices to improve access to remote legal services for marginalized individuals.

The research also inevitably arrived at the topic of measuring impact. No evaluation resource focused on remote legal service delivery was found, but many other resources about evaluation of legal services are listed at the end of this report.

Many of the resources listed in this report are from outside Alberta but are consistent with what we heard from the *Bridging the Gaps* group. We hope this report will:

- Help reinforce best practices already in place in Alberta.
- Highlight remote legal service delivery projects across Canada and the US.
- Provide some ideas to further improve remote legal service delivery in Alberta.

Limitations

- The information collected from stakeholders is limited to those who responded to the surveys or who have participated in one-to-one interviews with the researcher or who have attended *Bridging the Gaps* sessions.
- The information collected from the literature review is limited to reports available about this topic. Not a lot was written in Alberta about remote legal service delivery, which necessitated looking at data from other provinces and countries. The researcher hopes she has extracted only information that is applicable to Alberta, but this is not guaranteed.
- The researcher is not an information technology expert and could not fully assess the legal technology tools listed in this report.
- The researcher is not a legal service provider. She hopes she has portrayed the information received in an accurate and respectful manner.
- The reality of the pandemic and related restrictions is constantly changing. The researcher hopes she has selected aspects of remote legal service delivery that will continue to be relevant at any point in the pandemic and after.

Acknowledgement

The Alberta Law Foundation acknowledges and greatly appreciates the contribution of participants of the *Bridging the Gaps* group and Pro Bono Net (US), who have generously shared their knowledge about remote legal service delivery.

Executive Summary

Silver Linings

The COVID-19 pandemic propelled the justice system into a long-awaited modernization.[2] Courts and service providers have quickly adapted to the remote environment. The *Bridging the Gaps* group and the literature related to access to justice during the pandemic highlighted several wins from the transition to remote services:

- Remote proceedings work well for procedural, uncontested, shorter and less complex matters.
- Electronic filing of court documents and payment of court fees by telephone are widely seen by lawyers as major steps forward.
- Virtual witnessing of wills and powers of attorney was also a welcome change.
- Mediation and arbitration are being increasingly used to resolve legal disputes in Alberta.
- There has been an increase in volunteer lawyer participation for lawyers who are not located close to a legal clinic.
- Client and lawyer attendance at pro bono legal clinics has improved (no show rate is much reduced).
- Increased accessibility to mothers, who do not need to use transit or arrange childcare.
- Remote hearings cause less apprehension to victims of domestic violence.
- Offering public legal education sessions online have increased reach and attendance.
- Remote service delivery has increased reach to rural and remote communities and lessened travel to all involved.
- Online client intake has been successful.
- Communication and collaboration between Legal Aid Alberta and Courts have improved during the pandemic.
- Increased accessibility to people with disabilities.
- Clients can access legal services outside usual office hours.

Challenges

The use of technology brought adverse and unintended effects on access to justice, judicial independence and the open courts principle. [3] Individuals from the most marginalized groups have been disproportionately affected by the pandemic. Their daily challenges and legal problems have dramatically worsened.

According to the *Bridging the Gaps* group, the most common legal issues for low-income Albertans during the pandemic are landlord and tenant disputes, family violence, employment and benefits. The pandemic and related restrictions have initially caused a decrease in property crime, but crime rates are expected to increase as a result of the economic downturn.

Lack of internet, suitable device and tech proficiency pose significant barriers to access to remote legal services for marginalized individuals. Vulnerable and multi-barriered clients still need in-person assistance.

Legal service providers found that gathering client documents and having meetings over the phone or video takes longer than in person. Clients are also slower to follow the steps prescribed at the legal advice session. Lawyers also reported having to wait longer for their turn at online dockets. Moreover, there is a big delay in materials filed electronically with Alberta courts, due to a lack of resources at the court level.

Legal service providers pointed to a lack of in-house technical staff as a barrier to remote service delivery. They also said that building relationships and trust with clients and community agencies is much harder remotely. Additionally, managing volunteers at a physical distance can make communication, supervision,

[2] The Canadian Bar Association, No Turning Back: CBA Task Force Report on Justice Issues Arising from COVID-19 (2021) [CBA Report] at 24.
[3] *Ibid.*

and support for remote legal service teams difficult. Those working with restorative justice programs mentioned that the programs are less effective in an online environment.

There are also some challenges with online proceedings. It is harder to establish witness credibility. It can also create a lack of appreciation for the seriousness and decorum of the justice system. And there are confidentiality and security concerns with online platforms.

Public legal education providers mentioned that it is harder to keep people engaged in webinars than at in-person sessions. Legal clinics also raised the issue of lack of attention and engagement, as well as multitasking during online meetings with other service providers.

All service providers reported it is harder or more time-consuming to conduct online/over the phone evaluations. The response rate is often much lower. No strategy to improve evaluation of remote legal services was identified by stakeholders or the research.

The issue of lack of justice data in Canada continued during the pandemic, which makes it hard for legal service providers to properly assess service needs. The justice sector in Canada also appears to document and share information less than the US.[4] There are many innovative and successful remote legal service programs across Canada. However, it is hard to know where to find information about those programs.

Legal Issues and Challenges Faced by Marginalized Groups

Service providers in Canada and the US have identified legal issues exacerbated by the pandemic and some particular challenges in the delivery of remote legal services to marginalized groups:

Indigenous communities:

- Some Indigenous-based learning and ceremonies do not translate well over online platforms.
- Methods of justice delivery that are responsive to the priorities and needs of Indigenous communities (e.g., restorative justice, Gladue report-writing) are difficult to adapt to remote processes.
- Lack of access to technology and internet.
- High level of anxiety about the intrusion of court operations in Indigenous communities, fearing that non-resident judges, court staff, counsel, and parties could introduce and spread COVID-19.

Immigrants and Refugees:

- It is harder and it takes longer to communicate with clients who have English as a second language.
- The pandemic has led to delays and suspensions in immigration and refugee claims in Alberta.
- Canada is barring asylum seekers from crossing the US border at irregular entry points during the pandemic. Many have been turned back at the border and ended up being detained and facing deportation from the US.
- Anti-Asian racism has surged across North America since the pandemic began.

Homeless:

- People experiencing homelessness are even more visible and susceptible to fines during lockdown, as those with homes are out of sight.
- Homeless individuals face the difficult choice between over-crowded shelters or breaking the rules by congregating outdoors.

[4] A few factors may explain the difference between the US and Canada regarding data, documentation and knowledge sharing: the population in the US is much bigger, which results in more funding and more robust data. US has a nation-wide civil legal aid funder (i.e., Legal Services Corporation), which facilitates information gathering and sharing.

- The pandemic has increased and may continue to increase homelessness in Canada.

Women:

- Gender inequality and discrimination against women has been exacerbated by the pandemic.
- Gender-based violence has been more severe and more frequent during the pandemic.

Children:

- There has been a spike in online child exploitation cases in Alberta and across Canada.
- When schools are closed or online, child welfare systems experience a reduction in the number of reports. This is because teachers, frequently mandated reporters, no longer have eyes on children. As the pandemic abates and normalcy resumes, vulnerable children will return to the public eye and reports will likely increase.
- There is a lack of support for those who are aging out of the child welfare system and trying to make it on their own during the pandemic.

Seniors:

- Seniors are more vulnerable to elder abuse and financial scams amid the pandemic.
- Seniors isolation and lack of access to services during the pandemic are common issues raised by organizations representing seniors.
- The pandemic exposed serious flaws in Alberta's long-term care facility system.

Learnings and Best practices

Courts

Courts must consider ways to mitigate the adverse and unintended effects of using technology. Reports from Canada and the US point to the following recommendations:

- Consult with self-represented litigants to determine the impact of new measures, practices and technology on their needs, concerns, safety and security.
- Provide human support for use of technology.
- Provide a designated court staff person responsible for reminding individuals of court dates, ensuring their attendance and answering their questions.
- Offer a room equipped with technology used for hearings.
- Offer case management before, during and after hearings.
- Collect and share data about access to justice for marginalized individuals.
- Develop robust practices and procedures to safeguard sensitive data and security of videoconferencing.
- Provide extra notice of online hearings. Court staff could email all lawyers or self-represented litigants several days in advance to ensure all parties have hearing and login information, as well as to offer to assist with troubleshooting issues and answer any questions.
- The hearing notice should clearly state that the hearing will take place via videoconferencing platform and that the recipient should not go to the courthouse.
- Make daily dockets available online.
- Adapt scheduling practices to remote hearings. Consider individual scheduling with time-certain proceedings in order to provide more certainty and transparency to litigants and lawyers.
- Do not require "wet signatures" on electronic filing in courts.
- Develop/revise/improve uniform province-wide guidance for COVID-19 safety measures in courtrooms.

- Consider whether certain civil matters can be restarted sooner using remote hearing technology, reducing the backlog when courthouses fully reopen.
- Ensure that courts are adequately funded to address the backlog of cases.

Virtual clinics

Legal service providers in Alberta have quickly adapted to providing remote services over the phone and videoconferencing. Below are some of the learnings from Canada and US:

- It is helpful to have tech people readily available to assist volunteers and clients during virtual clinics.
- One-on-one practice sessions or mock clinics with staff can be helpful.
- Legal service providers should incorporate procedures into remote services workflows to protect client confidentiality.
- Plan to follow up with clients at each stage, summarizing what was discussed and next steps.
- Manage client expectations at the earliest interactions and reinforce expectations at different stages of the remote and limited scope assistance.
- Focus on building trust with remote clients.
- Offer services outside usual office hours.
- Have written policies to help set boundaries and address work-from-home expectations.
- The need for legal coaching has decreased because lawyers can more easily join remote proceedings to represent clients. On the other hand, the need for document drafting services has increased.

Public Legal Education and Information (PLEI)

PLEI providers had a relatively smooth transition to the online environment. Most were already providing remote services prior to the pandemic. Below are some of the best practices related to webinars and websites, which are applicable in non-pandemic times too:

Webinars:

- Focus on topics that are current and relevant to the public.
- Have a marketing and dissemination plan for public legal education sessions.
- Send targeted emails to individuals and organizations potentially interested in the session to increase attendance and active participation.
- Consider the potential for copyright infringement when using pictures on presentation slides.
- Some presenters may not be comfortable with recording the session. Always ask first.

Websites:

- Markup[5] your website.
- Use plain language techniques.
- Measure readability of your text.
- Conduct usability testing.
- Make the website design clean, engaging and easy to use.
- Include the date of the last legal review.

Collaboration with community-based organizations

Collaborative partnerships with community-based organizations were identified as a key to successful remote legal service delivery programs and services to remote communities – both prior to and during the

[5] Schema markup is microdata that makes it easier for search engines, crawlers and browsers to understand what is on a webpage.

pandemic. The following learnings are based on reports from Canada and the US before the pandemic but are still relevant today and will continue to be after the pandemic:

- Remote service providers rely on the support and participation of an in-person community-based organization to fully serve the client's needs.
- Liaison officers in Indigenous communities are helpful.
- Design for the communities you will be serving. What will work best in a particular area depends on the characteristics and needs of the community, the capacity of the legal clinic based on its size and the resources available to it.
- Engage communities in the design process of the remote service program.
- Map the assets and resources each community has.
- Meet people where they are. Consider partnering with organizations in the community to which people go for assistance with the everyday problems they experience (e.g., food banks, churches, health care centres, government services that assist people with housing and other social services).
- Adaptations are necessary to respond to the developing needs and culture of the rural community.
- Find well-resourced public institutions (like libraries) that offer dependable internet connections.
- Essential retailers like grocery stores can include legal informational flyers in grocery bags, post flyers or share copies with staff at shelters, community banks, laundromats, etc.
- Consider the cost of carrying out the outreach activities that are part of a community development approach, which include the time and level of effort required to develop and maintain relationships with the many helping organizations working to assist vulnerable and multi-barriered clients.

Language services

During COVID times or not, consider the following aspects about using language services to improve public legal information online:

- Assess the impact of translations from machine translation services (e.g., Google Translate). Most of the time, the translations are not accurate.
- Evaluate the resources and capacity to keep translated information updated, especially when it is related to time-sensitive issues and information that is constantly changing.
- Make sure resources are written in plain language before translating.

Volunteers

There are many lessons about volunteer recruitment, training and supervision from remote legal service delivery programs in the US:

- A strong supervision structure encourages potential volunteers to apply for remote opportunities. It also helps volunteers feel supported, promotes efficiency by reducing the need for in-person client follow up, and provides an opportunity to identify and avoid potential problems.
- Good recruitment materials set clear expectations of participants and describe the supervision and training that will be provided.
- Soliciting volunteer feedback during a remote legal service program is important to gain insight into the volunteer experience and consider modifications to improve the program.
- Using a checklist to guide volunteers through their session with clients is helpful.
- In-the-moment supervision and support to volunteers via online chat or telephone is helpful.
- The best volunteer recruiters in rural communities teach their volunteers that they are contributing to the health of their own community, in addition to directly assisting individuals with critical legal needs.
- Volunteers from small or rural communities may not want local recognition for fear of gaining the reputation as “the lawyer who works for free.”

Technology tools

There are numerous technology tools that can be used in remote legal service delivery. The best way to approach it is to start by reflecting on your service goals and audience. Tech tools and strategies can be helpful or impede service delivery, depending on your audience and partners. Phone is still the best choice when dealing with clients with limited access to internet and technology.

Some learnings about tech tools include:

- Video conferencing has been widely used and proven effective during the pandemic.
- Tech tools to markup websites and conduct usability testing have been successful.
- There are several tech tools for interactive online court forms. Some do not require coding.
- Texting clients improves responsiveness.
- Social media is a great tool to meet people where they are. Facebook is a good place to meet clients (especially Indigenous individuals and immigrants). Twitter is a good place to meet service providers.
- Consider accessibility needs when using technology.

Silver Linings of the Transition to Remote Service Delivery During the Pandemic

The COVID-19 pandemic propelled the justice system into a long-awaited modernization.[6] Courts and service providers have quickly adapted to the remote environment. Many silver linings of the transition to remote services were identified by *Bridging the Gaps* justice stakeholders:

- Courts quickly adapted to offer remote hearings.
- Increased volunteer lawyer participation for lawyers who are not physically close to the legal clinic.
- Improved client and lawyer attendance at pro bono legal clinic (no show rate is much reduced).
- Increased accessibility to mothers, who do not need to transit or arrange childcare.
- Remote hearings cause less apprehension to victims of domestic violence.[7]
- Increased reach and attendance at public legal education sessions.
- Increased reach to rural and remote communities and lessened travel to all involved.[8]
- Effective online client intake.
- Improved communication and collaboration between Legal Aid Alberta and Courts.
- Going forward, services will likely be hybrid (mix of in-person and remote).

The CBA COVID Task Force also found that:

- Remote proceedings have been successful for appeals, matters with lesser monetary value and less complex matters.
- Videoconference platforms for remote mediations, arbitrations[9] and hearings, while not always ideal because of technical challenges, ensure some level of continuity for the justice system.
- Working remotely also increases access to justice by eliminating geographical and financial constraints for some parties.
- Electronic filing of court documents and payment of court fees by telephone are widely seen by lawyers as major steps forward.
- Virtual witnessing of wills and powers of attorney was also a welcome change.

Pro Bono Net also noted the following advantages to remote legal service delivery:

- Increased accessibility to people with disabilities.[10]
- Access outside usual office hours.[11]
- Potential benefit to communities of color by developing more accessible resources.[12]

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[6] CBA Report, *supra* note 2, at 24.
[7] However, there are security issues with virtual hearings as well (e.g., abusers gaining access to videoconference links, abusers in the same house as victim during virtual hearing).
[8] See American Bar Association's Rural Pro Bono Initiative, Rural Pro Bono Delivery Guide (2003) [ABA Rural Pro Bono] for information about challenges related to volunteer and staff travel to rural areas.
[9] Mediation and arbitration are being increasingly used to resolve legal disputes in Alberta, online: https://www.nationalmagazine.ca/en-ca/articles/law/access-to-justice/2021/not-business-as-usual
[10] Pro Bono Net et al, Remote Legal Support: A Guide for Nonprofit and Pro Bono Innovation | Connecting Justice Communities (2020) [Pro Bono Net Report] at page 13. See also Schofield, John, "Pandemic presents new challenges for lawyers, clients with sight loss", Lawyers Daily (2021): "Going to court during the pandemic can be challenging to people with disabilities. The advent of virtual hearings has been easier than navigating the built environment. For a blind person, Zoom works well."
[11] Pro Bono Net Report, *supra*, at 14.
[12] *Ibid*.

Challenges with Remote Legal Service Delivery

Challenges Faced by Clients

The Disproportionate Impact of COVID-19 on Marginalized Populations and Legal Issues Exacerbated by the Pandemic

The pandemic has rendered access to justice even more difficult. COVID-19 produced a massive public health crisis inextricably linked to an economic crisis. A recent report from the Government of Canada showed that:[13]

- 57% of Canadian households report a financial impact due to COVID-19.
- 52% of Canadian households report drawing on at least one of the supports offered under Canada's COVID-19 Economic Response Plan.
- 28% of Canadians say they are short on money at the end of the month (vs 19% in 2019).

Daily challenges and legal problems faced by low-income individuals have dramatically worsened because of the pandemic. According to the *Bridging the Gaps* group, the most common legal issues for low-income Albertans during the pandemic are landlord and tenant disputes, employment and benefits, as well as family violence.

Individuals from the most marginalized groups have been disproportionately affected by the pandemic and the transition to remote services.[14] Groups whose members risk being marginalized (or underserved) with respect to access to justice include:[15]

- self-represented litigants
- individuals struggling with addiction or mental health problems
- seniors
- children
- single parents
- individuals who are victims of abuse
- individuals with low incomes or who are marginalized with regard to their socio-economic circumstances
- Indigenous people
- individuals from racialized minorities
- 2SLGTBQQIA individuals[16]
- individuals from linguistic minorities
- individuals living with a physical or intellectual disability
- individuals who experience homelessness
- individuals who have difficulty with or lack easy access to technology
- individuals who have difficulty reading and writing
- individuals living in remote areas
- inmates
- immigrants and refugees

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[13] Government of Canada, Summary of findings COVID-19 surveys: Financial impact of the pandemic on Canadians - Canada.ca (survey from August 2020 to March 2021). For reports about the impact of the pandemic on the justice sector around the world, see: United Nations Department of Economic and Social Affairs, The Social Impact of COVID-19 (2020); Hague Institute for Innovation of Law, Delivering Justice in the Covid-19 Crisis (2020).

[14] For more information, see the Action Committee on Court Operations in Response to COVID 19, Disproportionate Impact on Access to Justice for Marginalized Individuals (2020) [Action Committee Disproportionate Impact Report] and Restoring Court Operations in Northern, Remote and Indigenous Communities (2020) [Action Committee Indigenous Report].

[15] Action Committee Disproportionate Impact Report, *supra*, at 3-4.

[16] See also Egale, Impact of COVID-19 Canada's LGBTQI2S Community in Focus (2020), online: PowerPoint Presentation (egale.ca)

- individuals who belong to any other group that may be subject to systematic discrimination

The Action Committee on Court Operations in Response to COVID-19 found that:

> "Marginalized individuals have been most affected in the workforce — in particular, they are more likely to be frontline or essential service workers, which increases their direct exposure to the virus and its consequences, and they are at greater risk of working in the industries worst affected by the pandemic, putting them at a higher risk of losing their jobs. They are also those whose mental health has deteriorated the most since the beginning of the pandemic. Therefore, while they are already facing significant challenges in accessing justice, many marginalized individuals have found themselves in an even more precarious situation as a result of the pandemic: significant financial and employment insecurity (leading to a fear of not being able to meet their financial obligations or an inability to retain legal counsel), loneliness, lack of resources, increased family violence, increased mental health and anxiety problems, including concerns about family members, or fear of becoming victim to discrimination or stigmatization because of their employment or membership in a minority group."[17]

Indigenous Communities

Obstacles to accessing justice that have been introduced by the pandemic have affected remote and Indigenous communities disproportionately and exacerbated the challenges they were already facing. According to the Action Committee on Court Operations in Response to COVID-19, key obstacles include:

- Lack of local resources and capacity to implement the health and safety measures needed to restore court proceedings.[18]
- Methods of justice delivery that are responsive to the priorities and needs of Indigenous communities – including restorative justice – may be difficult to adapt to alternative mediums, such as remote processes.[19]
- Unequal distribution of technological resources.[20]
- Poverty, lack of stable housing, and barriers to literacy.[21]
- High level of anxiety about the intrusion of court operations in their communities, fearing that non-resident judges, court staff, counsel, and parties could introduce and spread COVID-19. These anxieties are informed partly by the devastating effects of past pandemics on Indigenous communities, and by the fact that many northern and remote communities do not have ready access to health services, safety equipment, and other resources that would be essential in responding to a COVID-19 outbreak. Respect and care for Elders is a deeply held value in many Indigenous communities, and the pronounced risks of COVID-19 to the elderly causes heightened concern about possible exposure.[22]
- Concerns related to health risks, delay, or uncertainty associated with participating in a trial process risk impacting the motivations and integrity of pleas entered by criminally accused persons.[23]
- Reliance on other authorities outside the court to facilitate remote access for accused and detained persons to court proceedings and counsel is problematic, due in part to colonial and other experiences that have fostered distrust between these authorities and Indigenous people.[24]

[17] Action Committee Disproportionate Impact Report, *supra* note 14, at 5.
[18] Action Committee Indigenous Report, *supra* note 14*,* at 2.
[19] *Ibid.*
[20] *Ibid.*
[21] *Ibid.*
[22] *Ibid.*
[23] *Ibid.*
[24] *Ibid.*

Women

The pandemic has also further exacerbated gender inequality and discrimination against women.[25] According to the UN Women Justice for Women Amidst COVID-19 report,[26] major challenges to women's access to justice in light of the pandemic include:

- Curtailed access to justice institutions: access to justice and support services for survivors of gender-based violence are heavily restricted due to the pandemic.[27]
- The digital divide: women are 20% less likely to own a smartphone and 20% less likely to access the internet from mobile phones than men.[28]
- Worsening risks of intimate partner violence and other forms of domestic violence.[29]
- Growing injustice against women workers: school closures substantially amplified the unpaid work and childcare, carried out mostly by women. With 461 million women working on a temporary basis,[30] women bear the brunt of job losses during the pandemic. Women also comprise 70% of the global health and social care workforce and face huge risks to their right to life and health as frontline workers.[31]

In Canada:

- Gender-based violence has been more severe and more frequent during the pandemic.[32]
- Women often treat patients as front-line health and service workers, bear the brunt of child-care responsibilities and face economic uncertainty in low-paying precarious work.[33]
- There is insufficient disaggregated data to understand needs and patterns related to access to justice for women.[34]

Immigrants and Refugees

Immigrants and refugees have also been disproportionally affected by the pandemic.[35] Recent studies point to key obstacles:

- The pandemic has led to delays and suspensions in immigration and refugee claims in Alberta.[36]
- Immigrant workers are often frontline workers and frequently work in jobs that cannot be done from home.[37]
- Higher risk of losing their jobs.[38]

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[25] UN Women, the International Development Law Organization (IDLO), the United Nations Development Programme (UNDP), the United Nations Office on Drugs and Crime (UNODC), The World Bank, Pathfinders for Peaceful, Just and Inclusive Societies, The Elders, *Justice for Women Amidst COVID-19 (2020),* online: 6c192f_0aa28560bae440689e11a7a2113762ea.pdf (filesusr.com) [UN Women Report]
[26] *Ibid.*
[27] *Ibid.*
[28] GSMA, *The Mobile Gender Gap Report*, online: GSMA | Gender Gap - Mobile for Development
[29] UN Women Report, *supra* note 25.
[30] International Labor Organization, *Annual Report 2018*, online: Annual Report 2018 (ilo.org).
[31] World Health Organization, *Gender Equity in the Health Workforce* (2019), online: WHO | Gender equity in the health workforce: Analysis of 104 countries
[32] Dubinski, Kate and Margison, Amanda, "National survey finds domestic violence during pandemic was more frequent and severe", CBC News (2020).
[33] Dunham, Jakie, "Women disproportionately 'bearing the brunt' of coronavirus crisis", CTV News (2020).
[34] Statement made by Nathalie Drouin (Deputy Minister of Justice and Deputy Attorney General of Canada) at the *For a People-Centred e-Justice Conference* on April 26, 2021. She also noted that the last federal budget included funding to gather more disaggregated data.
[35] John Shields and Zainab Abu Alrob, COVID-19, Migration and the Canadian Immigration System: Dimensions, Impact and Resilience (2020), online: COVID-19-and-Migration-Paper-Final-Edit-JS-July-24-1.pdf (yorku.ca) [Ryerson Report]
[36] Global News, "COVID-19 pandemic has led to increased stress on Alberta refugees and immigrants" (2021). A positive policy change includes a new program for refugees working in the health sector to apply for permanent residency.
[37] Ryerson Report, *supra* note 35, at 29.
[38] *Ibid* at 28.

- Ethnicity and race are closely associated with COVID-19 infection and morbidity. The key factor is the fact that immigrants are much more likely to be living in overcrowded housing, be low income and have employment that places them in circumstances where they are not able to socially distance.[39]
- Studies have also found that people from neighbourhoods with a greater concentration of immigrants were less likely to get tested but when tested were more likely to be positive.[40]
- There are cultural and language barriers to obtain information about and support for testing and vaccination, [41] as well as legal services.
- Anti-Asian racism has surged across North America since the pandemic began.[42]
- Another area of concern is that Canada is barring asylum seekers from crossing the US border at irregular entry points during the pandemic.[43] Advocates have seen "a number of cases in which prospective asylum-seekers have been turned back at the border and ended up being detained and facing deportation from the US."[44] The Canadian Association of Refugee Lawyers is challenging Canada's policy, arguing that Canada is breaching international obligations to refugees and asking that refugee claimants be "allowed to enter and quarantine, like many other travellers whose entry is deemed essential."[45]

Homeless

- Many homeless individuals struggle with mental health issues and do not trust the health care system. Community agencies are helping with information sharing, COVID-19 testing and vaccine.
- It is difficult for homeless individuals to practice social distancing and self-isolation.[46]
- People experiencing homelessness are even more visible and susceptible to fines during lockdown, as those with homes are out of sight.[47]
- Homeless individuals face the difficult choice between over-crowded shelters or breaking the rules by congregating outdoors.[48]
- The pandemic has increased and may continue to increase homelessness in Canada.[49]

Children

- When schools are closed or online, child welfare systems experience a reduction in the number of abuse and neglect allegations requiring response, investigation, and mitigation. This is because teachers, frequently mandated reporters, no longer have eyes on children. As the pandemic abates and normalcy resumes, vulnerable children will return to the public eye. Child abuse hotlines will experience increased volume, sparking more investigations, increased caseloads, and growing backlogs. As these factors compound, more children will enter foster care, driving the need for more service providers, more foster homes, and more court dockets.[50]

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[39] *Ibid* at 33.
[40] *Ibid.*
[41] The Immigrant Education Society, Presentation about the Calgary East Zone Newcomers Collaborative (March 2021).
[42] Lui, Sophie, "Hidden Hate: Exposing the roots of anti-Asian racism in Canada", Global News (2021).
[43] Keung, Nicholas, "Canada is breaking the law with its treatment of asylum-seekers during COVID-19", The Star (2021).
[44] *Ibid.*
[45] *Ibid.*
[46] Jadidzabeh, Ali and Kneebone, Ron, "Homeless Shelter Flows in Calgary and the Potential Impact of COVID-19", The Homeless Hub (2020).
[47] Gerster, Jane and Rusell, Andrew, Crowded shelter or $880 fine? Homeless face 'impossible' coronavirus choice", Global News (2020).
[48] *Ibid.*
[49] CBC Radio, "Pandemic is creating a new type of homelessness, says outreach worker" (2020). See also: Falvo, Nick, "The Long-Term Impact of the COVID-19 Recession on Homelessness in Canada: What to Expect, What to Track, What to Do, The Homeless Hub (2020); Kaur, Harmeet, "The pandemic could drive homelessness up as much as 45%, an economist projects", CNN (2020).
[50] Greg McKay, Preparing for the post-pandemic fallout in child welfare (2021)

- There has been a spike in online child exploitation cases in Alberta amid COVID-19 pandemic.[51] Over the past year, the Alberta Law Enforcement Response Team's Internet Child Exploitation (ICE) Unit has opened a record number of investigations.[52]
- The pandemic has increased the number of children in Alberta living in poverty.[53]
- There is a lack of support for those who are aging out of the child welfare system and trying to make it on their own during the pandemic.[54]
- School-aged children in Canada are experiencing deterioration of a number of mental health domains (i.e. depression, anxiety, irritability, attention span, hyperactivity, and obsessions/compulsions) during the pandemic.[55]

Seniors

- Seniors are more vulnerable to elder abuse and financial scams amid the pandemic.[56]
- Seniors isolation and lack of access to services during the pandemic are common issues raised by organizations representing seniors. [57]
- The pandemic exposed serious flaws in Alberta's long-term care facility system.[58]

The Digital Divide

The digital divide[59] was identified by all survey participants and many resources online as the most significant barrier to access to remote legal services for marginalized individuals.

Challenges include:[60]

- Lack of suitable device
- Lack of broadband internet
- Lack of minutes on the internet plan
- Lack of proficiency in using computers and technology
- Language access issues
- Physical disabilities

The Canadian Radio-television and Telecommunications Commission (CRTC) regulate and supervise broadcasting and telecommunications in Canada. According to CRTC, all Canadians, whether at home, at work, or on the road, should be able to connect their phone using LTE and should have an Internet connection with access to broadband speeds of at least 50 Mbps download and 10 Mbps upload and access to unlimited data.[61]

[51] Knight, Demi, "ICE reports spike in online child exploitation cases in Alberta amid COVID-19 pandemic", Global News (2020). See also: Thompson, Elizabeth, "Child sex exploitation is on the rise in Canada during the pandemic", CBC News (2020.
[52] Rosove, Jay, "Record number: Alberta's Internet Child Exploitation Unit 'swamped' as pandemic pushes kids online", CTV News (2021).
[53] Feagan, Sean, "Pandemic is increasing child poverty", The Star (2020).
[54] Bains, Camille, "Coronavirus: Advocates want governments to better support youth leaving foster care amid pandemic", CTV News (2021).
[55] Sick Kids, "New research reveals impact of COVID-19 pandemic on child and youth mental health" (2021).
[56] Viau, Jason, "Seniors more vulnerable to abuse, scams amid the pandemic, say Windsor advocates", CBC News (2020).
[57] Brown, Andrew, "Minister of Seniors says pandemic has exposed vulnerabilities in senior care", CBC News (2020).
[58] *Ibid.*
[59] Larry Irving (USA) produced the first empirical study proving the existence of the "digital divide." For an interview with him about the COVID-19 Digital Divide, see Portulans Institute, "Larry Irving Tells Us About the COVID-19 Digital Divide: and What We Need To Do To Close It" (2020) [Larry Irving Interview].
[60] Legal Services Corporation (US) 2021 Innovations in Technology Virtual Conference.
[61] Canadian Radio-Television and Telecommunications Commission, Broadband Fund: Closing the Digital Divide in Canada (2021).

However, according to CRTC data,[62] nearly 86% of households overall have that level of service currently, but in rural areas only 40% do. In First Nation communities, it is estimated that just 30% of households have internet connections with the recommended speed.[63]

The National Broadband Internet Service Availability Map presents the latest broadband data in Canada, which includes data from Alberta.[64]

Right to a fair hearing

The right to a fair hearing includes the right to be heard. Lack of access to a computer, stable internet connection, tech literacy and language support, as well as technical problems with online meetings, may interfere with the right to be heard. [65]

Moreover, the right to a fair hearing includes getting notice of the hearing with sufficient time to prepare and gather evidence. "Many tribunals are now scheduling as many hearings as possible to catch up with their backlog. This rush means that many people are not even being told that they have a hearing. Others are being told about their hearing after it's too late to send in their evidence."[66]

Digital Transformation

According to Larry Irving,[67] a digital transformation[68] must have users in mind and must include them in the conversation: "It cannot be a top-down approach, it must be a community-up revolution."[69] The role of the government should be to:

- Connect public institutions (e.g., schools, hospitals, libraries) to really robust broadband.
- Establish a regulatory and investment climate for people to invest when needed.
- Fund and be a convenor. Governments do not have the resources to address this issue alone. "By bringing together philanthropy, leaders, industries and other stakeholders you have a better chance of getting these things built."[70]

[62] *Ibid.*
[63] Stewart, Briar, "How COVID-19 worsens Canada's digital divide", CTV News (2020).
[64] Government of Canada, National Broadband Internet Service Availability Map (2021). Broadband coverage information is collected by ISED through ongoing consultation with ISPs, the CRTC, industry associations, provinces and territories, and other partners and stakeholders.
[65] CLEO, Getting a fair tribunal hearing during COVID-19 (2021). See also Nanowski, Natalie, "Community advocates fear hundreds will lose their homes in mass evictions", CBC News (2020).
[66] *Ibid.* CLEO's resource includes steps to deal with unfair hearings.
[67] Larry Irving (USA) produced the first empirical study proving the existence of the "digital divide".
[68] Larry Irving Interview, *supra* note 59.
[69] For other resources about digital transformation around the world, see Portulans Institute, Dialogue on Digital Transformation (2020).
[70] *Ibid.*

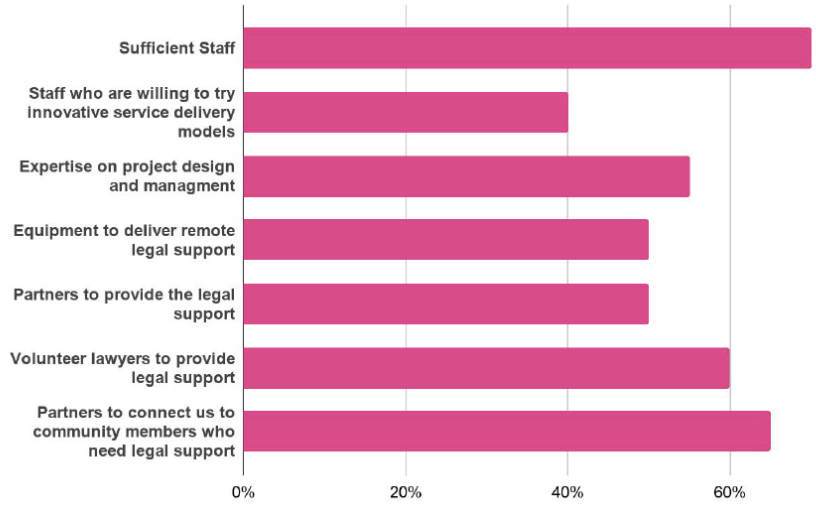
Challenges Faced by Legal Service Providers

Lack of Capacity

In 2020, Pro Bono Net, the Immigration Advocates Network, and partners published a report[71] based on a national survey about remote legal service delivery in the US. The data was collected prior to the pandemic but continues to be relevant today.

According to the report, nearly 80% of respondents were enthusiastic about remote service delivery, but were not confident they could implement remote programs.[72] The most common concerns were how to staff programs (70%) and how to connect to those in need (65%):[73]

Figure 1.3. Barriers to Starting Remote Legal Support Projects



Increased level of stress

The American Bar Association (ABA) Task Force on Legal Needs Arising from the COVID-19 Pandemic conducted a nationwide survey[74] of ABA members, the largest assessment of the experiences of lawyers in the United States during the COVID-19 pandemic, and their expectations about how law practice is likely to evolve going forward.[75] Some of the challenges identified include:

- Much greater levels of stress and disengagement from work. Lawyers, especially those with young children at home, are overwhelmed with all they must do.[76]
- Increased stress around workplace resources, recognition, and job security.[77]
- Obtaining new business and providing client service has become substantially harder.[78]
- With regard to race and ethnicity, lawyers of color are significantly more likely to feel stress at work because of their race or ethnicity compared to White lawyers.[79]

[71] Pro Bono Net Report, *supra* note 10.
[72] *Ibid* at 7.
[73] *Ibid*.
[74] American Bar Association, Practicing Law in the Pandemic and Moving Forward (2021) [ABA Pandemic Report]
[75] *Ibid* at vi.
[76] *Ibid* at 16.
[77] *Ibid* at 19-20.
[78] *Ibid* at 20-21.
[79] *Ibid* at 32.

- Regarding gender, women are much more likely to feel stress at work on account of their gender.[80]

Secondary Trauma

A 2019 study investigated the presence and severity of post-traumatic stress disorder (PTSD) symptomatology among Canadian lawyers. [81] The study found that "trauma-exposed lawyers were 2.62 times […] more likely to meet the probable PTSD threshold than the unexposed lawyers" and that "lawyers exposed to aversive details of traumatic events are at increased risk of developing PTSD symptoms requiring an intervention."[82]

The economic and social issues exacerbated by the pandemic are contributing to a higher incidence of traumatic events and mental illness for low-income individuals. As a result, lawyers practicing poverty law may be more susceptible to be trauma exposed. Moreover, lawyers are also experiencing higher levels of stress and are thus less capable of coping with secondary trauma.[83]

Feedback from the *Bridging the Gaps* Group

The feedback collected from *Bridging the Gaps* participants confirms many of the findings presented above and highlights other practical challenges in remote legal service delivery in Alberta:

- The most vulnerable clients still need in-person assistance.
- Preparation for appointments (e.g., gathering client documents) is very time consuming.
- Meetings over the phone and video take longer than in-person.
- There is a big delay in materials filed electronically with Alberta courts. There is a need for more resources for court clerks.
- Some Indigenous based learning and ceremonies do not translate well over online platforms.
- It is harder and takes longer to connect and build trust with clients.
- Internet access is an issue in rural areas – for both service providers and clients.
- It is hard to stay in touch and build relationships with community agencies.
- There is a lack of in-house technical staff in most organizations.
- Inadequate funding to support remote service, which is largely driven by technology.
- It is harder to evaluate services remotely. The response rate is lower with online surveys.
- Harder to communicate with clients who have English as a second language.
- For some legal matters requiring in-person signing/witnessing, filing, remote service delivery does not work.
- Some courts still do not allow remote appearances.
- Clients need more help with document drafting.
- It is more difficult to reach and deliver services to women experiencing family violence but still at home due to COVID.
- There are confidentiality and security issues with online platforms.
- It is much harder to keep participants engaged in webinars than at in person sessions.
- It is harder to establish witness credibility in online proceedings.
- Informal remote proceedings can create a lack of appreciation for the seriousness and decorum of the justice system.
- Lawyers have to wait longer for their turn at online dockets.

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[80] ABA Pandemic Report, *supra* note 74, at 33.
[81] Marie-Eve Leclerc, Jo-Anne Wemmers & Alain Brunet, The Unseen Cost of Justice: Post-Traumatic Stress Symptoms in Canadian Lawyers (2019), online: The unseen cost of justice: post-traumatic stress symptoms in Canadian lawyers: Psychology, Crime & Law: Vol 26, No 1 (tandfonline.com)
[82] *Ibid.*
[83] For information about the PTSD diagnostic criteria developed by the American Psychiatric Association, visit: DSM-5 Criteria for PTSD | BrainLine. For tips about coping with compassion fatigue, see Françoise Mathieu, Compassion Fatigue into Compassion Satisfaction: Top 12 Self-Care Tips for Helpers and Canadian Bar Association, Compassion Fatigue in the Legal Profession?. For conversations about trauma-informed lawyering, listen to The Trauma Informed Lawyer Podcast, hosted by Myrna McCallum, in partnership with the CBA.

- People are overcommitting to attend meetings and webinars, which results in multitasking, lack of attention and lack of time to prepare before and reflect after the meeting.
- Restorative justice programs online do not work as well as in person.
- Online youth sanctions are less effective online.
- Gladue writing has been more challenging online.

Service Modifications in Response to the Pandemic

Many legal service providers in Alberta quickly adapted to remote service delivery to continue to help low-income Albertans during the pandemic. Some continue to offer in person services to multi-barriered clients.

The *Bridging the Gaps* group shared many examples of service modifications and innovation during the pandemic:

- All community and student legal clinics in Alberta are providing services via phone and videoconferencing. In person services are still offered when needed.

- Central Alberta Community Legal Centre in Red Deer allows clients to come to the office to use computers and internet for court related appearances, as well as to copy and scan documents.

- During the pandemic, Legal Aid Alberta has been offering:
  - Court appearance in person and remotely.
  - Intake and triage over the phone.
  - Advance Appearance Duty Counsel, in which individuals can connect with duty counsel remotely up to 14 days before a court hearing.
  - Remote legal advice and representation on Emergency Protection Orders.
  - Public legal education sessions online.

- All public legal education providers are delivering sessions online.

- The Canadian Institute of Resources Law began developing marketing and dissemination plans for their public education sessions online. They send targeted emails to individuals and organizations potentially interested in the session to increase attendance and active participation.

- The Centre for Public Legal Education of Alberta created a webpage with FAQs and resources related to COVID-19.

- Some organizations dealing with family violence offer clients the option to communicate via text messaging.

- The Calgary Women's Emergency Shelter is conducting a case study (since October 2020) to assess the use of the coParenter app to help family violence survivors with custody schedules, parenting agreements, mediation, etc. So far, the results have been positive.

- The Workers' Resource Centre and Pro Bono Law Alberta are both using online intake systems.

- Some are using social media to reach clients and deliver services, such as the Calgary Youth Justice Society.

- The Alberta Law Libraries is now offering some of their legal databases online to public users.

- The Native Counselling Services of Alberta is offering family circles online, as well as in person when needed. They are also conducting curbside and apartment side visits for their housing project.

- The Wahkohtowin Law and Governance Lodge lends iPads to Elders to participate in community engagement. The Lodge also mails gifts to speakers and, on some occasions, bundles to workshop participants with materials in a USB stick.

- The Alberta Law Foundation has been hosting regularly scheduled virtual drop-in coffee hour since Spring 2020 for grantees to connect and exchange ideas.

Literature Review about Best Practices in Remote Legal Service Delivery

All the resources listed in the literature review are from outside Alberta but are consistent with what we heard from the *Bridging the Gaps* group. The intention of this section is to:

- Highlight examples of remote legal service projects in Canada and the US.
- Reinforce best practices already in place in Alberta.
- Provide some ideas to further improve remote legal service delivery.

Action Committee on Access to Justice in Civil and Family Matters (Canada), *Challenge & Change. Canada's Justice Development Goals: 2020* [84]

The 2020 Justice Development Goals Progress Report looked at over 350 solutions introduced directly in response to the pandemic in Canada.[85] The solutions were grouped in five categories, below are some examples for each category:

- Reducing formal barriers to remote access
    - The Ministry of the Attorney General in BC introduced the Electronic Witnessing of Wills (COVID-19) Order allowing people to remotely witness wills with the assistance of a lawyer.[86]
    - BC introduced a new, temporary process to change child or spousal support agreement or order of the Provincial Court for families affected by COVID, including an early resolution service that offers a needs assessment and out-of-court dispute resolution.[87]

- Embracing technology
    - At Lakehead University Community Legal Services, student caseworkers were equipped with the technology for video conferencing with their clients and applicants. For clients without the technology required to participate in such a meeting, the clinic set up a designated meeting room to allow the client to attend and use clinic computer technology to join a video conference with their caseworker.[88]

[84] Action Committee on Access to Justice in Civil and Family Matters, *Challenge & Change. Canada's Justice Development Goals: 2020* [Justice Development Goals 2020]
[85] *Ibid* at 8.
[86] *Ibid.*
[87] *Ibid.*
[88] *Ibid.*

- Supporting litigants

    - The PEI Court of Appeal set up a computer room in the courthouse to allow self-represented litigants who did not have access to a computer to join their virtual proceeding.[89]
    - The Provincial Court of BC held traffic court at school sites, using retired judges and expanded hours.[90]

- Supporting justice workers

    - In response to an unexpected influx of requests for legal advice on sexual harassment in the workplace during the pandemic, Juripop in Quebec offered a series of online training sessions for lawyers volunteering with the program.[91]
    - The Law Society of New Brunswick offered FAQs for lawyers on practising remotely, virtual commissioning, trust account guidelines and professional obligations during the pandemic.[92]

- Ensuring information and support get to people

    - In PEI, the Department of Justice and Public Safety introduced the Co-parenting Action Team, an interdepartmental program that offers personalized supports to help parents address co-parenting challenges exacerbated by COVID-19.[93]

National Self-Represented Litigants Project, *Provincial Legal Helplines and COVID-19 Resources and Supports for Self-Represented Litigants* (last updated in June 2020)[94]

The National Self-Represented Litigants Project developed a list of COVID-19 resources and supports for self-represented litigants in Canada. Here are some of those initiatives:

Alberta:

- The Centre for Public Legal Information has a page of FAQs about the impact of COVID-19 and links to other resources.[95]

British Columbia:

- Amicus Curiae. Virtual amicus curiae service to assist self-represented litigants with completing legal forms.[96]
- BC Legal Services Society. Resources and information on COVID-19, and a list of other online help resources.[97]
- Clicklaw. New Wiki page with their COVID-19 information resources.[98]
- People's Law School. New webpage with answers to COVID-19 legal questions related to travel, work, home, consumer, wills, business and courts.[99]
- Justice Education Society. New webpage with answers to COVID-19 legal questions related. A call/text free service is also available.[100]

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[89] Justice Development Goals, supra note 84, at 8.
[90] *Ibid* at 10.
[91] *Ibid.*
[92] *Ibid.*
[93] *Ibid.*
[94] National Self-Represented Litigants Project, Provincial Legal Helplines and COVID-19 Resources and Supports for SRLs (last updated in June 2020) [NSRLP COVID-19 Resources]
[95] The Centre for Public Legal Education Alberta, COVID-19 (last update: July 5, 2021).
[96] Amici Curiae, Virtual AC (last update: January 4, 2021).
[97] Legal Aid BC, Legal Aid Services (2021).
[98] Clicklaw, Family Law (COVID-19) (Last update: September, 2020).
[99] People's Law School, Coronavirus: Your Legal Questions Answered (last update: July 2, 2021).
[100] LegalHelpBC, COVID-19 Legal Information (last update: July 8, 2021)

Newfoundland and Labrador:

- Public Legal Information. Information webpage with links to legal services and information during the pandemic and numbers to call.[101]

Nova Scotia

- Nova Scotia Legal Aid has expanded its free online chat consultation service for Nova Scotians with family law issues.[102]
- The Legal Information Society of Nova Scotia has expanded its times for online chats with lawyers to answer legal questions.[103]

Ontario

- Community Legal Education Ontario has a new COVID-19 webpage on its Steps to Justice website.[104]
- The Law Society of Ontario has an emergency family law referral telephone line to "provide assistance to people who are self-represented (SRLs) and who are trying to determine whether or not their family court matter meets the criteria to be heard by the court on an 'urgent' basis and, if so, how to proceed in making their request."[105]

Quebec

- COVID-19 Legal Aid Clinic. A telephone hotline offering free legal assistance is in operation answering questions about your rights and obligations during the current pandemic.[106]

Yukon

- The Yukon Public Legal Education Association runs the Yukon Law Line which is still operating during the pandemic.[107] There is a line dedicated to family law questions.

National Resources

- Lawyer's Daily is maintaining a webpage on COVID-19 including news, analysis, and opinion.[108]
- Canadian Lawyer is likewise releasing an update on COVID-19 and the courts each weekday, accessible from their homepage.[109]

Canadian Forum on Civil Justice, *The Community Being Helped Is the Resource That is Needed* (2020)[110]

Building relationships and collaborative partnerships with community organizations was listed by *Bridging the Gaps* participants as a key strategy to deliver successful remote legal services. The Canadian Forum on Civil Justice published a report in 2020 addressing some of the learnings and best practices related to collaborative partnerships between community organizations and legal clinics.

- Engaging the resources of the community in the delivery of community legal services is a way in which legal clinics have expanded legal services and access to justice. This is increasingly being recognized, and new unique innovations are evidence of how seriously this work is being undertaken by clinics. Collaborative partnerships between community legal clinics and community organizations can lay the foundation for holistic and integrated approaches to service delivery to clients and to strengthening communities.[111]

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[101] Public Legal Information, COVID-19 Legal Information.
[102] Legal Aid Nova Scotia, Expansion of Family Law Summary Advice and Online Chats (2020)
[103] Legal Info Nova Scotia, COVID-19.
[104] Steps to Justice, COVID-19.
[105] Jerome, Amanda, "LSO launches emergency family referral line during COVID-19", Lawyer's Daily (2020).
[106] NSRLP COVID-19 Resources, *supra* note 94.
[107] Yukon Public Legal Education Association, Law Line.
[108] Lawyer's Daily, COVID-19.
[109] Canadian Lawyer, Home Page (search for COVID-19 news).
[110] Ab Currie (CFCJ), The Community Being Helped Is the Resource That is Needed (2020) [Ab Currie 2020]
[111] *Ibid* at 5.

- Community legal clinics are, or can become, part of this ecosystem of community organizations, taking a lead in shaping the ecosystem into a network of expanded access to justice services.[112]

- Collaborative partnerships between community organizations and legal clinics can break down barriers between legal clinics and individuals and between clinics and communities. The legal profession can be viewed with a sense of mistrust by people who have been subject to perceived unfairness and arbitrary decisions of government bureaucracies for most of their lives. This stereotype may lead disadvantaged people to mistrust lawyers, viewing them as part of the establishment that has routinely oppressed them. However, barriers begin to crumble and the shared interests and goals between clinic and community can become clear as community service organizations develop an understanding of how legal problems are aspects of the everyday problems experienced by their own clients.[113]

- Successful partnering may not come entirely automatically. At the outset of a partnership arrangement, clinics will likely have to develop a basic level of legal capability among community organizations in order to understand the logic underlying clinic-community partnerships. Legal clinics have to approach the community with a proactive offer of assistance and a message emphasizing: We come to you. We help you in a way that makes sense to you.[114]

- The leadership of lawyers and legal clinics is crucial in this community development approach to expanding access to justice. However, access to justice must involve more than access to legal remedies. In the projects discussed in this paper, lawyers are leading the way in developing holistic approaches that involve legal and non-legal remedies.[115]

- What will work best in a particular area depends on the characteristics of the community, the capacity of the legal clinic based on its size and the resources available to it. The transferability of innovation remains important. However, the most important aspects of what is transferable may be the basic access to justice objectives of an innovative project. An innovative project that works well in industrial Hamilton with a large community legal clinic may not work so well in the more socially diverse Halton Region which has a much smaller clinic and a different population. More broadly, on a global scale, Southwestern and Eastern Ontario in which most of the projects described in the paper are located, are relatively wealthy places with an abundance of government services and voluntary associations that are funded from charitable or government sources. An interesting question is whether the success of community – clinic partnership innovations depends on the wealth of the communities in which they are developed.[116]

- The cost of a community development approach that engages the resources of the community to expand legal and justice services is not only, or even primarily money. It is the cost of carrying out the outreach activities that are part of a community development approach, which include the time and level of effort required to develop and maintain relationships with the many organizations working to assist people in a complex community.[117]

The report lists five innovative service delivery projects in Ontario that have successfully engaged resources of the community to deliver legal services. All five projects have produced measurable increases in levels of service.[118]

- The Legal Health Check-up project (LHC) has enabled clinics to partner with community groups to identify people with unmet needs who would otherwise not come to the attention of community clinics. The essential idea of the legal health check-up is that there are many organizations in the

[112] Ab Currie 2020, *supra* note 110, at 9.
[113] *Ibid* at 13.
[114] *Ibid.*
[115] *Ibid* at 13.
[116] *Ibid* at 14.
[117] *Ibid* at 16.
[118] E.g., number of intakes, referrals, clients served. Ab Currie 2020, *supra* note 110, at 11.

community to which people go for assistance with the everyday problems they experience. These include food banks, churches and government services that assist people with housing and other social services.[119]

- The Legal Secondary Consultation project (LSC) was one of the projects that grew out of the LHC experience. LSC provides advice to service providers in community agencies and voluntary associations, assisting them to better serve their own clients.[120]

- The Hamilton Legal Outreach Project conducts half-day satellite clinics at 8 locations in the Hamilton area. The project is a successful example of outreach by going out to the places where people spend much of their time and partnering with community services to which people go for assistance in the normal course of dealing with everyday problems.[121]

- The WellComS mobile legal services van was a successful pilot project carried out by the Legal Clinic of Guelph and Wellington County. The purpose of the project was to increase the level of legal service to people in rural Wellington County. During the 6-month pilot the van visited 12 communities in the county on a regular basis, parking in central places in each community and putting out signage announcing the availability of assistance with legal problems to maximize visibility. The WellComS project connected with people in the community in several other ways, as well. Posters about the presence of the van were placed in various places where people go in their normal daily activities, such as gas stations or garages, grocery stores, coffee shops, libraries and churches.[122]

- Since 2015 the Community Advocacy & Legal Clinic (CALC) located in Belleville, Ontario has developed 8 stable partnerships with health care providers in Hastings County. This project is based on a set of concepts that are well-established in the research literature and supported by clinical experience. First, legal issues are health harming. People find legal systems alienating, difficult to navigate, they often do not trust lawyers and do not know where to go for help. People often go to trusted sources in the community for advice and assistance. These community organizations can become trusted intermediaries, providing pathways to justice by connecting with a legal clinic. Health care professionals make good intermediaries. People go to health care providers to deal with medical issues. These are often directly linked to social issues related to poor housing conditions, for example. The medical issue is often the symptom of an underlying or precipitating problem that can be addressed by legal action. Physicians can uncover non-medical issues in discussions with patients and make referrals to an appropriate source of help to address a legal problem or a complex set of legal and non-legal issues.[123]

Community Legal Education Ontario, *Community Justice Help Advancing Community Based Access to Justice* (2020)[124]

This report focuses on community-based access to justice. It presents a framework that describes the key elements of good quality community justice help:

- Community justice helpers have the knowledge, skills and experience they need.
- They work within a not-for-profit organization and an ethical infrastructure.
- They provide holistic support to meet clients' multi-dimensional needs.

[119] Ab Currie 2020, *supra* note 110, at 6.
[120] *Ibid* at 7.
[121] *Ibid* at 7.
[122] *Ibid* at 8.
[123] *Ibid* at 9.
[124] Community Legal Education Ontario, *Community Justice Help Advancing Community Based Access to Justice* (2020)

The report is based on three building blocks that are essential to improving community-based access to justice:

- Community justice help is an important and valid component of the broader ecosystem of access to justice services.
- All components of the ecosystem must be adequately supported through public funding and other means.
- Community justice help already aligns with the regulatory framework overseen by the Law Society of Ontario for the practice of law and the provision of legal services.

Better Legal Information, *Legal Information Best Practices v 1.3* (2020) [125]

Legal information online is a common type of remote legal service. A committee of British Columbia organizations that produce and support public legal information created a list of best practices in legal information online, which are evidently applicable in non-pandemic times too. The 16 best practices are:

1. Say who made the information.
2. Say where the information applies.
3. Review the information for legal accuracy — and say you have done so.
4. Include the date of the last legal review.
5. Say who or what the information is for.
6. Make the information understandable for the intended audience.
7. Make the design clean, engaging, and easy to use.
8. Refer to free or low-cost legal help.
9. Address an unmet need — and avoid duplication.
10. Establish success measures.
11. Test with your audience — and include them in the development process.
12. Edit your language for clarity and simplicity.
13. Review the information periodically.
14. Consider how the information makes your audience feel.
15. Make the information accessible to people of varying abilities.
16. Make the information easy to find.

The Canadian Action Committee on Courts Operations, *Disproportionate Impact on Access to Justice for Marginalized Individuals* (2020)[126]

The Action Committee was created in 2020[127] to "provide national leadership to support the work of provincial and territorial governments, individual courts, and court administrators in progressively restoring the full operation of Canada's courts while ensuring the safety of court users and staff."[128]

This report provides recommendations to governments or courts in taking steps to promote access to justice for marginalized individuals:[129]

- Human support for use of technology.
- Liaison officers in remote and Indigenous communities.
- Holistic approach to service delivery (e.g., addiction and mental health).
- Provide access to internet, phone line and technology tools.

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[125] Better Legal Information, Public Legal Information Best Practices v 1.3 (2020). The best practices are also hosted at betterlegalinfo.ca, operated by People's Law School.
[126] Action Committee Disproportionate Impact Report, *supra* note 14.
[127] The Action Committee was established by the Right Honourable Richard Wagner, Chief Justice of Canada and Chairperson of the Canadian Judicial Council, and the Honourable David Lametti, Minister of Justice and Attorney General of Canada. See Action Committee on Court Operations in Response to COVID-19.
[128] *Ibid.*
[129] Action Committee Disproportionate Impact Report, *supra* note 14, at 6–8.

- Designated court staff person responsible for reminding individuals of court dates, ensuring their attendance and answering their questions.
- Case management before, during and after hearings.
- Room equipped with technology used for hearings.
- Data collection about access to justice for marginalized individuals.

The Canadian Bar Association, *No Turning Back: CBA Task Force Report on Justice Issues Arising from COVID-19* (2021)[130]

The Canadian Bar Association launched its Task Force on Justice Issues Arising from COVID-19 in 2020 to assess the immediate and evolving issues for the delivery of legal services resulting from the COVID-19 pandemic. Their final report was published in March 2021. The recommendations focus on "how courts, tribunals and other dispute resolution bodies can adapt to meet the needs of justice system participants, including, most importantly, individuals seeking justice, both during and after the pandemic."[131]

Here are some of the recommendations listed in the report:

- All dispute resolution bodies (courts, tribunals, boards, etc.) should maintain electronic filing and remote proceedings for procedural, uncontested, shorter and less complex matters. The parties should be given an opportunity to be heard and present their position on proceeding remotely.[132]

- Justice system partners should establish a working group to share information on best practice on security of videoconferencing.[133]

- Dispute resolution bodies should examine whether and how justice system data can be made available in a controlled and safe environment to enhance access and improve access to justice.[134]

- Dispute resolution bodies should establish robust practices and procedures to safeguard sensitive data.[135]

- Justice system partners should establish a working group to explore how to effectively triage matters that are more amenable to early resolution and matters that better lend themselves to remote proceedings.[136]

- The working group should also explore which areas of law are potentially suited to ODR[137]-type platforms and how to integrate all these matters into the public system.[138]

- All justice stakeholders must consider and mitigate the negative impacts of using technology in the justice system on marginalized groups.[139]

- Dispute resolutions bodies should explore potential benefits of increasing the active management of presiding members to accommodate the shift to online justice.[140]

[130] CBA Report, *supra* note 2.
[131] *Ibid* at 6.
[132] *Ibid* at 25.
[133] *Ibid.*
[134] *Ibid.*
[135] *Ibid.*
[136] *Ibid.*
[137] Online dispute resolution.
[138] *Ibid.*
[139] *Ibid.*
[140] *Ibid.*

- Dispute resolution bodies should examine how other industries and custodians of sensitive information (e.g., financial industry) have addressed the control of their data, curtailed their dependence on commercial platforms and protected their independence.[141]

- Dispute resolution bodies should explore the possibility of developing their own platforms. Alternatively, the federal government should consider regulating private platforms or subjecting them to some level of oversight and scrutiny.[142]

- Dispute resolution bodies should undertake consultations with self-represented litigants to determine the impact of new measures, practices and technologies on their needs, concerns, safety and security.[143]

- Justice system participants should prepare a tip sheet on best practices to ensure public and media access to courts in a way that respects open courts and privacy principles.[144]

- The federal government should appoint a Justice Innovation Champion to work with provincial and territorial governments to lead the permanent implementation of new measures, procedures and technologies to deliver justice remotely.[145]

- The federal, provincial and territorial governments should invest to ensure the timely and effective implementation of new measures, procedures and technologies to deliver justice remotely, including:[146]

    - Technology and virtual platforms for dispute resolution bodies.
    - Training for judges, members of administrative tribunals and boards, mediators, adjudicators, court personnel and other justice system partners.
    - Training for SRLs, marginalized and other litigants who require support.

- The CBA should:[147]

    - Establish a Professional Centre of Expertise and Information to be the authoritative source of data on the legal profession in Canada.
    - Collaborate with the National Action Committee on Access to Justice in Civil and Family Matters, the Action Committee on Court Operations in Response to COVID-19, the Hague Institute for Innovation of Law and the Legal Innovation Zone (Ryerson University).

Assembly and Senate Committees on Judiciary (California), *COVID and the Courts: Assessing the Impact on Access to Justice, Identifying Best Practices, and Plotting the Path Forward* (2021)[148]

This report brought equity considerations about remote proceedings and stressed that courts must take steps to "provide alternatives for litigants who do not have access to the technology necessary to participate equally in remote proceedings."[149]

[141] *Ibid.*
[142] CBA Report, *supra* note 2, at 26.
[143] *Ibid.*
[144] *Ibid.*
[145] *Ibid.*
[146] *Ibid.*
[147] *Ibid.*
[148] Assembly and Senate Committees on Judiciary, COVID and the Courts: Assessing the Impact on Access to Justice, Identifying Best Practices, and Plotting the Path Forward (2021) [California Courts Report]
[149] *Ibid* at 25.

The report also highlighted budgetary realities:

> "Steps to preserve access to the courts in the pandemic have been costly, as is upgrading courtroom technology. Furthermore, dealing with the backlog of civil matters may require additional funding from the state. If court emergency operations are not properly funded, courts will have to move funding from other vital services, likely slowing down access to justice in other ways."[150]

The report presented several examples of best practices for remote proceedings:

- Collaborative Partnerships
    - Encourage partnerships to provide legal services in locations where low-income individuals obtain other vital services.[151]
    - Encourage local government partnerships with legal service providers and the private bar to enhance their existing pro bono commitments to legal aid organizations to provide COVID-19-related legal services.[152]

- Increased Use of Technology
    - Consider streamlining technology platforms or utilizing a single technology platform statewide for remote proceedings, for enhanced efficiency, compatibility, and uniformity.[153]
    - Consider expanding the use of voice-only remote access.[154]
    - Expand the availability of remote self-help services.[155]

- User-Friendly Scheduling and Notice of Remote Proceedings
    - Consider adapting scheduling practices in light of constraints on in-person appearances and the need to appear remotely. For example, if a court traditionally dockets multiple hearings at the same time, that court might need to switch to individual scheduling with time-certain proceedings in order to provide more certainty and transparency to litigants. This will provide litigants who have other responsibilities, such as providing childcare or healthcare support for parents, with a discrete time to call-in to participate and not spend an undue amount of time waiting on a proceeding.[156]
    - Consider providing extra notice of hearings. Court staff could email all attorneys or self-represented litigants several days in advance to ensure all parties have hearing and login information as well as to offer to assist with troubleshooting issues and answer any questions. Where a party does not have access to a computer but does have a telephone, any notice should include a call-in number and access code. Courts could also consider providing notice by sending text message reminders. Adopting such user-friendly practices could help ensure that litigants are aware of when and how their hearings will occur and what is expected of them at the hearings.[157]
    - Clarify hearing notices. Where applicable, a hearing notice should clearly state that the hearing will take place via a video-conferencing platform (including a description of the platform and how to access it) and that the recipient should not go to the courthouse. For court users with limited English proficiency, the notice should also provide translated versions (or a way for the litigant to request translation), along with an explanation of how to access an interpreter if needed via an online system.[158]

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[150] *Ibid*.
[151] California Courts Report, *supra* note 148, at 26.
[152] *Ibid.*
[153] *Ibid.*
[154] *Ibid.*
[155] *Ibid.*
[156] *Ibid* at 26-27.
[157] *Ibid* at 27.
[158] *Ibid.*

- Make daily dockets available online. Online dockets should clearly indicate which hearings are to be held virtually, along with instructions about how to access those hearings.[159]
- Use plain language in notices and video conference instructions in order to help litigants understand what is required of them and the consequences of not meeting those requirements.[160]

- Streamlined Procedures for Filing Documents

  - Consider providing at least the following two options for filing court documents: electronic filing and a drop box that is accessible for dropping court filings even if the courthouse is closed.[161]
  - Consider not requiring "wet signatures" on electronic filing in courts where this is still the practice.[162]

- Special Considerations for Family Law

  - Ensure that each court has adequate judges to timely handle the backlog of family law cases, given the critical nature of many of these cases.[163]
  - Consider eliminating use of recommending family court services in contested child custody cases if meetings can occur only virtually, and instead provide only true mediation services until in-person meetings can safely resume.[164]

- Steps for Dealing with the Backlog of Civil Cases

  - Consider using remote hearing technology for mandatory settlement conferences and preliminary pretrial conferences in civil cases (perhaps conducted by experienced attorneys acting as pro tem settlement judges).[165]
  - Consider whether certain categories of matters can be restarted sooner using remote hearing technology, reducing the backlog when courthouses reopen.[166]
  - Develop statewide guidance for prioritizing urgent cases (civil cases and otherwise), including those for terminally ill or elderly plaintiffs.[167]
  - Ensure that the courts are adequately funded to address the backlog. Such measures could include one-time budget funds for courts to rent larger venues for complex cases with high public interest.[168]
  - Increase financial support for legal services programs to help address the increased civil legal needs of low-income individuals in the midst of the pandemic and economic collapse.[169]

- Ensuring the Safety of Court Personnel and Court Users

  - Develop/revise/improve uniform statewide guidance for COVID-19 safety measures in courtrooms as the science on COVID-19 improves.[170]

[159] California Courts Report, *supra* note 148, at 27.
[160] *Ibid.*
[161] *Ibid.*
[162] *Ibid.*
[163] *Ibid.*
[164] *Ibid* at 28.
[165] *Ibid.*
[166] *Ibid.*
[167] *Ibid.*
[168] *Ibid.*
[169] *Ibid.*
[170] *Ibid.*

- Develop/revise/improve uniform statewide COVID-19 contact tracing and notification protocols for court staff, contractors, and users who are exposed to a known case of COVID-19.[171]
- Provide a minimum of 14 days paid leave for all court staff and contractors who are forced to quarantine as a result of an exposure to COVID-19.[172]
- Increase remote appearances for traffic court.[173]
- Consider implementing a Judicial Council website for court staff/users to anonymously file complaints/instances of court's failing to comply with COVID-19 safety procedures.[174]

The American Bar Association, *Survey of Pandemic and Post-Pandemic Law Practice* (2021) [175]

American Bar Association (ABA) Task Force on Legal Needs Arising from the COVID-19 Pandemic conducted a nationwide survey of ABA members to assess their experience during the pandemic, and their expectations about how law practice is likely to evolve going forward.[176]

Findings regarding expectations and issues for post-pandemic practice include:

- The majority of respondents believe it is it likely or very likely that many lawyers in their particular workplace will continue working mostly or entirely remotely in 2021 and 2022. [177]
- Many respondents report a preference for continued remote working for at least some if not most of the time. However, for remote working to truly be effective and successful, the organization will need to step up and provide resources that were not typical before the pandemic.[178]

Best practices for employers include:

- Insist on leadership that is engaged, transparent, and accountable. Rethink the structure, policies and practices of the organization.[179]
- Employ strategies and policies that will actually make an impact on achieving greater diversity, equity, and inclusion.[180]
- Have frequent, transparent, and empathetic communications. Many lawyers felt not only overwhelmed with everything they had to do but also reported a lack of support from their employers. That is especially true for women lawyers with children, who are disproportionately shouldering childcare and family care along with home schooling. They want their employers to be more supportive and show true understanding of the challenges they are facing.[181]
- Have written policies to help set clear boundaries and address work-from-home expectations.[182]
- Take the long view about retaining lawyers through part-time and flex-time policies.[183]
- Use metrics to measure the success of policies, practices, and efforts to implement change in the workplace.[184]
- Reconsider and re-evaluate compensation policies, what those policies should reward, and how they are to be implemented. Compensation systems should mirror the culture of the firm.[185]
- Provide greater parental resources and support.[186]

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[171] California Courts Report, *supra* note 148, at 28
[172] *Ibid.*
[173] *Ibid.*
[174] *Ibid.*
[175] The American Bar Association, Survey of Pandemic and Post-Pandemic Law Practice (2021) [ABA Pandemic Report]
[176] *Ibid* at vi.
[177] *Ibid* at 38.
[178] *Ibid.*
[179] *Ibid* at 50-51.
[180] *Ibid* at 51-53.
[181] *Ibid* at 54.
[182] *Ibid.*
[183] *Ibid.*
[184] *Ibid* at 56.
[185] *Ibid* at 57.
[186] *Ibid* at 58.

- Strengthen wellness and mental health programs.[187]
- Provide excellent technical and administrative support for remote work.[188]

Best practices for lawyers:

- Set realistic expectations for yourself and others around you.[189]
- Negotiate boundaries at work and at home.[190]
- Know when to ask for support.[191]
- Stay visible with clients, partners, and other lawyers in the firm, and in the legal community.[192]
- Re-assess and be pro-active about your career.[193]
- Take care of yourself.[194]
- Volunteer.[195]

The American Bar Association, *Rural Pro Bono Delivery: A Guide to Pro Bono Legal Services in Rural Areas* (2003)[196]

This guide was designed as a resource for legal services providers, bar associations and volunteer lawyer programs looking for ways to serve clients in rural areas and strengthen the support system for pro bono advocates who help rural clients. Although the guide is from 2003, the findings are still relevant today.

Some of the learnings from successful rural pro bono projects in the US include:

- Many rural areas and programs have a whole host of valuable assets to offer their urban counterparts, including experienced lawyers who can serve as mentors, cultural awareness and training, and intimate knowledge of the local community and its barriers and resources.[197]

- Engage the local community. At all stages of program development, rural projects and their managers are most successful when they stay as involved as possible with the key stakeholders in the community. Include partners from outside the legal community such as faith-based organizations and social service agencies.[198]

- Experiment with volunteer recruitment strategies. The best recruiters teach their volunteers that they are contributing to the health of their own community, in addition to directly assisting individuals with critical legal needs.[199]

- Train and support your volunteers. Some lawyers worry that they cannot be effective volunteers.[200]

- Pay attention to volunteer recognition. Most volunteers appreciate being recognized personally for their efforts, but rural pro bono coordinators should not be surprised if a volunteer from a small town or rural firm does not want local recognition for fear of gaining a reputation as “the lawyer who works for free.[201]

[187] ABA Pandemic Report, *supra* note 175, at 59.
[188] *Ibid* at 60.
[189] *Ibid* at 62.
[190] *Ibid* at 62.
[191] *Ibid* at 63.
[192] *Ibid.*
[193] *Ibid.*
[194] *Ibid.*
[195] *Ibid* at 64.
[196] ABA Rural Pro Bono Report, *supra* note 8.
[197] *Ibid* at 15.
[198] *Ibid*.
[199] *Ibid* at 16.
[200] *Ibid* at 16.
[201] *Ibid* at 16.

- Open up to the idea of self-help projects. Given persistent rural poverty, overwhelming rural legal needs, and scarce rural resources, it stands to reason that the rural poor will try to help themselves. Rural pro bono programs must be willing to help the rural poor[202] help themselves.[203]

- Involve state and local bar associations. Bar associations with as few as 50 members have operated successful rural pro bono projects.[204]

Pro Bono Net et al, *Remote Legal Support: A Guide for Nonprofit and Pro Bono Innovation* (2020)[205]

This guide was the result of a collective effort of nonprofit immigrant organizations and projects in the US. More than 200 immigrant nonprofits were surveyed and interviewed in early 2019 to learn about barriers and solutions to deliver remote legal support to rural and underserved communities. The data collected is from prior to the pandemic but the findings continue to be relevant to all legal service providers (not only immigrant organizations).

Many participants expressed their interest in remote legal support but were concerned about lack of capacity in their organization to do so.[206] Many reported interest in technical training and sample legal service agreements and documents, information about existing programs, and partnerships to help develop and expand remote legal service programs.[207]

The report highlights several successful remote legal service programs in the US:[208]

- Citizenshipworks[209] is a nonprofit online tool that guides applicants through the naturalization application, and flags potential legal issues. Applicants can fill out the form on their own, and get the legal help they need, through a network of nonprofit legal service providers. Advocates and applicants can collaborate online, in a secure environment, to address any legal issues together.[210]

- The Legal Information for Families Today's (LIFT) Family Legal Connection uses computers, phones, and their specially designed online platform to reach self-represented litigants across New York State. Family Legal Connection uses a limited scope representation model. Pro bono attorneys meet with clients for a one-hour virtual meeting. The consultations focus on child support, custody and visitation, but may include questions about family offenses and orders of protection.[211]

- The Dilley Pro Bono Project (DPBP) connects asylum seekers with trained volunteers across the country for remote consultations via computer/telephone-based systems.[212]

    - The use of a Checklist Form for volunteers has been successful:
        - Volunteers use a Checklist Form, an interactive script and guide, to complete each remote consultation. The Checklist Form leads volunteers step-by-step through a Credible Fear Interview preparation. The form includes sections on building rapport with clients, screening for advocacy issues, identifying a client's nexus to a protected ground, assessing the strength of the client's claim, etc. These sections have checklists of actions that volunteers are required to complete. They also

[202] ABA Rural Pro Bono Report, *supra* note 8, at 17.
[203] *Ibid.*
[204] *Ibid.*
[205] Pro Bono Net Report, *supra* note 10.
[206] *Ibid* at page 7.
[207] *Ibid* at page 8.
[208] For more information about model/workflow, tools and templates, and contact information for each program, see Chapter 3 of Pro Bono Net Report, *supra* note 10.
[209] *Ibid* at 12 and 42.
[210] *Ibid* at 12.
[211] *Ibid* at 30-31.
[212] *Ibid* at 21-22.

include questions with multiple choice answers or fill in the blank responses. Certain answers prompt the volunteer to contact a supervisor.[213]
        - The supervisor provides in-the-moment supervision and support to volunteers remotely via online chat or telephone call. The Supervisor reviews the volunteers' Checklist Form prior to signing off on the completion of a CFI prep. The answers in the Checklist Form flag the Supervisor if there is a legal issue for the volunteer to address before the CFI prep is complete.[214]
    - Managing volunteers at a physical distance can make communication, supervision, and support for remote legal service teams difficult.[215]
    - Good recruitment materials set clear expectations of participants and describe the supervision and training that will be provided.[216]
    - Volunteer training is critical to the success of a remote volunteer project. Substantive legal and logistical training modules help volunteers understand legal issues and use technology to connect to clients.[217]
    - Another important requirement in working with remote volunteers is ensuring that client information is confidential. All volunteers sign a confidentiality agreement before they can participate in the project.[218]
    - A strong supervision structure encourages potential volunteers to apply for remote opportunities. It also helps volunteers feel supported, promotes efficiency by reducing the need for in-person client follow up, and provides an opportunity to identify and avoid potential problems. [219]
    - Soliciting volunteer feedback during a remote legal service program is important to gain insight into the volunteer experience and consider modifications to improve the program.[220]

- Three Rivers Legal Services (TRLS) set up a limited-service consultation program using video-conferencing. TRLS partnered with the local public library in a rural community to run a virtual legal aid clinic.[221] Some of their learnings include:

    - Many clients have trouble operating the equipment and need in-person help from the library staff.[222]
    - Some are hesitant to use a public and shared computer, discuss sensitive topics in a computer lab, or share their data online.[223]
    - Legal service providers should explain their client confidentiality policy and have agreements[224] for volunteers to sign.[225]
    - Remote service providers should clarify their role, the scope of their assistance, and their relationship to the person accessing support. People may be unsure whether they have an attorney-client relationship with the organization or tool.[226]
    - A Limited Service Agreement or terms of use[227] should be used to set expectations to avoid confusion or disappointment regarding unbundled legal services.[228]

[213] Pro Bono Net Report, *supra* note 10, at 21.
[214] *Ibid.*
[215] *Ibid* at 37.
[216] Ibid.
[217] *Ibid.*
[218] *Ibid* at 38.
[219] *Ibid.*
[220] *Ibid* at 39.
[221] *Ibid* at 14.
[222] *Ibid.*
[223] *Ibid.*
[224] See Pro Bono Net Report, *supra* note 10, at Appendix for a sample.
[225] *Ibid* at 14.
[226] *Ibid* at 15.
[227] See Pro Bono Net Report, *supra* note 10, at Appendix for samples.
[228] *Ibid* at 15.

- Asian American Advancing Justice – Los Angeles provides remote naturalization assistance to applicants via Citizenshipworks.[229] Some of their learnings include:

    - Make the process for applicants to opt-in to legal services as simple as possible. The more steps there are to secure applicants' permissions for legal referrals and services, the more likely that applicants may not continue with the process.[230]
    - Build trust early and use clear messaging that conveys the availability of free, trusted legal services.[231]
    - Applicants with near-complete applications on Citizenshipworks may still require significant follow-up.[232]
    - Texting applicants improved applicant responsiveness.[233]
    - Support from out-of-state partners made it possible to assist applicants with complex cases and out-of-state legal issues.[234]
    - The remote service provider may rely heavily on the support and participation of an in-person community-based organization to fully serve the client's needs.[235]
    - Effective remote legal support requires a high level of trust - trust by the applicant for the service provider and also trust by the legal service provider for their client. Service providers of remote legal support can build on this trust and establish trust with their clients by introducing themselves in a very approachable way, describing their service with concrete examples, and establishing rapport before asking the applicant to sign legal documents. Videoconferencing can also be a valuable tool when communicating with clients, especially for collecting sensitive personal histories. Seeing each other on camera and sharing nonverbal cues can help the parties establish trust and promote open communication.[236]
    - The first point of contact for individuals seeking legal services in rural communities is often a community-based organization or other nonlegal entity. That organization may have collected significant personal information from the prospective client before providing the referral to the legal services provider. In some cases, a nonlegal community-based organization may continue to work closely with the legal staff for the duration of the client's case.[237]
    - The legal service provider has a duty to keep client communications and information private from the referring organization and any third party unless the client provides written consent. Also, depending on the third party and the purpose of the third party's participation in the communications, the client should also be advised on how it may impact attorney-client privilege. Unless the third party is necessary to the client's legal assistance, the best practice is to maintain a firewall between client information and other parties.[238]
    - Legal advocates need to incorporate procedures into remote services workflows to protect client confidentiality. They should also ensure that they are communicating with clients from environments that encourage information sharing and consider communication tools that offer end-to-end encryption and other security features.[239]
    - The best practice is to manage client expectations at the earliest interactions and reinforce expectations at different stages of the remote and limited scope assistance. A clear and simple limited scope service agreement[240] lays out the roles and responsibilities of the

[229] Pro Bono Net Report, *supra* note 10, at 16-18.
[230] *Ibid* at 17.
[231] *Ibid.*
[232] *Ibid* at 18.
[233] *Ibid.*
[234] *Ibid.*
[235] *Ibid* at 35.
[236] *Ibid.*
[237] *Ibid.*
[238] *Ibid* at 36.
[239] *Ibid.*
[240] See Pro Bono Net Report, *supra* note 10, at Appendix for a sample.

client and the legal services provider. Clients need to understand what services will be provided and when the services are completed.[241]

- Colorado Legal Services (CLS) created five clinic models to increase legal resources to low-income rural communities in Colorado.[242] Some of their learnings include:

    - Design for the communities you will be serving. CLS works with a variety of underserved communities across the state, with different legal service needs.[243]
    - The design process is often overlooked. To develop models, CLS used a bottom-up, client-based approach. CLS staff contacted local organizations and groups in the rural areas they hoped to serve. Together they assessed which communities were most underserved, and what issues were most pressing. CLS mapped the assets and resources of each rural region and developed five unique models based on the maps.[244]
    - The model must be adaptable. Adaptations are necessary to respond to the developing needs and culture of the rural community.[245]
    - Work with the resources you and your communities have. CLS found that reliable Wi-Fi was a barrier for many potential clients. The best practice is finding well-resourced public institutions (like libraries) that offer dependable internet connections. This implicates privacy concerns too.[246]

- New York Family Offense Petition Program is a state-wide partnership between Pro Bono Net, the New York Courts, and over 150 domestic violence advocate groups. The program provides domestic violence advocates in every county of New York with access to an online document assembly interview, powered by LawHelp Interactive. Advocates ask clients the questions for the online interview document. The client's answers populate a draft petition for a court order of protection. Advocates can also e-file their clients' petitions directly with the New York Courts' system using video-conferencing tools. The FOP Program simplifies the petition drafting and filing process.[247]

- Gay Men's Health Crisis (GMHC) provides legal assistance for lawful permanent residents applying for naturalization using the Citizenshipworks online tool.[248] Some of their lessons include:

    - Have a technical support plan in place for potential bugs and difficulties. [249]
    - Explain to the clients that everything they tell you is legally privileged information, and it is in their best interest to be completely honest with you. [250]
    - Keep legally privileged information confidential, share the general outcomes of consultations with Citizenshipworks Team so that they can continue messaging unresponsive applicants or assist with non-legal follow-up.[251]
    - Consultations may have to be scheduled outside of regular business hours to accommodate an applicant's schedule as well as various time zones.[252]

- International Rescue Committee (IRC) piloted virtual legal services in different models over the past few years to better reach under-served areas and populations.[253] Some of their lessons include:

[241] Pro Bono Net Report, *supra* note 10, at 36.
[242] *Ibid* at 19-20.
[243] *Ibid* at 20.
[244] Pro Bono Net Report, *supra* note 10, at 20.
[245] *Ibid.*
[246] *Ibid.*
[247] *Ibid* at 23-24.
[248] *Ibid* at 25-26.
[249] *Ibid.*
[250] *Ibid.*
[251] *Ibid.*
[252] *Ibid.*
[253] *Ibid* at 27-29.

- Partnerships are valuable and can add capacity and resources. Having a partner working in-person with applicants can reduce legal staff time while increasing the support to applicants. This can be particularly helpful for applicants who face potential challenges such as digital literacy and familiarity with computers, language skills, or presenting evidence for fee waivers. Also, more general support streamlined IRC's role to focus on legal review. In instances where IRC was the only direct service provider, staff spent significant time on follow-up to ensure completion of applications and address general questions.[254]
- Applicants may need additional support and case management services. For instance, several applicants reported not applying because they were unable to pay the fees. Assistance with fee waivers/reductions may be needed. Follow-up on cases to ensure completion and answer general questions before and after submission is time-consuming. These needs must be considered in developing remote services models, whether covered by the legal advocate or a partner organization.[255]

- The Montana Court Help Program is a free legal support program powered by the Montana Supreme Court that provides legal forms and information to self-represented litigants who are handling their own civil cases. The Court Help Program operates several self-help centers, stations and kiosks throughout Montana.[256]

- Montana Health Justice Partnership provides legal assistance to patients in some of Montana's most vulnerable communities and helps solve legal issues that impact patient health – such as unsafe housing, family violence, and denial of earned benefits.[257]

  - The process starts when patients enter a partner health care center. Their check-in form includes a basic legal services screening to determine whether the patient has legal needs or problems. The staff uses the Montana Legal Services Association online screening tool (MLSA) or fax, to send the information. The goal for health centers is to screen each new patient when they arrive, and every regular patient annually. MLSA maintains an online calendar for on-site care managers to schedule patient legal intake appointments while the patient is still at their medical appointment. The calendar helps MLSA refer patients for housing law, family law, wills and power of attorney, workman's compensation, etc., and to screen for Legal Services Corporation (LSC) eligibility. Patients are assigned to a legal department, depending on their issue. MLSA performs nearly all the services and support via telephonic consultations and virtual document review. Pro bono volunteers and attorney staff provide support.[258]
  - Some of their learnings include:

    - Innovate, test, and move on. Some tech strategies or tools impede service delivery if they do not resonate with partners or the community. Technology is shiny and new but can deter potential clients if it is not used in informed ways.[259]
    - Make information and materials available to clients as soon as possible. When the partnership first started, patients would leave the health centers without an appointment for follow up from MLSA. This meant that many were never connected to MLSA. When the partnership began setting follow-up appointments at the health centers, patients could select times that they were available, and this increased the services' effectiveness.[260]

[254] Pro Bono Net Report, *supra* note 10, at 28.
[255] *Ibid* at 29.
[256] *Ibid* at 32.
[257] *Ibid* at 33 -34.
[258] *Ibid.*
[259] *Ibid.*
[260] *Ibid.*

Other lessons from Pro Bono Net:[261]

- Technology has to work for your community's needs (e.g., hybrid models, phone-based models).
- For in-person and virtual clinics, it is helpful to have 1-2 tech people readily available to assist clients with operating equipment.
- One-on-one practice sessions or mock clinics with staff can also be helpful.
- Essential retailers like grocery stores can include legal informational flyers in grocery bags; post flyers or share copies with staff at shelters, community banks, laundromats, etc.
- Use straightforward tools.
- Develop a user-friendly service plan, then revisit and streamline.
- Focus on building trust with remote clients.
- Be transparent about your privacy and security policy.
- Consider accessibility needs when using technology or applications.
- Plan to follow up with client at each stage, summarizing what was discussed and next steps.
- Keep written information simple and use visuals, such as basic flow charts, when possible.
- Language access and justice:
    - Consider the impact of translations from machine translation services (e.g., Google Translate). Most of the time, the translations are not accurate.
    - Evaluate the resources and capacity to keep translated information updated, especially when it is related to time-sensitive issues and information that is constantly changing.
    - Plain writing (e.g., WriteClearly): Get specific suggestions on how to improve web pages with simpler, more effective writing using plain language.
    - Virtual Clinics: Zoom's breakout rooms feature for interpretation and live captioning.
    - Language services: Video Remote Interpreting (VRI) Services, phone interpreting, website translation services. Popular resource: Transcend.
    - Let communities know you are still operating.

Innovative Projects and Hubs in the US and Canada

Innovative projects and hubs in the US

There are numerous innovative legal projects and hubs across the US, in addition to those listed in the literature review section:

- Legal Risk Detector
    - Centre for Elder Law and Justice. The Elder Law Legal Risk Detector was designed to support screening in five issue areas: financial exploitation; abuse and neglect; consumer debt; housing; and healthcare.
- Disaster Assistance and Recovery Tool (DART) is a free web-based application that Lone Star's community partners can use to screen low-income disaster survivors for potential legal issues and refer them to Lone Star Legal Aid for help.
- Remote Legal Connect (USA) is a platform that allows legal aid providers, pro bono initiatives, courts and community partners to rapidly build and manage remote legal support programs. By enabling organizations to enroll, manage and link volunteers with remotely located clients for advice, counsel and document preparation, the platform bridges barriers that prevent people from getting help and can expand the help available.
- LawHelp Interactive is an online legal document assembly platform used by legal aid programs and courts to help individuals create legal forms and documents. LHI helps advocates and self-represented litigants create forms in areas such as child support, expungement, domestic violence, debt, collection, foreclosures, and evictions.
- LSC's Legal Aid Disaster Resource Centre

[261] Based on Jeanne Ortiz-Ortiz presentation to the *Bridging the Gaps* group on March 10, 2021.

- Texas Disaster Legal Help
- Digital Equity offices drive policy-making for Internet access, training, support, etc. available to digitally excluded communities: Bridging the digital divide through digital equity offices
- The Justice Bus from Legal Aid of the Bluegrass is taking broadband, tech literacy and legal help to rural Kentucky.
- Legal Services National Technology Assistance
    - Free training videos about remote legal service delivery: NTAPvideos - YouTube
- National Centre for State Courts (US)
    - Guiding Principles for Court Technology (2020)
    - Remote Court Operations Incorporating A2J Principles (2020)
- Brennan Center (US)
    - Principles for Continued Use of Remote Court Proceedings (2020)
- RAND (US)
    - Court Appearances in Criminal Proceedings Through Telepresence: Identifying Research and Practice Needs to Preserve Fairness While Leveraging New Technology (2020)
- National Institute of Justice (US)
    - Research on Videoconferencing Pretrial Release Hearings (2020)
- National Centre on Law and Elder Rights:
    - COVID-19 Resources
- National Crime Victim Law Institute:
    - COVID-19 Resources for Legal Services and Victims' Rights
- American Bar Association Task Force on Legal Needs Arising from the COVID-19 Pandemic
    - Survey of Pandemic and Post-Pandemic Law Practice
- National Network to End Domestic Violence
    - Resources on the Response to the Coronavirus
    - Digital Services Toolkit
- National Disaster Legal Aid Advocacy Centre (to facilitate connections between advocates working in disaster legal aid and give additional visibility to national disaster legal aid efforts)
- One Justice Remote Clinic Toolkit
- National Association of Counsel for Children
    - COVID-19 Resource Hub
- National Association of Drug Courts Professionals:
    - COVID-19 Resources
    - Drug Treatment Courts and COVID-19: What to Consider During a Pandemic (2020)
- Access to Justice Lab at Harvard Law School
- Legal Design Lab at Stanford Law School

Innovation hubs in Canada:

Canada has several access to justice and legal innovation hubs across the country:

- Canadian Forum on Civil Justice. Latest publications:
    - List of COVID-19 Resources in Canada
    - The Justice Crisis: The Cost and Value of Accessing Law (2020) edited by Trevor C.W. Farrow and Lesley A. Jacobs.
    - Ab Currie, The Needs of Helping Organizations (2021)
    - Ab Currie and Brandon Stewart, Legal Health Check Up Revised (2020)
- British Columbia's Civil Resolution Tribunal
- Laboratoire de Cyberjustice (Université de Montréal)
- Legal Innovation Zone (Ryerson University)
- Access to Justice Centre for Excellence (University of Victoria)
- CREATE Justice (University of Saskatchewan)
- Winkler Institute for Dispute Resolution (Osgoode Hall Law School, York University)

For innovative projects around the world, see the Hague Institute for Innovation of Law (HiiL) 2021 Innovating Justice Forum: Making people-centered justice work[262]

Technology Tools and Resources to Learn More

The technology tools listed in this section were identified by the *Bridging the Gaps* group, online conferences, webinars and research. There are numerous technology tools that can be used in remote legal service delivery. Tech tools and strategies can be helpful or impede service delivery. The best way to approach it is to start by reflecting on your service goals and audience. [263] For instance, telephone is still the best choice when dealing with clients with limited access to internet and technology.

Technology Tools and Related Resources

- Telephone

- Video conferencing
  - Law Society of British Columbia, Video conference technology
  - Clio (US), Video Conferencing for Lawyers: How to Video Conference Like a Pro

- Webinars, teaching & learning tools
  - Athabasca University, Expanding Access to Remote Legal Services in Alberta through E-learning (2012)
  - Leadership Strategies, The Secrets to Virtual Facilitation
  - iSpring, 50 Free Teaching Tools for a Great Learning Experience
  - There are free Coursera courses about e-learning, such as Innovative Approaches for Teaching and Learning for the Digital Age , Learning to Teach Online

- Evidence management
  - Ontario Superior Court of Justice use (and recommend) CaseLines: Cloud-Based Legal Evidence Management Platform

- Live chat
  - Clio (US), Live Chat for Law Firms in 2021: 10 Best Apps

- Texting
  - Tech Impact (US): Text Messaging for Nonprofit Program Delivery and How Can Your Nonprofit Use Texting for Program Delivery? A Workbook
  - Clio (US), Lawyer Texting: A Complete Guide for Lawyers Texting Clients

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[262] Day 1 Recap: 21 prominent justice innovators from Africa, MENA and Ukraine pitched their 'game changing' solutions, tools, and platforms for realising people-centred justice. The presenters represented numerous countries and had their innovations judged on four criteria: team, sustainability, scalability and impact.
Day 2 Recap: Speakers and panelists examined case studies and experiences to highlight challenges and possible interventions needed to encourage national governments of their role in promoting people-centred justice.
Day 3 Recap: Participants probed various types of funding from both the public and private sectors and explored how governments, donor agencies, and the private sector can support game changing justice initiatives.

[263] Tech Impact Webinar Series about Remote Service Delivery (2020). Tech Impact (US) suggests making a marketing plan before investing in tech tools and strategies.

Make a marketing plan:
- What is your goal?
- What is your budget?
- Who are you trying to reach?
- How will you reach your audience? Which channels are best for you?
- How will you measure success?

How to pick the right tool:
- Think about what you want to accomplish
- Think about the type of content that would help you accomplish that
- Consider your clients' demographics and how comfortable they are with technology
- Consider your resources (financial and staff)

- Social Media
  - There are many free courses at Coursera, such as Introduction to Social Media Marketing and Social Media Management.
  - Tech Impact (US), The Nonprofit Social Media Decision Guide

- Online triage and intake
  - Tech Impact (US), Legal Aid Technology Toolkit: Online Triage and Intake

- Call centres
  - Tech Impact (US), Legal Aid Technology Toolkit: Call Center Technology

- Data inventory, warehouse and analysis
  - Tech Impact (US), Measuring Impact: Data Processes & Tools

- Virtual work communication
  - Tech Impact (US), The Remote Option: Smart Tech for Virtual Teams

- Accessibility tools
  - Legal Services National Technology Assistance Project (USA), 10 Great Tips for Accessibility

- Digital signatures and scanning:
  - Legal Services National Technology Assistance Project (USA), Scanning and Digital Signatures

- Online volunteer recruitment:
  - National Technology Assistance Project (USA), Technology Strategies to Build and Mobilize Pro Bono Networks
  - Remote Legal Connect (USA) is a platform that allows legal aid providers, pro bono initiatives, courts and community partners to rapidly build and manage remote legal support programs. By enabling organizations to enroll, manage and link volunteers with remotely located clients for advice, counsel and document preparation, the platform bridges barriers that prevent people from getting help and can dramatically expand the help available.

- Website
  - Better Legal Information (British Columbia), Best Practices - Better Legal Information
  - LawHelpMN (US), Rebuilding LawHelpMN.org
  - Better Legal Internet (Stanford University) and Schema.org (US), Markup Your Site | A Better Legal Internet
  - Usability testing:
    - Home | Usability.gov
    - About this guide | 18F User Experience Design Guide
    - Nielsen Norman Group: UX Training, Consulting, & Research
    - UserTesting.com has a nonprofit "grant" account you can apply for: User Testing and CX Research for Non-Profits
    - User Interviews offers limited grants for nonprofits.
    - Remote User Testing Platform | Userlytics
    - There are free Coursera courses, such as Introduction to User Experience Design

- Cloud:
  - Clio (US), Why Law Firms Are Moving to the Cloud

- GIS Mapping
  - What is GIS Mapping and how to use it?

    - Example: Project Hope, Online Mapping | District of Hope
    - Free Coursera course: Introduction to GIS Mapping

- Online court forms
    - Pro Bono Law Alberta is currently working on the Document Assembly Support Service project aimed at providing a platform to assist SRLs with the completion of civil legal documents.
    - In 2017, Pro Bono Ontario implemented the Hot Docs software within its court programs and legal support services.
    - Law Help Interactive (Pro Bono Net USA) National Webinar 2020 about online court forms.
    - Law Help Interactive (Pro Bono Net USA) National Webinar 2018 about ensuring substantive quality in online court forms.
    - No-code programs used for online court forms in the USA:
        - MassAccess
        - Docassemble
        - Trello
        - Afterpattern
        - Documate
    - Windsor Yearbook of Access to Justice Literacy Requirements Of Court Documents: An Under-Explored Barrier to Access to Justice (2016)

- Using technology to improve supervision:
    - Legal Services National Technology Assistance Project (US), Leveraging Technology to Improve Supervision

- Client confidentiality and data security:
    - Law Society of Alberta, Protecting Client Confidentiality and Data Security While Working Remotely
    - Legal Services National Technology Assistance Project (US), Security and Confidentiality for Providing Legal Services Remotely

Resources About Evaluation

All service providers reported it is harder or more time consuming to conduct online/over the phone evaluations. The response rate is often much lower. No specific strategy to improve evaluation of remote legal services was identified by stakeholders or literature review.

The list of resources below was created based on online research, Legal Services Corporation (US) 2021 Innovations in Technology Virtual Conference and interviews with stakeholders in Canada and the US. The resources do not focus on remote legal service delivery, but the learnings can be applied to evaluation of legal services in general.

Resources provided by Legal Aid of Nebraska:

- A2J Lab
    - Evaluation and Research Options chart
    - A2J Lab webinar: Research and Evaluation Methods in Law
    - RCTs and Other Evaluation Methods
- Amanda Brown blogged about (and shared) the Louisiana Access to Justice Commission's Technology Committee project evaluation worksheet: Prioritizing Innovation
- Book This is Service Design Doing: Applying Service Design Thinking in the Real World
- American Evaluation Association
- Centers for Disease Control and Prevention Evaluation Resources
- W.K. Kellogg Foundation Evaluation Handbook

- Better Evaluation
- Rural Health Information Hub Evaluation Tools
- County Health Rankings and Road Maps
- Legal Services National Technology Assistance Project Data Analysis Framework

Other resources about evaluation:

- Nicole Bowman, Nation-to-Nation in Evaluation: Utilizing an Indigenous Evaluation Model to Frame Systems and Government Evaluations (2020)
- Canadian Forum on Civil Justice, Measuring Impacts of Legal Services: A Literature Review on Research Design and Methodology (2020)
- Sarah Buhler and Michelle C. Korpan, Measuring the Impacts of Representation in Legal Aid and Community Legal Services Settings: Considerations for Canadian Research, Alberta Law Review (2019)
- Imagine Canada, The State of Evaluation: Measurement and Evaluation Practices in Canada's Charitable Sector (2019)
- Malatest, MyLawBC Evaluation: Final Report (2019)
- National Centre for Access to Justice (US), Tracking Outcomes: A Guide for Civil Legal Aid Providers and Funders (2018)
- Florida's Legal Technology Center (US), Measuring Online Legal Resources: A Framework Inspired by the Drake Equation (2018)
- Centre of Community Solutions (USA), Securing Stability: Legal Aid's Lasting Impact (2018)
- Kelly Fitzsimmons, Getting the Most Out of Evaluation (2015)
- Melina Buckley, Evolving Legal Services: Review of Current Literature (2013)
- Equal Justice Conference, Measuring and Reporting Clients Outcomes (2012)
- Mario Morino, Leap of Reason: Managing to Outcomes in an Era of Scarcity (2011)
- Sharon Collard et al (UK Ministry of Justice), Legal Education Evaluation Framework (2011)
- Tech Impact, Case Study: Woman Against Abuse Measures Impact
- Tech Impact, Measuring Impact: Data Processes & Tools
- American Evaluation Association, Indigenous Peoples in Evaluation