

# ONE YEAR OPERATIONAL PLAN

ELSA International 2017/2018



## FOREWORD

Dear Network,

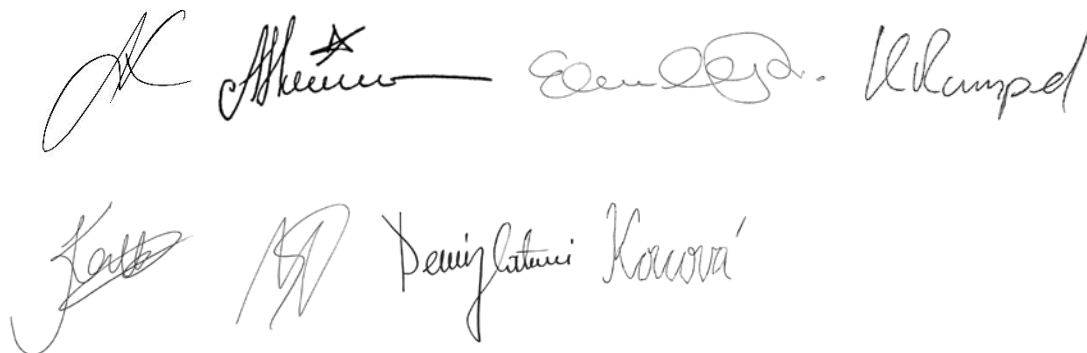
Over a month ago, eight different backgrounds, ELSA stories and dreams gathered in the ELSA House committing one year of their lives to this Association. After this time, we are presenting you with one common dream, the puzzle pieces of which have now become inseparable from one another and shaped into the One Year Operational Plan of the International Board 2017/2018.

You may notice a different structure to the Plan with each area carrying a vision behind its goals. This was an essential part of our brainstorming for the OYOP which aimed at tapping into the 'why' of everything we chose to do. We realised how important it was to see beyond just this year, our Board and our own areas to see why are all here.

The ultimate path leads back to why we once joined, why we choose to work for the Association and why it exists to this day, now stronger than ever before.

In this common pursuit of purpose in everything that we will aim to achieve lies the motivation that will drive this year forward. We look forward to having you join in the ride and all throughout, may you always remember your why.

ELSAfully yours,

The image shows two rows of handwritten signatures in black ink. The top row contains five signatures, and the bottom row contains four. The signatures are stylized and cursive, representing the names of the team members listed in the caption below.

**Anastasia, Nana, Elena, Krzysztof, Kerli, Michelle, Deniz and Aneta**  
ELSA International 2017/2018

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## GENERAL PART

### Unity

#### Vision

The driving force behind an established organisation is to achieve certain goals and constantly strive towards the same cause. The way in which the activity is carried out in the organisation, the way in which the work is conducted, gives the organisation an individual shape and personifies it. The unity of the vision in this sense is a powerful component that leads the Network while upholding its mutual values. The aims of ELSA are to develop professional and student relations of an international character in the field of Law in the continent of Europe, to prepare its members for professional life in an international environment, to contribute to the exchange of scholarly experience, and most importantly to foster mutual understanding and friendship based on the principle of equality of all its members. Therefore, we all need to join forces to shape ELSA into a community, consistent and united under one vision.

#### Operational Goal

To advance the **Internal Communication** within the Network

#### Description

Being an essential tool for us to function as a Network, communication has always been a challenge. Aiming to provide transparency and ensure active communication we want to promote the idea of a sense of community in ELSA. The communication strategy will be focused on the involvement of national and local officers in the development of ELSA, the stimulation of cooperation among all Groups.

#### Implementation

- Have an individual approach towards the National Groups
- Increase the transparency of the work of ELSA International before the Network
- Develop the use of webinars to be able to reach out to a broader audience
- Emphasise the international character of the Association
- Revise the Coaching System

#### Operational Goal

To secure the **uniformity** & attain maximum **visibility**

### **Description**

The uniformity of the Association is the intended result of fine communication and well-thought-out organisation. To further unify the Network, we need to focus on formulating its image and presenting it consistently both internally and externally. For this reason, one of the projects that will receive the most attention this term is the International Focus Programme. The International Focus Programme is a perfect model to use in order to ensure the uniformity through active engagement of all areas covering a broader reach.

### **Implementation**

- Further the application of Corporate Identity wide and far
- Focus on increasing the awareness of all projects, thus creating an equal platform for them to be more visible.
- Revamp the International Focus Programme by promoting it through events and projects run on all levels

### **Operational Goal**

To analyse the Strategic Goals 2018, and the revision of the **Strategic Planning** of ELSA

### **Description**

Strategic Planning is an ever-present part of the functioning of ELSA which shall envisage means to fulfil the aims and purposes of the Association. The end of the implementation of Strategic Goals 2018 is approaching, thus requiring us to conceive the planning for the next 5 years. The structure and the content of the Strategic Goals will be created alongside with implementation of it.

### **Implementation**

- Conduct thorough research to create a better understanding of the current Goals in order to better shape the next set of Goals
- Involve all the Areas in the research, evaluation and structuring of the Strategic Goals 2023
- Evaluate and revise the implementation facilitated by the alteration of the existing structure
- Evaluate and revise the current system of implementation in order to improve the wider application of the Goals across the Network

### **Operational Goal**

To invest in officers and members, thus ensuring a good standard of **human resource** management

## **Description**

Human Resources is the basis to the proper functioning of the entire Association. The unique structure of ELSA makes it very extensive and dynamic, and it is our duty to preserve that and to contribute to its development. In the term of 2017/2018, ELSA shall focus on the continuity, development and maintenance of Human Resources within the Network. This is possible by means of active engagement with the Officers and Members and constant investment in them.

## **Implementation**

- Make the best use out of ELSA Training as a means to develop Members to be fully equipped as ELSA Officers
- Ensure active engagement of all levels in the ELSA Network
- Ensure preservation and availability of the knowledge
- Increase the involvement of Alumni on all three levels of ELSA: Local, National and International
- Maintain the established mutually beneficial cooperation with the ELSA Lawyers' Society

## **Professionalism**

### **Vision**

*An Association with a student character but with a professional internal operational system.*

Over the years, the Association has grown and developed at a rapid speed not always conscious with the corresponding legal framework behind its operations which has compromised its long-term planning and implementation. This focus on professionalism would optimise systems and structures to create better stability of the Association and advance its values and goals even further.

### **Operational Goal**

Clarify the situation with the **future of the House**

### **Description**

The ELSA House has been the home and working headquarters of the Association for over twenty years and has proven to be the best fit for its purpose in many ways. After close evaluation of the options of moving out explored by former Boards and after a number of investments done to it in the previous year, it is established that remaining in the House and investing into it is the most cost-effective and efficient way to move forward.

### **Implementation**

- Conduct financial research on the possibility of purchasing the House, taking on board the previous efforts of the Association proactively by creating a substantive plan on how to proceed financially with acquiring the ELSA House.
- In parallel to its acquisition it would be important to continue improving the habitability of the House for the International Board members living and working there. This is also intended to preserve the long-term use of the House.

### **Operational Goal**

To further **IT development**

### **Description**

Our aim is always to maximise the reach and impact of our activities within and outside of the Association and the only way to do so effectively in a digitalised and rapidly developing environment is to keep up with its innovations. This would involve developing what we offer through our IT solutions and how these match up to all areas and their projects within the Association.

### **Implementation**

- Aim to find solutions to further the functionality of the IT services used for various projects run and fit them to the needs of users.
- Improve accessibility of our activities and the spread of information on these.

### **Operational Goal**

To check on the validity of internal processes.

### **Description**

As an international association with a complex structure, we need to focus on optimising our functioning and structure within the legal framework we operate in. This would create a more favourable environment for all of the forthcoming boards, the Network as a whole and raise our reputation in terms of professionalism thereby creating more opportunity to develop further in new ways.

### **Implementation**

- Continuing the process of investigating and following up on the legality of internal operations undertaken in previous years.
- Further verifying any outstanding legal matters through research and seeking external professional assistance.



## **BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION**

### **Board Management**

#### **Vision**

A strong and well-functioning team is the foundation of the Network and its activity. It is the embodiment of the Network's values of uniting people of diverse backgrounds under one common goal. Therefore, beyond executing and implementing the work, we are also transforming vision into reality through working together as a unit and strengthening our connection with one another along the way, applying this to the Network at large.

#### **Operational Goal**

Strengthen communication links within the Board

#### **Description**

As the cornerstone of every successful personal and professional rapport, communication is to be prioritised as a means of bringing out the best in each team-member and ensuring each member is supported.

#### **Implementation**

- Ensuring effective tools are used for internal communication and task management
- Supporting members of the team and keeping in close contact during travel outside of the House
- Creating a personal approach by dedicating time for each individual member regularly

#### **Operational Goal**

Actively invest into building a team both within and outside of the professional context

#### **Description**

The key to achieving more and to retaining a strong spirit consistently throughout is good teamwork. This would allow for a better environment to live and work in.

#### **Implementation**

- Scheduling free time for the Board regularly to allow for time off and the opportunity to feel as a unit whilst also keeping up everyone's motivation and energy levels

- Creating an environment whereby everyone is actively engaged in the activities within the Board both within and outside of work

## **Strategic Direction**

### **Vision**

Strategic Direction and leadership are heavily interconnected thereby explaining the responsibility of the Presidents with respect to these on all levels. This year, this is even more prominent on the international level through the preparation of the Strategic Goals 2023. This would be an opportunity to put the Network on the same page with regards to its common aims.

### **Operational Goal**

Evaluate the last five years of implementation of the Strategic Goals 2018

### **Description**

After some discussion undertaken at previous International Internal Meetings, there have been a number of issues raised about the implementation, structure and content of the Strategic Goals which would need to be taken into consideration in the preparation for the next set of Goals to ensure the best application of these across the Network.

### **Implementation**

- Gather and prepare all documentation with regards to the implementation of the last few years and prepare the Strategic Plan Final Report
- Incorporate the evaluation of these in the discussions between Officers at international meetings and in the general communication with the Network

### **Operational Goal**

Coordinate the work for a new set of Strategic Goals for 2023

### **Description**

Strategic Planning as a process carries the benefit of reinforcing the vision and mission of the Association, identifies its future and in the process of its drafting engages the Network thereby motivating Officers to make focused goals and achieve more within their own Groups and as part of the wider Network. This, however, is to be structured to ensure the most benefit is generated from it in the long-term.

## **Implementation**

- Promoting the importance and use of Strategic Goals and the forward-thinking that would lead the way to these
- Assisting with the securing of trainings on Strategic Planning for the Board and all who will be engaged in the work on these
- Setting up and coordinating a Working Group on the drafting of the new set of goals

## **External Communication**

### **Vision**

The purpose of external partnership is to connect the external environment with the purpose of the Association, provide opportunities to implement its impact in practical ways and holds the benefit of providing financial sustainability. Crucially, it also provides for mutual growth and development of both cooperating organisations. These should be the focus points behind the partnerships secured and maintained to ensure the Association's reach and larger benefit is as wide as possible.

### **Operational Goal**

Diversify and broaden the types of partnerships on the international level

### **Description**

To ensure the stability of the external relations and provision of broader opportunities for Officers on all levels and members there must be a clear connection between the partnerships sought and the benefits these generate.

### **Implementation**

- Evaluating and matching the needs of members and Officers to benefits that can be acquired externally
- Researching unexplored options for fundraising, especially outside of the legal sphere

### **Operational Goal**

Utilise and improve tools for expanding the options for external cooperation across the Network

## **Description**

One of the most expansive areas within ELSA is the history and the activity of ELSA International's and National Groups' cooperation with externals. There is a growing need to make this information clearer, readily available and shared within the Network to allow for all to jointly improve the area and opportunities within it.

## **Implementation**

- Exploring the possibility of creating an Externals' Database across the Network
- Improving the knowledge management and exchange of information within the area via the use of the Officers' Portal
- Organise and digitalise the External Relations archive
- Update the existing partnership proposals and the surrounding structure

## **Quality Expansion**

### **Vision**

Our success can be measured by way of how far we expand, not only through our activity but our representation as an Association as a whole. This is why expansion plays a heavy role in spreading our vision, widening our Network and motivating the existing Group Officers. What is important with expansion is to engage with it in a sustainable way that would ensure the continuity of groups thereby placing the focus this year on new or re-emerging groups.

## **Operational Goal**

Focus on steady expansion through strong communication

## **Description**

There are a number of new and re-emerging groups whose activity levels spiked in a short period of time. Therefore, it would be important to uphold the motivation levels of these Groups to ensure their continuity and growth.

## **Implementation**

- Focusing on the Groups in question through establishing direct contact
- Working with the Secretary General and the Board to improve the Coaching system, especially with respect to new groups

## **Operational Goal**

Explore the potential of the new Groups

## **Description**

The remaining opportunities of expansion within ELSA lie with smaller groups which face a unique set of obstacles. The aim would be to explore the opportunities with these and see how to involve these in the best way within the structure of our Network.

## **Implementation**

- Reaching out to and connecting with Iceland, San Marino and Andorra to help with establishment of ELSA Groups
- Visiting and supporting the development in their own National context as well as within the Network

## **INTERNAL MANAGEMENT**

### **Communication & Cooperation**

#### **Vision**

A good measure of any unit's performance is a level of communication between its pieces. ELSA is a huge Network of 43 countries, and to make sure the organisation runs smoothly we need to ensure the effective flow of information, and constant exchange of ideas and experiences. To achieve that, we need to exchange best practices and make information equally accessible for everyone. The first pillar of the system is making information readily available for all the consisting parts of ELSA, hence ELSA International shall make itself more approachable to all the Groups, and shall be open to the national and local officers looking out for competent responses.

#### **Operational Goal**

To establish strong communication among the consisting parts of ELSA, thus ensuring the effective cooperation

#### **Description**

There is no cooperation without communication, and there is no communication without information. A compilation of these interconnected phrases leads to a successful network.

#### **Implementation**

- Provide a stable platform to keep the Network and the area of Internal Management well-informed
- Exhaust all the available means of communication to reach out to the ELSA Officers and Members
- Initiate the cooperation among the National Groups
- Regular Skype meetings with the National Secretaries General
- Facilitate live meetings among the National Groups

### **Knowledge Management**

#### **Vision**

The concept of Knowledge Management is a combination of theory and frameworks that ensures the systematic management of the Association's knowledge assets to meet the strategic requirements of it. Fine provision of Knowledge Management ensures the information and knowledge flow to and between the consisting parts of ELSA.

## **Operational Goal**

To provide and ensure a unified and accessible knowledge management system

## **Description**

*“The world’s economy does not reward you for what you know, it rewards you for how you can use what you know”.* That is why it is crucial to organise the knowledge in a systematic way, ready to be applied when needed. In order to create such a system alongside with the existing materials there shall be a place for new instruments to be developed. Moreover, while enhancing the knowledge management system it is important to ensure its protection and make it internally available to the Network.

## **Implementation**

- Use the webinars as a way of knowledge management that offers time-effective, inclusive way of gathering information from different parts of the Networks
- Promotion and maintenance of the Google Knowledge Management System
- Closer oversight of the implementation of Transition in the Network
- Update the materials intended to increase knowledge of the Area
- Create new materials to support the Network in various endeavours
- Protection of the internal archive

## **ELSA Training**

### **Vision**

We live in an age where trainings have become one of the most prominent forms of informal education and a way of raising knowledge of the target groups. Given its efficiency to provide valuable knowledge and expertise in limited amount of time, it is becoming more widely applicable among the people willing to develop themselves in various ways. ELSA Training has gone through many levels of development over the past years contributing to the personal growth and professional advancement of the members and officers in ELSA. In the term of 2017/2018 ELSA Training will be introduced as an independent project.

## **Operational Goal**

To present ELSA Training as a project and to advance the awareness of it

## **Description**

Training is an attempt to change the current or future behaviour by learning, if there is no change as a result of the learning then there was no purpose behind it. The long-term investment of

trainings into the future professional careers of law students and young lawyers is indisputable, alongside with the educational aspect of it. The difference and strength of ELSA Training is the fact that our trainers are experienced ELSA members and together possess the unique knowledge about the Association.

### **Implementation**

- Approach the ELSA Training as a project, in the meantime creating a separate marketing strategy for it
- Organise the ELSA Training for ELSA International Team
- Organise the Refreshment Weekend
- Encourage regional cooperation of Groups with regards to ELSA Training
- Develop collaboration with professional training companies and other associations that have professional trainers' pools

### **Operational Goal**

To develop the integration of the International Trainers' Pool (ITP) into the Network of ELSA

### **Description**

The International Trainers' Pool (ITP) delivers trainings on soft skills and officer's skills to the ELSA Network, thus making the ITP an important tool of both consolidating and further developing the Network. The Trainers provide ELSA knowledge to the existing and potential Groups, support ELSA Groups in planning, moderation, stress management, benefit from the experienced ELSA members as well as increase the number of internationally minded Groups in the Network.

### **Implementation**

- Create a portfolio for the Trainers in order for the Network to know them better
- Appoint a coordinator within the International Trainers' Pool (ITP) to establish a better communication with the Trainers
- Expand the geographical span of the International Trainers' Pool (ITP)
- Support the organisation of ELSA Training Events
- Create regulations on the recruitment and maintenance of the International Trainers' Pool (ITP)



## **FINANCIAL MANAGEMENT**

### **Clarity**

#### **Vision**

The area focus will be the simplification and efficiency of tools and work strategy. The bare simplification of tools itself leads to more transparency, accessibility and efficiency, in both everyday work and preservation and transfer of knowledge. Clarity can have different meanings if you consider it in an internal point of view or external point of view.

#### **Operational goal**

On the internal point of view:

- Optimisation of tools and practices
- Systematic Uniformity

#### **Description**

Clarity in the internal point of view translates into the optimisation of the daily work of the treasurer and in a better understanding of the functionality of the association which leads to more conscious involvement and awareness when planning and moving forward.

Systematic uniformity on the other hand will lead to less confusion in the legal framework and to more effectiveness.

#### **Implementation**

- Systemisation of regulations  
Continuing the work of my predecessor, the aim is to make the regulations clearer (but not less exhaustive) by reorganising some topics in order to implement easy consultation and transparency.
- Consolidate and implement VAT understanding and knowledge in ELSA  
One the biggest challenges of the previous International Board was the introduction of the VAT-related obligations in the agenda of Treasurers. The aim will be to consolidate and develop the praxis connected to VAT declaration and its general knowledge and understanding, to make it easier for the Treasurer to deal with the new legal status.

#### **Operational Goal**

On the external point of view:

- Knowledge and acknowledgement
- Improvement of effective and direct communication

## **Description**

Clarity also means a more effective preservation and transmittance of knowledge in the Network. On the other hand, personal contact is one of the most powerful instruments in order to enforce communication and share information inside the network: these are two of the most basic tools to ensure equal development and ELSA Spirit. The aim will be to provide the National Treasurers (and everyone will be asking for it) with information useful to involve and update their local officers on the life of ELSA International, promoting an active participation in the activities of the network.

## **Implementation**

- **Working Group and Handbook**  
After the clean-out of the Decision Book made last year, another (and more flexible) instrument to preserve knowledge is needed. The aim will also be to encourage handbooks translations, adaptations and distribution between the National Groups.
- **Approachability**  
If sharing is caring, a more effective use of the FM mailing list will be strongly encouraged. The exchange of work being done, goals and knowledge represents the basis for any future development and implementation.

## **Integration**

### **Vision**

Financial Management in ELSA has a strong connection with the vital part of the network: it makes possible to realize events and activities and it gives good ideas a chance to become reality. The focus will be to promote a closer cooperation and understanding between the FM Areas and the Key Areas.

## **Operational goal**

EDF awareness and implementation

## **Description**

EDF represents this integration and it is an expression of the solidarity and the unity that defines us as one Network. After the previous term's changes, this year will be focused on observing the effects from these and evaluating them in term of effectiveness and sustainability. On the other hand, an effort will be made to systematise the current regulations and organise the information in the best possible way to make it more accessible to the National and Local Treasurers.

## **Implementation**

- Promote acknowledge of the EDF procedures and selection priorities  
The focus will be in creating an Operational (and very practical) Guide for Treasurers which will summarise regulations, deadlines, good practices and unwritten customs.
- Increase the quality of the EDF applications and reports  
The aim is to lead the applicants to a better financial planning through the detailed application documents and budget. Report guidelines will be included in a dedicated section of the Guide.

## **Operational Goal**

Support and encourage cooperation between Treasurers and the Key areas.

## **Description**

Behind every successful event there is a successful Treasurer, as someone very wise once said. A closer cooperation in event planning benefits both quality standards and board cohesion.

## **Implementation**

- Working group and handbook on event finances of Key Areas  
The aim is to have a joint Working Group on the topic, including interested officers from Key Areas and FM Area. The result of the cooperation will be a very practical handbook on how to approach events from the financial side, from the brainstorming phase to the report phase.

## **Long Term Planning**

### **Vision**

The best thing about financial management is that you can learn from history.

My aim is to research cases and ask the right questions, in order to collect all the information needed to consciously take the association to the next level and investigate the possibility of a long term financial commitment.

### **Operational goal**

Research on Belgian Law and Dutch Law and NGO possibilities

### **Description**

A sustainability analysis is essential in the discussion about the eventual purchase of the house and about the long term financial stability in general.

### **Implementation**

- Close cooperation with the Assistant for Financial Research  
With the expansion of the Association, it more urgent now to have a clear picture of our possibilities as well as our limits. Know what you are now if you want to know what you want to be in the future.

### **Operational Goal**

Grants Strategy Implementation

### **Description**

The aim is to improve quality of grants applications on the one hand and (possibly) their number on the other hand, mostly for specific projects, at a long-term point of view.

### **Implementation**

- Stabilisation of the grant income  
One important step will be to implement the support of the Erasmus + Grant, going through the application procedure for the 3-years Structural Grant. Contacts have already been made by the previous Treasurer and the feedback received is positive.
- Apply for grants related to specific projects  
In order to implement the IFP revamp, the aim is to plan ahead academic events alongside with financial support from grants.

### **Operational Goal**

Financial Strategic Planning Open Discussion

### **Description**

This is clearly the year in which strategic planning is generally coming to discussion. New Strategic Goals for ELSA will be drafted. Long-term financial planning in an NGOs that changes its executive body every year is a sensitive topic. Regardless, we currently have a Financial Strategy expiring in 2019. The aim is to evaluate the effectiveness of this strategy until now and to collect inputs for the future implementation of Strategic Planning in FM.

## **Implementation**

- Working group on Financial Strategic Planning  
In cooperation with the Assistant for Financial Research, the working group will produce a final document with its observations and suggestions to present to the FM mailing list and the Council.

## **MARKETING**

### **Brand (R)evolution**

#### **Vision**

In the 36 years of our history, ELSA has developed to be a great association with the most remarkable projects. One of our areas – Marketing – has been working on the development of our brands for years, achieving many great things. We want to put our efforts on further evolution and lead the Network to change what needs to be changed and enforce what can be enforced.

#### **Operational Goal**

Corporate Identity changes?

#### **Description**

*“He who moves not forward goes backward!”* – Goethe once wrote. Marketeers always look for the changes and new ways of doing things to achieve more. One of the constantly appearing ideas in ELSA is changing the elements of our Corporate Identity, such as the logo, fonts and colours. We want to finish the Strategic Goals’ term with a proper discussion about our brand and to make final decisions to conclude this topic.

#### **Implementation**

- Start the CI discussions at the beginning of the term
- Ask the Network and the GDT to propose ELSA’s branding changes
- Discuss the pros and cons of CI changes for the whole Network

#### **Operational Goal**

ELSA Day rebranding

#### **Description**

ELSA Day is one of the most amazing and unifying projects in the Network. In its five years of history, we have witnessed discussions and doubts about the chosen branding strategy. Not all of the ELSA members are fully satisfied with the logo, name and promotion strategies we have had so far.

#### **Implementation**

- Get extensive feedback from the Network during the International Meetings and using internet communication channels.
- Ask the Network and the GDT to propose ELSA Day branding changes
- Discuss the future of the project and its visuals.

## **Operational Goal**

One Network, One Brand

### **Description**

One of the most difficult challenges for the marketing in an international association like ELSA is ensuring the uniformity throughout the Network. Apart from the changes discussions, we believe that we need to work on the unification of our communication in every country, every city and on every channel.

### **Implementation**

- Discuss the CI rules and importance with the Nationals on a regular basis
- Provide more general templates and continue the work on marketing database
- Ensure that marketing materials unification throughout the term

## **Operational Goal**

Safety First

### **Description**

The International Board of 2016/2017 has been working on enhancing the legal protection of our brands. We want to analyse this topic and continue the process to ensure ELSA undertook all possible actions to have all the legal rights secured.

### **Implementation**

- Verify the copyrights and history of our brands
- Use external legal help in the process of registering our trademarks

## **Projects: reaching the unreachable**

### **Vision**

Marketing, as one of the Supporting Areas, has to be focused on the Key Areas' projects. This year we want to continue the constant growth that could be observed in the recent years. We want to be more present in the different communication channels and reach new target groups with our activities.

## **Operational Goal**

Further unification

### **Description**

Diversity is one of the biggest strengths of the Network, but some of our projects can benefit from being as unified as possible. Unified and centralised promotion of STEP and ELSA Law Schools is the best proof it's going in the right direction.

### **Implementation**

- Implement unified materials templates for the ELSA Law Schools
- Continue unification of Summer and Winter ELSA Laws Schools
- Propose further network-wide unification of projects promotion

### **Operational Goal**

Diversity is our advantage

### **Description**

Some ELSA officers value certain projects more the others. The real strength of our Association is a wide portfolio of activities, targeted to different groups. We want to underline and promote this diversity to raise its recognition.

### **Implementation**

- Promote new ELSA projects like the ELSA Negotiation Competition and ELSA Webinars
- Use one projects reach to raise the awareness of the others

### **Operational Goal**

Equal treatment

### **Description**

Development of the new projects is always connected with the significant amount of attention from ELSA officers. We want to promote all projects equally and reach as far as possible with all of them.

### **Implementation**

- Extend a promotion of Synergy and ELSA Delegations
- Create a yearlong promotion strategy with equal attention for all of the projects



## ACADEMIC ACTIVITIES

### **Advancement of AA Projects** *to the next level*

#### **Vision**

It is critical that we continue looking forward to what we as an association can achieve with academic activities. Being one of the oldest areas, we have become comfortable in knowing that AA has its steady flow of continuous projects and in doing so perhaps lost a bit of enthusiasm in the area. It is an area that has a lot of room for **expanding in quantity** and **improving in quality**. The focus on advancement means critically assessing where we are now and where we want to go and concentrating on what we have to do today to achieve that goal tomorrow. Hopefully, this focus provides all of us a challenging vision for the future of AA. It certainly does so for me.

#### **Operational Goal**

Institutionalising the European Human Rights Moot Court Competition (EHRMCC) premoots

#### **Description**

The EHRMCC is one of our key human rights projects within ELSA, not to mention one of our very successful flagship moot court competitions. Notably, it cannot guarantee our members the possibility to plead their case orally, making them lose out on one of the core benefits of mootings. Thus, the future goal for improving this competition should be institutionalising its premoots and finally providing members the ability to plead regardless of how far they advance in the competition.

#### **Implementation**

- Create regulations for EHRMCC premoots
- Provide unified branding
- Create guidelines for organising one
- Promote the idea at internal meetings

#### **Operational Goal**

Expanding the ELSA Negotiation Competition (ENC)

#### **Description**

The ENC falls directly onto our aspiration as an association to offer opportunities to enhance legal education and foster mutual understanding. We have already seen a great interest on behalf of the Network to invest time and resources into this project. The question now becomes, how the International Board can facilitate this interest and support the local and national groups organising the project.

## Implementation

- Increase cooperation with the INC
- Raise awareness of supporting materials provided by EI
- Review the coaching system
- Promote the project at internal meetings

## Operational Goal

Expanding the reach of ELSA Day

## Description

The growing number of local, national and now international events shows that ELSA Day has become more and more successful in uniting the Network in our aim to promote human rights. Moreover, the reach and content of these events have time and time again proven that we have a high potential to contribute to the human rights discourse. Therefore, in order to bring the project forward we need focus on expanding its reach both within and outside of the association.

## Implementation

- Engage other human rights associations
- Promote the project at internal meetings
- Revise ELSA Day marketing

## Ensure stability of longstanding AA projects

### Vision

Project stability is the backbone of any kind of long-term advancement. There are three critical points to stability: **self-sustainability**, **interest of the network** and **continuity**. This means that we need to critically assess whether our projects have the interest of our members and the support of our partners, not to mention necessary financial and human resources to organise them. Moreover, after this critical assessment, we need to take decisive steps to solve the potential threats to the projects and ensure their stability in the future.

## Operational Goal

Secure the continuity of the Legal Research Groups (LRGs)

### **Description**

The LRGs should provide an excellent platform for academic research both during their compilation and after. However, the interest of the network in participating in LRGS is continuously fluctuating, the Final Reports often delayed and the Reports outreach after its initial publication rather small. Consequently, it means that despite the LRGs being in the network for a very long time, they do not have stability from term to term, which is hindering the projects possibilities in the academic world.

### **Implementation**

- Provide valuable rewards for the participants of the LRG, e.g. presentation at the Parliamentary Assembly of Council of Europe
- Focus on LRGs with relevant and critical legal topics
- Extend the reach of the concluded Final Reports
- Get an ISBN number for the Final Reports

### **Operational Goal**

Ensure self-sustainability of the EHRMCC

### **Description**

The EHRMCC just celebrated successfully celebrated its 5<sup>th</sup> edition. Within five short years we have managed to generate a lot of interest in the project by our members and have ensured a successful event with the help of CoE. Regardless, it is not certain that the competition is financially secure for the upcoming years as we heavily rely on one partner, that being CoE. Naturally, to ensure the continuity of this unique projects we need to focus on diversifying income base.

### **Implementation**

- Research and apply for human rights related grants and foundations
- Find in-kind sponsorship for meals & accommodation
- Find other human rights partners

### **Operational Goal**

Ensure the continuity of law reviews in the network

## **Description**

Law Reviews provide our members an amazing academic opportunity to get published in the academic world dominated by tenure and rank based on the merit of their work. Though the ELSA Law Review will be discontinued after the publication of its 3rd edition, we should not forget that other law reviews in the network can continue to provide this to our members. Therefore, the International Board should help the National and Local Groups in this endeavour and should continue promoting the project to ensure it will not be neglected.

## **Implementation**

- Create a platform for promoting law review opportunities in the network
- Promote the project at internal meetings
- Raise awareness of the supporting materials provided by EI

## **ELSA MOOT COURT COMPETITIONS**

### **Future of the EMC2 and the VP EMCC**

#### **Vision**

At the ICM in Prague it was decided that the Vice President for Academic Activities would be responsible for the European Human Rights Moot Court Competition from this term onwards, due to workload constraints on the part of the Vice President for Moot Court Competitions. With this change, the position is now referred to as the Vice President for ELSA Moot Court Competitions. The main focus of the VP EMCC will be the ELSA Moot Court Competition on WTO Law (EMC2). However, the VP EMCC will also be responsible for the guidance of the moot court competitions organised by our network. Therefore, we must ensure a balance between supporting the network and project development.

#### **Operational Goal**

Stability of the EMC<sup>2</sup>

#### **Description**

With the yearly growth in both size and quality of the competition, our next goal should be to ensure the stability of the competition and, with it, its continuity. In order to work towards this, there are two main areas that must be developed; namely, the sustainability of the competition and the proper structuring of the scenes behind the competition.

#### **Implementation**

- Further development of the Regional Rounds
  - Creating two Regional Rounds in Asia to properly accommodate the split we already implement
  - Develop the self-sufficiency of the African Regional Round
- Create a provision in the EMC<sup>2</sup> budget for a worst-case scenario
- Pre-visits to all Regional Rounds, not limited to the European Regional Rounds;
- Restructuring the Academic Board
- Financial aid for teams

### **Moot Court Competitions in the Network**

#### **Vision**

As per the Strategic Goals of 2018, the goal was to have moot court competitions at all levels in the network. Although we have made great headway towards achieving this goal, we are not at this

point yet. As moot court competitions are a key element of Academic Activities and one of the most crucial ways to develop soft skills for law students and young lawyers, the further development of moot court competitions at both national and local level in our network is necessary.

### **Implementation**

- Extra focus during workshops at internal meetings
- New coaching system created on the ELSA International team to help guide national and local moot court organisers
- Raise awareness to the tools we already have for MCC officers
- Offer network support to and between all Vice Presidents for Moot Court Competitions

## SEMINARS AND CONFERENCES

### Area Improvement

#### Vision

*“Having a common goal of keeping on improving all of our projects within the S&C area, whilst implementing new projects and exploring unique ideas.”*

For the Area of S&C, the key to moving forward is continually improving our projects, events, and way of working. We need to keep encouraging a philosophy of constant, logical, and consistent improvement throughout our network as a long-term plan to raise our projects to a better quality and condition.

Continuous improvement does not mean finding a method that works and keeping it forever. It means we should look at where we are today, set a goal and put our efforts together to reach that goal. Moreover, it means once we meet one of our goals, we should strive to start again to find new ways to move forward.

#### Operational Goal

Increasing the variety of **ELSA Delegations** and the visibility of ELSA

#### Description

As an expression of its special status in several international organisations, ELSA sends delegates to represent the association and to attend the meetings and events of those organisations. ELSA Delegations are a unique opportunity for ELSA Members to gain practical knowledge on the functions of the institutions and to work with an international team.

Delegations keep ELSA part of the discussion on the development of International Law and give our members the unique opportunity to take part in the work of International Organisations, enlarging their scope in terms of institutions and branches of law involved would be extremely beneficial for the network.

According to our statistics, there is a growing demand for ELSA Delegations on each year and therefore, ELSA Delegations will stay as a focus of ELSA International during the term 2017/2018.

#### Implementation

- To increase variety of ELSA Delegation opportunities
- To increase the number of International Organisations in which ELSA is represented through Delegations

- To start the initiative of organising the first ELSA side event
- To research and apply for special status within International Organisations

### **Operational Goal**

Achieving high quality standards on all **ELSA Law Schools**

### **Description**

ELSA Law Schools – without a shadow of doubt – are the strongest flagship project in the S&C Area. With every year, we have more ELSA Law Schools organised and we have more and more applications. When it comes to progress, there is no limitation. As the S&C officers we should keep on improving the quality of our projects continuously.

### **Implementation**

- To evaluate the ELSA Law Schools that has been organised in the term of 2016/2017
- To provide a more individualised coaching system to ensure the same quality standards among the ELSA Law Schools
- To ensure that all the Law Schools are the part of unified promotion
- To increase the number of ELSA Law Schools
- To prepare for a Winter Cycle for the term of 2018/2019
- To provide IT solutions for the ELSA Law Schools Portal

### **Operational Goal**

Development and implementation of **ELSA Webinars**

### **Description**

ELSA Webinars are the newest projects in the S&C Area and since it is still a developing concept there is a lot of room for progress which gives us the power and the responsibility of shaping the future of the ELSA Webinars. For the successful implementation of this project on all three levels of ELSA there is a need for a long-term planning in order to provide further resources for S&C Officers, alongside the whole ELSA Network.

### **Implementation**

- To continue the research for the most suitable platforms to serve ELSA officers,
- To establish a marketing strategy to promote ELSA Webinars,
- To train and motivate officers to further implement the ELSA Webinars



## **Operational Goal**

Raising awareness towards **International Focus Programme - Environmental Law**

## **Description**

The International Focus Programme (IFP) is a tool for the Network to have a focus in our activities and to raise awareness of a legal topic that the Network is interested in.

The focus on a specific topic is an opportunity for ELSA to create a platform on which the entire Network can work, discuss and elaborate on an internationally relevant legal matter. Topics have a wide academic discussion potential that can be developed in different perspectives and various projects, involving the Key Areas individually or in joint projects. The aim is to gather different ideas and opinions to produce concrete results of a high standard.

The current IFP topic, Environmental Law, will be in force until the 31st July 2019. Therefore, during the term 2017/2018 the IFP will be further implemented, and evaluated.

## **Implementation**

- To increase the number of IFP events
- To research and establish Partnerships for the IFP,
- To raise the awareness on the academic discussion potential of the topic among the Network,
- To evaluate the first year of current IFP topic and analyse the first IFP Week.
- To prepare for the final year of the current IFP.

## **Operational Goal**

Having a well-functioning platform for **Study Visits & Institutional Visits**

## **Description**

Study Visits and Institutional Visits are one of the projects in the S&C area which carries the core values of our Association – internationality, cultural and legal exchange.

Whilst Study Visits give law students the chance to create mutual understanding by crossing physical and cultural borders in addition to their academic value, Institutional Visits provide law students with in-depth knowledge about the functions of institutions and organisations from a legal point of view. They offer a unique opportunity to meet international experts and decision-makers, and to see the places where law is made.

## **Implementation**

- To ensure the usage of Study Visits Portal throughout the Network,
- To maintain and improve the Study Visits Portal,
- To have high quality academic programmes on all the Study Visits and Institutional Visits.

## **Operational Goal**

Unification and professionalism of **International Conferences**

## **Description**

International events cover several types of events and projects, all aiming at fulfilling the vision of ELSA by providing our members possibilities for legal and cultural exchange and improving their legal knowledge. However, when the previous terms taken into consideration there was one type of project which was outstanding with regards to the number of the high quality events organised throughout the Network – International Conferences.

It seems obvious that our network is moving towards to organising more International Conferences, which means it is now the time to focus more on these events to assist our Officers and provide them with necessary tools.

## **Implementation**

- To establish an online platform for International Conferences,
- To provide officers with the necessary means of unified promotion,
- To ensure high quality standards for all the events organised,
- To increase number of International Conferences,
- To provide the necessary assistance for the organisers,
- To evaluate the events that has been organised in the previous years in order to establish a long-term plan for the way forward of the project.

## **STUDENT TRAINEE EXCHANGE PROGRAMME**

### **STEP Comprehension**

#### **Vision**

STEP procedure and internal processes in STEP are rather complicated. This issue can create a problem for students and traineeship providers in understanding what STEP can offer to them, and at the same time it can cause a lack of knowhow amongst ELSA Officers. All of this can lead to the loss in the STEP growth potential. Therefore, we should make STEP knowledge more readily available for everyone.

#### **Operational Goal**

Communication

#### **Description**

All STEP Officers are closely connected and dependent on the work of one another. It is necessary to maintain continuous communication through constant sharing of STEP knowhow, which is how we can achieve better understanding of our area and make our work easier.

#### **Implementation**

- Appointing a STEP Coaching Team
- Using and developing STEP Coaching Strategy
- Being approachable to national STEP Officers
- Initiating communication amongst national STEP Officers

#### **Operational Goal**

Knowledge Management

#### **Description**

STEP area is constantly developing. To ensure achieving better insight to our work, it is necessary to preserve, update and spread the current STEP knowledge. In addition to this, it is also important to look back and learn from our past.

#### **Implementation**

- Updating and spreading STEP Tools

- Organising online Workshops / Trainings
- Compiling a database of traineeship providers on the International level

### **Operational Goal**

Promotion

### **Description**

In order to increase awareness and prestige of the STEP area, we have to not only preserve the current ways of advertising STEP which have been proven to be suitable, but also create new materials and increase the promotion.

### **Implementation**

- Creating promotion materials
- Creating short videos about STEP for both traineeship providers and students
- Organising online events for STEP applicants
- Focusing on collecting testimonials from both traineeship providers and students
- Encouraging STEP Officers to upload videos and pictures on STEP Portal

### **STEP Job Hunting**

#### **Vision**

When it comes to the Job Hunting, STEP is currently in a process of steady growth and its full potential has still not been reached. Last term we managed to increase the number of traineeships outside Europe, but there are still a lot of opportunities for further improvement. Therefore, we should do our best to help each other and continue in this development in order to provide more opportunities for the applicants.

### **Operational Goal**

Expansion

### **Description**

We can achieve higher number of the traineeships by extending the traineeship opportunities inside Europe. In order to do so, we have to first systematise our work and help each other when it comes to the knowhow about the traineeship providers.

## **Implementation**

- Appointing Assistants for STEP Job Hunting
- Assisting National Groups in creating their own databases
- Providing National Groups with the contacts for potential traineeship providers
- Supporting a wider diversity of traineeships
- Cooperating with Alumni and ELS
- Incorporating STEP into existing partnerships of ELSA International

## **Operational Goal**

Globalisation

## **Description**

By expanding outside Europe, we can not only increase the number of traineeships, but also ensure the further culture exchange.

## **Implementation**

- Appointing Assistants for STEP Job Hunting
- Following up on centralised database of potential STEP traineeship providers on the International level: continuing the research and establishing new contacts, cooperation in sharing contacts with other areas
- Researching new software solutions
- Cooperating with other organisations and institutions

## **STEP Sustainability**

### **Vision**

STEP is the area which is developing and becomes more professional every year. In the previous terms, STEP made a huge improvement in the way of becoming more stable. However, there are still a lot of things that need to be improved to ensure STEP will be sustainable in the future.

## **Operational Goal**

IT Sustainability

### **Description**

IT has the huge impact on different parts of STEP. Even though the progress was made during the last years, there are still a lot of mistakes, the system has its limitations and is not as efficient as it should be. Therefore, IT development has to continue, become more stable and predictable. We need to create a complex system which would be stable for the future.

### **Implementation**

- Improving the STEP Portal: creating a search engine, improving the design etc.
- Improving the STEP Internal Interface: making matching process more automated, stabilisation of internal processes

### **Operational Goal**

Financial Sustainability

### **Description**

The expenses of STEP have been increasing lately due to the IT costs. We should try to find a way how to reduce the financial burden to the minimum and make STEP more self-sufficient when it comes to the finances.

### **Implementation**

- Creating a strategy to find new STEP partners
- Researching grant possibilities