



The European Law Students' Association

VI INTERNATIONAL STRATEGY MEETING WORKING MATERIALS

11TH-15TH FEBRUARY 2026



General Legal Partners of ELSA



Human Rights Partner of ELSA



Technical Supporters



General Education Partners of ELSA



Main Partner of ELSA



FOREWORD

GENERAL INFORMATION**FOREWORD**

Dear Network,

With the beginning of a new year comes once again one of ELSA's most important moments of reflection and direction-setting: the VI International Strategy Meeting Tbilisi.

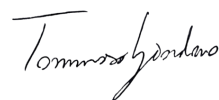
We now find ourselves halfway through the implementation of our Strategic Plan. Some of our goals have already been achieved, others have evolved, and some still require rethinking. The ISM offers us the opportunity to take a step back, look critically at our structures and concepts, and adjust our direction where needed, so that ELSA may continue to grow in a sustainable and meaningful way.

Beyond strategy, the International Strategy Meeting is also a uniquely human experience. It allows us to meet people from different areas of the Network, exchange perspectives we may be less accustomed to, and challenge our usual ways of thinking through open and constructive dialogue.

We are very grateful to the Organising Committee and ELSA Georgia for their dedication and hard work in making this meeting possible, and for welcoming us to Tbilisi.

We look forward to the discussions ahead and to shaping the future of our Association together.

ELSAfully yours,



Gabriel, Lucie, Tommaso, Kat, Tasos, Inês, Hedin & Rodrigo

International Board of ELSA 2025/2026

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THE INTERNATIONAL STRATEGY MEETING GUIDE

THE INTERNATIONAL STRATEGY MEETING GUIDE

What is the International Strategy Meeting?

According to the International Council Meeting Decision Book of ELSA, the International Strategy Meeting is an annual internal meeting of the Members and Observers of ELSA dedicated to strategic planning and evaluation, organised during winter. The aims of the International Strategy Meeting are strategic planning for the future of the Association and evaluation of current activities. The representatives of ELSA Groups participate in various workshops, conducting discussions and creating the foundations for the decision-making process. The outcomes of the ISM become the pillars of further developments, starting from the upcoming ICM through the more detailed plans for the next term, ending with drafting long-term priorities for the Association as a whole.

How should I prepare myself for this meeting?

- Read all reminders and preparation tips carefully.
- Be ready to actively participate in the discussions since all workshops rely on them.
- Remember that you do not represent your area but the opinion of the entire National Group.
- Be aware that opinions and statements you will express are considered valid and accurate for your National Group and, therefore, might be used for future changes and their argumentation.
- Do not expect activity reports or knowledge management sessions- our daily agenda is focused purely on exchanging opinions to prepare the most important decisions for the entire Network.

 THE INTERNATIONAL STRATEGY MEETING GUIDE

Finger rules for workshops

The “finger rules” are intended to make the job of the Chair easier and to ensure that the discussions are as effective and smooth as possible. The theory behind the finger rules is simple; you indicate what you want to state by using one of the following gestures:

One finger:	New topic or idea
Two fingers:	Direct comment or response
Three fingers:	End the discussion, as it is not useful
Pinkie finger:	Technical remark (e.g. “Open the window.”, “The font is too small.”)
C-shaped hand:	Asking for clarification on a previous statement
Scissors:	Remove yourself from the speakers’ list
Thumb up:	Show immediate feedback to the conversation (“I like this idea.”)
Thumb down:	Show immediate feedback to the conversation (“I do not like this idea.”)

The **priority** amongst the different hand gestures goes in the following order: technical, clarification, three fingers, two fingers, one finger. This way, the Chair can more easily moderate the discussions. Scissors and thumbs up/down do not require a direct reaction by the Chair, and that is why the priority rule is not applied to them.



THE INTERNATIONAL STRATEGY MEETING GUIDE

STRUCTURE OF AGENDA

Due to the desire to ensure an effective discussion and to allow the largest possible number of participants to speak, we will divide a significant part of the workshops into Group sessions. These Group sessions generally do not differ in content. The purpose of the division is only to improve its efficiency and to guarantee the exchange of opinions from different members of our Network.

The participants are divided at random into three Groups, which will be communicated to you by the Organising Committee. To ensure the diversity of the Groups, the division is not by National Group or Area. The division is not subject to change, and each participant is obliged to participate in the sessions intended for themselves.

Opening and Closing

Both the Opening and Closing workshops are going to be held in a Joint format with all Groups being together.

Workshops

From Thursday to Saturday, there are three workshops with three different topics per day for each Group. The workshops will be held in a rotating manner, i.e., a workshop on one topic will be held three times a day, once for each Group. The order of the workshops within the day will vary depending on which Group the participant is in. The agenda for each Group is presented in these Working Materials. For example, the workshop order could be:

- Group I: workshop 1, workshop 2, workshop 3
- Group II: workshop 2, workshop 3, workshop 1
- Group III: workshop 3, workshop 1, workshop 2

There will be daily debriefs on Thursday and Friday to recap the day's discussions from the workshops. These will also be held in a Joint format with all Groups present.

Voting in the workshops

Every participant is entitled to take part in the workshops, but only one representative per National Group has voting rights. The Chair of the workshop controls the voting procedure. As usual, each National Group representative shall vote either in favour of, against or abstain from voting on a respective matter whenever voting is taking place.

Questions

The International Board of ELSA has put in their best efforts to cover all information necessary in these guidelines. However, there still might be some issues that are not tackled in these guidelines. In case you have any questions, please refer them directly to the Secretary General of the International Board of ELSA at secgen@elsa.org.

THE INTERNATIONAL STRATEGY MEETING GUIDE

PREPARATION AND REMINDERS

Documents

In order to actively participate and contribute to the Workshops, please do not forget to:

- Read these Working Materials cover to cover;
- Read relevant parts of the [Statutes and Standing Orders of ELSA](#);
- Read relevant parts of the [72nd Edition of the International Council Meeting Decision Book](#);
- Read the [One Year Operational Plan](#) (OYOP) of the International Board of ELSA 2025/2026;
- Read the [Strategic Plan of ELSA 2023-2028](#) (available on page six);
- Read the [Strategic Goals Implementation Handbook 2023-2028](#);
- Read the [Minutes of the V International Strategy Meeting Malmö](#);
- Bring your ELSA spirit, share your thoughts and suggestions, and leave your personal touch at the VI International Strategy Meeting Tbilisi.

To access most of the documents above, you require a username and a password.

Username: officer

Password: 7zXZZNq

Additionally, please read the aforementioned documents carefully. This is of great importance for the discussions and the outcome of the Workshop sessions.

Last but not least, please read the following draft agenda carefully. Should you have any questions or need clarifications, please do not hesitate to contact the Secretary General of the International Board of ELSA at secgen@elsa.org.

Discussion points

We have five days to discuss the future of ELSA. It seems like a lot, but in practice, the pace of the workshops can be intense at times. In order to get the most out of them and avoid problems with keeping up, we ask you to discuss the key issues before the meeting. Pay special attention to the "Preparation" section next to the workshop descriptions, and make sure that you have a clear opinion on each of the questions asked there.

Use the area mailing lists as well as the dedicated WhatsApp Community to start a discussion and bring up ideas you want to share, whether you will be able to participate in the meeting personally or not.

It is our pleasure to welcome you to the VI International Strategy Meeting Tbilisi!

DRAFT AGENDA

DRAFT TIMETABLE

GROUP I

	11th February Wednesday	12th February Thursday	13th February Friday	14th February Saturday	15th February Sunday			
9:00-9:30	Arrivals	Breakfast						
9:30-10:00								
10:00-10:30		Hosting IIMs	ELSA Websites	Alumni	Sightseeing			
10:30-11:00								
11:00-11:30								
11:30-12:00								
12:00-12:30		Lunch						
12:30-13:00								
13:00-13:30		Quality Standards	AI Guidelines	HR across Areas	Final Debrief & Closing Workshop			
13:30-14:00								
14:00-14:30								
14:30-15:00								
15:00-15:30		Break						
15:30-16:00		IIM Finances	Breaching Regulations	ELSA Training	Departures			
16:00-16:30								
16:30-17:00								
17:00-17:30	Opening Workshop	Reporting Time	Reporting Time	Preparation				
17:30-18:00								
18:00-18:30		Daily Debrief	Daily Debrief	Gala Ball				
18:30-19:00								
19:00-19:30								
19:30-20:00	Dinner							
20:00-20:30								
20:30-21:00								
21:00-21:30	Socials							
21:30-22:00								

DRAFT AGENDA

GROUP II

	11th February Wednesday	12th February Thursday	13th February Friday	14th February Saturday	15th February Sunday								
9:00-9:30	Arrivals	Breakfast											
9:30-10:00													
10:00-10:30		IIM Finances	Breaching Regulations	ELSA Training	Sightseeing								
10:30-11:00													
11:00-11:30													
11:30-12:00													
12:00-12:30		Lunch											
12:30-13:00													
13:00-13:30		Hosting IIMs	ELSA Websites	Alumni	Final Debrief & Closing Workshop								
13:30-14:00													
14:00-14:30													
14:30-15:00													
15:00-15:30		Break											
15:30-16:00		Quality Standards	AI Guidelines	HR across Areas	Departures								
16:00-16:30													
16:30-17:00													
17:00-17:30	Opening Workshop	Reporting Time	Reporting Time	Preparation									
17:30-18:00													
18:00-18:30		Daily Debrief	Daily Debrief	Gala Ball									
18:30-19:00													
19:00-19:30													
19:30-20:00													
20:00-20:30													
20:30-21:00						Socials							
21:00-21:30													
21:30-22:00													

DRAFT AGENDA

GROUP III

	11th February Wednesday	12th February Thursday	13th February Friday	14th February Saturday	15th February Sunday			
9:00-9:30	Arrivals	Breakfast						
9:30-10:00								
10:00-10:30		Quality Standards	AI Guidelines	HR across Areas	Sightseeing			
10:30-11:00								
11:00-11:30								
11:30-12:00								
12:00-12:30		Lunch						
12:30-13:00								
13:00-13:30		IIM Finances	Breaching Regulations	ELSA Training	Final Debrief & Closing Workshop			
13:30-14:00								
14:00-14:30								
14:30-15:00								
15:00-15:30		Break						
15:30-16:00		Hosting IIMs	ELSA Websites	Alumni	Departures			
16:00-16:30								
16:30-17:00								
17:00-17:30	Opening Workshop	Reporting Time	Reporting Time	Preparation				
17:30-18:00						Daily Debrief	Daily Debrief	Gala Ball
18:00-18:30								
18:30-19:00								
19:00-19:30								
19:30-20:00								
20:00-20:30	Dinner							
20:30-21:00								
21:00-21:30	Socials							
21:30-22:00								

DRAFT AGENDA

DRAFT AGENDA

Wednesday, 11th of February 2026

17:00 – 19:30

OPENING WORKSHOP (JOINT)**Description**

During the Opening Workshop, we will inform you about the agenda, division of the groups and discuss the procedures and rules of the meeting. You will also be presented with the perceived goals, general structure and expected outcomes of the VI International Strategy Meeting, as well as an International Update from the International Board of ELSA.

Outcome

The participants are familiar with the agenda and rules, as well as the goals and objectives of the meeting.

Preparation

None.

DRAFT AGENDA

Thursday, 12th of February 2026

Rotating Time depending on the Group.

HOSTING IIMs

Description

Hosting International Internal Meetings is often seen as demanding or unrealistic for many National Groups. This workshop will focus on the general feasibility of hosting such Meetings across the Network. Participants will reflect on whether hosting is possible in their country and which factors most strongly influence this assessment. The workshop will explore key elements affecting feasibility, such as accommodation models, access to suitable venues, organisation of social programme, and human resources capacity. Building on these reflections, the workshop will create space to discuss alternative hosting approaches and structural solutions that could make hosting more accessible in the future.

Outcome

Participants will gain a clearer overview of the main factors that determine the feasibility of hosting International Internal Meetings and identify common barriers and potential solutions. As an outcome, the workshop aims to collect strategic input on how hosting can be made more achievable for a wider range of National Groups, supporting a more sustainable distribution of hosting responsibilities within the Association.

Preparation

Prepare a draft budget for hosting an International Council and/or Strategy Meeting in your country based on realistic and current prices for accommodation, venues, and social events. Try to fit within the set participation fees and, where this is not feasible, explore creative or alternative solutions to handle budget challenges. Reflect on the feasibility of hosting in your context and which elements present the greatest challenges.

Rotating Time depending on the Group.

QUALITY STANDARDS

Description

One key element of hosting International Internal Meetings is compliance with the Quality Standards. This matter has been an ongoing discussion for some time, being of the utmost importance to address it regularly. In this workshop, we will explore the existing standards for organising an IIM and open a discussion on whether they should be updated. We will also examine the potential of hybrid IIM formats and how they could lower barriers to participation, allowing more groups to access IIMs.

Outcome

The participants reflect on potential changes to the Quality Standards of IIM hosting and hybrid formats.

DRAFT AGENDA

Preparation

Read through Article 4 of the International Council section of the [Standing Orders of ELSA](#), and take a look at the existing [Quality Standards for International Council Meetings](#) (available at the latest submitted Hosting Application on page 22). Reflect on which factors contribute to increased costs in relation to these events and consider whether the Quality Standards could be adjusted to allow for more affordable hosting. Consider also the potential challenges and benefits of opening up a hybrid format for International Internal Meetings.

Rotating Time depending on the Group.

IIM FINANCES**Description**

The financial dimension of an International Internal Meeting is a key factor in determining the feasibility of organising it. This workshop will focus on event financial management, with particular attention to budgeting, funding sources and financial planning in relation to the local context. A strong emphasis will be placed on the specific financial realities of hosting IIMs and on balancing financial sustainability with accessibility. Participants will be encouraged to develop concrete ideas to make hosting IIMs more financially feasible. The aim is to increase financial awareness and, where appropriate, to open a structured discussion on how to improve the financial feasibility of organising IIMs.

Outcome

Participants will gain practical skills in event financial management and budgeting, as well as increased awareness of the key factors influencing the financial feasibility of organising International Internal Meetings.

Preparation

Read through the Regulations about the Fees for International Internal Meetings found in the [International Council Meeting Decision Book](#) Part 4, Chapter 6 and in Annex 2, Participation Fees. Consider potential challenges for organising an IIM from the budget perspective, and reflect on solutions to increase the financial feasibility of organising an IIM.

18:30 – 19:30

DAILY DEBRIEF (JOINT)**Description**

During the Daily Debrief workshop, the International Board will deliver a summary of the discussions that took place in each of the groups during the day's Workshops. The workshop will also serve as a venue where participants can raise any potential unanswered questions regarding the topics addressed on a given day.

DRAFT AGENDA

Outcome

Participants are brought up to speed and get a chance to reflect on the discussion of the day after consulting the members of their delegation.

Preparation

Use the Reporting Time to compare notes with the other members of your delegation and reflect on the discussion that took place in your respective Group.

DRAFT AGENDA

Friday, 13th of February 2026

Rotating Time depending on the Group.

ELSA WEBSITES

Description

The website represents a fundamental tool for our Association, serving both as the primary channel for external communication and as a key platform for internal engagement among members. For this reason, it is essential to engage in a shared and structured reflection on how the website should be designed and organised, with particular attention to clarity, accessibility and coherence. The aim is to ensure an effective communication of ELSA's identity, activities and values, while also providing a functional, intuitive, and satisfying user experience for all ELSA members.

Outcome

Participants will engage in a collective reflection on the overall structure of the website, critically assessing its sections, navigation and content organisation. By the end of the workshop, participants will have developed possible improvements and structural choices that can enhance both usability and communication effectiveness.

Preparation

Look through the [ELSA Website](#) in advance, carefully reviewing its main categories, internal sections and overall navigation. In addition, you are encouraged to look at the websites of other National Groups, as well as different associations or organisational websites more generally, in order to identify good practices, common structural patterns and innovative solutions that may serve as inspiration for the discussion.

Rotating Time depending on the Group.

AI GUIDELINES

Description

AI is a reality in everything that surrounds us. Of course, it would eventually impact the way we work in ELSA. Currently, ELSA Delegations is the only project of ELSA with a policy on the use of AI. The purpose of this workshop is to improve the guidelines and make them applicable to all areas of ELSA, and discuss the use of AI in our work.

Outcome

The Participants develop guidelines for the use of AI in ELSA and applications for ELSA's projects.

Preparation

Read through the AI guidelines for ELSA Delegations found [here](#). Reflect on the use of AI in your work as an ELSA officer, and for which projects AI guidelines are the most necessary.

DRAFT AGENDA

Rotating Time depending on the Group.

BREACHING REGULATIONS**Description**

This workshop aims to address our regulatory breaches and the current lack of effective mechanisms to respond to them. Participants will be invited to identify the most frequently breached regulations. Building on this, participants will discuss possible ways to enforce the Regulations. The workshop will create a space to reflect on the broader issue of regulatory effectiveness within the Association, taking into account previous discussions (e.g. in the context of ERR) that highlighted systemic challenges.

Outcome

Participants will gain a deeper understanding of the most commonly breached regulations and the underlying reasons behind these breaches. As an outcome, the workshop aims to identify concrete directions and potential solutions that the Association could explore to make its regulations more effective and to reduce the frequency of breaches in the future.

Preparation

Reflect on your own National or Local regulations that include sanctions, corrective measures, or other enforcement mechanisms. Consider how these measures contribute to regulatory effectiveness and compliance in their own context. Additionally, read through ELSA International's [Statutes and Standing Orders of ELSA](#), and the [International Council Meeting Decision Book](#), especially Part 2, Chapter 3 on External Relations Regulations and the Brand Book (Annex 4), and identify provisions that are frequently breached, reflect on possible causes for these breaches, and consider how such challenges could be addressed.

18:30 – 19:30

DAILY DEBRIEF (JOINT)**Description**

During the Daily Debrief workshop, the International Board will deliver a summary of the discussions that took place in each of the groups during the day's Workshops. The workshop will also serve as a venue where participants can raise any potential unanswered questions regarding the topics addressed on a given day.

Outcome

Participants are brought up to speed and get a chance to reflect on the discussion of the day after consulting the members of their delegation.

Preparation

Use the Reporting Time to compare notes with the other members of your delegation and reflect on the discussion that took place in your respective Group.

DRAFT AGENDA

Saturday, 14th of February 2026

Rotating Time depending on the Group.

ALUMNI

Description

Some people say that there is a life after ELSA. But this doesn't mean that you need to leave ELSA forever. This workshop is focused on the involvement of Alumni in ELSA. Participants will discuss the current level and forms of Alumni involvement in their National Groups, including whether a separate National Alumni Association exists and how it is structured. The session will provide space to exchange experiences on how Alumni are currently engaged, as well as how participants would ideally like to see Alumni involved in ELSA at both the national and international levels. Building on these discussions, the workshop will explore expectations from National Groups and current members willing to join an Alumni Association. Participants will also reflect on what motivates Alumni to remain involved or to (re)join Alumni structures, and what they perceive as useful or valuable in Alumni engagement.

Outcome

Participants will gain a clearer overview of the diversity of National Alumni structures and approaches across the Network. They will identify common expectations, challenges, and incentives related to Alumni involvement. As an outcome, the workshop aims to collect structured feedback from the network for us to best leverage our relationship with past Members of ELSA for the continued progress of the association.

Preparation

Reflect on your own National Alumni organisation or structure (if any), including its role, activities, and level of engagement. Consider what works well, what does not, and what expectations exist towards the involvement of Alumni in a national context. Should you have none, reflect on the reason for this situation, how it could be resolved, and if it is in the interest of your National Group.

Rotating Time depending on the Group.

HR ACROSS AREAS

Description

Certain areas of ELSA are more often missing officers than others, from the local to the international level. During this workshop, we will look at the different challenges and discuss how to approach missing areas in boards. We will conduct some experience sharing on which areas are the most lacking in the network, as well as address Financial Management and Professional Development in particular.

DRAFT AGENDA

Outcome

The Participants will identify the key challenges in recruiting and retaining officers in certain areas and work together to propose practical solutions to address these issues. The participants will give feedback on how ELSA can make certain areas more attractive in regard to Human Resources and Officer Retention.

Preparation

Reflect on the different areas of ELSA, and what makes it attractive or unattractive to be a Vice-President in each of them. Consider what makes FM and PD attractive areas, and what the challenges are for the recruitment of these areas specifically.

Rotating Time depending on the Group.

ELSA TRAINING**Description**

ELSA Training is a core educational tool of the Association, yet its use, visibility, and recognition differ widely across the Network. This workshop will explore how ELSA Training is currently perceived, promoted, and applied at the international and national level. Participants will identify the main obstacles to its use and promotion and discuss why it is not always seen as a relevant or attractive tool. Building on this, the Workshop will focus on the added value of ELSA Training and on how it can be better promoted and integrated into the work of ELSA. Participants will exchange ideas on how to increase engagement with ELSA Training and how to shape its future development.

Outcome

Participants will gain an overview of the key challenges related to ELSA Training. They will identify practical ways to improve its visibility, attractiveness, and strategic use. As an outcome, the workshop aims to collect concrete ideas for strengthening ELSA Training as a core tool of the Association.

Preparation

Reflect on how ELSA Training is currently used in your National Group and how it is communicated to members. Consider what discourages participation and what motivates it. Be prepared to share examples of successful or unsuccessful training initiatives from your Group. Please review the [ELSA Training website](#), identify its weaknesses and read through the [International Council Meeting Decision Book](#), Part 3 Internal Management, Chapter 4 ELSA Training.

DRAFT AGENDA

18:30 – 19:30

DAILY DEBRIEF (JOINT)**Description**

During the Daily Debrief workshop, the International Board will deliver a summary of the discussions that took place in each of the groups during the day's Workshops. The workshop will also serve as a venue where participants can raise any potential unanswered questions regarding the topics addressed on a given day.

Outcome

Participants are brought up to speed and get a chance to reflect on the discussion of the day after consulting the members of their delegation.

Preparation

Use the Reporting Time to compare notes with the other members of your delegation and reflect on the discussion that took place in your respective Group.

DRAFT AGENDA

Sunday, 15th of February 2026

13:00 – 15:30

FINAL DEBRIEF & CLOSING WORKSHOP (JOINT)

Description

As the VI International Strategy Meeting draws to a close, we will wrap up with a final daily debrief. Following that, we will move on to summarise the conclusions of the workshop discussions of the VI International Strategy Meeting and discuss any questions that may be unanswered. Lastly, we will proceed to close the meeting.

Outcome

All participants are up to speed on the outcome of the VI International Strategy Meeting.

Preparation

None.



The European Law Students' Association