



The European Law Students' Association

INTERNATIONAL COUNCIL MEETING DECISION BOOK

Authenticated by

A handwritten signature in black ink, reading "B. Schaller".

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TABLE OF CONTENTS

PART 1. GENERAL.....	4
CHAPTER 1. STRATEGIC PLANNING	4
CHAPTER 2. STRATEGIC PLAN 2019-2023.....	5
CHAPTER 3. BOARD REFORM	8
CHAPTER 4. ANNUAL REPORT	10
CHAPTER 5. HUMAN RIGHTS	10
CHAPTER 6. FLAGSHIP PROJECTS.....	10
CHAPTER 7. ADVISORY BODY	11
CHAPTER 8. INITIATIVES IN THE CONTEXT OF THE HUMANITARIAN CRISIS IN UKRAINE	11
PART 2. BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION (BEE)	12
CHAPTER 1. DEFINITION	12
CHAPTER 2. BOARD MANAGEMENT	12
CHAPTER 3. EXTERNAL RELATIONS	12
CHAPTER 4. EXPANSION.....	16
PART 3. INTERNAL MANAGEMENT (IM)	17
CHAPTER 1. DEFINITION	17
CHAPTER 2. RESPONSIBILITIES	17
CHAPTER 3. INTERNAL AFFAIRS.....	18
CHAPTER 4. INTERNATIONAL COUNCIL MEETINGS	19
CHAPTER 5. INTERNATIONAL ANNUAL MEETINGS.....	21
CHAPTER 6. HUMAN RESOURCES.....	23
CHAPTER 7. ELSA TRAINING	24
CHAPTER 8. INFORMATION TECHNOLOGY	25
PART 4. FINANCIAL MANAGEMENT (FM).....	27
CHAPTER 1. DEFINITION	27
CHAPTER 2. RESPONSIBILITIES	27
CHAPTER 3. PAYMENT AGREEMENTS	27
CHAPTER 4. DAMAGES CAUSED TO ELSA	28
CHAPTER 5. FEES.....	29
CHAPTER 6. EVENT FEES.....	30
CHAPTER 7. REMUNERATION	33
CHAPTER 8. FINANCIAL MANAGEMENT OF ELSA	33
CHAPTER 9. THE ELSA DEVELOPMENT FOUNDATION.....	35
CHAPTER 10. GRANTS.....	35

CHAPTER 11. FINANCIAL STRATEGY	36
CHAPTER 12. THE FINANCIAL STRATEGY OF ELSA 2022-2025.....	39
PART 5. MARKETING (MKT)	44
CHAPTER 1. DEFINITION	44
CHAPTER 2. RESPONSIBILITIES	44
CHAPTER 3. UNIFORMITY	45
CHAPTER 4. SYNERGY.....	46
PART 6. ACADEMIC ACTIVITIES (AA).....	47
CHAPTER 1. DEFINITIONS	47
CHAPTER 2. RESPONSIBILITIES	47
CHAPTER 3. LEGAL WRITING.....	47
CHAPTER 4. SOCIAL RESPONSIBILITY INITIATIVES.....	49
CHAPTER 5. HUMAN RIGHTS	50
CHAPTER 6. INTERNATIONAL FOCUS PROGRAMME.....	51
PART 7. COMPETITIONS.....	53
CHAPTER 1. DEFINITIONS	53
CHAPTER 2. RESPONSIBILITIES	53
CHAPTER 3. ACADEMIC COMPETITIONS.....	53
CHAPTER 4. MOOT COURT COMPETITIONS.....	56
PART 8. PROFESSIONAL DEVELOPMENT.....	58
CHAPTER 1. DEFINITIONS	58
CHAPTER 2. ELSA TRAINEESHIPS	58
PART 9. SEMINARS AND CONFERENCES (S&C).....	62
CHAPTER 1. DEFINITIONS	62
CHAPTER 2. RESPONSIBILITIES	62
CHAPTER 3. ELSA LAW SCHOOLS.....	62
CHAPTER 4. ELSA DELEGATIONS	65
CHAPTER 5. INTERNATIONAL CONFERENCES OF ELSA.....	66
CHAPTER 6. ELSA WEBINARS ACADEMY	68
CHAPTER 7. OTHER SEMINARS AND CONFERENCES EVENTS.....	69
ANNEX 1. LIST OF FAVOURED COUNTRIES	71
(UPDATED AS PER JANUARY 2022).....	71
ANNEX 2. PARTICIPATION FEES	72
(UPDATED AS PER JANUARY 2022).....	72
ANNEX 3. ELSA BRAND BOOK.....	73
ANNEX 4. INITIATIVES IN THE CONTEXT OF THE INVASION OF UKRAINE	94

CHAPTER 1. STRATEGIC PLANNING

PART 1. GENERAL**CHAPTER 1. STRATEGIC PLANNING****Article 1. General**

1.1 Strategic Planning shall be an ever-present part of planning in ELSA. The Strategic Plan shall envisage means to fulfil the Philosophy Statement of ELSA. A Strategic Plan shall be adopted for five years by a two thirds majority of the International Council during an International Council Meeting in the last year of the Strategic Plan in force.

Article 2. Evaluation

2.1 The fulfilment of the Strategic Plan shall be evaluated by the International Board of ELSA by means of the Strategic Plan Yearly Report and the Strategic Plan Final Report.

2.2 The International Board of ELSA shall prepare the Strategic Plan Yearly Report and publish it by the 31st of July. It shall summarise the Strategic Plan and critically compare the level of achievement to previous results. The Strategic Plan Yearly Report shall be presented by the International Board of ELSA who elaborated the Report and discussed at the first International Council Meeting of the subsequent term.

2.3 The Strategic Plan Final Report shall be finalised by the International Board of ELSA with updated information covering the entire duration of the Strategic Plan. It shall be ready for presentation at the first International Council Meeting after the last year of the Strategic Plan in force. It shall include overall information, final conclusions and statistics reflecting the fulfilment of the Strategic Plan as well as recommendations for the adoption of the succeeding Strategic Plan.

Article 3. Implementation

3.1 The International Board of ELSA and National Groups shall draft their respective One Year Operational Plans in compliance with the Strategic Plan of ELSA.

3.2 The International Board of ELSA shall create a Strategic Plan Implementation Handbook and send it to the National Groups 14 days before the opening of the first International Council Meeting, following the voting on the Strategic Plan. The Handbook shall include operational goals of the Strategic Plan, best practices, and useful tips for their implementation.

CHAPTER 2. STRATEGIC PLAN 2019-2023**Article 1. Strategic Goal 1: Good Governance**

1.1 An Advisory Body that consults ELSA on long-term projects and planning by giving advice, improving knowledge management, and transition shall be created.

- a. ELSA shall:
 - i. Make the required regulatory changes to implement an Advisory Body;
 - ii. Create a clear protocol by specifying the duties, responsibilities, activities, conduct, and limits of the Advisory Body;
 - iii. Define clearly the boundaries between the role of the International Board and the role of the Advisory Body;
 - iv. Involve one board member of the alumni association of ELSA in the Advisory Body;
 - v. Involve at least one of the immediate past members of the International Board of ELSA in the Advisory Body.

- b. The International Board of ELSA shall:
 - i. Investigate the possibility of recruiting external consultants to join the Advisory Body.

1.2 The sustainability of the association shall be ensured through a board reform allowing the International Board of ELSA to effectively fulfil its mandate.

- a. ELSA shall:
 - i. Restructure the International Board of ELSA to fulfil the needs of its members with a special focus on External Relations, Human Resources, Information Technology, and Marketing Strategy;
 - ii. Revise the current tasks division and workload of each member of the International Board of ELSA;
 - iii. Reconsider the number of members of the International Board of ELSA;
 - iv. Outsource some tasks performed by members of the International Board of ELSA to professionals;
 - v. Invest in the professional training of the members of International Board of ELSA with respect to their roles;
 - vi. Create a clear protocol by specifying the duties, roles, responsibilities, activities, expectations, conduct, and limits of the International Board of ELSA and the ELSA International Team;
 - vii. Reduce time on implementation and administration by handing these tasks over to an ELSA Secretariat.

1.3 The sustainability of the association shall be ensured by establishing a professional Secretariat, responsible for the day-to-day management and administration of ELSA.

- a. ELSA shall:
 - i. Create clear protocol by specifying the duties, responsibilities, and activities of the ELSA Secretariat;
 - ii. Investigate the possibility of applying for grants in order to cover this expense.

- b. The International Board of ELSA shall:
 - i. Research the exact legal and financial implication of having a Secretariat;
 - ii. Launch a request for an offer to association management companies.

CHAPTER 2. STRATEGIC PLAN 2019-2023

1.4 A performant annual cycle of meetings in ELSA allowing ELSA to plan, review and evaluate the goals to be accomplished during the calendar year shall be developed.

- a. ELSA shall:
 - i. Revise the current time frame of international events to ensure enough time for the preparation of such;
 - ii. Revise and clarify the Board Management, External Relations, and Expansion area under the current division between Key and Supporting Area Officers;
 - iii. Adopt quality standards for every international event by taking into consideration all variables *inter alia* duration of such events;
 - iv. Reduce the number of internal or external events during international meetings *inter alia* conference, training;
 - v. Revise and clarify the status quo of the second International Presidents' Meeting to ensure the purpose of creating an International Governance/Strategic Meeting to review the overall state of the network, open to all members and not only limited to Board Management, External Relations, and Expansion officers;
 - vi. Establish a tool to review and keep checks and balances between the International Board of ELSA and the International Council after the second International Council Meeting of the term.

- b. The International Board of ELSA:
 - i. Investigate the implementation of an e-voting system.

Article 2. Strategic Goal 2: A Living Vision

2.1 The ELSA identity shall be strengthened by creating a clear understanding of what the purposes of the Philosophy Statement mean for today's members in different countries and settings and how they define the association's actions.

- a. ELSA shall:
 - i. Define what 'non-political' means within international association law and practice;
 - ii. Develop a clear understanding of what the Philosophy Statement of the association means within association law and practice and for its members;
 - iii. Constantly develop awareness and knowledge of human rights by aligning certain activities with these goals;
 - iv. Establish human rights partnerships at least on international and national level;
 - v. Create a strategic plan to increase the awareness and knowledge of the International Focus Programme;
 - vi. Research the exact legal and, reputational implication of actions such as advocacy (including statements) or any other actions it makes or takes in the pursuit of being the voice of law students;
 - vii. Aim to foster mutual understanding between legal professionals and law students by redefining and understanding what each of these terms implies;
 - viii. Acknowledge legal matters, as well as engage in activities which encourage social responsibility through a holistic approach.

2.2 ELSA shall be the 'voice' of European law students by speaking out.

- a. ELSA shall:
 - i. Actively find and use strategic and relevant partnerships for effective impact in order to increase the awareness, knowledge and reputability of its events across the network;

CHAPTER 2. STRATEGIC PLAN 2019-2023

- ii. Create an ELSA Advocacy Programme and develop a clear understanding of what ELSA Advocacy means within its members;
- iii. Define and advocate the matters that concern law students;
- iv. Research the exact legal, financial, reputational implication of having an ELSA Advocacy Programme;
- v. Constantly develop awareness and knowledge of Rule of Law;
- vi. Constantly develop awareness and knowledge of the United Nations Sustainable Development Goals by aligning certain activities with these goals;
- vii. Apply for Sustainable Development grants;

2.3 More cohesive, mutually beneficial and long-term relationships with the partners of ELSA, as well as its Officers and Members, shall be ensured.

a. ELSA shall:

- i. Aim to obtain and secure support from renowned partners, institutions and persons on a long-standing basis;
- ii. Look into new ways of involving its partners and the Trainers with the work of the association in order to ensure a more cohesive and mutually beneficial relationship;
- iii. Obtain and reproduce testimonials from its past members, in order to engage and encourage its present members and officers to maintain involvement after their active years;
- iv. Highlight the success of its past members through a variety of means in order to showcase the potential benefits of being active in the association;
- v. Aim to provide training related to soft skills for its members through creating a training strategy in collaboration with the International Trainers' Pool, as well as through encouraging and aiding the formation of a national trainers' pool;
- vi. Establish formal cooperation with its alumni association, which clarifies the expectations, duties, benefits, and obligations of each party in order to ensure a mutually beneficial relationship.

Article 3. Strategic Goal 3: An Engaging Association

3.1 Activities that offer the most value to ELSA members shall be identified and focused on.

a. ELSA shall:

- i. Ensure that it provides the opportunity to its active members to acquire skills for life;
- ii. Ensure that all its Officers are recognised internally and externally for their position or skills through cooperation with certified trainers or firms;
- iii. Conduct a member satisfaction survey in order to ascertain the areas which need improvement, which shall be conducted annually;
- iv. Improve the quality of the reporting in order to most closely meet the needs of its members; *inter alia* reconsidering the form and the purpose of the State of the Network Inquiry;
- v. Ensure that participation in all its projects yields recognisable and official participation certificates to the members;
- vi. Create benefit schemes for its members through programmes which may include but are not limited to an ELSA membership card or an official ELSA membership application;
- vii. Create an application which displays the credentials of the member using it, as well as any participation certificates;

CHAPTER 3. BOARD REFORM

3.2 A strong ELSA social brand shall be created by uniting members and Officers under one brand and one vision.

- a. ELSA shall:
 - i. Promote a consistent identity towards international legal partners; by creating suitable and consistent marketing materials;
 - ii. Focus on increasing the understanding of ELSA and ELSA related activities for all its members and in particular externals through informative consultation sessions;
 - iii. Focus on regional events as a means of making internationality accessible to more ELSA members;
 - iv. Conduct an annual review of the structure and content of the websites of ELSA in order for them to give a clear and easy-to-understand overview of ELSA's activities;
 - v. Develop its brand and establish a unified image as an international and professional association while ensuring the sustainability and consistency of such brand by regulating ELSA brands as well as the brand of its projects more rigidly;
 - vi. Conduct an annual review of the corporate identity of ELSA in order for it to give a clear and easy to understand the image of ELSA's activities and vision;
 - vii. Strive to adhere to the templates and materials provided in the marketing materials database in order to ensure the unified image of ELSA;
 - viii. Create and carry out a public relations strategy.

3.3 The voluntary involvement and skills of Officers after their active years shall be retained through collaboration with the alumni associations of ELSA.

- a. ELSA shall:
 - i. Create an ELSA Mentorship Programme in which alumni offer help, advice, and mentorship to the present-day Officers of the association;
 - ii. Actively encourage and aid Officers to partake in the alumni associations after their active years, in accordance with the Human Resources Strategy;
 - iii. Create an alumni database in collaboration with the alumni associations of ELSA;
 - iv. Create a donation system in collaboration with the alumni associations of ELSA.

CHAPTER 3. BOARD REFORM

Article 1. Implementation

2.1 The International Board of ELSA shall:

- a. publish a Board Reform Implementation strategy as well as Transition Materials for the National Groups by 31st of July 2021. These shall include:
 - i. A specification of the duties, responsibilities and activities of each position within the new structure,
 - ii. A timeline for the implementation period 2021 – 2023 with concrete implementation steps; and
 - iii. A strategy on ensuring consistent knowledge management throughout the network
- b. Expand and strengthen the ELSA International Team as an integral part of Board Reform;
- c. Publish detailed bimonthly updates containing:
 - i. All positive advancements in the implementation of Board Reform
 - ii. All difficulties and obstacles experienced and potential solutions.

CHAPTER 3. BOARD REFORM

- d. Publish implementation guidelines assisting National Groups in implementing Board Reform or in adapting to an asymmetric board structure,
- e. Support National Groups in the implementation of Board Reform or in adapting to an asymmetric board structure.

Article 2 Exit Clause

2.1 The Exit Clause obliges the International Board of ELSA to take immediate and reasonable action should any aspect of Board Reform substantially harm or threaten the sustainability of the Association.

2.2 The International Board of ELSA shall:

- a. delay the implementation of any aspects of Board Reform for a period of 6 months in case of reasonable concern over the sustainability of the Association. A detailed report shall be submitted to the International Council at the subsequent International Council Meeting including justification for the delay and a strategy to rectify the cause of the delay;
- b. trigger the Exit Clause where Board Reform immediately threatens to harm any Flagship Projects of ELSA;
- c. trigger the Exit Clause where Board Reform requires a project to be removed or severely harmed unless:
 - i. A delay of the implementation would be sufficient to secure the project; or
 - ii. The International Council approves the removal or damaging of the project.
- d. trigger the Exit Clause where more than ¼ of all National Groups request it by showing that an aspect or the totality of Board Reform is causing direct and severe damage to the national network. The report detailing the request shall be submitted to the International Board at least 6 weeks before the opening of the subsequent International Council Meeting including:
 - i. Any details of the surrounding circumstances and issues caused by Board Reform;
 - ii. Evidence that the cause of the significant damage is the Board Reform;
 - iii. Proof that there have been attempts to alleviate the threat using materials provided by the International Board and this has not been sufficient to solve the problem; and
 - iv. Detailed steps that have been taken to alleviate the threat or damage caused by Board Reform.
- e. submit a sustainable solution to any threat which triggered the Exit Clause to the International Council at the subsequent International Council Meeting at which such proposals may be submitted in accordance with Art. 6.8 of the Standing Orders of ELSA.
- f. publish a detailed Exit Strategy including justification, a risk assessment, and the concrete steps to be taken to minimise risk and damage to the network within 2 weeks of triggering the Exit Clause. The risk assessment shall cover at least the following considerations:
 - i. The potential conflicts in timing;
 - ii. The necessary preparation time;
 - iii. Funding;
 - iv. Agreements or commitments; and
 - v. External image.

CHAPTER 4. ANNUAL REPORT

CHAPTER 4. ANNUAL REPORT**Article 1. Definition**

1.1 The Annual Report is a report of ELSA International for their term in office, including information covering all areas, adequate to summarise the work done during the respective term from the 1st of August to the 31st of July.

1.2 The Annual Report shall not replace any other reports submitted to the International Council by the International Board of ELSA.

Article 2. Responsibilities

2.1 The International Board of ELSA shall:

- a. Create the Annual Report corresponding to their term in office by the 31st of July;
- b. Distribute the Annual Report of the previous International Board of ELSA 35 days prior to the International Council Meeting immediately following their term in office in an electronic form to National Groups.

2.2 National Groups shall provide necessary information for the Annual Report to the International Board of ELSA upon request.

CHAPTER 5. HUMAN RIGHTS**Article 1. Aim**

1.1 ELSA shall be continuously committed to human rights awareness, human rights education, and respect of the rule of law. ELSA shall strive to be recognised for a strictly legal, academic and impartial approach to human rights.

CHAPTER 6. FLAGSHIP PROJECTS**Article 1. Definition**

1.1 The Flagship Projects of ELSA are well established projects of key importance to the National Groups and ELSA International organised and/or coordinated by ELSA International.

1.2 In order to qualify as a Flagship Project of ELSA, a project should:

- a. Be continuously organised over a period of at least 3 years;
- b. Engage law students and young lawyers from at least a third of the Network or be organised by at least 10 National Groups;
- c. Be coordinated by ELSA International and supported by the National Groups of ELSA;
- d. Have a uniform brand across the Network.

CHAPTER 7. ADVISORY BODY

1.3 In order to be included or removed from the list of Flagship Projects of ELSA, besides fulfilling the criteria set out on Article 1.2, the Council needs to vote favourably on its inclusion or removal at consecutive Spring and Autumn International Council Meetings.

1.4 ELSA International shall publish a Report in the Working Materials of the International Council Meeting for any project that is being proposed to be added or removed from the list of Flagship Projects. The report shall contain a detailed description of the fulfilment of the criteria mentioned in Article 1.2 in regards to the respective project.

1.5 The Flagship Projects of ELSA are:

- a. The Helga Pedersen Moot Court Competition;
- b. The ELSA Law Review;
- c. The John H. Jackson Moot Court Competition;
- d. ELSA Law Schools;
- e. ELSA Delegations;
- f. ELSA Traineeships.

CHAPTER 7. ADVISORY BODY

Article 1. Advisory Body

1.1 The Advisory Body of ELSA is responsible for the continuity and credibility of the association by advising the International Board of ELSA.

1.2 The Advisory Body of ELSA shall be appointed by the International Board of ELSA for a period of three years and shall be composed of a minimum of three people.

1.3 The Advisory Body shall consist of ELSA alumni, the past immediate member(s) of the International Board of ELSA and third parties with demonstrated expertise in their respective field.

1.4 The President of the International Board of ELSA shall serve as the Chair of the Advisory Body.

CHAPTER 8. INITIATIVES IN THE CONTEXT OF THE HUMANITARIAN CRISIS IN UKRAINE

Article 1. Aims

1.1 In the context of the humanitarian crisis in Ukraine, ELSA shall take initiatives as detailed in Annex 4.

PART 2. BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION (BEE)

CHAPTER 1. DEFINITION

Article 1. General

Board Management, External Relations and Expansion is the Supporting Area of ELSA that coordinates the work of board members, and communication with the external environment. It mainly covers External Relations, Expansion and Strategic Planning of the association.

CHAPTER 2. BOARD MANAGEMENT

Article 1. Definition

- 1.1 Board Management involves organising and coordinating the work of the board, including:
- a. Coordinating the fulfilment of activities of the board;
 - b. Mediating when conflicts arise within the board.

CHAPTER 3. EXTERNAL RELATIONS

Article 1. Definitions

1.1 External Relations encompass any contact, even if started from the third party itself, with third parties, who may be corporate and institutional contacts.

1.2 Corporate contacts shall cover law firms and other companies.

- a. International corporate contacts shall cover contact with law firms situated in five or more countries;
- b. National corporate contacts shall cover any contact that is not an international corporate contact;
- c. The national and local branches of international corporate contacts shall cover the national and local representations of an international corporate contact. These are considered to be simultaneously national and international corporate contacts.

1.3 Institutional contacts shall cover governmental or non-governmental organisations, public administrations, private institutions, and universities or other higher education institutions.

- a. International institutions shall cover institutions that act in more than one country and represent the headquarters or the highest respective office of a certain field of activity of an institution;
- b. National institutions shall cover institutions that are active only within one country or on behalf of a country;
- c. The national and local branches of international institutional contacts shall cover institutions that represent international governmental, non-governmental or private

CHAPTER 3. EXTERNAL RELATIONS

institutions being active only in one country. These are to be considered as national institutions.

- 1.4 The concrete reasons for denying the approval to contact are:
- a. The contact creates or is likely to create damage to the image or reputation of ELSA or its National Groups;
 - b. The contact negatively impacts or is likely to negatively impact the financial stability of ELSA or its National Groups;
 - c. There are ongoing negotiations between the third party and ELSA International, the requested National Group or its Local Groups;
 - d. The third party has a partnership in effect with ELSA International, the requested National Group or its Local Groups;
 - e. The contact does not comply with ELSA's Philosophy Statement.

Article 2. Procedure to Contact

2.1 The International Board of ELSA shall coordinate all contacts with international corporate and institutional contacts.

2.2 The procedure for contacting third parties located in a country with no National Group of ELSA present shall be the following:

- a. Before contacting any third party, the requesting National Group shall request permission of the International Board of ELSA by submitting the Contact Approval Form. The Contact Approval Form shall include the name of the Officer applying, the respective National Group and, if applicable, Local Group, the location, the website URL, and information regarding the nature and content of the contact;
- b. The International Board of ELSA shall respond within seven days from receiving the Contact Approval Form, and state a concrete reason for the refusal, if applicable;
- c. The requesting National Group may contact the third party once the permission is granted, the deadline for approval has expired, or no concrete reason for refusal has been given.

2.3 The procedure for contacting third parties located in a country with a National Group of ELSA present shall be the following:

- a. Before contacting an international corporate or institutional contact, the requesting National Group shall request permission of the International Board of ELSA by submitting the Contact Approval Form;
- b. Before contacting a national corporate or institutional contact, the International Board of ELSA or the requesting National Group shall request permission via email from the respective National Group. This request shall include the location, the website URL, and information regarding the nature and content of the contact;
- c. The International Board of ELSA, and if applicable the respective National Group, shall respond within seven days from receiving the request for contact, and state a concrete reason for the refusal, if applicable;
- d. The International Board of ELSA, and if applicable the requesting National Group, may contact the third party once the permission is granted, the deadline for approval has expired, or no concrete reason for refusal has been given.

2.4 If ELSA International or a National Group of ELSA wishes to contact a partner of a National Group of ELSA or of ELSA International, the process shall be the following:

CHAPTER 3. EXTERNAL RELATIONS

- a. ELSA International or, if applicable, the requesting National Group, shall request permission of the National Group of ELSA or ELSA International;
- b. ELSA International, and if applicable the respective National Group, shall respond within seven days from receiving the request for contact, and state a concrete reason for the refusal, if applicable;
- c. ELSA International, and if applicable the requesting National Group, may contact the third party once the permission is granted, the deadline for approval has expired, or no concrete reason for refusal has been given.

2.5 The procedure for contacting for project or event sponsorships, or donations, shall be the following:

- a. Before contacting a third party, the Organising Committee of a project or event that is organised or co-organised by ELSA International (e.g. the International Council Meetings, the HPMCC, and the JHJMCC) shall request permission from the International Board of ELSA and any respective National Group;
- b. The procedure does not apply to contacts with service providers who are only active locally.

2.6 The above procedures do not apply to contacting corporate or institutional contacts in order to obtain materials or products intended for promotion free of charge.

Article 3. Procedure to report

3.1 Every contact with third parties shall be reported.

3.2 The International Board of ELSA or the requesting National Groups shall report, within two months from receiving the permission to contact, on the results of:

- a. The contacts falling within the scope of Articles 2.2, 2.3, a), 2.4, in what refers to the International Board of ELSA, and 2.5. These reports shall be submitted to the International Board of ELSA, through the Contact Evaluation Form, stating the outcome of the contact;
- b. The contacts falling within the scope of Articles 2.3, b) and 2.4, in what refers to National Groups of ELSA. These reports shall be submitted to the requested National Group, through an e-mail, stating the outcome of the contact.

3.3 If not outcome has been reached during those two months, the International Board of ELSA and the requesting National Group shall continue reporting, every month until:

- a. An agreement is reached or refused;
- b. The requesting Group ceases to pursue the contact or the third party stops responding for a month. If this happens, the permission given under Article 2 will be forfeited.

3.4 The International Board of ELSA and the requesting National Groups shall report to the requested National Group or the International Board of ELSA within one week after the conclusion of an agreement.

Article 4. Responsibilities

4.1 ELSA International shall

- a. Create, evaluate and revise the Contact Approval and Contact Evaluation Forms;

CHAPTER 3. EXTERNAL RELATIONS

- b. Create and maintain an External Relations Database, where the partners of ELSA International and of the National Groups are registered, including their names, location, websites, as well as the type of the partnership and duration of the cooperation. The third parties included in the External Relations Database are to be seen as the official partners of ELSA International and the National Groups;
- c. Request National Groups to fill the External Relations Database on each State of the Network Inquiry.

4.2 National Groups shall

- a. Be liable for any violations of Article 2 conducted within their National Network;
- b. Ensure that their National Network complies with the rules set out in this Chapter;
- c. Provide ELSA International with the necessary and accurate information to update the External Relations Database.

Article 5. Sanctions

5.1 Upon violating this external relations procedure, the involved National Groups and, if applicable, the International Board of ELSA shall:

- a. Reach an agreement on a suitable sanction within six months from the becoming aware of such violation;
- b. Inform the International Council about the agreed sanction;
- c. Submit a copy of the agreement to the International Board of ELSA.

5.2 The International Council shall decide on a suitable sanction in case no agreement is reached. The amount may not exceed the highest amount proposed.

5.3 The sanctions for infringing the procedure to contact corporate contacts shall:

- a. Not exceed the amount received from the contact during the past two years by the affected National or Local Group, or ELSA International;
- b. Not exceed €500 if no amount was received;
- c. Be paid directly to the affected National or Local Group, or the International Board of ELSA.

5.4 The sanctions for infringing the procedure to contact institutional contacts shall:

- a. Not exceed the amount of €3,000;
- b. Be paid directly to the affected National or Local Group, or the International Board of ELSA.

5.5 The sanctions for infringing the procedure to report shall be:

- a. The refusal of requests to contact made by the infringing National or Local Group, or ELSA International, if it is an infringement of Article 3. This sanction shall last for as long as the report is not submitted, for a maximum period of three months;
- b. The impossibility of stating as a concrete reason the existence of a partnership in effect with a third party that is not registered in the External Relations Database.

CHAPTER 4. EXPANSION

Article 1. Definition

1.1 Expansion is the process of establishing presence of National and Local Groups and furthering their development in the respective European States (as defined in article 5.1 of the Statutes of ELSA) and law faculties (as defined under Article 1 of the Standing Orders of ELSA).

Article 2. Responsibilities

2.1 The President of the International Board of ELSA shall create, implement and coordinate strategies related to the expansion in European States.

2.2 The Presidents of National Groups shall create, implement and coordinate strategies related to the expansion at all law faculties in their respective European States.

Article 3. Limits of expansion

3.1 Expansion of ELSA shall continue until National and Local Groups are present at all law faculties in European States.

CHAPTER 1. DEFINITION

PART 3. INTERNAL MANAGEMENT (IM)**CHAPTER 1. DEFINITION****Article 1. General**

1.1. Internal Management is the Supporting Area of ELSA that executes stable management of the association and ensures constant development and cohesion within it. It mainly consists of Internal Affairs, Knowledge Management, Administration, Communication, Information Technology, Human Resources and Training.

CHAPTER 2. RESPONSIBILITIES**Article 1. Responsibilities**

1.1 The International Board of ELSA shall:

- a. Prepare and distribute the State of the Network Inquiry at least 35 days before the opening of each regular International Council Meeting. Should the quorum of the plenary at the International Council Meeting be at risk, it is at the discretion of the Secretary General of the International Board of ELSA to accept the State of the Network Inquiry of a National Group properly filled in until the opening of the International Council Meeting;
- b. Solve disputes arising between National Groups by means of dialogue when the respective parties cannot reach mutual agreement amongst themselves and decide to refer the case to the International Board of ELSA;
- c. Prepare and send a Monthly Report of the International Board of ELSA and their Deputy Officers by the last day of every month to the relevant mailing lists;
- d. Assign a coach from its members to each National Group at the beginning of the term and inform National Groups respectively;
- e. Open the first call for submission of National Group Reports no later than the 1st of August and close the call before the 1st of September, and open the second call no later than the 1st of February and close the call before the 1st of March. Should the quorum of the plenary at the International Council Meeting be at risk, it is at the discretion of the Secretary General of the International Board of ELSA to accept the National Group Report of a National Group properly filled until the opening of the International Council Meeting. The call shall inquire regarding at least:
 - i. The list of current and incoming National Board officers;
 - ii. The name of each Local Group;
 - iii. The faculty/faculties in which each Local Group is based and covers;
 - iv. The membership status of each Local Group.

1.2 ELSA International shall:

- a. Update information on the ELSA website, www.elsa.org;
- b. Have an updated privacy policy;
- c. Produce and make available to National Groups tools necessary for the Internal Management area, annually revise them and, if necessary, update them;

CHAPTER 3. INTERNAL AFFAIRS

1.3 National Groups shall:

- a. Have their own decision book;
- b. Comply with the regulations of ELSA and ensure that they are known to the Local Groups;
- c. Submit information gathered at the International Council Meetings to all Local Groups;
- d. Ensure the training and education of Local Officers;
- e. Submit the English version of their statutes to the Secretary General of the International Board of ELSA until the 1st of June;
- f. Submit an Activity Report of the members of the National Board and their deputy officers before the opening of each regular International Council Meeting;
- g. Promote international activities of ELSA on a national level;
- h. Ensure that the State of the Network Inquiry for their National Group is properly filled in and submitted to the International Board of ELSA electronically at least 14 days before the opening of each regular International Council Meeting.
- i. Fill in the National Group Reports accurately during the first call and submit it in due time to the Secretary General of the International Board of ELSA. If a National Group does not submit a National Group Report or any change in the requested information since the first call occurs, the National Group shall submit the National Group Report during the second call.

CHAPTER 3. INTERNAL AFFAIRS

Article 1. Access to ELSA Activities

1.1 ELSA activities are open to non-ELSA members, unless otherwise specified.

Article 2. ELSA International

2.1 ELSA International consists of the International Board of ELSA and any person appointed by the International Board of ELSA to assist in their work and carry out a specific task related to the activities of the association.

Article 3. One Year Operational Plan

4.1 The International Board of ELSA and each National Board shall have a One Year Operational Plan (OYOP) for their time in office.

4.2 The One Year Operational Plan shall be a tool for guidance and evaluation of the efforts and achievements of the board members during their term in office.

4.3 While drafting their One Year Operational Plan, the International Board of ELSA and the National Boards shall take into consideration the Strategic Plan of ELSA.

4.4 A summary of the One Year Operational Plan of each National Board shall be submitted in English to the International Board of ELSA before the opening of the first International Council Meeting since the term in office of the National Board started.

CHAPTER 4. INTERNATIONAL COUNCIL MEETINGS

4.5 The International Board of ELSA shall submit a copy of their One Year Operational Plan to the Network via the mailing lists by the 1st of September.

Article 4. Transition

5.1 Transition is the process of passing on knowledge from the preceding to the succeeding officers.

5.2 The International Board of ELSA as well as each National Group shall ensure good quality of knowledge management by conducting a transition at the end of the term.

CHAPTER 4. INTERNATIONAL COUNCIL MEETINGS

Article 1. Participation Applications

1.1 Each National Board shall submit one application to the Organising Committee of the International Council Meeting.

1.2 The Organising Committee of the International Council Meeting may:

- a. Accept individual applications;
- b. Set the deadline for all applications not earlier than two months before the opening of the International Council Meeting;
- c. Accept late applications.

Article 2. Participation Fees

2.1 National Groups shall pay the participation fees for the applications they submitted no later than the first day of participation at the International Council Meeting.

2.2 The International Board of ELSA may request the Organising Committee of the International Council Meeting to cover the participation fee for the International Council Meeting. This fee includes the meals and accommodation for a maximum of 92 nights. The International Board of ELSA shall divide the 92 nights amongst themselves, Auditors, the Chair and Vice Chair of the plenary, and former International Board members responsible for presenting the Annual Report and the Financial Report.

2.3 The Organising Committee of a future International Council Meeting which are Local Groups may send up to three persons to an International Council Meeting with delegate fees.

Article 3. Reimbursements for International Council Meetings

3.1 The International Board of ELSA shall ensure that the following obligations shall be included in the Hosting Agreement:

CHAPTER 4. INTERNATIONAL COUNCIL MEETINGS

- a. That if an International Council Meeting of ELSA is cancelled, a financial report shall be prepared and submitted to the International Board containing information about all income and expenditure incurred divided into the different bookable options during the registration process; and
- b. Any reimbursements to participants must be calculated separately on the basis of the different bookable options during the registration process.

Article 4. Workshop Procedure

4.1 ELSA International may hold workshops during the International Council Meeting.

4.2 Each workshop, if any, shall receive an agenda from the responsible International Board member(s) to be accepted or amended by the workshop.

4.3 Each workshop, if any, shall elect a Chair, a Vice Chair, and at least two secretaries.

4.4 The candidates for the workshop officers shall be nominated and seconded by the International Board of ELSA, a Member or an Observer of ELSA.

4.5 The Chair and Vice Chair of the workshop shall ensure that discussions on the points of the agenda take place in a correct and orderly manner. The Chair and Vice Chair are responsible for the consistent supervision of the minutes as well as the duly submission of the final version to the Secretary General of the International Board of ELSA before the opening of the Final Plenary.

4.6 The secretaries shall keep the minutes of the workshop which will be an appendix to the International Council Meeting Minutes. The secretaries shall finalise the minutes together with the Chair and Vice Chair of the respective workshop before the opening of the Final Plenary.

Article 5. Rights of Workshop Participants

5.1 Members and Observers of ELSA have the right to speak in workshops at the International Council Meeting. The International Board of ELSA may grant other workshop participants the right to speak in the workshop.

5.2 Only Members of ELSA have the right to vote in the workshops.

5.3 Observers of ELSA have the right to vote in the workshops only on procedural matters, e.g. the election of workshop officers and changes to the workshop agenda. Observers of ELSA may not vote on statements, recommendations, or proposals.

5.4 Every Member and Observer of ELSA has one vote. A National Board can pass the vote to a local representative in case there is no representative of the National Board present and voting.

Article 6. Annual Report and the Relief of Responsibility

CHAPTER 5. INTERNATIONAL ANNUAL MEETINGS

6.1 The International Board of ELSA shall be automatically invited to the International Council Meeting following their term in office by the International Council to answer any questions related to their term in office.

6.2 The President of the International Board of ELSA shall attend the International Council Meeting following their term in office and present the Annual Report to the International Council about their term in office.

6.3 The Treasurer of the International Board of ELSA shall attend the International Council Meeting following their term in office and present a report to the International Council about their term in office.

CHAPTER 5. INTERNATIONAL ANNUAL MEETINGS

Article 1. Definitions

1.1 The International Annual Meetings of ELSA are internal meetings of the Members and Observers of ELSA. There are two different International Annual Meetings:

- a. The International Training Meeting (ITM);
- b. The International Strategy Meeting (ISM).

1.2 The International Training Meeting is a meeting for training and educating ELSA Officers.

1.3 The International Strategy Meeting is a meeting for strategic planning and evaluation.

Article 2. Timeframe

2.1 The International Training Meeting shall take place online within the first two months of each term. It shall begin on Thursday and end on the following Sunday.

2.2 The International Strategy Meeting shall take place annually from Wednesday to the following Sunday starting no earlier than the third Wednesday of January and end no later than the third Sunday of February.

CHAPTER 5. INTERNATIONAL ANNUAL MEETINGS

Article 3. Applications

3.1 National Groups may send eight delegates to the International Training Meeting.

3.2 National Groups may send three delegates to the International Strategy Meeting. The host of the meeting may increase this number in agreement with the International Board of ELSA

3.3 The host may distribute the remaining spots in equal proportion to the National Groups applying for extra spots.

3.4 All members of the International Board of ELSA and any substitutes shall attend the International Training Meeting.

3.5 The President of the International Board of ELSA or their substitute shall attend the International Strategy Meeting.

3.6 The procedure to participate at the International Annual Meetings is as stated in the Internal Management Part, Chapter 4, Article 1.

Article 4. Organisation

4.1 The International Board of ELSA shall open a call for hosts of the International Strategy Meeting by sending out a hosting agreement to the respective mailing lists.

4.2 The same host eligibility requirements as defined in the Standing Orders of ELSA under Article 4.2. shall apply to the host eligibility of the International Strategy Meeting.

4.3 The International Board of ELSA shall be responsible for organising the International Training Meeting.

Article 5. Participation Fees

5.1 In each International Strategy Meeting the Organising Committee shall cover the participation fee for the President of the International Board of ELSA and two additional board members in connection to the meeting. The participation fee covered by the Organising Committee shall include five nights of the International Strategy Meeting and a maximum one extra night per each one of them.

Article 6. Reimbursements for International Annual Meetings

6.1 The International Board of ELSA shall ensure that the following obligations shall be included in the Hosting Agreement:

- a. That if the International Strategy Meeting is cancelled, a financial report shall be prepared and submitted to the International Board containing information about all income and expenditure incurred divided into the different bookable options during the registration process; and

CHAPTER 6. HUMAN RESOURCES

- b. Any reimbursements to participants must be calculated separately on the basis of the different bookable options during the registration process.

CHAPTER 6. HUMAN RESOURCES

Article 1. Definition

1.1 Human Resources in ELSA concerns the relationship between the Association and its members. Specifically, it can be divided into the management of individual ELSA members and individual ELSA officers.

1.2 The Human Resources Handbook provides ELSA Groups with concrete areas and measures that may be implemented to improve the experience of the two groups of individuals.

1.3 Officers responsible for Human Resources within an ELSA Group shall be responsible for creating and evaluating the Human Resources strategy for their group, organise events described in the Human Resources Handbook and ensure the welfare of members and officers alike.

Article 2. Implementation

2.1 National Groups should:

- a. elect or appoint an officer dedicated to focus on Human Resources only;
- b. create their own Human Resources strategy based on their needs;
- c. evaluate Human Resources practices regularly.

2.2 ELSA International shall:

- a. create and update materials including webinars and podcasts covering Area and Association knowledge;
- b. support ELSA Groups in creating individualised HR strategies;
- c. update the Human Resources Handbook regularly;
- d. organise soft skills training for National Board officers and the ELSA International Team members;
- e. develop an 'ELSA personality test';
- f. develop a recognition procedure that celebrates achievements;
- g. support National Groups in preparing transition periods;
- h. create an International Internal Meeting hosts attraction strategy;
- i. look into creating a Members' platform to encourage networking and exchange between ELSA Officers;

Article 3. ELSA International Team

5.1 In accordance with Article 10.4.c of the Standing Orders of ELSA, the International Board of ELSA shall, at the beginning of each term, open a call for the following positions within the ELSA International Team:

- a. An officer responsible for Human Resources of ELSA International. The officer works with the Secretary General of the International Board or their substitute on improving the

CHAPTER 7. ELSA TRAINING

Human Resource Management of ELSA and supports National and Local Groups in establishing and evaluating HR practices. The officer will work closely with all members of the International Board on improving knowledge management and transfer throughout the Association.

- b. An officer responsible for Grants of ELSA International. The officer works with the Treasurer of the International Board or their substitute on evaluating and executing the Grants strategy of ELSA International, applying to a variety of grants to improve the financial situation of the International Board, support National and Local Groups in their application and reporting processes, and update the ELSA Grants Database.
- c. An officer responsible for Public Relations of ELSA International. The officer works with the Vice President in charge of Marketing of the International Board or their substitute on establishing a social media strategy, assisting with the undertaking of a market research and planning publicity strategies and campaigns.
- d. An officer responsible for Publications supporting the Vice President in charge of Academic Activities of the International Board or their substitute with the overall coordination of legal writing projects.
- e. An officer responsible for Academic Competitions of ELSA International. The officer works with the Vice President in charge of Competitions of the International Board or their substitute to support National and Local Groups in establishing and coordinating Competitions and supporting the Organiser of the European Final Round of the ELSA Negotiation Competition.

CHAPTER 7. ELSA TRAINING

Article 1. Definition

1.1 ELSA Training is a project that aims to develop the skills and knowledge of ELSA members.

1.2 There are two types of ELSA Training:

- a. Soft Skills Training that aims to develop the interpersonal attributes of an individual;
- b. Officers' Training that aims to develop knowledge of ELSA members about the association.

Article 2. International Trainers' Pool

2.1 The International Trainers' Pool (ITP) is the main body of ELSA Training and it consists of Trainers.

2.2 Every ELSA Training provided by an International Trainers' Pool Trainer shall:

- a. Last at least three hours;
- b. Not include more than 20 participants per one International Trainers' Pool Trainer;

2.3 In case of an ELSA Training taking place fully online or in a hybrid format, the organisers may derogate from the regulation set in Article 2.2.a. in consultation with their appointed International Trainers' Pool Trainer.

2.4 The Secretary General of the International Board of ELSA may allow organisers of an ELSA Training to derogate from the regulation set in Article 2.2 upon presentation of an individual case.

CHAPTER 8. INFORMATION TECHNOLOGY

2.5 In order to request an International Trainers' Pool Trainer, the organising ELSA Group shall fill in the ITP Training Request at least three (3) weeks prior to the proposed date of the training. It is at the discretion of the Secretary General of the International Board or their substitute to accept requests received on a shorter notice.

2.6 The Secretary General of the International Board of ELSA or their substitute shall appoint an International Trainers' Pool Trainer for the requested event.

2.7 The organising ELSA Group shall cover travel and accommodation costs for the appointed ITP Trainer.

Article 3. Responsibilities

3.1 The International Board of ELSA shall annually organise the Refreshment Weekend and the Train the Trainers'. The hosts for these events shall be appointed by the International Board of ELSA at least three months prior to the events. In the absence of hosts, the events may be held online.

3.2 The Train the Trainers' is aiming to recruit new trainers to the International Trainers' Pool. Based on the results and the feedback of hosting trainer(s) of the event, the International Board of ELSA shall appoint new trainers to the International Trainers' Pool.

3.3 The Refreshment Weekend is meant to conserve and enhance the quality of the International Trainers' Pool Trainers. The sessions of the event are hosted by the experienced International Trainers' Pool Trainer or the training companies who are partners of ELSA. The academic programme for the event is developed by ELSA International and the International Trainers' Pool itself.

CHAPTER 8. INFORMATION TECHNOLOGY

Article 1. Websites

1.1 Each National Group shall maintain an up-to-date website with the address consisting of either:

- a. The prefix "elsa-", the name of the country in English and the top-level-domain ".org", or alternatively the respective country-code top-level-domain can be used (e.g. www.elsa-norway.org; www.elsa-norway.no); or
- b. The respective country-code, the abbreviation ".elsa" and the top-level-domain ".org".

1.2 The website shall provide at least the following information in English:

- a. General information about ELSA in line with information provided on the website of ELSA;
- b. ELSA's Philosophy Statement;
- c. Contact details of the National Group;
- d. Information about the current international events and projects of ELSA;
- e. A link to the website of ELSA;

CHAPTER 8. INFORMATION TECHNOLOGY

- f. The ELSA logo with the name of the National Group.

Article 2. E-mail communication

2.1 The official e-mail addresses of each National and Local Group shall be the following: president@, secgen@, treasurer@, marketing@, academicactivities@, competitions@, seminarsconferences@, professionaldevelopment@, followed by the domains mentioned under Article 1.1 The official e-mail addresses can also include the name or the abbreviation of the Local Group inserted between the title and the @. The domain for email addresses can in addition to the ones mentioned under Article 1.1 be the country abbreviation followed by .elsa.org.

2.2 The e-mail signatures shall contain at least:

- a. The name of the Officer;
- b. The position the Officer holds or the area they are responsible for;
- c. The name of the National or Local Group;
- d. The postal address of the National or Local Group; and
- e. The ELSA logo in combination with the name of the National or Local Group.

2.3 The Garamond font or a variation thereof shall be used for e-mail communication, unless:

- i. If it cannot be supported by the service and/or software; or
- ii. The font does not support the national characters of the respective National or Local Group.

CHAPTER 1. DEFINITION

PART 4. FINANCIAL MANAGEMENT (FM)**CHAPTER 1. DEFINITION****Article 1. General**

1.1 Financial Management is the Supporting Area of ELSA that ensures the financial planning, organising, directing and controlling of the financial undertakings of the association.

CHAPTER 2. RESPONSIBILITIES**Article 1. Responsibilities**

1.1 ELSA International shall:

- a. Produce and make available to National Groups tools necessary for Financial Management, annually revise them, and, if necessary, update them;
- b. Prepare and present the budget of ELSA to the International Council at each International Council Meeting;
- c. Report the Interim and Final Accounts to the International Council respectively at each International Council Meeting;
- d. Follow the approved Financial Strategy of ELSA.

CHAPTER 3. PAYMENT AGREEMENTS**Article 1. Definition**

1.1 A Payment Agreement is an agreement between ELSA and a National Group which sets out a schedule for regular payments required to be made by the National Group to ELSA.

Article 2. Responsibilities

2.1 The Treasurer of the International Board of ELSA shall:

- a. Evaluate the financial situation of each National Group;
- b. Propose new Payment Agreements for National Groups with debts to ELSA International and non-liquidity situations;
- c. Revise the Payment Agreements before each International Council Meeting.

2.2 National Groups shall:

- a. Provide the Treasurer of the International Board of ELSA with proof of their financial difficulties preventing the fulfilment of the obligations under the Payment Agreement. The required documents include:
 - i. The budget of the current financial year;
 - ii. The most recent financial report;

CHAPTER 4. DAMAGES CAUSED TO ELSA

- iii. The most recent bank statements.

Article 3. Requirements

3.1 A Payment Agreement shall be in a written form signed by the parties and it shall contain at least the following:

- a. Name and address of the parties;
- b. The debt at the time of signature and a detailed description of the debt;
- c. The repayment procedure of the debt;
- d. The bank account details of ELSA.

Article 4. Penalties

4.1 If a National Group fails to comply with the responsibilities under Article 2.2.a of this Chapter, ELSA may apply a penalty fee of a maximum of 5% of the outstanding amount for each unpaid instalment by the National Group.

4.2 If a National Group fails to comply with the Payment Agreement, the International Board of ELSA may not renew the Payment Agreement with the National Group.

CHAPTER 4. DAMAGES CAUSED TO ELSA

1. Definition

1.1 Damages to ELSA mean a monetary loss caused to ELSA directly by an act of intent or gross negligence of a member of the International Board of ELSA.

1.2 Gross negligence shall mean a lack of adequate precautions of a diligent person to prevent foreseeable damage.

2. Procedure

2.1 The International Board of ELSA may request to have a vote on obliging a member of the International Board of ELSA to reimburse damages to ELSA by the International Council at the upcoming International Council Meeting.

2.2 The International Council shall decide on the liability of the member of the International Board of ELSA with a simple majority vote.

2.3 If the International Council finds the member of the International Board of ELSA liable, the member of the International Board of ELSA shall be obliged to reimburse the damages in accordance with a payment schedule as agreed upon by the International Board of ELSA.

CHAPTER 5. FEES

2.4 This Chapter shall not prevent ELSA from seeking further reimbursement through court procedures.

CHAPTER 5. FEES

Article 1. Membership Fee

1.1 The Membership Fee (MF) shall be calculated by multiplying a defined constant (C) with a coefficient (X). The coefficient (X) shall be determined by the Annual General Income (AGI) of the National Group.

1.2 The Annual General Income shall be defined as the general income of the National Group as gathered in the immediate previous financial year expressed in euro. It shall include the membership fee from Local Groups, non-project partnerships, unrestricted grants, donations and marketing revenues as stated in the immediate last State of the Network Inquiry.

1.3. The constant (C) shall be set at 500.

1.4. The coefficient (X) shall be determined based on the following chart:

If $AGI < 1000$, $X = 0,2$
If $1000 \leq AGI < 5000$, $X = 0,5$
If $5000 \leq AGI < 10000$, $X = 1$
If $10000 \leq AGI < 20000$, $X = 2$
If $20000 \leq AGI < 30000$, $X = 4$
If $30000 \leq AGI < 50000$, $X = 5$
If $50000 \leq AGI < 70000$, $X = 8$
If $70000 \leq AGI$, $X = 10$

1.5. The Membership Fee for a National Group is calculated in the following way: $MF = C * X$.

1.6 National Groups obtaining Membership of ELSA at the second International Council Meeting of the term shall be included in the Membership Fee calculations for the following year and invoice with the rest of the Members of ELSA. A National Group obtaining Membership of ELSA at the first International Council Meeting of the term shall not pay the Membership Fee for the year in which it becomes a member.

1.7. ELSA International shall collect information about the Annual General Income of National Groups through the State of the Network Inquiry. In case of unclarity, the interpretation of what should be comprised in the Annual General Income is left to the International Board of ELSA.

1.8 If the Annual General Income is not submitted in Euro and needs to be converted, the exchange rate used shall be the one prevalent on the last day of the previous financial quarter.

1.9 Non-communication of the Annual General Income or falsification of the data, intentional or not, shall automatically raise the coefficient (X) of the offender to the next threshold.

CHAPTER 6. EVENT FEES

1.10 National Groups have the right to request a calculation sheet for their Membership Fee from the Treasurer of ELSA International.

Article 2. Administration Fee for Observers

2.1 Observer Groups of ELSA shall pay an annual Administration Fee of 50 Euro.

CHAPTER 6. EVENT FEES

Article 1. Responsibilities

1.1. The International Board of ELSA shall:

- a. Update and publish the list of favoured countries by the end of each calendar year, and make the list of GNI available to National Groups through a direct link to the online data catalogue on the World Bank website. Should there be no change from the most recently published list of favoured countries, this information shall be provided along with a copy of the most recently published list of favoured countries.

1.2 The Treasurer of the International Board of ELSA shall:

- a. Index the maximum participation and extra fees for the International Internal Meetings as in Annex II to the Financial Management part of this International Council Meeting Decision Book with the inflation rate of euro, as stated by the European Central Bank, the 1st of January annually. The amount shall be rounded to the nearest natural number. The basis for indexation shall be the maximum participation fee as calculated for the previous year, up to two decimal points;
- b. Send a notification about the updated Annexes to National Groups through relevant mailing lists after each indexation.

Article 2. Favoured country status

2.1 The list of favoured countries shall be based on the GNI per capita (measured in PPP) as available on the World Bank online data catalogue on the World Bank website.

2.2. A National Group shall be considered a favoured country if the GNI per capita (measured in PPP) of that country is equal to or lower than 21,000.00 International dollars.

2.3 The demarcation number as referred to under Article 2.2 of this Chapter shall be indexed at the end of each year, with the average increase in GNI per capita (measured in PPP) of all National Groups. The average increase in GNI per capita (measured in PPP) shall be based on the most recent annual data from the World Bank online data catalogue compared to the second most recent annual data.

2.4. Any country not found in the World Bank online data catalogue shall be considered a favoured country.

CHAPTER 6. EVENT FEES

2.5 Delegates of ELSA International shall pay the fee of favoured countries when attending International Internal Meetings.

2.6 Trainers from the International Trainers' Pool shall pay the fee of favoured countries when attending an ELSA event in order to give one or more training sessions.

2.7 The International Board of ELSA may decide upon a request to grant a National Group the status of a favoured country for the duration of their term, should the economic situation of the National Group be deemed unstable to the point where it would render inaccurate the use of the GNI to assess its financial state. A statement explaining the factors taken into account of the decision should be sent to National Groups no later than seven working days after it has been made by the International Board of ELSA.

Article 3. Participation Fee for the International Internal Meetings

3.1. The maximum participation fee for International Internal Meetings shall be charged as provided in Annexes I and II to the Financial Management part of this International Council Meeting Decision Book.

3.2. The maximum participation fees for favoured and non-favoured countries shall be calculated and charged per person per night.

3.3 The participation fee shall include:

- a. The academic programme;
- b. Accommodation;
- c. Meals.

3.4. If any additional charges are imposed, they shall be disclosed to National Groups alongside with the application forms for the International Internal Meeting.

Article 4. Participation Fee for International Conferences of ELSA

4.1. The maximum participation fee for International Conferences of ELSA per participant per day shall be charged as provided in Annexes I and II to the Financial Management part of this International Council Meeting Decision Book.

4.2. The participation fee shall include:

- a. The academic programme;
- b. The social programme;
- c. Lunch for each day of the official programme, excluding either the day of arrival or the day of departure;
- d. At least one coffee break according to the duration of the official programme;
- e. A welcome package;
- f. Administrative costs.

4.3. The maximum additional fee for a gala ball or gala reception shall be €50.

CHAPTER 6. EVENT FEES

4.4 Different participation fees may be charged by the Organising Committee of an International Conference of ELSA from non-members.

Article 5. Participation Fee for ELSA Law Schools

5.1 The maximum participation fee for the ELSA Law Schools per participant shall be the following:

- a. Non-favoured countries:
 - i. €375 for the first seven days of the ELSA Law School;
 - ii. €55 for each additional day of the official programme of the respective ELSA Law School;
- b. Favoured countries:
 - i. €335 for the first seven days of the ELSA Law School;
 - ii. €50 for each additional day of the official programme of the respective ELSA Law School.

5.2 The maximum participation fee for favoured and non-favoured countries shall be calculated and charged for the whole ELSA Law School. There shall not be a lower fee for participants not staying for the full official programme.

5.3 The participation fee shall include:

- a. The academic programme;
- b. The social programme;
- c. The cultural programme (e.g. sightseeing);
- d. Accommodation;
- e. Breakfast for every day excluding the day of arrival;
- f. Lunch for every day excluding either the day of arrival or the day of departure;
- g. Dinner for every day excluding the day of departure;
- h. Transportation during the official programme of the ELSA Law School;
- i. Administrative costs.

5.4 The maximum additional fees shall be:

- a. €50 for the gala ball or gala reception;
- b. €30 for the transfer to and from the estimated point of arrival.

5.5 The exact amount of all fees shall not be changed after 28 days prior to the opening of the application period as stated in the ELSA Law School Cycle Calendar.

5.6 Different participation fees may be charged by the Organising Committee of an ELSA Law School from non-members.

Article 6. ELSA Law Schools Administrative Fee

6.1. The National or Local Group organising an ELSA Law School and being part of an ELSA Law School Cycle shall pay an administrative fee of €300.00 including a deposit of €50,00 to ELSA as specified in the respective ELSA Law Schools Cycle Calendar. The deposit of €50,00 shall be reimbursed to the Organising Group after the completion of the respective ELSA Law Schools evaluation form by the Organising Committee and within 2 weeks of the submission.

CHAPTER 7. REMUNERATION

6.2. The International Board of ELSA may waive the administrative fee if the ELSA Law School is cancelled.

CHAPTER 7. REMUNERATION**Article 1. General**

1.1. Members of the International Board of ELSA, as well as their Deputy Officers, shall be entitled to a remuneration of €350.00 per month.

1.2. Members of the incoming International Board of ELSA, as well as their Deputy Officers, shall be entitled to a remuneration of €350.00 for the month of July preceding their term.

CHAPTER 8. FINANCIAL MANAGEMENT OF ELSA**Article 1. General Reserve**

1.1. Regarding the General Reserve of the Association, ELSA shall capitalise a minimum of 5% of the General Administration income every year.

1.2. The reserve can be used only after a recommendation from the Internal Auditors of ELSA and the approval by the International Council.

1.3. The reserve can be used as follows:

- a. 50 % of the reserve can be used for:
 - i. Investments in the quality of the events;
 - ii. Investments in the professionalisation of ELSA;
 - iii. Improvement of the marketing resources of ELSA;
 - iv. Maintenance of the ELSA House and utilities.
- b. 40 % of the reserve shall be kept in reserve for crises that cannot be dealt with otherwise.
- c. 10% can be used as short-term loans that do not need approval by the International Council.

1.4. ELSA International shall update National Groups on the state of the reserve at every International Council Meeting.

Article 2. Academic Activities

2.1. The allowances of the Vice President in charge of Academic Activities of the International Board of ELSA should be covered by the projects organised within this Area.

CHAPTER 8. FINANCIAL MANAGEMENT OF ELSA

Article 3. Competitions

3.1. The allowances of the Vice President in charge of Competitions of the International Board of ELSA should be covered by the projects organised within this Area.

3.2. Regarding the reserve of the John H. Jackson Moot Court Competition, ELSA shall capitalise a minimum of 5% of the income of the John H. Jackson Moot Court Competition every year.

3.3. The reserve of the John H. Jackson Moot Court Competition shall be used in the following way:

- a. 70% of the reserve may be used per edition to cover indispensable expenses if the income is insufficient;
- b. 20% of the reserve may be used per edition for investments made in order to improve the competition in the long term.

3.4. Regarding the reserve of the Helga Pedersen Moot Court Competition, ELSA shall capitalise a minimum of 5% of the income of the competition every year.

3.5. The reserve of the Helga Pedersen Moot Court Competition shall be used in the following way:

- a. 70% of the reserve may be used per edition to cover indispensable expenses if the income is insufficient;
- b. 20% of the reserve may be used per edition for investments made in order to improve the competition in the long term.

Article 4. Professional Development

4.1. The allowances of the Vice President in charge of Professional Development of the International Board of ELSA should be covered by the projects organised within this Area.

Article 5. Seminars and Conferences

5.1. The allowances of the Vice President in charge of Seminars and Conferences of the International Board of ELSA should be covered by the projects organised within this Area.

Article 6. Exceptions

6.1. ELSA projects can cover allowances of other International Board Members strategically involved in the organisation of the project.

6.2. If the projects of an Area are not enough to cover the allowances of the International Board Member in charge of the Area, they can be covered by the General Budget of the Association.

CHAPTER 9. THE ELSA DEVELOPMENT FOUNDATION

Article 1. Definition

1.1 The ELSA Development Foundation (EDF) is a foundation financed collectively by National Groups to help overcome structural weaknesses amongst the National Groups. The purpose of the ELSA Development Foundation is to financially support measures and activities that further the vision, purpose and means of ELSA.

Article 2. The ELSA Development Foundation Report

2.1 National Groups shall submit a yearly report to the Treasurer of the International Board of ELSA with the amounts they received from their general sponsors in the period between the 1st of August and the 31st of July of the previous financial year. Submitting this report shall be part of the financial obligations of National Groups towards ELSA International.

2.2 This report shall be submitted to the Treasurer of the International Board of ELSA by the 31st of August of the year of invoicing, even if the National Group did not receive any amount through general sponsorship in the previous financial year.

2.3. If the report is not submitted before the above-mentioned deadline, the International Board shall invoice the National Group with a fixed penalty of 100€ for Non-Favoured Countries and 50€ for Favoured Countries in addition to the EDF contribution amount invoiced during the previous financial year.

2.4 National Groups may submit the EDF Annual Report until 28 days before the opening of an International Council Meeting to fulfil this financial obligation towards ELSA International.

Article 3. Integration

3.1. National Groups shall fulfil the financial obligations towards the ELSA Development Foundation. Failure to do so shall be considered as debt towards ELSA.

CHAPTER 10. GRANTS

Article 1. Definitions

1.1 An international grant is a grant for which one or more National Groups and/or ELSA International is eligible under the criteria set out by the organisation providing the grant.

1.2 A national grant is a grant for which only one National Group is eligible under the criteria set out by the organisation providing the grant.

CHAPTER 11. FINANCIAL STRATEGY

Article 2. Procedure

2.1. Only ELSA International may apply for an international grant.

2.2 Only National Groups may apply for national grants.

2.3 Before applying for an international grant, a National Group shall request permission from the Treasurer of the International Board of ELSA by submitting information about:

- a. The international grant for which the National Group wishes to apply;
- b. The deadline for the applications;
- c. The purpose for which the international grant is to be used;
- d. The amount to be applied for.

2.4 The Treasurer of the International Board of ELSA shall respond within two weeks from the time of receiving the request and state a concrete reason if the request is not met. A concrete reason shall include the risk of damaging the relations between ELSA and the organisation providing the international grant.

2.5 The National Group may apply for the international grant once the request has been met, the deadline has expired, or no concrete reason for refusal has been given.

CHAPTER 11. FINANCIAL STRATEGY

Article 1. General

1.1. The Financial Strategy of ELSA shall be composed of three parts: Implementation Procedure, Focus and Execution.

1.2. The Implementation Procedure part shall describe the way the Financial Strategy has to be adopted and maintained.

1.3. The Focus part shall describe the fundraising focuses (grants, marketing, partnerships, membership fees etc.) and the expenditure focuses of the respective Financial Strategy.

1.4. The Execution part shall specify the Focus part on a technical level by determining the ratios, or individual amounts of the incomes or expenses stated. It shall also specify which key indicators are to be observed, and what measures should be taken should these indicators reach a certain level.

Article 2. Purpose of the Financial Strategy of ELSA

2.1. A Working Group on the Financial Strategy of ELSA shall be established.

2.2. The Financial Strategy of ELSA shall be a tool of financial management in ELSA, complementary to the Strategic Plan in ELSA.

CHAPTER 11. FINANCIAL STRATEGY

2.3. The purpose shall ensure optimal efficiency when working to meet the Strategic Plan adopted by the International Council. Further, it shall ensure continuity in the financial management of ELSA.

2.4. Maintaining and adhering to the Financial Strategy of ELSA shall be the responsibility of the International Board of ELSA.

2.5. There shall be a financial analysis of ELSA's financial statements of the past terms. The result of this analysis shall be used to implement guidelines for an optimal financial structure during the period of its implementation for a period of three years.

Article 3. Working Group on Financial Strategy

3.1. The purpose of the Working Group on Financial Strategy shall be to undertake the financial analysis of ELSA, and to create and present a Draft Financial Strategy proposal to the International Council Meeting, in accordance with the outcome of the analysis.

3.2. The Working Group shall always consist of:

- a. The President of the International Board of ELSA, who shall ensure coherence between the Draft Financial Strategy and the currently adopted Strategic Plan;
- b. The Treasurer of the International Board of ELSA, who shall provide the Working Group with technical knowledge, relevant financial information about ELSA, and the accounting data necessary for the Group to undertake such financial analysis

3.3. Upon convocation, the Working Group shall vote upon the election of the Treasurer of the International Board of ELSA as its Chair. This vote shall pass with a simple majority. Should the Working Group not elect the Treasurer of ELSA as its Chair, it shall elect a new Chair from its members, requiring the same majority.

3.4. The Working Group is automatically dissolved upon the closing of the second International Council Meeting of the term of its establishment.

Article 4. Drafting procedure of the Financial Strategy

4.1. During the final year of implementation of the ongoing Financial Strategy, ELSA shall issue an open call for a Working Group on Financial Strategy within the first two weeks of the term.

4.2. The Working Group shall create and present a draft Financial Strategy proposal during the second International Council Meeting of the term for approval.

4.3. The draft Financial Strategy shall be sent no later than 49 days before the opening of the second International Council Meeting of the term:

- a. to both the Presidents' and the Treasurers' mailing lists and to the Auditors of ELSA for comments;
- b. to the Secretary General of the International Board of ELSA as a proposal.

4.4. The comments on the draft Financial Strategy shall be sent to the Working Group 35 days before the opening of the second International Council Meeting of the term.

CHAPTER 11. FINANCIAL STRATEGY

4.5. In case the Working Group accepts the comments received as relevant, it shall modify its proposal accordingly, and inform the International Board and the Auditors of ELSA about the changes and their reasoning.

Article 5. Implementation procedure of the Financial Strategy

5.1. During the last term of the Financial Strategy, the draft Financial Strategy shall be adopted by a simple majority of the International Council for a period of three years.

5.2. Should the International Council not accept the draft Financial Strategy, the implementation of the current Financial Strategy continues until a new Financial Strategy is approved by the International Council. The International Board of ELSA shall in this case issue a new call for a Working Group in accordance with the Article 3 of this Chapter, at the start of the next term.

Article 6. Provisional changes of the Financial Strategy of ELSA

6.1. Should the financial situation of ELSA change in a significant manner which would render the further implementation of the Financial Strategy of ELSA at the time unreasonable, the Treasurer of the International Board of ELSA shall provide the Auditors of ELSA with a justified explanation of the situation, and request an approval of provisional changes.

6.2. Should the Auditors of ELSA not confirm the receipt of the request within three working days after it has been sent, it is presumed that they have received it.

6.3. The Auditors of ELSA shall evaluate the request within ten days of its receipt. Should the Auditors of ELSA deem the requested provisional changes justified, they may decide to grant the Treasurer of the International Board of ELSA permission to adjust the Financial Strategy of ELSA accordingly by a unanimous decision.

6.4. Should the Auditors of ELSA not respond to the request within the evaluation period specified in Article 6.3 of this Chapter, it is presumed that their permission has been granted.

6.5. The Auditors of ELSA may, within the evaluation period stated under Article 6.3 of this Chapter, request further information or documentation. In this case, a new evaluation period of the same length begins upon receipt of the requested information. Such further requests of information shall be allowed once per set of provisional changes, unless the Treasurer of the International Board of ELSA agrees otherwise.

6.6. Should the provisional changes be approved by the Auditors of ELSA, the Treasurer of the International Board of ELSA shall present a summary of the changes for approval at the following International Council Meeting.

Article 7. Role of Auditors of ELSA within the Financial Strategy of ELSA

7.1 The Auditors of ELSA shall:

- a. Provide the Working Group with their comments on the draft Financial Strategy;

CHAPTER 12. THE FINANCIAL STRATEGY OF ELSA 2022-2025

- b. Confirm to the Treasurer of the International Board of ELSA the receipt of provisional changes;
- c. Evaluate ELSA's compliance with the Financial Strategy of ELSA in the Auditors' Reports;
- d. Evaluate any intended revisions of the Budget of ELSA to determine whether they follow the Financial Strategy of ELSA and provide their comments along with the revision proposal.

Article 8. Evaluation of the Implementation of the Financial Strategy of ELSA

8.1. Upon its conclusion, the Treasurer of the International Board of ELSA shall evaluate the Implementation Period.

8.2. The Treasurer of the International Board of ELSA shall prepare the evaluation 60 days before the opening of the second International Council Meeting of the term, and provide the Working Group with the results. Any recommendations arising from the evaluation shall be included in the draft Financial Strategy of ELSA.

8.3. The evaluation shall summarise the financial situation of ELSA during the Implementation Period against the targets stated in the Focus and Execution parts of the Financial Strategy of ELSA and include all of the Auditor's findings under Article 7.1 of this Chapter.

8.4. The Treasurer of the International Board of ELSA shall share the evaluation along with the draft Financial Strategy of ELSA for comments as stated in Article 4.3 of this Chapter.

Article 9. National Group's Financial Strategy

9.1. It is recommended that the National Groups of ELSA should implement a Financial Strategy as a Financial Management tool complementary to their Strategic Plan.

9.2. The National Groups' Financial Strategy should include the implementation procedure, the focus and the execution following the regulations set out in Chapter 10 Articles 2 to 8.

9.3. The goals for Fundraising Execution and Expenditure Execution are at the discretion of each National Group's financial situation.

CHAPTER 12. THE FINANCIAL STRATEGY OF ELSA 2022-2025

Article 1. Fundraising

1.1 The fundraising priorities for ELSA shall focus on partnerships, grants, advertising and merchandising, and donations.

1.2 The International Board of ELSA shall:

- a. Set a fundraising target for the first year of this financial strategy, and communicate it to the Council;

CHAPTER 12. THE FINANCIAL STRATEGY OF ELSA 2022-2025

- b. Increase fundraising by 2% per year.

Article 2. Partnerships

2.1 Partnerships shall be considered a source of income for ELSA in general and for the organisation of every project of ELSA.

2.2 The International Board of ELSA shall:

- a. Use in kind partnerships to reduce costs of materials and services;
- b. Opt for an outreach strategy which embraces a more diverse, wider spectrum of partners;
- c. Focus on partners whose duties can reach the needs of ELSA members, including in-kind agreements; and
- d. Space the income from partnerships throughout the year to ensure liquidity.

Article 3. Grants

3.1 Grants shall be considered the main source of income for ELSA in general and for the organisation of every project of ELSA.

3.2 The International Board of ELSA shall:

- a. Establish a team dedicated to grants, which term last longer than one year, in order to follow the reporting of the grants;
- b. Create an annual grants strategy, which focus in the structural grants that will support the general administration budget of the Association;
- c. Create an internal database of all previous applications;
- d. Improve the Grants database, by including more national and international grants into it, and giving support to national Treasurers when applying to grants;
- e. Apply yearly to the Erasmus+ and EYF grants, in accordance with the priorities of each organisation. The Treasurer of the International Board shall explain to the Council the efforts taken in this regard;
- f. Explore the possibilities of applying for project Grants, with special attention to ELSA Traineeships and Social Responsibility projects.

Article 4. Membership Fee

4.1 The Membership Fee shall not be considered as a common source of income. Given sufficient and sustainable income, ELSA shall tend to reduce it.

4.2 The International Board of ELSA shall:

- a. Discuss the Membership Fee System and its amount in the last year of this financial strategy.

Article 5. Advertising and Merchandising

5.1 Advertising shall be explored as a new source of income of ELSA.

CHAPTER 12. THE FINANCIAL STRATEGY OF ELSA 2022-2025

5.2 The International Board of ELSA shall:

- a. Explore the possibility of advertising on the websites of ELSA;
- b. Explore the possibility of using Synergy as an advertising instrument;
- c. Create a strategy for the creation and distribution of merchandise, including project merchandising.

Article 6. Donations

6.1. ELSA shall create a Donation Strategy that allows for periodical and continued donations.

6.2 The International Board of ELSA shall:

- a. Establish a donors database and explore the possibilities of creating donors' benefit packages;
- b. Cooperate with its alumni in order to gather more support;
- c. Explore the possibility of integrating a donation system in ELSA's website and other platforms.

Article 7. Expenditure

7.1 The expenditure priorities for ELSA shall focus on IT, professionalisation, marketing, the ELSA House, the International Board allowances, the reserve and a debt collection system.

Article 8. IT

8.1 The IT Systems of ELSA International shall be improved.

8.2 The International Board of ELSA shall:

- a. Invest in the update and further maintenance of the general websites;
- b. Invest in the improvement of the ELSA Traineeships and ELSA Law Schools portals, in order to fix the technical issues that they face;
- c. Create a long-term plan in order to pay for these expenses.

Article 9. Professionalism

9.1 The sustainability of the Association shall be ensured through consulting professionals.

9.2 The International Board of ELSA shall:

- a. Take the required steps to employ a secretary;
- b. Set up a reliable way to get legal advice by establishing a relationship with a law firm to ensure these services;
- c. Set up a legal protection insurance and a Directors and Officers insurance;
- d. Set up a reliable way to get GDPR consultancy;
- e. Set up a reliable way to get external audits.

CHAPTER 12. THE FINANCIAL STRATEGY OF ELSA 2022-2025

Article 10. Marketing

10.1 Investments shall be made to make the marketing tools and production of the Association more professional.

10.2 The International Board of ELSA shall:

- a. Invest in equipment used to produce materials, such as studio equipment, and reliable, job-specific hardware and software;
- b. Invest in Training for the Officers in the Marketing Area;
- c. Explore the possibility of obtaining external consultancy in the Marketing Area.

Article 11. ELSA House

11.1 The living conditions of the International Board shall be improved.

11.2 The International Board of ELSA shall:

- a. Focus on investing in the following equipment:
 - i. Working equipment;
 - ii. Goods that will make the house more efficient; and
 - iii. Utilities that will improve the quality of living.
- b. Explore the opportunity of buying the ELSA House by:
 - i. Creating a strategic fund that will allow so;
 - ii. Evaluating the implications of this purchase when it comes to taxes, insurance, home maintenance among others.

Article 12. Allowances

12.1 A legal and decent income shall be provided to the members of the International Board of ELSA.

12.2 The International Board of ELSA shall:

- a. Aim at increasing the allowances in the last year of this financial strategy;
- b. Explore the possibility of having these expenses covered by grants.

Article 13. Reserve

13.1 A reserve shall be reconstituted equal to 50.000eur in order to solve liquidity issues, and it shall be placed in a savings account.

Article 14. Debt Collection System

14.1 The financial sustainability of the entire Association shall be ensured by setting up a debt collection system.

14.2 The International Board of ELSA shall:

- a. Create a list of internal and external debtors, and update it periodically;

CHAPTER 12. THE FINANCIAL STRATEGY OF ELSA 2022-2025

- b. Attempt to recover the previous term debts;
- c. Set up a strategy to write-off unrecoverable debt.

Article 15. Projects

15.1 The financial sustainability of ELSA Projects shall be ensured.

15.2 The International Board of ELSA shall:

- a. Focus on project partnerships and project grants;
- b. Explore the possibility of reducing project fees and/or creating project scholarships;
- c. Update the project fees based on inflation rate on the last year of this financial strategy.

CHAPTER 1. DEFINITION

PART 5. MARKETING (MKT)**CHAPTER 1. DEFINITION****Article 1. General**

1.1 Marketing is the Supporting Area of ELSA which aims to raise awareness of ELSA in the society. It provides marketing materials and strategies for the realisation of the activities and projects of all areas of ELSA in cooperation with the respective Officers. Marketing builds relationships with different target groups and ensures ELSA is presented to them according to their needs.

CHAPTER 2. RESPONSIBILITIES**Article 1. General**

1.1 ELSA International shall:

- a. Ensure the legal protection of the ELSA brand, in particular its name and logo, and the protection of the positive image of the association;
- b. Ensure that the uniformity rules are known to and implemented by National Groups;
- c. Update the ELSA Brandbook;
- d. Create and implement the promotion strategy for projects organised by ELSA International;
- e. Provide templates and project marketing kits for National and Local Groups.

1.2 National Groups shall:

- a. Ensure the protection of the ELSA brand and the positive image of the association on National and Local levels;
- b. Promote projects organised by ELSA International following the provided guidance;
- c. Use the templates and project marketing kits provided by ELSA International and share them with Local Groups;
- d. Ensure that the uniformity rules are known to and implemented by Local Groups.

CHAPTER 3. UNIFORMITY

CHAPTER 3. UNIFORMITY**Article 1. ELSA Brand**

1.1 The Brand of ELSA and its defining characteristics are presented and described in the ELSA Brand Book.

1.2 The ELSA Brand Book is the binding user manual for the brand of the Association. It describes and helps ELSA members use correctly and effectively the identity elements of ELSA, both online and offline.

1.3 The ELSA Brand Book shall be available at all times on ELSA's Officers' Portal, under the Marketing section.

1.4 Modifications to the Brand Book shall be discussed during the International Council Meeting and voted upon by the International Council.

1.5 The logo shall not be used in a way that would damage the positive image of ELSA or in any other way that would harm the reputation of the association, and the logo shall not be used in a way which could come in conflict with ELSA's non-political status of the association.

1.6 The logo of ELSA shall be a registered trademark. The International Board of ELSA shall renew the trademark, in case of expiry. The International Board of ELSA shall register the trademark of a new logo of the Association within one year of being implemented.

Article 2. Social Media

2.1 National Groups shall ensure the uniformity of the ELSA brand on social media profiles of the National Group and its and Local Groups as well as their projects.

2.2 The name of the National or Local Group's social media profile shall feature the abbreviation "ELSA" and the name of the National or Local Group.

2.3 The name of a project's social media profile shall feature the full or abbreviated name of the project.

- a. The name for social media profiles for ELSA Law Schools shall follow following format: "SELS/WELS (Name of Country or City) on (Topic);
- b. The name for social media profiles for ELSA Webinars Academy shall follow following format: "EWA (Name of Country or City) on (Topic);
- c. The name for social media profiles for International Conferences of ELSA shall follow the following format: "ICE (Name of Country or City) on (Topic)".

2.4 National or Local Group's social media profile shall feature a profile picture containing only the ELSA logo in combination with the name of the respective National or Local Group. The logo on the profile picture may only be used in ELSA Blue on white background or in white on ELSA Blue background.

Article 3. Promotion

CHAPTER 4. SYNERGY

3.1. ELSA International shall:

- a. Coordinate, manage and supervise the promotion and branding strategies of the Flagship Projects;
- b. Set timelines for the Flagship Projects' promotion and notify National Groups shortly thereof at the beginning of the term;
- c. Send out a marketing kit for the Flagship Projects including a social media template and usage guidelines;
- d. Respond to requests for the use of the Flagship Projects' brand identity elements outside the promotion strategy within two weeks and state a concrete reason for the refusal.

3.2. If National Groups wish to create additional promotional materials not contained in the Flagship Projects' brand identity elements provided by ELSA International, they shall submit a written request and the relevant materials to the Vice President in charge of Marketing of the International Board of ELSA. The requesting National Group may proceed with the use of the Flagship Project's brand identity elements outside the promotion strategy once the deadline for approval has expired, or no concrete reason for the refusal has been given.

CHAPTER 4. SYNERGY

1. General

1.1 Synergy is ELSA members' online platform that covers activities of ELSA across National and Local Groups as well as external co-operations of ELSA International.

1.2 The Vice President in charge of Marketing of the International Board of ELSA is the editor-in-chief of Synergy. The editor-in-chief of Synergy shall:

- a. Update the online platform regularly with new articles;
- b. Ensure the quality of articles submitted;
- c. Regularly promote Synergy and the calls for articles.

1.3 If National and Local Groups wish to promote their initiatives that are held in English on the Synergy platform, they shall submit their article three weeks prior to posting to the Vice President in charge of Marketing of the International Board of ELSA.

CHAPTER 1. DEFINITIONS

PART 6. ACADEMIC ACTIVITIES (AA)**CHAPTER 1. DEFINITIONS****Article 1. General**

1.1 Academic Activities is the Key Area of ELSA that aims to contribute to the legal education of law students and young lawyers and enhance the social responsibility contribution of ELSA through interactive practical activities and human rights initiatives.

1.2 An Academic Activities project is a project where participants acquire legal skills by means of practical and (inter)active learning through legal research groups, law reviews, social responsibility initiatives, or any other activity falling under the scope of Article 1.1.

CHAPTER 2. RESPONSIBILITIES**Article 1. Responsibilities**

1.1 The Vice President in charge of Academic Activities of the International Board of ELSA shall be in charge of all other Academic Activities projects, ELSA Law Review and the Rule of Law Campaign.

1.2 ELSA International shall:

- a. Produce and make available to National Groups tools necessary for the area of Academic Activities, annually revise them, and, if necessary, update them;
- b. Annually evaluate the Flagship Projects of ELSA falling under the area of Academic Activities and share the outcome with National Groups.

1.3 National Groups shall:

- a. Support and promote the Academic Activities projects organised by ELSA International.

CHAPTER 3. LEGAL WRITING**Article 1. Legal Research Groups**

1.1 A Legal Research Group is a group of law students and/or young lawyers carrying out research on a specified topic of law with the aim to make their conclusions publicly accessible.

1.2 Legal Research Groups may be:

- a. Unilateral: Conducted by one National or Local Group;
- b. Bilateral: Conducted as a cooperation between two National or Local Groups;
- c. Multilateral: Conducted as cooperation between three or more National or Local Groups;
or
- d. International: Conducted by ELSA International in cooperation with an academic partner.

CHAPTER 3. LEGAL WRITING

1.3 The Legal Research Group shall have:

- a. An Academic Framework encompassing one main question divided into several subsequent questions;
- b. A timeline setting out the deadlines for participants, organisers and externals; and
- c. A Style Guide for formatting and referencing in accordance with the Oxford University Standard for the Citation of Legal Authorities (OSCOLA).

1.4 In the organising team of the Legal Research Group, there shall be at least:

- a. A project coordinator being either the Vice President in charge of Academic Activities of the organising National or Local Group(s) or the Human Resources Coordinator of the Legal Research Group;
- b. An Academic Board (member), including legal practitioners and/or legal academics, responsible for the Academic Framework, quality of research and outcome, as well as the reputability of the project; and
- c. One or more editors for linguistics, formatting and/or referencing, to ensure consistency.

1.5 The Legal Research Group shall make its conclusions publicly accessible in the form of a final report.

1.6 ELSA International shall:

- a. Coordinate and control the quality of unilateral, bilateral and multilateral Legal Research Groups;
- b. Publish unilateral, bilateral and multilateral Legal Research Groups on the virtual library on the website of Legal Research Groups and assist National Groups in the publication process upon request;
- c. Provide support to organising groups;
- d. Create, annually revise and update tools facilitating the organisational process of Legal Research Groups.

Article 2. Law Review

2.1 A Law Review is a legal publication consisting of contributions from students, practitioners and/or academics.

2.2. The Law Review shall have a comprehensive editorial policy and a set of submission requirements.

2.3 The Law Review shall have an Editorial Board responsible for the selection of submissions of the highest academic standard.

Article 3. ELSA Law Review

3.1 The ELSA Law Review is a Flagship Project of ELSA and constitutes the Law Review of ELSA. It shall publish original peer-reviewed submissions, the publication of which shall further the vision, purpose and means of ELSA.

3.2 The ELSA Law Review shall be managed by the Editorial Board. The Editorial Board shall consist of the Vice President in charge of Academic Activities of the International Board of ELSA

CHAPTER 4. SOCIAL RESPONSIBILITY INITIATIVES

and a minimum of three other members. The Editorial Board shall create and annually update the Authors' Guidelines.

3.3 The ELSA Law Review shall be peer-reviewed by the Academic Board for the purpose of ensuring its academic quality and credibility. The Academic Board shall be appointed by the International Board of ELSA and consist of individuals with the requisite expertise to conduct a credible, high quality peer-review.

3.4 The ELSA Law Review shall be revised and published by a professional publisher, to ensure a high-quality standard.

3.5 The primary topic of the ELSA Law Review shall be human rights law. Each issue of the ELSA Law Review may have additional topics selected by the Editorial Board.

3.6 The ELSA Law Review shall be published in accordance with the Publication Cycle:

- a. A volume of the ELSA Law Review shall span the calendar year and shall consist of two issues.
- b. The call for submissions for the first issue shall open no later than the opening of the first International Council Meeting of the term of the year preceding its publication.
- c. The call for submissions for the second issue shall open no later than the opening of the second International Council Meeting of the term of the year of its publication.

Article 4. Essay Competitions

4.1 An Essay Competition is a project in which law students and/or young lawyers compete by submitting essays on a specified topic.

4.2 The Essay Competition shall have a relevant legal topic in accordance with the scope of the association, a recognised jury and a comprehensive set of rules.

4.3 An essay shall be understood as a piece of legal writing on a certain topic of law answering one or more questions set out by the organiser and/or academic partner.

4.4 The submitted essays shall be evaluated by a jury including legal practitioners and/or legal academics. In the evaluation, the jury shall be guided by factors such as clarity, conciseness, and persuasiveness.

CHAPTER 4. SOCIAL RESPONSIBILITY INITIATIVES

Article 1. Social Responsibility Initiatives

1.1 Social Responsibility initiatives are projects that aim to make ELSA members more conscious about their community and to ensure the Association's positive impact in society.

1.2 ELSA International shall:

- a. Provide necessary information and other assistance to National and Local Groups;
- b. Create, annually revise, and update tools facilitating the organisational process of Social Responsibility Initiatives.

CHAPTER 5. HUMAN RIGHTS

Article 2. Rule of Law Educational Campaign (ROLE)

2.1 The Rule of Law Educational Campaign is an initiative with the purpose of educating Europe's youth on their fundamental rights and Rule of Law.

2.2 The Rule of Law Education Campaign shall be organised in collaboration with ELSA Alumni.

2.3 ELSA International shall:

- a. Coordinate the implementation of the Rule of Law Education Campaign;
- b. Create, annually revise and update tools facilitating the organisational process of the Rule of Law Education Campaign;
- c. Appoint National Coordinators for the implementation of the Rule of Law Education Campaign in organising National Groups;
- d. Provide necessary information and other assistance to organising National Groups.

2.4 National Groups shall:

- a. Forward all relevant information regarding the Rule of Law Education Campaign received from ELSA International to Local Groups;
- b. Use promotional materials (i.e., official ROLE Campaign logo) provided by ELSA International.

Article 3. ELSA for Schools (ELSA4Schools)

2.1 ELSA4Schools is a project that aims to implement change within society through the legal education of children and young people.

2.2 An ELSA4Schools event corresponds to a school visit coordinated by an organising ELSA group and shall consist of no less than one hour of academic programme followed by a practical exercise.

CHAPTER 5. HUMAN RIGHTS**Article 1. Coordination of Human Rights**

1.1 Human rights shall be implemented in activities of ELSA primarily through the Annual Human Rights Campaign.

1.2 ELSA International shall:

- a. Publish regularly in Synergy on human rights;
- b. Provide necessary information and other assistance to National and Local Groups;
- c. Coordinate the Annual Human Rights Campaign;
- d. Launch a call for Annual Human Rights Campaign topics no later than four weeks before the opening of the second International Council Meeting of the term;
- e. Create an Annual Human Rights Campaign Outline for the respective edition;
- f. Conduct the Annual Human Rights Campaign Competition.

CHAPTER 6. INTERNATIONAL FOCUS PROGRAMME

1.3 National Groups shall:

- a. Submit the Annual Human Rights Campaign Specification Form and the Annual Human Rights Campaign Evaluation Form to ELSA International when an Annual Human Rights Campaign event has been organised by the National Group;
- b. Contribute to the Annual Human Rights Campaign;
- c. Ensure that Local Groups organise Annual Human Rights Campaign events;
- d. Ensure that Local Groups submit the Annual Human Rights Campaign Specification Form and the Annual Human Rights Campaign Evaluation Form to ELSA International when an Annual Human Rights Campaign event has been organised by the Local Group;
- e. Ensure that Local Groups contribute to the Annual Human Rights Campaign.

Article 2. ELSA Day

2.1 ELSA Day is a human rights forum constituting a part of ELSA's Annual Human Rights Campaign. ELSA Day consists of coordinated events organised by National and Local Groups on national and international standards of protection and implementation of human rights. The ELSA Day events shall be organised on every last Wednesday of November.

CHAPTER 6. INTERNATIONAL FOCUS PROGRAMME

Article 1. General

1.1 The aim of the International Focus Programme (IFP) is to have a specific theme for the entire association over a fixed period of time.

Article 2. Implementation of the IFP

2.1 The International Council decides upon the International Focus Programme topic, its duration and its outcome.

2.2 The duration shall not be less than one year.

2.3 The execution of the International Focus Programme initiatives shall be coordinated by the Vice President in charge of Academic Activities of the International Board of ELSA.

Article 3. Responsibilities

3.1 ELSA International shall:

- a. Coordinate the implementation of the International Focus Programme;
- b. Coordinate the research for finding the topic and sub-topics for the upcoming International Focus Programme;

CHAPTER 6. INTERNATIONAL FOCUS PROGRAMME

- c. Ensure that a topic for the upcoming International Focus Programme is proposed to the International Council at the last International Council Meeting of the running International Focus Programme;
- d. Create an International Focus Programme Handbook;
- e. Publish articles on the International Focus Programme topic regularly in Synergy;
- f. Provide necessary training, information and other assistance to National and Local Groups;
- g. Ensure the realisation of the International Focus Programme outcome.

3.2 National Groups shall:

- a. Forward all relevant information regarding the International Focus Programme received from ELSA International to Local Groups;
- b. Provide necessary training, information and other assistance to Local Groups to organise International Focus Programme events.

Article 4. International Focus Programme Topic

4.1 The topic of the International Focus Programme, with duration from the 1st of August 2022 until the 31st of July 2025, shall be “Law and Sustainability”.

4.2 During the implementation of the International Focus Programme, the association shall focus on:

- a. Raising interest and academic knowledge in the field of the International Focus Programme topic;
- b. Raising awareness of the issues which pose problems in the development and application of the International Focus Programme topic;
- c. Creating long-term partnerships through events on the International Focus Programme topic to support the growth and credibility of National Groups;
- d. Increasing the number of major events on the International Focus Programme topic, particularly those that are repeated annually.

4.3 The outcome of the implementation of the International Focus Programme shall be a Final IFP Report. This report shall reflect the work done by ELSA International, National and Local Groups during the years of implementation period and shall include at least the most discussed topics.

CHAPTER 1. DEFINITIONS

PART 7. COMPETITIONS**CHAPTER 1. DEFINITIONS****Article 1. General**

1.1 Competitions is the Key Area of ELSA that aims to contribute to the legal education of law students and young lawyers through academic competitions. It prepares them for professional life and gives them an understanding of legal practice.

CHAPTER 2. RESPONSIBILITIES**Article 1. Responsibilities**

1.1 The Vice President in charge of Competitions of the International Board of ELSA shall be in charge of all academic competitions and the overall responsible person for the coordination of the John H. Jackson Moot Court Competition and the European Human Rights Moot Court Competition.

1.2 ELSA International shall:

- a. Produce and make available to National Groups tools necessary for the area of Academic Activities, annually revise them, and, if necessary, update them;
- b. Annually evaluate the Flagship Projects of ELSA falling under the area of Academic Activities and share the outcome with National Groups.

1.3 National Groups shall:

- a. Support and promote the Competitions organised by ELSA International.

CHAPTER 3. ACADEMIC COMPETITIONS**Article 1. Academic Competitions**

1.1 An Academic Competition is an event in which law students and/or young lawyers compete against each other with the aim of preparing the participants for the specialised forms of skills, experience and knowledge that are required within the legal profession.

1.2 The Academic Competition shall have a relevant legal topic, a recognised panel of judges and a comprehensive set of rules.

1.3 In the assessment of the participants, the panel shall take into consideration factors such as clarity, conciseness, persuasiveness and critical thinking.

Article 2. ELSA Negotiation Competition

CHAPTER 3. ACADEMIC COMPETITIONS

2.1 The ELSA Negotiation Competition simulates a negotiation process between different parties, conducted by teams consisting of two students representing a party in the negotiation.

2.2 The competition consists of a minimum of two rounds: The National Rounds and the European Final Round. National and Local Groups may organise local qualification rounds.

2.3 The simulations shall be observed and evaluated by a panel of no less than three judges who shall be recognised in the relevant field of law and shall include at least one legal practitioner. The panel shall provide participants feedback to advance their negotiation skills.

2.4 The simulations in National Rounds shall be held in English.

2.5 Participating teams must be provided one or more educational courses on negotiation skills and/or legal English lasting a total of no less than three hours. The course(s) may be provided as a webinar.

2.6 The International Board of ELSA may allow organisers of National Rounds to deviate from regulations concerning the ELSA Negotiation Competition upon presentation of an individual case.

2.7 ELSA International shall:

- a. Coordinate and control the quality of the ELSA Negotiation Competitions organised by National Groups;
- b. Collect and compile the information submitted by National Groups on the ELSA Negotiation Competition website and publish that information at least one week before the date indicated in the Specification Form as the beginning of the application period for the National Round;
- c. Provide support to organisers of the ELSA Negotiation Competition upon submitting the ENC specification Form (i.e. a coach from ELSA International and access to ENC materials);
- d. Provide joint promotion of the ELSA Negotiation Competition. All applications received by the International Board of ELSA within the deadline must be submitted to the Network via the mailing lists. From those groups applying to the International Board of ELSA to host the event, the International Board of ELSA must select one group to be entrusted with the organisation and justify this selection via the mailing lists;
- e. Find an organiser for the European Final Round of the Negotiation Competition;
- f. Provide support to the Organisers of the National Rounds through a coaching system.

2.8 National Groups shall:

- a. Submit the ELSA Negotiation Competition Specification Form at least 45 days before the starting date of the respective ELSA Negotiation Competition;
- b. Organise, if applicable, a National Round of the ELSA Negotiation Competition, complying with the quality standards stated in Article 2.3, 2.4, 2.5 and 2.6, to select teams for the European Final Round;
- c. Promote the ELSA Negotiation Competition as a priority before other negotiation competitions outside of ELSA by using the provided marketing materials on every appropriate platform available to the National Group;
- d. Use promotional materials (i.e. official ENC logo) provided by ELSA International, for the National Rounds or European Final Round.

CHAPTER 3. ACADEMIC COMPETITIONS

2.9 European Final Round:

- a. The European Final Round of the ELSA Negotiation Competition shall be annually organised by ELSA International, starting from the 1st of January 2025, in cooperation with a host organiser;
- b. Until the launch of the European Final Round, ELSA International shall:
 - i. Provide support to all National Groups organising a National Round of the ELSA Negotiation Competition via coaching, providing necessary materials and ensuring the quality standards in accordance with the Articles 2.3, 2.4, 2.5 and 2.6;
 - ii. Ensure the financial sustainability of the European Final Round by establishing partnerships and external support;
 - iii. Define an Academic Board consisting of experts in the field of legal negotiation and academic development, who shall assist ELSA International in the organisation and coordination of the ELSA Negotiation Competition;
 - iv. Develop a sustainable timeline for the Competition that will allow the Vice President in charge of Competitions to allocate time for the Helga Pedersen Moot Court Competition and the John H. Jackson Moot Court Competition;
 - v. Restructure the ELSA International Team that will assist the Vice President in charge of Competitions with the development and organisation of the ELSA Negotiation Competition and the European Final Round;
 - vi. Create necessary materials including rules, guidelines, cases for the European Final Round.
- c. Until the launch of the European Final Round, National Groups shall:
 - i. Gradually adapt their Negotiation Competitions in order to comply with the quality standards enshrined in Articles 2.3, 2.4, 2.5 and 2.6;
 - ii. Ensure the annual and continuous organisation of National Rounds of the ELSA Negotiation Competition;
 - iii. Develop tools in order to assist teams to participate in the European Final Round;
 - iv. Within the year prior to the European Final Round, ensure the organisation of at least 10 National Rounds of the ELSA Negotiation Competition, compliant with the quality standards enshrined in Articles 2.3, 2.4, 2.5 and 2.6.

Article 3. ELSA Legal Debates

3.1 An ELSA Legal Debate is an oral advocacy competition, conducted by two teams consisting of two to four law students and/or young lawyers representing either side of a motion.

3.2 The debate shall be observed and evaluated by a panel of no less than two judges who shall be recognised in the relevant field of law. The panel shall provide the participants feedback to advance their debating skills.

3.1 The debate shall be moderated by a chairperson who shall be independent from the teams.

Article 4. Client Interviewing Competition

4.1 A Client Interviewing Competition is a competition that simulates a lawyer-client consultation in which two students, acting as lawyers, are presented with a client matter.

CHAPTER 4. MOOT COURT COMPETITIONS

4.2 The simulation shall be observed and evaluated by a panel of no less than two judges who shall be recognised in the relevant field of law and shall include at least one legal practitioner. The panel shall provide participants feedback at the end of the simulation.

CHAPTER 4. MOOT COURT COMPETITIONS

Article 1. General

1.1 A Moot Court Competition is a simulated hearing and court proceeding in a certain area of law that aims at bridging the gap between theory and practice.

1.2 Representing the two opposing parties, students argue a fictitious case written by an expert in the area in front of a qualified Bench or Panel.

Article 2. The John H. Jackson Moot Court Competition (JHJMCC)

2.1 The John H. Jackson Moot Court Competition is a Flagship Project of ELSA which simulates hearings of the Dispute Settlement Body of the World Trade Organization. It is open to teams from all around the world.

2.2 The competition consists of three rounds: The Written Round, the Regional Rounds and the Final Oral Round. National Groups may organise National Practice Rounds.

Article 3. The Helga Pedersen Moot Court Competition (HPMCC)

3.1 The Helga Pedersen Moot Court Competition is a Flagship Project of ELSA. It simulates hearings of the European Court of Human Rights. It is open to teams from European States in which there is a National Group present as well as to the teams from the Council of Europe member states.

3.2 The competition consists of three rounds: The Written Round, the Regional Rounds and the Final Oral Round. National Groups may organise National Practice Rounds.

Article 4. Regional Rounds

4.1 ELSA International shall open the call for Regional Round Organisers for the Helga Pedersen Moot Court Competition and European Regional Round Organisers for the John H. Jackson Moot Court Competition before the closing of the second International Council Meeting of the term.

4.2 ELSA International shall provide a hosting agreement with terms to be agreed upon and templates for applications for Regional Round Organisers, the latter containing: motivation letter, draft agenda, draft budget and organisational timeline.

4.3 In appointing the Regional Round Organiser, ELSA International shall take the following criteria into account:

CHAPTER 4. MOOT COURT COMPETITIONS

- a. The financial situation of the National or Local Group;
- b. The accessibility of the proposed locations;
- c. The support from the respective National Group (if applicant is a Local Group);
- d. The number of (international) events that could potentially affect the quality of the Regional Round, hosted by the National or Local Group;
- e. The experience of the National or Local Group with regards to organising international or large national events, as well as moot court competitions specifically.

4.4 ELSA International may ask for additional documentation (e.g. previous final accounts, annual budget) in order to assess the criteria mentioned under Article 4.3 of this Chapter.

4.5 ELSA International shall give each National or Local Group feedback regarding the assessment of the criteria mentioned under Article 4.3 of this Chapter.

4.6 If ELSA International is unsuccessful during the call set out under Article 4.1 of this Chapter, ELSA International may seek institutional partners to organise the Regional Round of the Helga Pedersen Moot Court Competition and the European Regional Rounds of the John H. Jackson Moot Court Competition.

Article 5. Responsibilities

5.1 ELSA International shall:

- a. Organise the John H. Jackson Moot Court Competition and the Helga Pedersen Moot Court Competition;
- b. Publish the final reports of the John H. Jackson Moot Court Competition and Helga Pedersen Moot Court Competition no later than one month after the last day of the Final Oral Round of the respective Competition. The final report shall include a description of the competition, reportings from the Written Round, Regional Rounds and the Final Oral Round, including an overview of participating teams, judges/panellists and scores, and concluding remarks.

5.2 National Groups shall:

- a. Promote the Moot Court Competitions of ELSA International as a priority before other Moot Courts outside of ELSA by using the provided marketing materials on every appropriate platform available to the National Group.

CHAPTER 1. DEFINITIONS

PART 8. PROFESSIONAL DEVELOPMENT**CHAPTER 1. DEFINITIONS****Article 1. General**

1.1 Professional Development is a Key Area of ELSA that aims to support law students and young lawyers in developing and improving the necessary skills to access the professional world by means of continuous education for individuals in regards to their future career and the skills needed therefore.

1.2 A Professional Development project is one where participants acquire skills needed in order to access the professional world through training events, Lawyers at Work events, ELSA Traineeships, Career Launch sessions or any other activity falling under the score of Article 1.1 of this Chapter.

CHAPTER 2. ELSA TRAINEESHIPS**Article 1. Definitions**

1.1 ELSA Traineeships is a Flagship Project of ELSA that fosters professional development and provides legal work opportunities to law students and young lawyers.

1.2 ELSA Traineeships shall be open to:

- a. ELSA members free of charge;
- b. External Applicants if they either:
 - i. Are members of an organisation with which ELSA has an agreement for the purpose;
 - ii. Pay the External Application Fee, provided they come from a country in which there is no ELSA Group present;
 - iii. At its own discretion, the International Board of ELSA may deviate from the requirements of Article 1.2.b.ii.

Article 2. Calendar

2.1 The Calendar consists of two Cycles each of which is divided into period for:

- a. Job Hunting which shall be concluded by:
 - i. During the first Cycle, in November;
 - ii. During the second Cycle, either in March or April;
- b. Student Hunting which shall be concluded by:
 - i. During the first Cycle, before 24 December;
 - ii. During the second Cycle, either in April or May;
- c. Matching;
- d. Selection;
- e. Reception;
- f. Evaluation.

CHAPTER 2. ELSA TRAINEESHIPS

2.2 The earliest start date for Traineeships shall be at least three weeks after the Selection period unless otherwise agreed upon by the Traineeship Provider and Trainee.

Article 3. Responsibilities

3.1 ELSA International shall:

- a. Produce and make available to National Groups tools necessary for ELSA Traineeships, annually revise them, and, if necessary, update them;
- b. Publish the Calendar for the upcoming term within one week from the start of the term;
- c. Annually evaluate ELSA Traineeships and share the outcome with National Groups;
- d. Maintain, update and adhere to the list of External Applicants and ELSA International Traineeship Providers that are prevented from further participation in ELSA Traineeships;
- e. During the Job Hunting period:
 - i. Issue and, where necessary, amend the Traineeship Specification Form template;
 - ii. Amend, where necessary, the submitted Traineeship Specification Forms;
 - iii. Publish to National Groups within four weeks after Job Hunting a report about the unpaid Traineeships offered;
 - iv. Approve all the submitted Traineeship Specifications Forms which have been verified and meet the Quality Standards;
- f. During the Student Hunting period:
 - i. Issue and, where necessary, amend the Traineeship Application Form template;
 - ii. Amend, where necessary, the submitted Traineeship Application Forms;
 - iii. Verify and approve the Traineeship Application Forms submitted by External Applicants;
 - iv. Set the amount of the External Application Fee and the quota for External Applicants for each Cycle;
- g. During the Matching period:
 - i. Coordinate the process of shortlisting the approved Traineeship Application Forms for the consideration of Traineeship Providers;
 - ii. Submit the matched Traineeship Application Forms to hosting National Groups and, where necessary, Traineeship Providers directly;
- h. During the Selection period:
 - i. Inform National Groups about the outcome of Selection;
- i. During the Evaluation period:
- j. Produce and make available to National Groups a summary of evaluation results;
- k. Send a certificate to Trainees and Traineeship Providers that have submitted the evaluation forms provided by ELSA International.

3.2 National Groups shall:

- a. Ensure that they and their Local Groups comply with the Calendar
- b. Try to fundraise suitable remuneration for unpaid Traineeships;
- c. Maintain, update and adhere to the list of their respective Applicants and Traineeship Providers that are prevented from further participation in ELSA Traineeships;
- d. During the Job Hunting period:
 - i. Verify and, where necessary, amend the submitted Traineeship Specification Forms before approving them;

CHAPTER 2. ELSA TRAINEESHIPS

- ii. Inform ELSA International about any changes made to the approved Traineeship Specification Forms;
- e. During the Student Hunting period:
 - i. Verify, and where necessary, amend the submitted Student Application Forms before approving them;
 - ii. Inform ELSA International about any changes made to the approved Student Application Forms;
- f. During the Matching period:
 - i. Submit the matched Student Application Forms as provided by ELSA International to the respective Traineeship Providers within three days;
- g. During the Selection period:
 - i. Ensure that the Traineeship Providers complete the ranking of the matched Student Application Forms;
- h. During the Reception period:
 - i. Contact and provide the accepted Applicants and Trainees with necessary information;
- i. During the Evaluation period:
 - i. Periodically evaluate the experiences of Trainees and Traineeship Providers;
- j. Share with the Trainees and the Traineeship Providers the evaluation forms provided by ELSA International within three weeks after the completion of the Traineeship.

Article 4. Quality Standards

4.1 Quality standards of ELSA Traineeships relating to Traineeships shall be published and revised annually by ELSA International and include at least the following:

- a. Traineeships may be offered in any law-related and non-political area;
- b. Traineeships shall last at least 10 working days;
- c. Traineeships available for undergraduate Applicants shall require at most two advanced legal skills and three general legal skills, unless a valid reason exists (e.g. the offered rate of remuneration, high reputation of the Traineeship Provider) at the discretion of ELSA International;
- d. Traineeships shall provide remuneration in monetary and/or non-monetary form in the amount covering at least the general costs of living in the respective country. Remuneration shall be provided by the Traineeship Provider and/or the hosting National Group, and/or ELSA International;
- e. Traineeships may be unpaid at the discretion of ELSA International if:
 - i. The Traineeship Provider mainly employs volunteers;
 - ii. Providing remuneration to Trainees is prohibited by law; or
 - iii. The benefit to ELSA outweighs the lack of remuneration.

4.2 Quality standards of ELSA Traineeships relating to Reception shall be published and revised annually by ELSA International and shall include at least the following:

- a. Before the start of the Traineeship, the Trainees shall be provided with information about the destination of the Traineeship, including at least:
 - i. The contact details of the hosting National or Local Group and the Traineeship Provider;
 - ii. The relevant legal requirements (e.g. visa, work permit, residence permit, insurance) and necessary assistance;
 - iii. Finding suitable accommodation;

- b. During the Traineeship, the Trainees shall be provided with support, including at least:
 - i. Information about possibilities for cultural learning and community involvement (e.g. access to local ELSA events);
 - ii. Information about and assistance with finding Internet access.

CHAPTER 1. DEFINITIONS

PART 9. SEMINARS AND CONFERENCES (S&C)**CHAPTER 1. DEFINITIONS****Article 1. General**

1.1 Seminars & Conferences is the Key Area of ELSA that aims to provide law students and young lawyers with learning experience, interaction with professionals and new social and cultural environments by means of passive learning, preparing them for future responsibilities as members of society.

1.2 A Seminars & Conferences event is an event where participants acquire knowledge by means of passive learning through a lecture, a panel discussion, a seminar, a conference, a law school, a Study Visit, an Institutional Visit, a delegation, a webinar or any other activity falling under the scope of the definition from Article 1.1 of this Chapter.

CHAPTER 2. RESPONSIBILITIES**Article 1. Responsibilities**

1.1 ELSA International shall:

- a. Produce and make available to National Groups tools necessary for the Seminars & Conferences area, annually revise them and, if necessary, update them;
- b. Annually evaluate the Flagship Projects of ELSA falling under the area of Seminars & Conferences and share the outcome with National Groups.

1.2 National Groups shall:

- a. Support and promote Seminars & Conferences events organised by ELSA International;
- b. Ensure that Local Groups submit requested information regarding Seminars & Conferences events to ELSA International.

CHAPTER 3. ELSA LAW SCHOOLS**Article 1. Definition**

1.1 ELSA Law Schools is a Flagship Project of ELSA which is organised by the Organising Committee of one or more National or Local Groups and coordinated by ELSA International which fulfils the requirements regulated in this Chapter.

Article 2. Requirements of ELSA Law Schools

2.1 ELSA Law Schools shall:

- a. Aim to be annual;
- b. Be open for everyone and conducted in English;

CHAPTER 3. ELSA LAW SCHOOLS

- c. Last for at least seven days. The seven days are calculated excluding the day of arrival but including the day of departure;
- d. Comprise of an academic, cultural and social programme. The academic programme shall comprise of at least 20 hours of lectures followed by workshops or any other interactive activities, which deepen and emphasise different areas of the lecture. The minimum academic programme shall not include an obligatory extra time to revise the lectures and prepare for the next lessons. If the duration of the ELSA Law School exceeds seven days, the total academic programme shall be prolonged by four hours per each extra day;
- e. Be organised in a close co-operation of an academic or institutional partner who shall ensure the academic quality of the event whose information shall be transmitted to ELSA International by filling in the academic partner form. The academic or institutional partner shall be a law faculty, public institution, law firm or any other legal entity which is entitled to provide education, professional legal services, or otherwise associated professionals in a particular field of law;
- f. Be regulated by a hosting agreement duly signed by all parties involved.

Article 3. ELSA Law School Cycle

3.1 The ELSA Law School Calendars specify deadlines and periods binding for the Organising Committees of ELSA Law Schools.

3.2 There shall be two ELSA Law School Cycles during one term: the Winter ELSA Law Schools Cycle and the Summer ELSA Law Schools Cycle.

- a. To qualify into the Winter ELSA Law Schools Cycle, the ELSA Law School shall take place between the second Saturday of January and the last Sunday of March.
- b. To qualify into the Summer ELSA Law Schools Cycle, the ELSA Law School shall start no earlier than the last Sunday of June and end no later than the third Sunday of September.

3.3 The ELSA Law Schools Cycle shall comprise of:

- a. For the Winter ELSA Law School, a cycle of six periods: specification, preparation, application, selection, event, and evaluation;
- b. For the Summer ELSA Law School, a cycle of eight periods: specification, preparation, application, selection, additional application, additional selection, event, and evaluation.

3.4 The International Board of ELSA may waive ELSA Law Schools Cycle if there are less than five ELSA Law Schools specified for the respective ELSA Law Schools Cycle.

Article 4. Responsibilities

4.1 ELSA International shall:

- a. Coordinate and control the quality of ELSA Law Schools;
- b. During the specification, send the ELSA Law Schools Specification Form and the respective ELSA Law Schools Calendar by:
 - i. 15th of July for the Winter ELSA Law Schools Cycle; and
 - ii. 31st of October for the Summer ELSA Law Schools Cycle;
- c. End the specification period by:
 - i. 15th of August for the Winter ELSA Law Schools Cycle; and

CHAPTER 3. ELSA LAW SCHOOLS

- ii. 30th of November for the Summer ELSA Law Schools Cycle;
- d. During the preparation period:
 - i. Sign an ELSA Law School Hosting Agreement setting out the responsibilities of the Organising Committee, quality standards, and the privacy policy with the Organising Committees;
 - ii. Provide support to the Organising Committees of ELSA Law Schools through a coaching system;
 - iii. Provide joint promotion of ELSA Law Schools;
 - iv. Provide the Organising Committees of ELSA Law Schools with the ELSA Law Schools Marketing Kit in due time specified in the ELSA Law Schools Calendar;
 - v. Organise the Winter ELSA Law Schools Training Weekend and the Summer ELSA Law Schools Training Weekend;
 - vi. Send the academic partner form.
- e. During the application and the additional applications period, coordinate unified application process for all ELSA Law Schools and collect all the applications received;
- f. For the Summer Cycle, during the selection period, add ELSA Law Schools to the additional application period upon request submitted by the Organising Committee of an ELSA Law School;
- g. Send unified evaluation forms to the participants of all ELSA Law Schools by the end of each ELSA Law Schools Cycle, and evaluate them with the respective Organising Committees of ELSA Law Schools;
- h. Create, annually revise and, if necessary, update tools to facilitate the organisation of ELSA Law Schools.

4.2 The National Groups shall:

- a. Actively promote organising and participating in ELSA Law Schools.

Article 5. ELSA Law Schools Training Weekends

5.1 The International Board of ELSA shall organise annually the Winter ELSA Law Schools Training Weekend and the Summer ELSA Law Schools Training Weekend to train the Organising Committees of ELSA Law Schools.

5.2 Should the ELSA Law Schools Training Weekends take place in person, each Organising Committee of ELSA Law Schools has a right to appoint one representative to attend the respective ELSA Law Schools Training Weekend. The cost of participation of one representative from each Organising Committee shall be covered by the ELSA Law Schools Administrative Fee and it shall include the training, accommodation and meals.

Article 6. Compliance and quality control of ELSA Law Schools

6.1 ELSA International shall have the power to:

- a. Check the revenues and expenditures of an ELSA Law School;
- b. Check the qualification of the speakers of an ELSA Law School;
- c. Check the venues of an ELSA Law School;
- d. Check the accommodation of an ELSA Law School;
- e. Check the academic and/or institutional partner involvement in an ELSA Law School;

CHAPTER 4. ELSA DELEGATIONS

- f. Check the participants selected in the ELSA Law School in order to ensure that the diversity of selected participants has been ensured;
- g. Check any additional aspects of the ELSA Law School that ELSA International seems necessary to guarantee the quality of the ELSA Law School;
- h. Request any further information and/or clarifications from the Organising Committee of the ELSA Law School.

6.2 In case of breach, the International Board of ELSA shall try to solve the issue by means of dialogue. Should this dialogue be unsuccessful, the International Board of ELSA may:

- a. Inform the respective National Group about the attitude of the Organising Committee in order for it to take the appropriate internal measures;
- b. Remove the respective ELSA Law School from the current ELSA Law Schools Cycle after delivering to the Organising Committee of an ELSA Law School involved three official notifications regarding its breach of regulations concerning ELSA Law Schools, giving the Organising Committee of an ELSA Law School appropriate time to solve the breach of regulations each time, in order to prevent it from using the “ELSA Law School” label;
- c. Accept an ELSA Law School into the ELSA Law Schools Cycle after the end of the specification period upon presentation of an individual case;
- d. Allow the Organising Committee of an ELSA Law School to deviate from the regulations concerning ELSA Law Schools upon presentation of an individual case and in case of allowing deviation from the quality standards of ELSA Law Schools in particular, to ask the Organising Committee of an ELSA Law School to notify applicants and participants about differing quality standards.

6.3 In case the breach is drawn to the attention of ELSA International during or after the ELSA Law School has taken place, it shall try to solve the issue by means of dialogue. Should this dialogue be unsuccessful, the International Board of ELSA may:

- a. Inform the respective National Group about the attitude of the Organising Committee in order for it to take the appropriate internal measures;
- b. In case of a serious breach or in case of three breaches related to ELSA Law Schools organised by the same Organising ELSA Group during two consecutive cycles in which they are participating, forbid the Organising ELSA Group to organise an ELSA Law School for the duration of one year. During this period, the Organising Group shall attend training that shall be provided by ELSA International.

6.4 The Vice President in charge of Seminars and Conferences of the International Board of ELSA shall report in an area workshop during the International Council Meeting about the use of the power listed under Article 6.2.b and 6.3.b of this Chapter.

CHAPTER 4. ELSA DELEGATIONS

Article 1. Definition

1.1 ELSA Delegations is a Flagship Project of ELSA which aims to allow ELSA members and alumni to represent ELSA as ELSA Delegates appointed by the International Board of ELSA in meetings and sessions of organisations and institutions in which ELSA has a special Observership status or with which ELSA cooperates.

CHAPTER 5. INTERNATIONAL CONFERENCES OF ELSA

Article 2. Responsibilities

2.1 ELSA International shall:

- a. Coordinate participation of ELSA Delegates in ELSA Delegations;
- b. Research events organised by international institutions and organisations and provide National Groups with relevant information;
- c. Prepare and announce to National Groups Calls for ELSA Delegations, consisting of clear descriptions and practical information about the sessions included in the Call, a general task description of ELSA Delegates, and the selection criteria used by the International Board of ELSA when selecting ELSA Delegates;
- d. Inform National Groups about selection of its members or alumni prior to the starting date of a respective ELSA Delegation;
- e. Create, annually revise and, if necessary, update guidelines and other tools related to ELSA Delegations.

2.2 National Groups shall:

- a. Check the membership status of applicants for ELSA Delegations stating to be members of that National Group after receiving a notification about such applications from ELSA International. In case of lack of such membership, inform ELSA International about it;
- b. Distribute to Local Groups information about the Calls for ELSA Delegations as received by ELSA International.

CHAPTER 5. INTERNATIONAL CONFERENCES OF ELSA

Article 1. Definition

1.1 International Conferences of ELSA (ICE) is a project of ELSA which is organised by Organising Committees of one or more National or Local Groups and coordinated by ELSA International, which fulfils the requirements regulated in this Chapter.

1.2 International Conferences of ELSA shall be defined by an international nature, a focus on the academic aspect of law, and the intention of having an audience largely comprised of international participants.

Article 2. Requirements

2.1 International Conferences of ELSA shall:

- a. Be conducted in English;
- b. Last for at least two days calculated excluding the day of arrival but including the day of departure;
- c. Comprise of academic and social programmes. The academic programme shall be at least 10 hours. If the duration of the event exceeds two days, the total academic programme shall be prolonged by five hours per each extra day;
- d. Be organised in close co-operation of an academic or institutional partner that shall ensure the quality of the academic programme. The academic or institutional partner shall

CHAPTER 5. INTERNATIONAL CONFERENCES OF ELSA

be a law faculty, public institution, law firm or any other legal entity which is entitled to provide education, professional legal services or otherwise associated professionals in a particular field of law;

Article 3. Responsibilities

3.1 ELSA International shall:

- a. Coordinate and control the quality of International Conferences of ELSA;
- b. Collect and compile the information submitted by Organising Committees of International Conferences of ELSA on the International Conferences of ELSA website, and publish them therein at least one week before the date indicated in the relevant Event Specification Form as the beginning of the application period for the relevant event;
- c. Provide support to the Organising Committees of International Conferences of ELSA through a coaching system;
- d. Provide joint promotion of International Conferences of ELSA;
- e. Create, annually revise and, if necessary, update tools facilitating the organisational process of International Conferences of ELSA.

3.2 National Groups shall:

- a. Actively promote organising and participating in International Conferences of ELSA.

Article 4. Compliance and quality control

4.1 ELSA International shall have the power to:

- a. Check the revenues and expenditures of an International Conference of ELSA;
- b. Check the qualification of the speakers of an International Conference of ELSA;
- c. Ask the Organising Committee of an International Conference of ELSA for information and clarifications.

4.2 In case of breach, the International Board of ELSA shall try to solve the issue by means of dialogue. Should this dialogue be unsuccessful, the International Board of ELSA may:

- a. Inform the respective National Group about the attitude of the Organising Committee in order for it to take the appropriate internal measures;
- b. Remove the respective International Conference of ELSA from the International Conferences of ELSA website, after delivering to the Organising Committee involved three official notifications regarding its breach of regulations concerning International Conferences of ELSA, giving the Organising Committee appropriate time to solve the breach of regulations each time, in order to prevent it from using the “International Conferences of ELSA” label;
- c. Allow an Organising Committee to use the “International Conferences of ELSA” label irrespective of neglecting the obligation to specify the event in due time, upon presentation of an individual case;
- d. Allow the Organising Committee to deviate from the regulations concerning International Conferences of ELSA upon presentation of an individual case and in case of allowing deviation from the quality standards of International Conferences of ELSA in particular, to ask the Organising Committee to notify applicants and participants about differing quality standards.

CHAPTER 6. ELSA WEBINARS ACADEMY

4.3 The Vice President in charge of Seminars and Conferences of the International Board of ELSA shall report in an area workshop during the International Council Meeting about the use of powers listed under Article 5.2 of this Chapter.

CHAPTER 6. ELSA WEBINARS ACADEMY

Article 1. Definition

1.1 ELSA Webinars Academy is a project of ELSA which is organised by Organising Committees of one or more National or Local Groups of ELSA and coordinated by ELSA International, which fulfils the requirements regulated in this Chapter.

1.2 ELSA Webinars Academy shall be broadcasted to an online audience, be defined by an international nature, and a focus on the academic aspect of the law.

Article 2. Requirements of ELSA Webinars Academy

2.1. ELSA Webinars Academies shall:

- a. Be open for everyone and conducted in English;
- b. Be comprised of at least five different sessions amounting to a total of at least five hours;
- c. Be organised in close co-operation with an academic or institutional partner that shall ensure the quality of the academic programme. The academic or institutional partner shall be a law faculty, public institution, law firm or any other legal entity which is entitled to provide education, professional legal services or otherwise associated professionals in a particular field of law;
- d. Provide a certificate of participation at the end of the ELSA Webinars Academy to each participant who attended at least 80% of the programme;
- e. Be promoted using the ELSA Webinars Academy Marketing Kit.

Article 3. Responsibilities

3.1 ELSA International shall:

- a. Coordinate and control the quality of ELSA Webinars Academy;
- b. Collect and compile the information submitted by Organising Committees of ELSA Webinars Academies via the Webinars Specification Form;
- c. Publish ELSA Webinars Academies at least three weeks before the starting date indicated in the relevant Webinars Specification Form;
- d. Provide support to the Organising Committees of ELSA Webinars Academies through a coaching system;
- e. Create, annually revise and, if necessary, update tools facilitating the organisational process of ELSA Webinars Academies.

CHAPTER 7. OTHER SEMINARS AND CONFERENCES EVENTS

Article 1. Lectures

1.1 A lecture is a discourse within a certain area of law given by a speaker with a professional or academic background. The topic is discussed in a plenary.

Article 2. Panel discussions

2.1 A panel discussion is an event where two or more experts discuss issues of a specific legal topic in front of an audience.

Article 3. Seminars

3.1 A seminar is an event, which consists of several lectures about a legal topic or field of law. The topic is discussed in a plenary.

Article 4. Conferences

4.1 A conference is an event that entails more individual participation and academic contribution than a seminar. The topic(s) shall be discussed in workshops to be reported to a plenary.

Article 5. Study Visits

5.1 A Study Visit is an event organised by one Local or National Group and at least one other Local or National Group of ELSA or the partner associations of ELSA aiming for an academic, social and cultural exchange through means of sharing cultural experiences and exchange of legal knowledge.

5.2 Study Visits may be unilateral, bilateral and multilateral.

- a. A unilateral Study Visit is a Study Visit during which one participating group visits another participating group;
- b. A bilateral Study Visits is a Study Visit during which two participating groups visit each other in turn;
- c. A multilateral Study Visit is a Study Visit during which several participating groups visit one participating group.

5.3 Study Visits shall involve at least five participants per participating group.

5.4 Study Visits shall comprise of an academic, social and cultural programme. The academic programme shall have an average duration of a minimum of three hours per day.

5.5 ELSA International shall:

- a. Collect and compile at least once a year information about Local Groups submitted by National Groups for the Study Visits Portal and make the Study Visit Portal available to

CHAPTER 7. OTHER SEMINARS AND CONFERENCES EVENTS

National and Local Groups via an online platform. The Study Visits Portal shall contain at least a short description of the history and location of a Local Group, information about previous Study Visits held by the Local Group the surroundings and climate, whether the Local Group has the intention to participate in a Study Visit during the current term preferred periods for a Study Visit, and contact information of the Local Group.

5.6 National Groups shall:

- b. Provide information for the compilation of the Study Visits Portal to ELSA International at least once a year according to the instructions provided by ELSA International.

Article 6. Institutional Visits

6.1 An Institutional Visit is an event aiming to give the participants a chance to visit and learn more about governmental or non-governmental organisations, public administrations, private institutions, universities or other higher education institutions. The main purpose of the event is the visit itself.

6.2 Institutional Visits can be national and international.

- a. A national Institutional Visits is a visit to governmental or non-governmental organisations, public administrations, private institutions, universities, other higher education institutions or local branches of international institutions situated in the country of the receiving group.
- b. An international Institutional Visits are visits to the headquarters of international governmental or non-governmental organisations, public administrations, private institutions, universities, other higher education institutions or local branches of international institutions situated in a foreign country.

Article 7. ELSA Webinars

7.1 An ELSA Webinar is an educational event taking place in the digital sphere organised by Organising Committees of one or more National or Local Groups of ELSA;

7.2 ELSA International shall:

- a. Collect and compile the information submitted by Organising Committees of ELSA Webinars via the Webinars Specification form and use that information to provide access to the organising groups to the webinar platform of ELSA International;
- b. Provide support to the Organising Committees of ELSA Webinars through a coaching system;
- c. Create, annually revise and, if necessary, update tools facilitating the organisational process of ELSA Webinars.

(UPDATED AS PER JANUARY 2022)

ANNEX 1. LIST OF FAVOURED COUNTRIES (UPDATED AS PER JANUARY 2022)

1.1 The list of favoured countries consists of any country with Gross National Income (GNI) per capita (measured in PPP) equal to or lower than 21,000 International dollars.

1.2 This demarcation number shall be indexed at the end of each year, with the average increase in GNI per capita (measured in PPP) of all national ELSA groups. The average increase in GNI per capita (measured in PPP) shall be based on the most recent yearly data from the World Bank online data catalogue compared to the second most recent yearly data.

1.3 The latest data of GNI per capita (measured in PPP) for ELSA Member countries as published in World Bank online data catalogue is available for years 2019 and 2020. The average increase of the indicator between these years is 3.23 %.

1.4 The Indexed Demarcation line amounts to 22,272.58 International dollars for the year 2021.

1.5 ELSA National Groups

Favoured Countries:

Albania
Armenia
Azerbaijan
Belarus
Bosnia & Herzegovina
Georgia
Montenegro
North Macedonia
Rep. of Moldova
Serbia
Ukraine

Non-Favoured Countries:

Austria
Belgium
Bulgaria
Croatia
Cyprus
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Iceland
Ireland
Italy
Latvia
Lithuania
Luxembourg
Malta
The Netherlands
Norway
Poland
Portugal
Romania
Slovak Republic
Slovenia
Spain
Sweden
Switzerland
Turkey
United Kingdom

(UPDATED AS PER JANUARY 2022)

ANNEX 2. PARTICIPATION FEES (UPDATED AS PER JANUARY 2022)

1.1 The participation fee for International Council Meetings, International Strategy Meeting and the Maximum Participation Fee for S&C Events (excluding Study Visits, Institutional Visits and ELSA Law Schools) shall be indexed with the inflation rate of the Euro, as stated by the European Central Bank, every 1st of January. The amount shall be rounded to the nearest natural number. The basis for indexation shall be the participation fee as calculated the year before, up to two decimal points.

1.2 The maximum participation fees for the year 2021 were:

Non-favoured countries:	35 € (pre-rounded 35.29)
Favoured countries:	31 € (pre-rounded 30.58)

1.3 The latest inflation rate available on the 1st of January 2022 by the European Central Bank (ECB) from the ECB Statistical Data Warehouse for the month November 2021 was calculated at 4.9% (<https://sdw.ecb.europa.eu/>).

1.4 Therefore, the new maximum participation fees for the calendar year 2022 will be as follows:

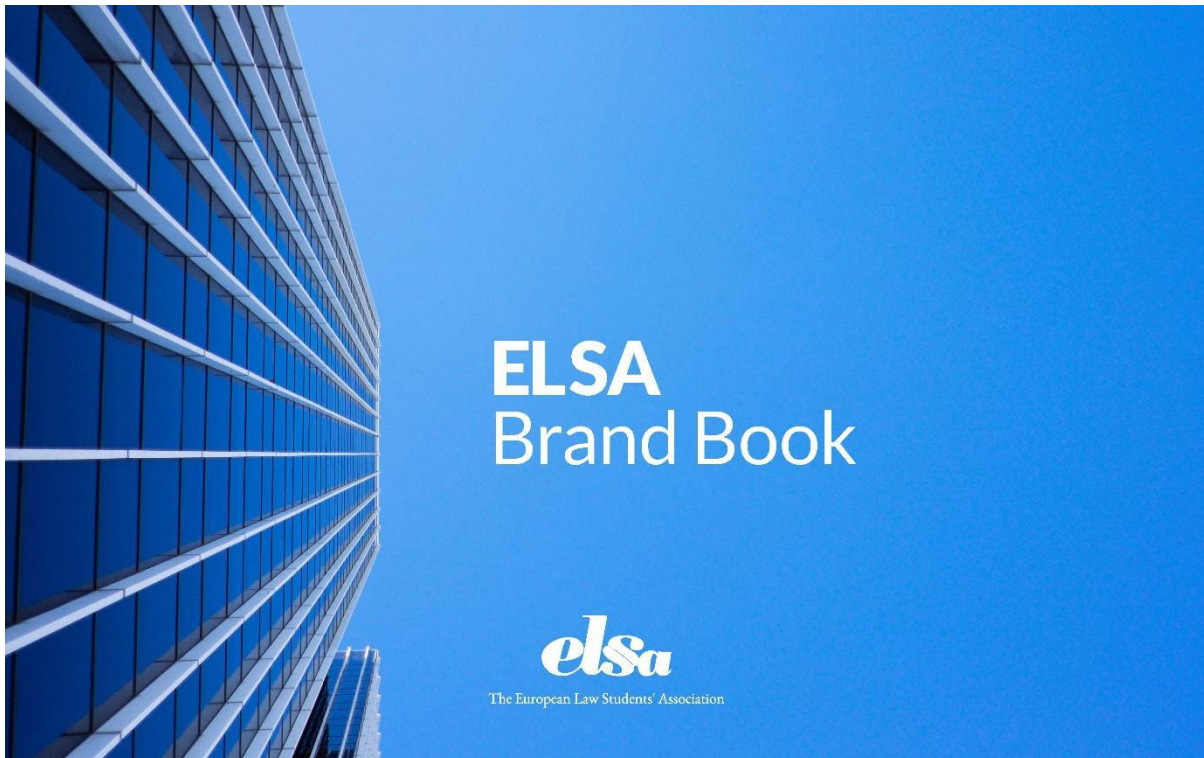
a. For S&C events:

Non-favoured countries	37 €
(35.29 * 4.9% = 37.02 = 37 rounded to the nearest natural number)	
Favoured countries	32 €
(30.58 * 4.9% = 32.08 = 32 rounded to the nearest natural number)	

b. For International Council Meetings and International Strategy Meetings:

Non-favoured countries	45 €
Favoured countries	40 €

ANNEX 3. ELSA BRAND BOOK



Mission Statement

The brand of ELSA has a long-lasting history. Created to overcome many differences of the time, ELSA is still all about the people and strengthening ties - over cultural, language, religious and outlook differences. We are doing our share in this world by challenging the status quo of legal education in Europe and beyond.

Our vision is unique:

“A just world in which there is respect for human dignity and cultural diversity”

Our purpose is simple:

To contribute to legal education, to foster mutual understanding and to promote social responsibility of law students and young lawyers.

We provide opportunities for law students and young lawyers to learn about other cultures and legal systems in a spirit of critical dialogue and scientific co-operation. We assist law students and young lawyers to be internationally minded and professionally skilled. We encourage law students and young lawyers to act for the good of society.

Tone of Voice

Our tone of voice is appealing. As an association with an international outlook, we are embracing the diversity and various backgrounds our members are coming from. We aim at providing our members with a platform to develop their existing skills and acquire new ones while creating memorable relationships between each other. This is why we are here and this is how we are treating the world.

«It is about what you say and how you say it»

<p>FAMILIAR Try to be nice and build trust.</p> <p>BRIEF Forget about complex sentences.</p> <p>HUMANE Remember, people prefer contact with people, not robots.</p> <p>PERSONAL In the end, you are not strangers.</p>	<p>ACTIVE Always ask people about their opinion.</p> <p>TRULY Do not set on "selling", just be honest.</p> <p>TRUSTWORTHY If you promise something - do it.</p> <p>DARING A pinch of confidence is always a good idea.</p>
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ELSA Brandbook | 3

BRAND PERSONALITY

There is much more that our brand has to offer. In its simplest way, ELSA embodies everything that active members can say about themselves.

PEOPLE-FOCUSED

We create an atmosphere of teamwork, where everybody can find their place. The feeling of family we all cherish.

SOCIALLY RESPONSIBLE

Our projects reflect the main values that we have, and these are mostly focused around human rights. Through our values we influence society and try to sculpt a more just world.

INTERNATIONALLY MINDED

An international environment brings us the possibility to broaden our horizon. We are doing all this while travelling and discovering the world together.

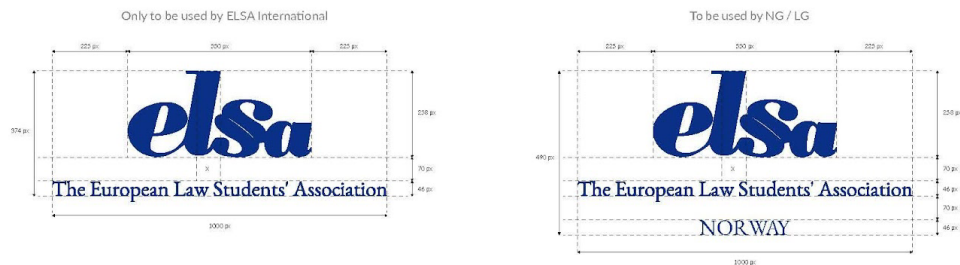
COMMITTED TO LEGAL EDUCATION

We are creating a plethora of opportunities for our members in the spirit of extracurricular education, which makes our members better and smarter.



OUR LOGO

THE ELSA LOGO



The ELSA logo is the most immediate representation of our Association, our people and our brand to the world. In order to build a unified image of ELSA, correct use of the logo is essential.

The ELSA logo consists of two parts: the design and the subtitle. Only when the design and the subtitle appear together in the correct proportions and colours may it be called the ELSA logo. When the logo is used by a National or Local Group, it shall be in combination with the name of the respective group. The name shall always be written with capital letters, in the same type, size and colour as the subtitle, in English using EB Garamond.

Remember that the ELSA logo shall be featured on all marketing materials, with the exclusion of live broadcasting and instant photos shared on social media stories.

ELSA Brandbook | 7

LOGO USAGE

The ELSA logo and the variations thereof may be featured without the subtitle only when the logo is relatively small and it is not used in combination with any other subtitle or name. Relatively small shall mean that the width of the design is 30 mm or less if the material production technology makes it impossible to use the logo with the subtitle and/or name. This exception does not apply for business cards, letterheads, envelopes, and digital publishing including webpages and social media.

The dimensions of the logo may be altered without altering its proportions to the extent that the subtitle would still be easily legible.

If there is an obligation deriving from national legislation to have the subtitle in a national language, this shall have secondary importance to the ELSA logo. The non-English subtitle shall be perfectly centred above the design with the same spacing, font, size and colour as the English subtitle.

The name of National Groups shall be written in English. The name of the National or Local Group shall be written in the font EB Garamond; written in capital letters and in the same type, size and colour as the subtitle; Perfectly centred under the subtitle with a fixed spacing of X, presented in the schemes attached in this Brand Book.

The ELSA logo shall be used only by ELSA International. ELSA International may authorise others to use the ELSA logo.



CLEAR SPACE



In order to maintain the integrity of the ELSA logo, it is important that no other logos, inscriptions or graphical elements infringe on its space.

The size of the Clear Space is determined by the cap height of the letter "E" in the design part of the ELSA logo and is to be respected for all directions.

Have a look at the figures above to get a clear picture of the Clear Space of the logo.

Give the logo some space!

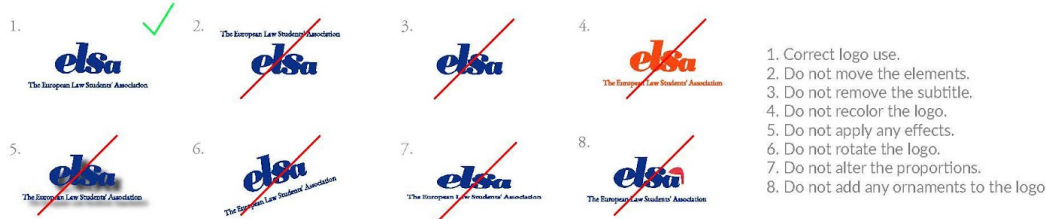
INCORRECT USE

Do not alter the ELSA logo in any way. Do not animate, colour, rotate, skew, or apply effects to the logo. Do not separate the elements. It is permitted only if the logo is used in a dynamic setting such as videos, gifs, or moving pictures provided that the logo is used in its right form at least for one second.

The following illustration demonstrates correct and incorrect logo use. Whilst it does not cover every possible scenario, you will formulate a good idea of what is acceptable and what is not.

Never attempt to create the logo yourself, change the font, or alter the proportions. Always use the provided templates.

If in doubt, do not hesitate to ask the Vice President of Marketing of ELSA International.



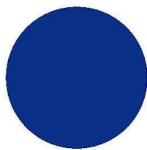
Do not alter the ELSA logo in any way!

COLOURS

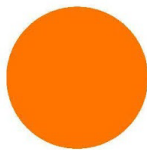
The ELSA corporate colour palette consists of five colours and can be used in any combination as long as the integrity of the brand is not diminished. ELSA Blue should be used as an anchor in the material, but do not overuse it.

We have defined a core set of colours for you to start with. This does not mean that other complementary colours cannot be used. Make sure that the Corporate Identity is not undermined by non-corporate colours.

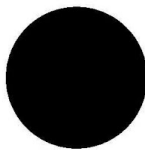
CMYK is the color profile used for **printed materials**.
RGB is used for **digital publishing**.



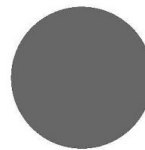
RGB: 10 48 135
CMYK: 100 85 0 0
HEX: #0a3087



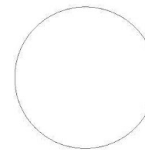
RGB: 255 116 0
CMYK: 0 64 94 0
HEX: #ff7400



RGB: 0 0 0
CMYK: 0 0 0 100
HEX: #000000



RGB: 102 102 102
CMYK: 0 0 0 60
HEX: #666666



RGB: 255 255 255
CMYK: 0 0 0 0
HEX: #ffffff

LOGO COLOURS

The ELSA logo shall under no circumstances be used in any other colours.

The European Law Students' Association

ELSA Blue

The logo in ELSA blue is the standard logo and should be used as much as possible.

The European Law Students' Association

Black

The black logo is only to be used for black & white material.



The European Law Students' Association

White

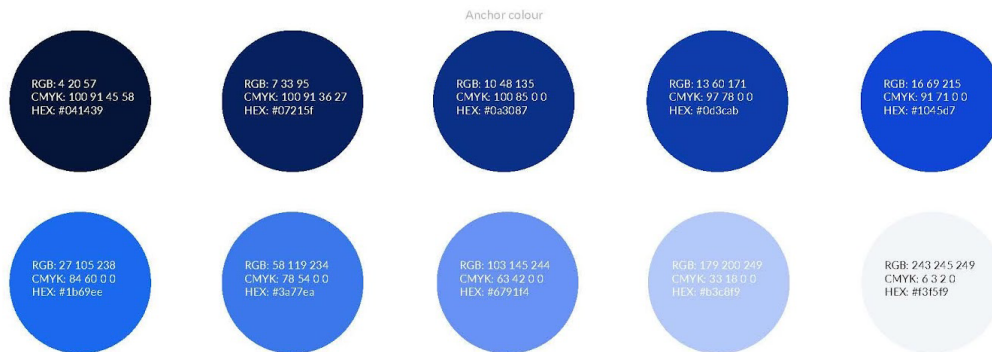
The white version of the logo is used when the logo is to be placed against dark backgrounds.

Seriously, never use any other colours for the logo!

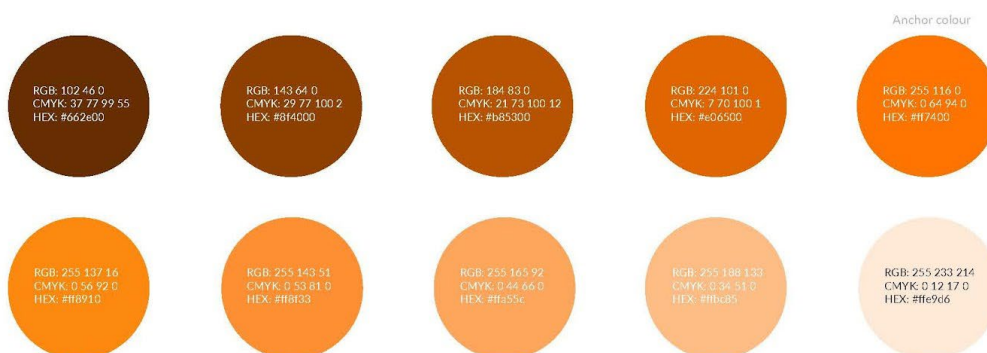
SUPPORTIVE COLOURS

To complement the ELSA primary colour palette, a set of supportive colours may be used. These colours are most appropriate in corporate design elements, charts and graphs, in lines and dots.

Do not be afraid to supplement with colours from outside this palette.



SUPPORTIVE COLOURS



FONTS

As with our logo, consistent use of our corporate fonts, EB Garamond and Lato, reinforces ELSA's brand identity.

Lato should be used for headlines and may be used for copy and digital materials. Short headlines or labels can be all caps, otherwise headlines and subheads are sentence case.

EB Garamond should be used primarily for extended running body copy in longer, multiple-page documents, such as brochures and datasheets.

When working on intricate material, you can instead of EB Garamond use either Garamond Monotype or Adobe Garamond Pro. This exception is only applicable when you due to the nature of the material must use different font weights.

EB Garamond shall always be used in the ELSA Logo!

Lato Light

Lato Light Italic

Lato Regular

Lato Italic

Lato Bold

Lato Bold Italic

LATO BLACK IS OUR HEADLINE WEIGHT

LATO BOLD IS OUR SUBHEADLINE WEIGHT

LATO REGULAR IS OUR BODY COPY WEIGHT

LATO LIGHT IS USED FOR CAPTIONS AND SMALL BODIES OF TEXT

RECOMMENDED IMAGERY

A picture is worth a thousand words!

When selecting photos for your marketing material it is important that the imagery portrays ELSA in a way that strengthens our brand and underline our brand personality.

The imagery should be positive, natural and not come in conflict with ELSA's non-political status.

If you cannot find anything suitable an abstract photo may be the way to go.

Only use professional and high-resolution photos.

It is important to keep in mind the legal aspects when searching for photos. Always make sure that you have the necessary rights to use the image in question, and always give appropriate crediting when needed.

Below you will find a selection of handy image banks where you can find millions of free photos:

pexels.com

unsplash.com

pixabay.com

EXAMPLES



OUR BRANDS

19 | ELSA Brandbook

The following pages will unveil the overview of the Flagship Projects of ELSA. Flagship Projects are the most important events organised internationally by ELSA. Such projects constitute the immediate representation of our core activities within the Key Areas and are a natural continuation of our philosophy and the values that we all share.

ELSA has its own unique brand, so do our Flagship Projects. It is important to distinguish between the general brand of ELSA and the brand of our Flagship Projects.

ELSA creates an umbrella brand which has its own distinctive features. These aspects are close to heart for members and alumni alike as they are easily linked to memories within ELSA. Meanwhile, Flagship Projects of ELSA have their own brand approach, which slightly differs from the general ELSA brand. Their brands are of course based upon the general ELSA brand, however, they have their own remarkable characteristics, which make them outstanding.

On the following pages, you will be presented with these specific details, which constitute the brands of our Flagship Projects.



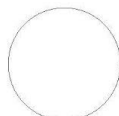
FONT

Palatino
Syne

COLOURS



RGB: 194 31 49
CMYK: 16 98 78 6
HEX: #c21f31



RGB: 255 255 255
CMYK: 0 0 0 0
HEX: #ffffff



RGB: 186 186 186
CMYK: 30 22 24 3
HEX: #bababa

KEY SELLING POINTS

1. Prize: Traineeship at the ECtHR
2. The only MCC in English on the ECHR
3. Council of Europe

ELEMENTS

1. Square speech bubbles
2. Black and white images

TIMELINE

1. **Launch** - September
2. **General Promotion** - ca. two months
3. **Registration Deadline** - November
4. **Final Round** - April



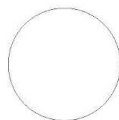
FONT

Lato (all weights)

COLOURS



RGB: 255 116 0
CMYK: 0 64 94 0
HEX: #ff7400



RGB: 255 255 255
CMYK: 0 0 0 0
HEX: #ffffff



RGB: 39 51 56
CMYK: 30 9 0 78
HEX: #273342

KEY SELLING POINTS

1. International Recognition and Publication
2. Working with experts in the field
3. Improvement of Legal English and Writing Skills

ELEMENTS

1. Linear Elements
2. Rectangle boxes with text inside

TIMELINE

1. **Launch** - November
2. **General Promotion** - 4 weeks
3. **Registration Deadline** - December
4. **Publication** - September



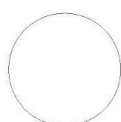
FONT

Lato (all weights)

COLOURS



RGB: 205 149 12
CMYK: 0 27 94 20
HEX: #cd950c



RGB: 255 255 255
CMYK: 0 0 0 0
HEX: #ffffff



RGB: 0 0 0
CMYK: 0 0 0 100
HEX: #000000

KEY SELLING POINTS

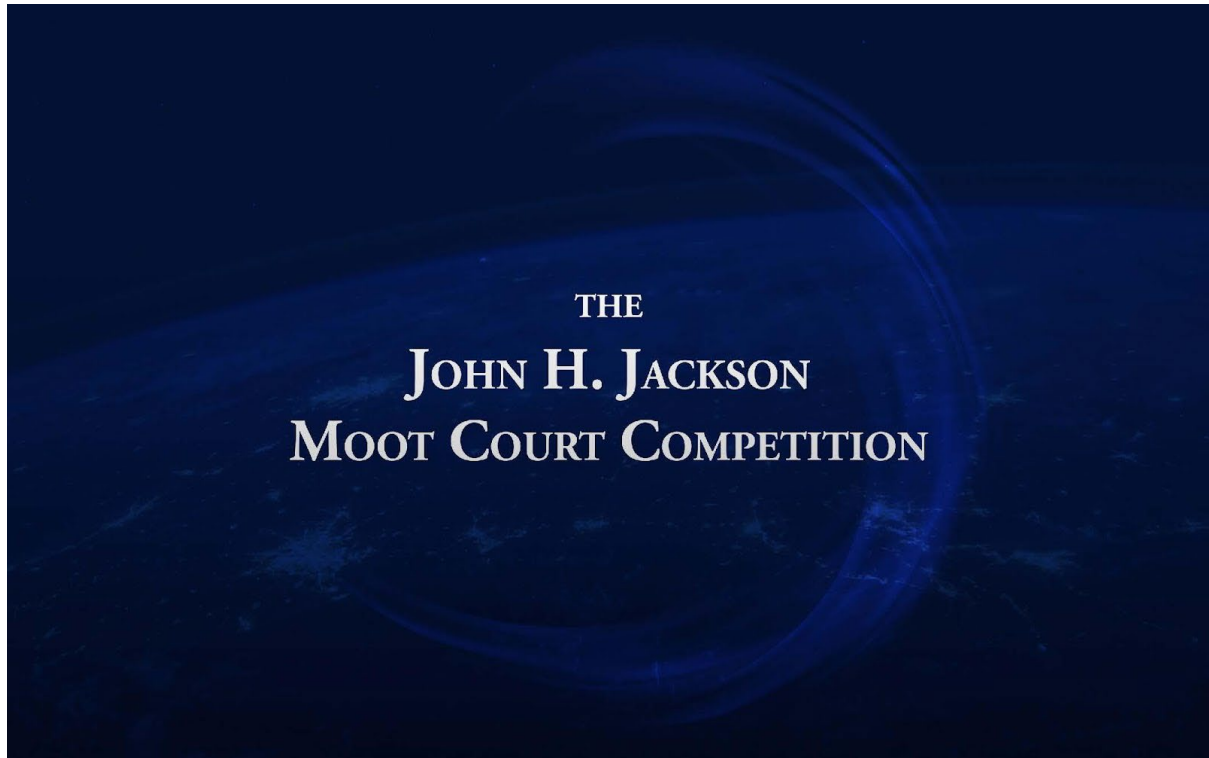
1. Development practical research skills
2. Publication and recognition in professional environment
3. Improvement of Legal English and Writing Skills

ELEMENTS

1. Linear Elements
2. Academic environment pictures

TIMELINE

1. **Launch** - November
2. **General Promotion** - 4 weeks
3. **Registration Deadline** - December
4. **Publication** - September



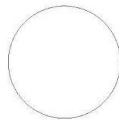
FONT

Lato (all weights)

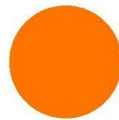
COLOURS



RGB: 7 33 95
CMYK: 100 91 36 27
HEX: #07215f



RGB: 255 255 255
CMYK: 0 0 0 0
HEX: #ffffff



RGB: 255 116 0
CMYK: 0 64 94 0
HEX: #ff7400

KEY SELLING POINTS

1. All around the world
2. Biggest Moot Court Competition on Trade Law
3. World Trade Organization

ELEMENTS

1. Circular graphics
2. Globes & Case related pictures

TIMELINE

1. **Launch** - September
2. **General Promotion** - ca. two months
3. **Registration Deadline** - December
4. **Final Round** - June



FONT

Marling
Lato (all weights)

COLOURS



RGB: 65 64 66
CMYK: 66 57 52 55
HEX: #414042



RGB: 242 70 25
CMYK: 0 82 91 0
HEX: #24619



RGB: 244 120 8
CMYK: 0 62 96 0
HEX: #A7808



RGB: 255 206 8
CMYK: 0 19 92 0
HEX: #ffc08



RGB: 9 171 209
CMYK: 74 9 13 0
HEX: #09abd1



RGB: 0 81 123
CMYK: 96 63 29 14
HEX: #00517b

KEY SELLING POINTS

1. A wide variety of legal topics
2. Good & efficient
3. Cultural diversity
4. Price

ELEMENTS

1. Waves
2. Boats
3. Beaches
4. Umbrellas
5. Hand drawn icons

TIMELINE

1. **Preliminary Promotion** – three weeks
2. **General Promotion** – seven weeks
3. **Additional Promotion Period** – two weeks



FONT

Lato (all weights)

COLOURS



RGB: 27 54 64
CMYK: 89 61 51 55
HEX: #1b3640



RGB: 105 127 138
CMYK: 61 38 34 16
HEX: #6978a



RGB: 217 215 201
CMYK: 18 13 23 1
HEX: #d9d7c9



RGB: 10 48 135
CMYK: 100 85 0 0
HEX: #0a3087

KEY SELLING POINTS

1. A wide variety of legal topics
2. Social programme
3. Cultural diversity
4. Winter break

ELEMENTS

1. Snowy sceneries
2. Mountains
3. Frozen lakes
4. People under snow
5. Christmas

TIMELINE

1. **Preliminary Promotion** – three weeks
2. **General Promotion** – six weeks

#ELSADelegations

ELSA Delegations

«Experience international decision making»



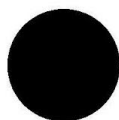
FONT

Lato (all weights)

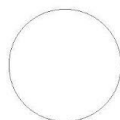
COLOURS



RGB: 10 48 135
CMYK: 100 85 0 0
HEX: #0a3087



RGB: 0 0 0
CMYK: 0 0 0 100
HEX: #000000



RGB: 255 255 255
CMYK: 0 0 0 0
HEX: #ffffff



RGB: 255 116 0
CMYK: 0 64 94 0
HEX: #ff7400

KEY SELLING POINTS

1. Exclusive opportunity for ELSA members
2. First-hand experience in international decision making
3. A wide variety of sessions on current hot topics

ELEMENTS

1. Recognisable images from UN bodies
2. Images with a variety of flags

TIMELINE

1. **Application opens every two months**
2. **Promotion Period** – two weeks



FONT

Lato (all weights)

COLOURS



RGB: 220 197 139
CMYK: 16 20 51 2
HEX: #dcd58b



RGB: 255 255 255
CMYK: 0 0 0 0
HEX: #ffffff



RGB: 138 120 80
CMYK: 43 44 75 16
HEX: #8a7850

KEY SELLING POINTS

1. High quality online legal courses
2. Specialisation without leaving home
3. Certificate of participation



FONT

Archivo (all weights)

COLOURS



RGB: 0 0 0
CMYK: 0 0 0 100
HEX: #000000



RGB: 103 172 95
CMYK: 64 8 77 0
HEX: #67ac5f



RGB: 48 96 51
CMYK: 82 38 91 32
HEX: #306033

KEY SELLING POINTS

1. Cultural and legal exchange
2. Language skills improvement
3. Enhancing your CV internationally
4. Internatioanlity

ELEMENTS

1. Corporate buildings
2. Young professionals
3. Office environment
4. Business
5. Traineeships destination pictures

TIMELINE

1. **Job Hunting** Promotion Period
2. **Student Hunting**
 - Countdown** – one week
 - General Promotion** – six weeks

TWO CYCLES

- 1st **Launch in November**
- 2nd **Launch in March**



FONT

Lato (all weights)

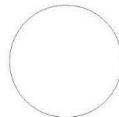
COLOURS



RGB: 52 73 153
 CMYK: 91 76 10
 HEX: #344959



RGB: 68 206 169
 CMYK: 64 0 46 0
 HEX: #4480a9



RGB: 255 255 255
 CMYK: 0 0 0 0
 HEX: #ffffff

KEY SELLING POINTS

1. Human Rights and Social Responsibility
2. Hot legal topics
3. Feeling connected to the ELSA Network

ELEMENTS

1. Degraded transparent boxes
2. Images associated with Human Rights & IFP Topic

TIMELINE

- General Promotion** - throughout the year
- ELSA Day** - Last Wednesday of November

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The European Law Students' Association

ELSA Brandbook | 41

ANNEX 4. INITIATIVES IN THE CONTEXT OF THE INVASION OF UKRAINE

Article 1. Assistance

1.1 The International Board of ELSA shall create a guide on a network-wide initiative to help the people impacted by the war in Ukraine.

1.2 All National Groups shall appoint a contact person in the context of the network-wide initiative referred to in Article 1.1. They shall communicate the name of that person and an email address through which they can be reached by ELSA International.

Article 2. Legal Database

2.1 ELSA International shall create a database, with the aim of providing information related to international protection, subsidiary protection and temporary protection, or any type of migration status offering similar protection, in all States where a National Group is present. This database shall be made available.

2.2 National Groups shall fill in and update regularly within reasonable time the database mentioned in Article 2.1 with the related information for their country.

2.3 ELSA International shall ensure that the database mentioned in Article 2.1 is made available in English and Ukrainian.

Article 3. Working Groups

3.1 A Working Group shall be created to investigate how ELSA can better help the humanitarian situation in Ukraine.

3.2 National Groups should have at least one of their representatives apply to take part in the said Working Group.