

STRATEGIC PLAN YEARLY REPORT

ELSA INTERNATIONAL
2019/2020



elsa

The European Law Students' Association

FOREWORD

Dear ELSA Officer,

The Strategic Plan Yearly Report aims to give a holistic overview of the work done during the 2019/2020 term by the ELSA Network in order to achieve the Strategic Goals 2023.

Should you have any questions, do not hesitate to approach ELSA International at president@elsa.org.

We hope that you enjoy the following pages!

Yours sincerely,

Diomidis Afentoulis

President

ELSA International 2019/2020

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I. Introduction

When drafting a Strategic Plan of an organisation, there are three questions to answer:

1. Where are we currently?
2. Where do we want to go and why?
3. What do we have to do to get there?

The Strategic Plan 2023 of ELSA was adopted at the International Council Meeting in Baku, Azerbaijan, in spring 2019. The 2019/2020 term was the first year of implementation of the Strategic Plan 2023. The International Board of ELSA 2019/2020 focused on creating a sufficiently strong foundation to achieve the goals that were set for ELSA for the upcoming four years.

Strategic Planning is a dynamic, ongoing process. That being said, ELSA does not see this plan as a complete product, but as an ongoing process of assessment of the existing aims and setting of new ones.



II. Where are we?

A. The ELSA Strategy House

The ELSA Strategy House depicts the goals we have set to achieve in the next four years.



B. The three pillars

The Strategic Plan of ELSA has three pillars:

1. Good Governance;
2. Living Vision;
3. Engaging Association.

The three pillars can be viewed as the three overarching goals that are aligned with the mission of ELSA. Every goal has several objectives associated with it. The International Board of ELSA is focused on achieving the goals through the objectives described in the graph below.



C. Quality over quantity

The aims of ELSA for the next years are set as Objectives and Key Results (OKR), which are valued qualitatively. ELSA International avoided setting quantitatively valued goals, as our aims are qualitative in nature, i.e. restructured governance, refocused vision and causes and empowered membership. These aims can be achieved only if they are viewed as part of a long-term plan that is not defined by numbers and statistics.

As an example, we can examine the Objective with the name Community:

Focus 3.2 Community

Aim: Create a strong ELSA social brand, by uniting members and officers under one brand and one vision.

Operational Goals:

- Promote a consistent identity towards international legal partners; by creating suitable and consistent marketing materials;
- ELSA shall focus on increasing the understanding of ELSA and ELSA related activities for all its members and in particular externals through informative consultation sessions;
- ELSA shall focus on regional events as a means of making internationality accessible to more ELSA members;
- The websites of ELSA must give a clear and easy to understand overview of ELSA's activities which shall be achieved by conducting an annual review of the website structure and content;
- ELSA shall 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;
- The corporate identity of ELSA must give a clear and easy to understand the image of ELSA's activities and vision which shall be achieved by conducting an annual review of the corporate identity;
- ELSA shall strive to adhere to the templates and materials provided in the marketing materials database in order to ensure the unified image of ELSA;
- ELSA shall create and carry out a public relations strategy;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

The main aim of the Community Objective is an Engaging Association. The Objective is the creation of a feeling of community where all ELSA members belong. The operational goals are depicted in bullets and the key results are membership empowerment and strengthening the brand and corporate identity of ELSA through communication, public relations and effective marketing.

III. Timeline

| | |
|--------------------|--|
| August | The International Board of ELSA has created a timeframe for the implementation of the Strategic Goals, ELSA has set the Advisory Body, the Annual Cycle of ELSA meetings, the Refocus of the ELSA vision, the continuity in the association management and the connection with the Alumni Association of ELSA, as the aims for the first two years of the implementation. The time frame can be found in the Strategic Goals Implementation Handbook . The prioritisation of the goals is in accordance with the One Year Operation Plan of ELSA International 2019/2020 . |
| September | The International Board has given great emphasis in sharing these goals with the Network during the International Internal Meetings, namely KAM, SAM and IPM. Every area has started an internal discussion about the development goals in every field of the association, such as the Seminars & Conferences . |
| October - November | During the 76 th International Council Meeting, in Constanta, Romania, the International Council of ELSA has made recommendations for the implementation of the Advisory Body and the restructuring of the annual cycle of International Internal Meetings. The respective discussions and the recommendations can be found in the minutes of ICM Constanta . |
| December - January | The International Board has discussed the recommendations of the ICM Constanta with the ELSA International Team; the next step has been the re-enactment of the work of the Working Group on International Internal Meetings. Additionally, the International Board has held a meeting with Benita Lips, the Strategic Consultant of the Association, during which the new first draft of the International Annual Meetings of ELSA was drafted and the structure and mandate of the Advisory Body were discussed. |
| February | The 60 th International Presidents' Meeting in Munich has been a milestone in the implementation of the Strategic Plan of 2023. The new cycle of International Annual Meetings of ELSA and the structure and mandate of the Advisory Body of the International Board of ELSA received a positive recommendation by the workshop; the International Council Meeting in Malta and the respective proposals have been the next steps. The respective discussions and the recommendations can be found in the minutes of IPM Munich . |

March - April

The International Board had to face the unprecedented challenge of coronavirus. The ICM in Malta was postponed indefinitely and the possibility for an online International Council Meeting was explored for the first time. At the end of April, the International Board convened the 77th International Council Meeting, taking place online.

May

The International Board has been brainstorming on strategic goal inputs for their successors on the following objectives: Board Structure, Advisory Body, Refocus, Member Value and Retain Talent. Additionally, a **strategic input on Member Value** was created during an Open BEE Call in May. The next focus will be the 77th online ICM, where this Strategic Report will be discussed.

IV. Good governance

| A. Advisory Body | <i>Ratio of the aim</i> | <i>ICM Proposal</i> |
|------------------------|--|--|
| | <p>One of the main objectives of the International Board for the year 2019/2020 has been the creation of the Advisory Body of ELSA. The aim of the Advisory Body is to establish continuity and sustainability of the work of the International Board of ELSA and to connect ELSA with the external environment.</p> | <p><i>«The Advisory Body of ELSA is responsible for the continuity and credibility of the association by advising the International Board of ELSA. 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. 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. The President of the International Board of ELSA shall serve as the Chairman of the Advisory Body. »</i></p> |

| B. Annual Cycle of International Internal Meetings | <i>Ratio of the aim</i> | <i>Part of the ICM Proposal</i> |
|--|--|--|
| | <p>The restructuring of the annual cycle of meetings of ELSA has been a long discussion in the association. The aims of the new cycle of International Annual Meetings are: first, to include all officers -from freshers to the most experienced ones- in the meetings of ELSA; second, to ensure the efficiency of decision-making through strategy and evaluation; third, to make the first step towards the Board reform of the International Board of ELSA.</p> | <p>«The International Annual Meetings of ELSA are internal meetings of the Members and Observers of ELSA.</p> <p>There are two different International Annual Meetings:</p> <ul style="list-style-type: none"> - The International Training Meeting (ITM); - The International Strategy Meeting (ISM). <p>The International Training Meeting is a meeting for training and educating ELSA Officers. The International Strategy Meeting is a meeting for strategic planning and evaluation. »</p> |

V. A living vision

A. Refocus

One of the most important goals of ELSA International for this first year of the implementation of the Strategic Goals, depicted in the One Year Operation Plan 2019/2020, was the focus on the vision of ELSA.

This was to be achieved by:

- 1) Restructuring of the International Focus Programme with the aim of organising annual advocacy/awareness-raising campaigns;
- 2) Providing STEP Traineeships in the field of Human Rights and Law & Technology, the topic of the International Focus Programme;
- 3) Being a voice of law students and young lawyers during ELSA Delegations;
- 4) Using the scientific contribution of the Legal Research Groups;
- 5) Focusing on the meaning of advocacy for the ELSA members and the implication of advocacy campaigns in the network of ELSA, through workshops and training;

B. Continuity

Creating a sustainable business model and fostering the communication and knowledge management inside the ELSA Network were the main objectives through which continuity was sought.

This was to be achieved by:

- 1) Ensuring more strategic cooperation with the General Partners of ELSA and including them in the Flagship Projects and other initiatives of ELSA.
- 2) Pragmatically utilising the State of the Network reports to realise the challenges faced by the National Groups of ELSA;
- 3) Aligning the Coaching System of ELSA International with the realistic needs of the National Groups of ELSA;
- 4) Using ELSA's webinar platform to pass and maintain knowledge regarding our activities both internally and externally;
- 5) Adjusting the International Internal Meetings to be more reflective of the needs and expectations of the ELSA Network;
- 6) Improving the utilisation of the ELSA Development Foundation through aligning the cycles thereof with the annual cycle of ELSA.

VI. An engaging Association

A. Retain Talent

A great focus of the term 2019/2020 has been the establishment of an official cooperation with the newly formatted Alumni Association of ELSA. The synergy between ELSA and ELSA Alumni will be based on the:

- Reciprocal promotion and support of commonly organised initiatives, i.e. STEP Traineeships, International Conferences of ELSA, ELSA Moot Court Competitions;
- Legal support of ELSA by the Alumni of our association in fields of law, such as intellectual property, GDPR and Belgian association law;
- Creation of advocacy campaigns for a just world.

The official framework agreement between ELSA Alumni and ELSA will be presented during the 77th International Council Meeting taking place online in June 2020.

VII. Recommendations for the next steps

After the first year of active implementation of the Strategic Plan 2023 of ELSA, the International Board has created a series recommendations for the following year(s) of implementation.

| 2020-2021 | What? | Why? |
|-----------|---|---|
| | <i>Board Reform</i> <i>Refocus</i> <i>Speak out</i> <i>Member Value</i> <i>Retain talent</i> <i>Continuity</i> | 1. Fostering the sustainability of the International Board structure; 2. Strengthening the vision and the social responsibility and advocacy causes of ELSA; 3. Amplifying the cooperation and the opportunities offered with the alumni of ELSA. |
| 2021-2022 | <i>Secretariat Reform</i> <i>Speak out</i> <i>Member Value</i> <i>Community</i> | 1. Developing an efficient office structure for ELSA International, to support the workload of the International Board; 2. Amplifying the presence and representation of ELSA, as a youth-NGO, in the civil society; 3. Establishing a strong brand and a public relations' strategy for the association. |
| 2022-2023 | <i>Evaluation and refinement</i> | The aim of the last year should be the evaluation of the already implemented goals and the continuous discussions with the Network for the creation of a new framework. |

VIII. Contact

If you have questions regarding the Strategic Plan Yearly Report feel free to contact the President of ELSA International at president@elsa.org.