The European Law Students' Association

STRATEGIC PLAN YEARLY REPORT

2025/2026

ELSA INTERNATIONAL 2025/2026

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Strategic Goal 1 - Accessibility

Financial Accessibility

The Strategic Goal

1.1 ELSA shall strive towards being a financially inclusive association by:

a. keeping the costs of participation as low as possible while maintaining the quality of its events;
b. providing scholarships for the attendance of ELSA events;
c. increasing the financial compensation of the Members of the International Board of ELSA;
d. increasing reimbursements for Members of the ELSA International Team.

Implementation efforts

Throughout the term, considerable efforts were made to strengthen the financial accessibility of ELSA's activities while maintaining the high quality of its projects and events. These initiatives sought to reduce financial barriers to participation, increase support available to members across the Network, and improve the long-term financial sustainability of the Association.

A major milestone in advancing financial accessibility was the implementation of the ROLE subgranting system, established through the European Youth Foundation (EYF)-funded granting structure. This represented a significant step in ELSA's development, as it created a new mechanism through which ELSA International can directly channel international funding towards National Groups and support the implementation of projects at the local level. By providing dedicated financial support to National Groups, the subgranting system reduced one of the main barriers to organising and participating in high-quality legal education activities: limited financial capacity. It enabled Groups, including those facing greater fundraising challenges, to implement ROLE activities with stronger resources and increased opportunities for their members. Beyond its immediate impact on ROLE, this model established a precedent for how ELSA can leverage external funding to strengthen project implementation throughout the Network and increase accessibility across different regions.

The impact of this approach was particularly visible through the ROLE Conference, which continued to stand as one of the most financially accessible international events within ELSA. With a symbolic participation fee of 50 EUR, participants had their accommodation, meals, travel expenses and local transportation covered, ensuring that financial limitations did not prevent members from accessing this educational opportunity while maintaining the high quality of the programme. Additionally, we successfully secured the Structural Grant of EYF, which is designed to support the long-term organisational development of an association rather than funding a specific project. This represents significant support for our Association, amounting to approximately €23,500. An additional advantage of this grant is that it covers a two-year period, providing greater stability and allowing us to plan our activities and budget more strategically for the next term.

Within Competitions, financial accessibility continued to be prioritised through ELSA's long-standing cooperation with the United Nations Economic Commission for Africa (UNECA). This year's African Regional Round of the John H. Jackson Moot Court Competition welcomed ten teams from six African countries and was hosted for the first time in Cameroon.

Teams from Cameroon, Nigeria, Kenya, Uganda, Ethiopia, and South Africa participated in the competition, which was supported through continued funding from UNECA alongside additional private donations. The continued support provided through these partnerships remains an effective model for ensuring financial accessibility in the African context, allowing more Teams to participate and a bigger outreach of the Competition. Accessibility within Competitions was further strengthened through an increase in fee waivers for participation fees. A greater number of participating teams were exempted from paying the registration fee, reducing financial obstacles and enabling broader participation.

The commitment to making ELSA's educational opportunities accessible also extended to Seminars and Conferences. For the first time, scholarships were awarded for the Columbia Law School US Business Law Academy, and discounts were provided for the Worcester College Certificate Programmes.

Similarly, financial accessibility for ELSA's governance activities remained a priority through the continuation of the Alumni Scholarships for International Internal Meetings. By maintaining this scholarship scheme, more members across the Network were able to attend International Internal Meetings, ensuring that financial circumstances did not prevent participation in ELSA's decision-making body.

Accessibility was also strengthened within ELSA International itself. This year, the grant of relocation for the members of the International Board was increased, recognising the financial implications of relocating for a full-time mandate. The adjustment sought to improve the living conditions and financial sustainability of Board Members throughout their term, allowing them to focus on fulfilling their responsibilities while maintaining an adequate standard of living.

Within Financial Management, efforts were undertaken to update the funding sources and guidelines of the ELSA Development Foundation (EDF), making the application process clearer, simpler, and more accessible. The objective was to present the Foundation as a supportive instrument for members rather than an additional bureaucratic burden. Following the revision of the funding sources during the ICM and the subsequent decision of the Board of Directors, new guidelines were drafted in line with the updated framework, making the application process more consistent and easier to understand while facilitating a more uniform and transparent evaluation of applications. In addition, new application forms were developed to further simplify the submission process.

At the same time, a proposal concerning the fee structure for International Internal Meetings was developed with the objective of ensuring accessibility for IIM's Hosts through a framework that enables Organisers to host high-quality meetings while maintaining participation fees at an accessible level for both sides, Participants and Organisers.

Finally, the Professional Development Area undertook a review of its financial planning, actively identifying opportunities to reduce operational costs while maintaining the quality of its activities. Through more efficient budgeting and cost-management measures, the Area strengthened its long-term financial sustainability.

Together, these initiatives contributed to the implementation of the Strategic Plan by reducing financial barriers to participation, strengthening support mechanisms for members and National Groups, and promoting the long-term financial sustainability and accessibility of ELSA's activities.

Code of Conduct

The Strategic Goal

1.2 ELSA shall strive towards being a diverse and welcoming association by:

a. continuously improving the Code of Conduct of ELSA and encouraging the implementation of Codes of Conduct across the Network;
b. strengthening the welfare mechanisms to ensure the well-being of all ELSA Officers;
c. increasing the comprehensibility and accessibility of ELSA and ELSA-related activities for its members and third parties.

Implementation efforts

Throughout the term, continued efforts were made to strengthen ELSA's commitment to providing a diverse, welcoming, and respectful environment for all members and participants. Particular emphasis was placed on improving welfare mechanisms, increasing awareness of the Code of Conduct, and supporting the Network in implementing welfare policies at both the international and local levels.

A key focus of the term was the continued development of welfare training. Dedicated Welfare Training sessions were organised as part of the ELSA Law Schools Training Weekend, equipping organisers with practical guidance on creating safe, inclusive, and respectful environments for participants. Similar training sessions were also delivered to all Hosts of the Regional Rounds of the Helga Pedersen Human Rights Moot Court Competition and the John H. Jackson Moot Court Competition, ensuring that welfare considerations formed an integral part of the organisation of these international events.

At the same time, efforts were made to strengthen awareness and understanding of ELSA's Code of Conduct. The Code of Conduct was systematically shared with ELSA Delegates ahead of International Internal Meetings, ensuring that participants were familiar with the expected standards of conduct before attending these events. Furthermore, the Code of Conduct was presented at all international events where it applied, while designated Welfare Officers remained clearly identifiable and accessible throughout the events, providing participants with a visible point of contact for support whenever needed.

Beyond the international level, National and Local Groups were actively encouraged to adopt their own Codes of Conduct. To facilitate this process, guidance, templates, and individual support were provided to assist Groups in implementing welfare policies adapted to their own events and activities, thereby promoting a more consistent welfare culture throughout the Network.

The regulatory framework supporting the Code of Conduct was also strengthened during the term. Regulatory amendments enhanced the procedures for reporting, assessing, and addressing potential breaches, while providing clearer guidance for Welfare Directors and Welfare Assistants responsible for handling cases. These improvements contributed to a more transparent, efficient, and consistent implementation of the Code of Conduct across ELSA's international activities.

Together, these initiatives contributed to the implementation of the Strategic Plan by strengthening ELSA's welfare framework, increasing awareness of the Code of Conduct

throughout the Network, and fostering a more inclusive, supportive, and respectful environment for all members and participants.

Access to Knowledge Management

The Strategic Goal

1.3 ELSA shall strive towards having better knowledge management by:
   a. providing easy access to National and Local Officers of all relevant information and materials;
   b. creating and maintaining an archiving system that allows for keyword searches;
   c. establishing a Transition framework across the Network, including transitions for Members of the ELSA International Team.

Implementation efforts

Regarding subpoint 1.3(a), significant progress was achieved during the term through the development and update of a wide range of materials aimed at supporting National and Local Officers. Within the BEE Area, Handbooks on Strategic Planning and on External Relations were developed. Similarly, the first Handbook on External Relations and Fundraising for Moot Court Competitions was created. In addition, the Professional Development and Seminars & Conferences Areas substantially updated the materials available on the ELSA Officers' Portal, ensuring that Officers had access to more comprehensive and up-to-date resources.

Knowledge management was also strengthened through the continued development of coaching and mentoring initiatives. The Professional Development Coaching Programme and the ELSA Law Schools Mentorship Programme were further developed during the term. The latter underwent several improvements that increased its effectiveness and encouraged additional Groups to organise ELSA Law Schools. Furthermore, support for Organisers of International Conferences of ELSA was reinforced through the implementation of the International Conferences of ELSA Coaching System and the creation of the position of International Conference of ELSA Coach.

Within Competitions, the introduction of the Competition Specification Form provided Local and National Officers with a practical tool to further develop their Competitions. Complementing this initiative, Members of the Competitions ELSA International Team remained available to organise individual coaching calls with Officers requiring additional support.

The BEE Academy also continued to develop throughout the term by introducing a more structured programme of common sessions based on the topics identified by the Presidents as the most relevant for their work. Within Marketing, promotional videos accompanying the launch of international projects were created to explain their purpose and increase their accessibility for members across the Network.

Throughout the term, numerous Open Calls were organised across all Areas with the objective of transferring knowledge throughout the Network. These sessions represented one of the primary opportunities for both new and experienced Officers to deepen their understanding of the Association, its projects and the latest developments within ELSA.

Regarding subpoint 1.3(c), new Transition Handbooks and Checklists were developed, tailored to the responsibilities of different roles. These materials provided both technical guidance and practical suggestions for supporting successors effectively.

Additionally, toward the end of the term, we held several Open Calls dedicated to transition. These created space for discussions between outgoing and incoming Officers and allowed for joint planning before the handover period. The aim was to treat transition as an essential part of every Officer's term and to make it easier to approach in a clear and organised way. We also shared template Transition Roadmaps with members of the ELSA International Team, to update for their successors to have a smoother transition into their new roles.

Strategic Goal 2 - Structure

Embrace Technological Innovations

The Strategic Goal

2.1 ELSA shall strive to embrace technological innovations by:

a. regularly updating its websites and other technical infrastructure to be functional and presentable;
b. developing ways in which knowledge of technical infrastructure can be spread effectively within the Network.

Implementation efforts

Regarding subpoint 2.1, significant progress was achieved throughout the term towards embracing technological innovations across the Association. Through regulatory changes, strategic discussions and digital developments, ELSA significantly strengthened its technological infrastructure and its capacity to integrate new technologies into its activities.

A major accomplishment was the Association's approach to the development and use of Artificial Intelligence. Extensive discussions took place across the Network through platforms such as the International Strategy Meeting, the International Council Meeting, and Open Calls regarding the implementation of guidelines and regulations governing the use of Artificial Intelligence, both in general and within specific projects. As a result, Artificial Intelligence guidelines were implemented for Competitions, ELSA Delegations and ELSA Traineeships, providing a common framework for its responsible use across these Areas.

Knowledge management during the term was not only focused on Artificial Intelligence, but also on technical infrastructure more broadly. Efforts were made to gather input from the Network, while also sharing the technological and digital developments implemented by ELSA International, thereby improving officers' understanding of the Association's digital tools and infrastructure.

Furthermore, the development of new digital infrastructure represented another important step towards modernising ELSA's operations. In addressing the need for a new platform for ELSA Traineeships, a completely new digital platform was developed using Artificial Intelligence technology. The new Traineeships Platform represents a significant step in modernising ELSA Traineeships and the Professional Development Area. The same Artificial Intelligence technology was also used to create a new External Relations Regulations Platform, streamlining administrative procedures and significantly improving the user experience for the Network.

In addition to the development of the ELSA Traineeships Platform, another focal point throughout the term was the continued modernisation of ELSA International's websites. Significant progress was made in creating updated and modern websites, reflecting input from both the ELSA International Team and the Network as a whole. This ensures that ELSA's digital presence remains modern, functional and easy to use for members, partners and potential future members.

Recognising the importance of democratic participation in an international context, and in line with embracing technological innovation, the International Internal Meetings Regulations were amended during the LXXXIX International Council Meeting in Brno to allow for hybrid

participation in International Council Meetings. Through these amendments, ELSA can facilitate the participation of National Groups that are unable to attend the meeting in person, thereby strengthening the accessibility and inclusiveness of the Association's democratic decision-making processes.

Data Protection Compliance

The Strategic Goal

2.2 ELSA shall strive towards data protection compliance by:

a. supporting National and Local Groups to improve their data protection.
b. continuously raising awareness about data protection.
c. providing training, templates, and materials on data protection.

Implementation efforts

Regarding subpoint 2.2(a), significant progress was achieved throughout the term by supporting the Network in strengthening its approach to data protection compliance. In particular, dedicated data protection compliance strategies were developed for ELSA Law Schools, providing Organisers with Joint Controllership Agreements designed to clearly define the respective data protection responsibilities of the parties involved.

Within ELSA Traineeships, substantial work was carried out to develop a dedicated data protection compliance framework tailored to the specific needs of the programme. Similarly, the data protection documentation and procedures for Career Launch were reviewed and updated, ensuring that both projects align more closely with applicable data protection requirements and best practices.

With regard to raising awareness about data protection, the ELSA International Webinar Series on Data Protection was launched with the objective of increasing knowledge within the Network and providing practical guidance to Officers responsible for processing personal data. These sessions served as an accessible platform for discussing common challenges and promoting a stronger culture of compliance across the Association.

Regarding subpoint 2.2(c), several new templates and supporting materials were developed to facilitate the implementation of data protection standards throughout the Network. Among these, consent forms for the use of photographs collected during projects such as ROLE, the Annual Human Rights Campaign, and ELSA Law Schools were introduced, providing Organisers with practical tools to obtain and document the necessary permissions before sharing visual content. These materials contributed to a more consistent and structured approach to data protection across ELSA's activities.

Coherent Regulations

The Strategic Goal

2.3 ELSA shall strive towards having internally and externally coherent regulations by:

a. regularly reviewing its regulations to be in accordance with all applicable laws.
b. consolidating its Statutes.
c. ensuring their uniformity in vocabulary and structure

Implementation efforts

Throughout the term, the implementation of subgoal 2.3 focused on strengthening the coherence, consistency and accessibility of ELSA's regulatory framework. Efforts were dedicated not only to developing new regulatory solutions, but also to regularly reviewing existing provisions to ensure that they remained clear, internally consistent and aligned with the overall structure of the International Council Meeting Decision Book. Through this work, we sought to contribute to a regulatory framework that is easier for Officers to understand, apply and implement across the Network.

A particular focus was placed on the Professional Development Area. A new and more coherent regulatory structure was introduced, bringing the organisation of the Area into closer alignment with the regulatory approach adopted in other parts of the Decision Book. The amendments also clarified the respective obligations of ELSA International and the National Groups, as well as the distribution of responsibilities between them in the implementation of Professional Development activities. These changes provide greater legal certainty while facilitating a more uniform application of the Regulations throughout the Network.

Further proposals addressed inconsistencies in terminology, structure and drafting style across the Decision Book. Where appropriate, provisions were reorganised to improve their logical placement and readability, while maintaining consistency with the terminology and structure used throughout the Association's regulatory framework. Through these changes, we aimed to make the Regulations easier to understand and apply across the Network while maintaining a more uniform and coherent internal framework.

Human Resources

The Strategic Goal

2.4 ELSA shall strive towards utilising its full human resources potential by:

a. creating a comprehensive Human Resources Strategy and Structure.
b. utilising ELSA Training for the development of ELSA Officers.
c. recognising the work of ELSA Officers, in particular of Members of the ELSA International Team.
d. revising the structure and utilisation of the Advisory Body of ELSA.

Implementation efforts

During the LXXXVIII International Council Meeting in Helsinki, we presented, for the first time, the **Human Resources Strategy Progress Report**, as required by the Human Resources Strategy. The report provided an overview of the progress made during its first year of implementation, highlighting the work carried out to strengthen Human Resources management across the Network, improve knowledge management, enhance the support and recognition of the ELSA International Team, and increase the attractiveness and accessibility of leadership positions within ELSA. It also served as an opportunity to assess the implementation of the Strategy and identify priorities for the remainder of its term.

We also continued to rely on the International Trainers' Pool for the International Training Meeting, maintaining the successful approach adopted in previous years. Particular attention was given to preserving the trainings that had consistently proven to be the most valuable to participants, while introducing new sessions to address emerging needs within the Network. This ensured both continuity in the development of ELSA Officers and the continuous evolution of the training programme. A comprehensive overview of the International Trainers' Pool began during our term, mostly focusing on renewing Voluntary Agreements and onboarding new Trainers.

Throughout the term, efforts were made to further utilise ELSA's human resources by creating additional development and recognition opportunities for ELSA Officers, particularly Members of the ELSA International Team. Whenever opportunities within ELSA Delegations arose outside the regular application cycles, for example due to institutional deadlines or additional available places, they were offered exclusively to EIT Members. This provided committed officers with an additional opportunity to represent ELSA before international institutions while recognising their contribution to the Association. A similar approach was adopted for ELSA Traineeships. Whenever traineeship opportunities were received outside the regular recruitment cycles, they were likewise offered exclusively to EIT Members as an additional professional development opportunity linked to their commitment to ELSA.

Alongside these initiatives, ELSA Officers were further recognised by increasing their visibility through social media content, showcasing the people behind the work of the Association and putting a face to the projects and initiatives they developed. While this may appear to be a simple initiative, it was particularly appreciated by the officers concerned. Furthermore, we consistently sought to provide EIT Members with the opportunity to present the work they had carried out, whether through workshops or Open Calls, whenever they had played a significant role in the preparation of a project or initiative. Participation always remained voluntary, but officers consistently embraced these opportunities with great motivation.

We also focused on making the International Board a more understandable and accessible opportunity for potential candidates. We created a Fact Sheet explaining the responsibilities of the Board, the election and transition processes, life in Brussels and the practical aspects of the experience. This was complemented by an Open Call for potential candidates and a Training delivered by a member of the International Trainers' Pool before the elections.

Finally, the International Strategy Meeting included a dedicated day focusing on Human Resources. We held a workshop on area attraction, especially for Financial Management and Professional Development. The workshop focused on identifying ways to attract new officers to these areas, strengthening recruitment efforts and supporting the long-term sustainability of

ELSA's human resources. We also discussed the connection between ELSA and its Alumni Network, as well as the ELSA Training during this day. Together, these initiatives contributed to the implementation of the Strategic Plan by promoting officer development, recognising the work of committed volunteers, and encouraging the sustainable growth of ELSA's human resources.

Quality of International Internal Meetings

The Strategic Goal

2.5 ELSA shall strive towards improving the quality of its International Internal Meetings by:

a. increasing the feasibility and effectiveness of its International Internal Meetings.
b. implementing a Host Attraction Strategy and re-evaluating the hosting application process.
c. creating and implementing a strategy to organise environmentally sustainable International Internal Meetings.

Implementation efforts

This term, we focused on improving the feasibility and effectiveness of International Internal Meetings and on addressing the recurring difficulty of securing hosts. At the beginning of the term, no hosts had been confirmed for the three in-person meetings of 2025/2026. During the year, we secured hosts for all three meetings, as well as for all International Internal Meetings planned for the 2026/2027 term. In total, six hosts were elected or appointed.

We introduced several measures to make the hosting process clearer and more accessible. At the LXXXVIII International Council Meeting in Helsinki, we organised a workshop on the practical requirements of hosting an International Internal Meeting. The programme included a panel discussion with representatives of previous, current and future Organising Committees, allowing interested Groups to ask directly about the responsibilities, challenges and experience connected to hosting.

We later organised an Open Call for Prospective Hosts for Groups considering hosting either during the upcoming cycle or further in the future. Previous hosts joined the session, participants could submit questions anonymously, and the Call was recorded for future use. One of the participating National Groups later expressed its intention to host and was subsequently appointed as the host of an International Council Meeting. We also developed the International Internal Meetings Host Handbook to provide Organising Committees with more practical guidance throughout the preparation process.

During the VI International Strategy Meeting in Tbilisi, we discussed the financial and organisational model of International Internal Meetings, including the hosting process, applicable Quality Standards and the costs faced by hosts and participants. These discussions contributed to amendments adopted at the LXXXIX International Council Meeting in Brno.

The previous single daily fee was divided into an accommodation fee and a participation fee. The accommodation fee covers accommodation, breakfast and dinner, while the participation fee covers logistics, workshop and Plenary venues and lunches. This distinction provides greater transparency regarding the costs covered by hosts and participants, while also giving participants

the possibility to arrange alternative accommodation when needed and allowing hosts to reflect accommodation costs more accurately. We also introduced free online participation for National Groups unable to attend physically.

The LXXXVIII International Council Meeting Helsinki additionally provided an example of a lower-budget and decentralised hosting model. The meeting used affordable accommodation, university facilities and venues provided by partners and Alumni instead of concentrating the full programme in one conference hotel. By relying on existing local infrastructure and cooperation with external stakeholders, the model offered a more resource-conscious approach to organising an International Internal Meeting.

Through these measures, we contributed to subgoal 2.5 by securing hosts for two consecutive terms, increasing the accessibility of information for prospective hosts, revising the financial framework to provide a more transparent and flexible approach for both hosts and participants, and testing a more flexible hosting model.

Public Relations

The Strategic Goal

2.6 ELSA shall strive towards continuous improvement of its Public Relations by:
- a. encouraging the implementation of Public Relations Strategies.
- b. involving media for the promotion of its projects and ELSA in general.
- c. providing support with Public Relations to ELSA Officers.
- d. supporting Hosts of International Projects with Public Relations.

Implementation efforts

Throughout the term, we focused on strengthening ELSA's Public Relations by supporting National Groups and ELSA Officers in developing more strategic and effective communication approaches. We delivered multiple joint Public Relations workshops together with officers responsible for External Relations, providing the Network with practical tools to develop effective Public Relations Strategies, approach media outlets, and create attractive partnership packages for prospective sponsors and collaborators.

We also provided tailored support to National Groups in developing their own Public Relations Strategies, helping them strengthen the visibility of their projects, improve outreach, and communicate more effectively with their target audiences. Furthermore, we supported the Network in adapting to the evolving social media landscape by encouraging the strategic use of platforms such as TikTok and sharing best practices on short-form audiovisual content to increase reach and engagement.

Throughout the term, we expanded the use of audiovisual communication across ELSA International's projects, moving beyond static promotional materials towards videos that built anticipation, showcased participant experiences, and strengthened community engagement. In parallel, we strengthened collaboration between Marketing and External Relations, ensuring that partners received greater visibility through coordinated communication strategies and enabling Marketing to better showcase the value of ELSA's institutional partnerships to the wider Network.

We also encouraged greater engagement with traditional media by supporting National Groups in reaching out to newspapers, radio stations, and television outlets to increase the visibility of their projects beyond social media. At the same time, we expanded ELSA's presence on LinkedIn by increasing project-specific content and laying the foundations for dedicated LinkedIn pages for flagship projects, starting with the John H. Jackson Moot Court Competition and the newly launched Helga Pedersen Moot Court Competition. This allowed these projects to further develop their professional identity and build a dedicated audience.

Finally, we enhanced institutional visibility through collaborative communications, including joint social media campaigns with long-standing partners such as the Council of Europe and the European Court of Human Rights. These initiatives reinforced ELSA's credibility and highlighted the strength of its external partnerships.

Together, these initiatives contributed to the implementation of the Strategic Plan by strengthening Public Relations capacities within the Network, increasing the visibility of ELSA's projects, and supporting ELSA Officers and Hosts of International Projects in their communication efforts.

Strategic Goal 3 - Direction

Advocacy

The Strategic Goal

3.1 ELSA shall strive towards increasing its advocacy engagement by:

a. creating an Advocacy Strategy for ELSA that includes guiding principles and supports National and Local Groups.
b. setting up a systematic approach to defining focus points for Advocacy.
c. using the advocacy potential of existing ELSA projects

Implementation efforts

Throughout the term, work was undertaken to strengthen ELSA's advocacy engagement by laying the foundations for a more structured and coherent approach to advocacy across the Association. In particular, an important milestone of the term was the drafting and publication of the Advocacy Guidelines, providing the Network with a common framework and guiding principles for advocacy activities. The Guidelines seek to promote a more consistent, transparent, and responsible approach to advocacy throughout the Association while supporting National and Local Groups in their own initiatives.

Following this important milestone, we initiated the development of a dedicated Advocacy Strategy for ELSA Delegations, with the objective of providing clearer direction for one of ELSA's flagship advocacy projects and supporting its long-term development.

To further strengthen advocacy within the Network, dedicated workshops on advocacy were organised during International Internal Meetings. These sessions aimed to support National and Local Officers in understanding ELSA's role in advocacy, exchanging best practices, and developing the knowledge and skills necessary to implement advocacy-related initiatives within their Groups. They also provided a valuable opportunity to gather feedback from the Network on both the Advocacy Guidelines and the advocacy publications released throughout the term.

At the same time, advocacy continued to be integrated into ELSA's existing projects and communications. Dedicated advocacy-related social media posts were published on topics connected to the Helga Pedersen Human Rights Moot Court Competition and the John H. Jackson Moot Court Competition, highlighting the legal and societal significance of the cases concerned. Broader advocacy campaigns were also carried out on topics related to the Annual Human Rights Campaign, or about Pride Month, the situation in Gaza, and the war in Ukraine. Throughout the term, particular attention was paid to increasing transparency and reducing perceived bias by systematically citing the sources used in advocacy-related social media publications.

Towards the end of the term, we also engaged with the members of the Advocacy Team to discuss new ideas and alternative ways of promoting ELSA's values while remaining within the Association's advocacy framework.

Together, these initiatives contributed to the implementation of the Strategic Plan by strengthening ELSA's advocacy framework, supporting officers engaged in advocacy activities, and further integrating advocacy into the Association's projects and external communications.

Human Rights

The Strategic Goal

3.2 ELSA shall focus on its human rights commitment by:

a. revising the current Annual Human Rights Campaign, including ELSA Day.
b. creating and promoting guidelines on human rights that apply to all Key Areas.
c. raising awareness on human rights among National and Local Groups and informing them about possibilities to incorporate them in projects.
d. establishing collaborations with human rights organisations.

Implementation efforts

This term brought further progress in the implementation of Strategic Goal 3.2 on Human Rights through several key initiatives aimed at strengthening the Annual Human Rights Campaign (AHRC), increasing its impact, and improving support for organisers across the Network.

A significant milestone was the advancement of the AHRC towards Flagship Project status. This recognition reflects the Campaign's strategic importance within ELSA's portfolio and acknowledges its strong alignment with the Association's human rights vision, as well as its potential to create a lasting impact across the Network.

To further improve the quality and consistency of AHRC events, a dedicated coaching system was introduced to provide tailored support to organisers. Through this initiative, National and Local Groups received more personalised guidance throughout the planning and implementation phases of their events, strengthening their capacity to deliver meaningful human rights activities.

In addition, the Visibility Spotlight initiative was launched as a targeted marketing and communication tool to showcase AHRC events and highlight the efforts of organisers across Europe. By increasing the visibility of individual initiatives, the Campaign was able to better connect the human rights work carried out within the Network and promote wider engagement from members, participants and external stakeholders.

The development and regular publication of supporting materials continued throughout the term, ensuring that organisers had access to updated resources, guidance and tools to successfully implement the Campaign. Furthermore, discussions were initiated during both International Council Meetings regarding the creation of a potential new project focused on social responsibility. Such an initiative could represent an important future development for ELSA's human rights and societal impact work, contributing to the objectives of Strategic Goal 3.2 by expanding the scope of activities connected to human rights values.

Finally, cooperation with the Council of Europe continued to be strengthened, further developing the relationship with one of Europe's leading human rights institutions. This collaboration contributed to the objectives of Strategic Goal 3.2 by enhancing external recognition, creating opportunities for the Network, and reinforcing ELSA's position as an organisation committed to promoting human rights education and awareness.

Together, these initiatives contributed to the implementation of Strategic Goal 3.2 by strengthening the Annual Human Rights Campaign, supporting National and Local Groups in implementing human rights-related activities, and further developing ELSA's engagement with human rights education and external stakeholders.

Legal Education

The Strategic Goal

3.3 ELSA shall strive towards continuous improvement of its legal education projects by:
   a. strengthening Legal Writing as part of the Legal Education aspect of ELSA.
   b. promoting the diversification of topics in legal education projects.

Implementation efforts

This term continued the significant progress achieved in strengthening Legal Writing as part of ELSA's Legal Education portfolio, contributing directly to Strategic Goal 3.3.a. Following the successful revival of the ELSA Law Review (ELR) in the previous term, this year focused on ensuring its sustainability, improving its structure, and establishing it as a fully functional and continuously operating project.

A major milestone was the publication of the 17th Volume of the ELSA Law Review, alongside the completion of the 18th Volume. For the first time in five years, two volumes of the ELR were finalised within the same term, allowing the project to return to a structured publication calendar and a more predictable schedule. This represents a significant step towards ensuring the long-term stability and continuity of ELSA's flagship Legal Writing project.

To further strengthen the ELSA Law Review, a new regulatory framework was introduced through the International Council Meeting Decision Book. These regulations established a clearer structure for the project, defining responsibilities, workflows and expectations for all relevant positions. This development provided the ELR with a more sustainable operational foundation and increased clarity for future Boards and project teams. Furthermore, the establishment of a fully staffed Publications Team ensured that all key responsibilities within the project were covered and supported the professionalisation of the publication process.

The visibility and external positioning of Legal Writing projects were also further developed. A dedicated ELR media card was created to support the promotion of the project towards universities and potential partners, while continuous communication efforts, including regular LinkedIn promotion, contributed to increasing awareness of the ELR and highlighting the academic work produced within ELSA.

Additionally, work on the International Legal Research Group (ILRG) continued, with the Final Report now prepared for publication. This represents another important step in restoring Legal Writing projects within ELSA's portfolio and ensuring that valuable academic research conducted through the Network reaches a wider audience.

Through these developments, ELSA International further strengthened the role of Legal Writing within its Legal Education activities by creating sustainable structures, improving visibility, and ensuring the continuity of key projects. These efforts contributed significantly to the long-term implementation of Strategic Goal 3.3.a.

Regarding the diversification of topics in legal education projects, the groundwork established in the previous term continued to support a broader approach to Legal Writing. The increased flexibility of the ELSA Law Review framework, combined with its renewed publication structure, allows the project to address a wider range of legal topics and encourages greater diversity in academic contributions from across the Network.

Together, these initiatives contributed to the implementation of Strategic Goal 3.3 by strengthening Legal Writing as part of ELSA's Legal Education portfolio and supporting the continued development and diversification of legal education projects within the Network.



The European Law Students' Association