



The European Law Students' Association

FINAL REPORT

2018-2023

TABLE OF CONTENTS

FOREWORD	2
1. GOOD GOVERNANCE	3
1.1. Advisory Body.....	3
1.2. Board Reform.....	4
1.3. Secretariat.....	6
1.4. Annual Cycle of Meetings.....	7
2. A LIVING VISION	9
2.1. Refocus.....	9
2.2. Speak Out.....	10
2.3. Continuity.....	11
3. ENGAGING ASSOCIATION	14
3.1. Member Value.....	14
3.2. Community.....	15
3.3. Retain Talent.....	16
CONCLUSION	18

FOREWORD

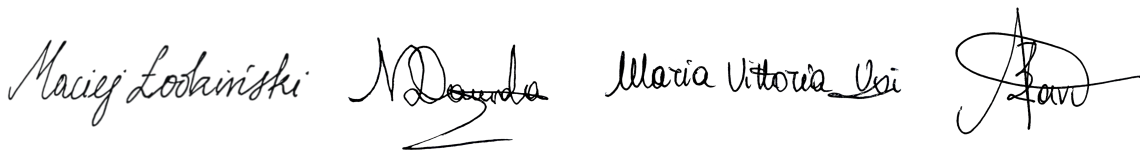
It is with great pleasure to present to you the Final Report of the 2018-2023 Strategic Plan of ELSA. Over the past five years, ELSA has embarked on a transformative journey, implementing a strategic vision that has not only shaped our organisation's trajectory but also fortified our commitment to excellence in legal education and international cooperation.

ELSA's achievements during this strategic plan are numerous. We have expanded our global network, bringing together students, academics, and professionals from various backgrounds to engage in meaningful dialogue and share their expertise. Our projects and events have fostered international collaboration and the exchange of knowledge, facilitating a deeper understanding of the complexities and nuances of the law. Our commitment to promoting human rights and sustainability has remained strong, and our advocacy for positive change remains steadfast.

However, our journey does not end here. As we celebrate the accomplishments of the past five years, we are acutely aware that we are also moving forward. Our passion for excellence, innovation, and global engagement drives us to continue pushing boundaries and striving for greater achievements.

As we conclude this report and the 2018-2023 Strategic Plan, we do so with gratitude for the past and excitement for the future. ELSA remains committed to the values and vision that have guided us for over 40 years, and we are excited to build on our past achievements and continue moving forward with purpose. Together, we will shape a brighter and more just legal landscape for future generations.

Warm regards,



Yordan, Adéla, Fidan, Nadia, Maciej, Maria Vittoria and Xanthi
International Board of ELSA 2023/2024

1. GOOD GOVERNANCE

1.1. Advisory Body

The Strategic Goal

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.

The Progress

During the Term 2019/2020, the International Board of ELSA brought forward a proposal which integrated the concept of the Advisory Body within ELSA's Regulations. It was established that:

- The Members of the Advisory Body would be appointed for three years;
- The Advisory Body would be composed of a minimum of three people - including alumni, the past Members of the International Board, and third-parties with demonstrated expertise in their field.

The formal decision for the proposal was taken at the 77th International Council Meeting Online and the proposal is currently, as of 2023, integrated into Chapter 7 of the General Part of the International Council Meeting Decision Book.

The Advisory Body was functionally established beyond the Regulation during the Term 2020/2021. The Members of the Advisory Body were diversified in terms of the type of support they provide and were subdivided based on the needs of the International Board into the following three thematic committees: Advocacy, Internal Affairs and Strategy, and Finances. The relationship between the International Board and the Members of the Advisory Body was solidified as it now integrated a contractual relationship through a Voluntary Agreement. The advice from the Advisory Body was ad-hoc, however, the most important decisions were taken within bi-annual plenary meetings. Additionally, more individuals were connected on the basis of a created list. Such a list would ensure that a wider pool of qualified people are involved in the

workings of the Advisory Body, even if some of them do not wish to be integrated in a formalised capacity.

Due to a number of considerations relating to the lack of time of the Members of the Advisory Body and lack of questions to tackle, the International Board reformed the structure during the Term 2021/2022 moving away from the bi-annual meetings and the rigid boundaries. The idea was to make the Advisory Body more functional and these changes were therefore made:

- Members of the Advisory Body with a developed professional life were included;
- The need for regular meetings was removed;
- The role of the Patron was developed as an active role.

The utilisation of these developments were continued during the Term 2022/2023.

As some of the Voluntary Agreements of the Members of the Advisory Body expired, new members have been recruited since the beginning of the Term 2023/2024. Additionally, the individual utilisation of Members of the Advisory Body continued, especially in the fields of Intellectual Property and Data Protection Compliance. Within these fields the Advisory Body is consulted in an ad-hoc basis by Members of the International Board of ELSA in order to receive feedback on specific projects and developments. Such a utilisation proved to be incredibly useful overall and will be continued during the remaining part of the Term. Furthermore, the engagement of professionally-established Alumni in a more informal capacity continued as well, assisting the International Board in solidifying its strategy with regards to new potential partners. Overall, a more individualised approach to the Advisory Body has been adopted.

When it comes to the topic of involvement of external parties, while this is an initiative which has been partially started by the previous International Board of ELSA, it has unfortunately failed to be successfully maintained or operationalised. Furthermore, while members of ELSA Alumni are currently involved in the Advisory Body, they are not part of the ELSA Alumni Board, leaving Goal 1.1.a.iv. unimplemented.

1.2. Board Reform

The Strategic Goal

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.

The Progress

Goal 1.2. was prioritised from the Term 2020/2021. The first discussion took place during the Transition between the terms 2019/2020 and 2020/2021 of the International Board of ELSA. There were also discussions with Members of ELSA Alumni. The first draft of the Board reform was created and was consulted with the External Consultant, who also assisted during the co-drafting of the Strategic Plan itself. The draft proposal was refined during the 78th International Council Meeting Online and the I International Strategy Meeting. While the original idea behind the Strategic Plan was more focused on restructuring by including specialist positions in Human Resources, External Relations, and Marketing Strategy, the final defined direction in the Network was re-shifted towards a Board Reform of the Key Areas. Therefore, the two proposals regarding the Board Reform that were presented during the 79th International Council Meeting Online were regarding new structures of the Key Areas:

- Academic Development, Competitions, Professional Development, and Social Responsibility (more expansive).
- Academic Activities, Competitions, Professional Development, and Seminars and Conferences (more restrictive).

The second one was successfully implemented with an implementation period firstly for Professional Development, starting 1st August 2021, and then for Competitions, starting 1st August 2022. An exit clause was also introduced in Chapter 3 of the General Part of the International Council Meeting Decision Book. The exit clause would provide the possibility to delay or even terminate any element of the Board Reform in case of specific dangers, including, but not limited to, the sustainability of a Flagship Project.

In addition to the Board Reform, some teams within the ELSA International Team were permanently entrenched during the Term 2020/2021. These positions can as of 2023 be found in Chapter 6 of the Internal Management Part of the International Council Meeting Decision Book.

During the Term 2021/2022, the International Board of ELSA worked on the implementation of the Vice President in charge of Competitions and the development of the Vice President in charge of Academic Activities, whose projects were now substantially reduced. There was an attempt to better define the limits of social responsibility versus academic initiatives and develop and expand more projects for the good of society such as Rule Of Law Education. Furthermore, in order to ensure the sustainable development of Flagship Projects, new criteria for their designation was established and two projects: International Conferences of ELSA and the ELSA

Negotiation Competition were thus removed from their Status as Flagship Projects. During the 81st International Council Meeting in Cosenza, a proposal was also passed in the direction of re-defining the criteria for the establishment of Flagship Projects. The aims of this proposal were ensuring that the sustainability of the new Key Area division is maintained, while new projects are only introduced to the status of “Flagships” where they have demonstrated a long-term suitability both within the vision of ELSA, and in practical terms.

The process of refining the new Board Reform was, during the Term 2022/2023, continued with the finalisation of the last implementation parts. ELSA had its first Vice President in charge of Competitions and its first Vice President in charge of Academic Activities who is not in charge of the Helga Pedersen Moot Court Competitions.

Since the beginning of the Term 2023/2024, the focus has been on ensuring the sustainability of the work of the International Board of ELSA within the new structure. This includes refocusing on the way the administrative workload is being redistributed amongst the ELSA International Team in order to allow the International Board to act as a real executive body. Additionally, there is a focus on clearly defining the role and purpose of the ELSA International Team, by providing them with clear guidance at the beginning of their Term in office with new Roadmaps and Welcome Packages.

1.3. Secretariat

The Strategic Goal

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.

The Progress

The topic of the Secretariat was explored extensively for the first time in the beginning of the Term 2020/2021. The Secretariat was, however, not being fully prioritised, as it was deemed problematic and unfeasible for implementation. This was because of deficiencies in the current financing structure of the Association, as well as the dangers of the Secretariat bringing new regulatory challenges such as labour, social security and tax law issues.

The following two International Boards, 2021/2022 and 2022/2023, focused on analysing the implications of this body and concluded that it is impossible to achieve at that stage, especially in light of the on-going effects of the global Covid-19 pandemic. Additionally, even if achieved, this would not be maintainable long-term. Advice was also established to future International Boards

of ELSA to continue researching opportunities for bettering the financial stability of the Association beyond the Erasmus+ Operational Grant, although it was also considered that involvement in any project-related grants would require restructuring internally in order to ensure grant objectives were met.

These views were also confirmed within the current 2023/2024 Term: without the support of a structural or institutional grant, ELSA is currently not financially or administratively able to establish a Secretariat. On the other hand, placing the establishment of a Secretariat as conditional on a structural grant would also create problems in and of itself, such as the threat to the sustainability of the Association in case the Structural Grant was subsequently lost.

1.4. Annual Cycle of Meetings

The Strategic Goal

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.

The Progress

During the Term 2019/2020, the cycle of International Internal Meetings were revised, replacing the established International Area Meetings - Key Area Meeting (KAM), Supporting Area Meeting (SAM) and International Presidents' Meeting (IPM) with a cycle of International Annual Meetings, taking place once a year, which include all officers from freshers to experienced ones. The proposal with the new cycle for the International Internal Meetings was brought forward and accepted at the 77th International Council Meeting Online. Also the first Quality Standards for International Internal Meetings were approved and have since then been included in the Hosting Agreements for all the International Internal Meetings. The new cycle changed the durations of the autumn International Council Meeting to a five-day event running from

Wednesday to Sunday. The new cycle also included the International Training Meeting (ITM) and the International Strategy Meeting (ISM). The ITM is a meeting for training and educating ELSA Officers, while the ISM is a meeting for strategic planning and evaluation. Both of these meetings were originally intended to be attended by three National Group representatives.

The 1st ISM, including small discussion sessions, workshops directed to all participants and evening summaries of the achievements of the day, was held during the 2020/2021 Term. The format of the ITM was changed to an online meeting, which allowed for eight participants per National Group. The changes also included an introduction of a mixed agenda of Trainings and Workshops, instead of purely Trainings, and removed the obligation for the International Trainers' Pool to participate. With regards to the e-voting system, ELSA established, during the Term 2020/2021, a partnership with NemoVote - an online voting system, which is now continuously used for the voting at our International Council Meetings.

The 1st ITM was held during the 2021/2022 term and consisted of both Workshops and Trainings. The recommendation for future editions was to balance out the content of the meeting with more training sessions. Additionally the first five-day ICM was organised and the same structure as the previous year was maintained for the 2nd ISM. The new annual cycle was implemented for the first time in-person after the Covid-19 pandemic during the Term 2022/2023.

The focus has, since the beginning of the Term 2023/2024, been on proposing a new internal structure of the ITM Agenda to remedy the low level of engagement and including a more balanced division between Trainings and Workshops. Additionally, the timelines for the Working Materials and applications were adjusted in order to ensure that Officers were aware of the content of the ITM before their registration. This adjusted structure showed higher participation in the training segments, but the recurring low levels of participation in workshops continued. Accordingly, further revisions in the structure and format of the International Training Meeting are necessary and will be subject to discussion during the 84th International Council Meeting Tbilisi.

Over these five years no tool to review and keep checks and balances in between the International Board of ELSA and the International Council after the second International Council Meeting of the term has been implemented, leaving Goal 1.3.a.vii. unimplemented.

2. A LIVING VISION

2.1. Refocus

The Strategic Goal

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.

The Progress

During the term 2019/2020, the International Board of ELSA set the foundation for the following years, namely restructuring the International Focus Programme and improving Delegations with advocacy and awareness-raising purposes, providing Traineeships (back then still under the title STEP) in the field of Human Rights and using workshops and training to raise engagement on advocacy.

During the following Term 2020/2021, the International Board pursued the Refocus Goal through three main action-groups, namely **a)** conducting a Market Research¹ to develop a strategy based on the Network's feedback, **b)** seeking clarity and structure in ELSA's activity through stabilisation of our educational and professional development system but also through a new attention for social responsibility and presence of ELSA in society as a whole and not only directed towards students, and **c)** strengthening the practical application of ELSA's Vision integrating it synergically in ELSA's projects.

The 2021/2022 International Board focused on educating the Network about ELSA's Philosophy Statement², raising internal awareness about our Vision and Purpose, and restructuring our projects to be functional in this regard, especially focusing on Key Areas.

¹ Note: it was the first ELSA-wide survey in 8 years.

² "A just world in which there is respect for human dignity and cultural diversity".

Strengthening our Human Rights, Rule of Law and Advocacy characteristics was also object of attention, both through follow-up of projects (e.g. Annual Human Rights Campaign, Rule of Law Education (ROLE) Programme) and through the establishment or stabilisation of partnerships with focus on those topics (namely the EU Fundamental Rights Agency, the Union Internationale des Advocats).

The creation of a safe and inclusive environment for all members is at the roots of our Philosophy Statement. This is why the International Board recently developed the Code of Conduct and annexed it to all agreements, including those related to the hosting of International Internal Meetings. Additionally, the position of a Director for Welfare was created and lastly, arrangements to make our projects more accessible were made, mainly financially by re-applying for the UNECA³ grant in the context of John H. Jackson Moot Court Competition and providing scholarships for International Council Meetings with the support of ELSA Alumni.

The last term of the 2018-2023 Strategic Plan was strongly dedicated to “wrapping-up” the work of the previous years. Support, training, and conferences were provided to Officers who sought to implement the Rule of Law Education (ROLE) Campaign (now Rule of Law Education Programme), definition and clarification efforts were made with regards to the recently restructured Annual Human Rights Campaign, and an International Focus Programme Outline was published. In line with the International Focus Programme topic and to deepen ELSA's commitment on climate and sustainability issues, an International Legal Research Group on Climate, Environment and Energy was established in cooperation with Wuppertal Institute. Important progress was also made in terms of ELSA's strategic partnerships, namely the refreshed dialogue with the EU Fundamental Rights Agency and the newly initiated cooperation with the UNITAR⁴.

2.2. Speak Out

The Strategic Goal

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;
 - 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.

³ United Nations Economic Commission for Africa.

⁴ United Nations Institute for Training and Research.

The Progress

Developing on the foundation already set by the previous term's International Board, the structure of the ELSA Advocacy Programme was defined during the Term 2020/2021. Furthermore, the geopolitical circumstances in Europe led to an increased interest in ELSA having a place in discussions regarding Rule of Law and Human Rights issues. This resulted in the creation of our Rule of Law Education Campaign (now Programme) (ROLE).

The International Board of the Term 2021/2022 aimed to reinforce the structure of our Annual Human Rights Campaign in order to develop its full "speak out-potential" by encouraging Officers to take a more active role in the campaign and providing tools to gather and share data. Additionally, the Rule of Law Education Campaign (now Programme) was finally launched as well as the II Edition of the LexisNexis Essay Competition. Steps were taken to develop a deeper commitment towards ELSA being a "greener" association, both dedicating some of our Flagship Projects to raising awareness on the topic (namely the International Focus Programme on Law and Sustainability) and making internal improvements to our processes in order to be more ecologically sustainable.

During the Term 2022/2023, debates on the meaning and extent of ELSA's advocacy potential and non-politicalness arose. This resulted in the adoption of a dynamic and intertwined approach to both concepts and in the conclusion that Officers should be encouraged to - and not obstructed from - speaking out on social topics that relate to ELSA's mission and nature, although always basing statements on legal truths and facts. Furthermore, projects such as ELSA Delegations were subject to evaluation and improvements with regards to their advocacy potential, and ELSA's work towards increasing its presence in international forums resulted in the newly acquired title of Observer to the Conference of the Parties of the UNFCCC⁵.

2.3. Continuity

The Strategic Goal

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;

⁵ United Nations Framework Convention on Climate Change.

- 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.

The Progress

During the Term 2019/2020, continuity was sought through the pursuit of creating a sustainable business model and fostering the communication and knowledge management inside the ELSA Network. The International Board mainly worked on a more strategic approach to its partners. During this Term the International Board of ELSA also further utilised tools such as the State of the Network Reports, the Coaching System, International Internal Meetings and webinars to gather feedback from National Groups and adjust ELSA's activities according to their needs.

In the following Term, 2020/2021, the International Board consolidated the partnership structure with regards to the types of partnership (general or project partnerships) and the duration and conditions of contracts by revising the promotion strategies and making them more personalised to meet the needs of each partner. On the same line, relationships with internal partners as the International Trainers' Pool and the ELSA Alumni, were the object of the International Board's attention, together with a market research to improve ELSA's Human Resources Strategy.

During the Term 2021/2022 the previous years' accomplishments were consolidated and built upon through **(i)** maintenance of already existing partners and acquisition of new ones, **(ii)** diversification of the sources of income of the Association applying for grants from the EU Commission, EYF⁶ and private entities other than improving the incomes from partnerships, **(iii)** engaging further with ELSA Alumni and the International Trainers' Pool by including them in projects, administration bodies and the newly founded donation system for ELSA International - Le Cercle. The return to physical events after the Covid-19 pandemic also made it necessary to focus on re-establishing our usual habits with regards to projects and internal meetings.

To conclude the 2018/2023 Strategic Plan term, the 2022/2023 International Board further strengthened relationships with the International Trainers' Pool and ELSA Alumni. The International Board also focused on giving Officers in the Network recognition for their work by introducing the ELSA Awards at the 83rd International Council Meeting Malta as well by providing Officers with new skills by launching the first edition of the ELSA Skills Academy. Although not having been able to reinforce international project partners, the 2022/2023 International Board brought forward the cooperation dialogue with the EU Commission Legal Service in the perspective of a long-term beneficial partnership.

⁶ European Youth Foundation.

Since the beginning of the Term 2023/2024 and up to the present moment⁷, the International Board continued the focus on Human Resources by **(i)** publishing the updated Human Resources Handbook, including a new focus and structure, and **(ii)** supporting National Groups in developing tailored Human Resources Strategies. The first Human Resources Newsletter has been launched and a system for its monthly editions has been established. An additional focus point has been the expansion of the cooperation with the EU Commission Legal Service through finding synergies and points for mutual assistance, which are beneficial to both organisations.

⁷ November 2023.

3. ENGAGING ASSOCIATION

3.1. Member Value

The Strategic Goal

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 fields 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.

The Progress

Work in regards to member value did not start until when, in the Term 2020/2021, the International Board started to collect data on the needs and expectations of ELSA Members carried out via the Market Research and Human Resources Survey. Indirectly related to these Goals, the International Board also acquired 3 new partnerships with Nemovote (e-voting system), Sertifier (certification system) and WeProofread.it (for proofreading personal documents) during this term.

In the following Term the International Board 2021/2022 - in line with Strategic Goal 3.1.a.i., ii and vi. increased Member benefits and opportunities to attain skills by including services such as Flixbus, Flixtrain, Freeletics, Speechify, Accor Hotels, as well as specialised courses from Europrivacy and the GADPRO Academy. Furthermore, pre-existing scholarship opportunities were amplified with universities such as IE Law School and Católica Global School of Law. The ELSA International website was improved to include a Member Benefits page with an approval system run by BRYTER, making accessing and becoming aware of available benefits far easier. Talks with Dojoko to create a Membership Platform and International Student Identity Card (ISIC) were initiated, however, due to financial constraints during the following Term 2022/2023 these goals were put on hold and advice was issued to future International Boards to not prioritise the establishment of a Membership platform.

Despite this setback, the 2022/2023 International Board, in line with the aforementioned Goals, reached more beneficial partnerships for ELSA Members with the International Association of

Young Lawyers (AIJA) and the Asia-Europe Foundation (ASEF). Additionally, another educational partnership with the London School of English was concluded, offering the opportunity for ELSA members to take dedicated courses focused on general and legal English. Furthermore, the International Board consolidated the groundwork laid out in the Term 2020/2021 in regards to Officer development and recognition whereby more specific points were developed for the expansion of opportunities and events, strengthening the skills and appreciation of Officers. Specifically the development of the ELSA Skills Academy and ELSA Awards, and the mindset of looking for such opportunities changed during this Term, so that since then it has been prioritised.

During this Term the International Board also focused on Goal 3.1.a.ii. aimed at Officer Development and Recognition, led by the Director for Human Resources, solidifying the ELSA International Team. Two means of Officer Recognition were developed - firstly by awarding Member Benefits to ELSA Officers and, secondly, through the creation of ELSA Awards, which saw its first edition during that term and had continued into the present 2023/2024 Term. Furthermore, new doors were opened for Officers through tailored opportunities to join specific international delegations, participate in training sessions to enhance their skills or through the establishment of the ELSA Skills Academy, focused on equipping Officers for the successful execution of their duties, as well as for their further professional development.

During the current 2023/2024 Term, a new member benefit with the insurance company, Swisscare, has been made available. This Term has been focused on solidifying existing Human Resources projects and structures, including ensuring the successful running of the ELSA Skills Academy.

As for the Goals in this section that have unfortunately not been achieved, we can point towards the member satisfaction survey which was supposed to be carried out on an annual basis to identify areas requiring improvement, increasing the quality of reporting throughout the Network, ensuring that there is recognition for all ELSA's project fields via official participation certificates and finally, the creation of an App for members and Officers (as stated in Goals 3.1.a.iii, iv, v and vii).

3.2. Community

The Strategic Goal

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.

The Progress

The main advancements have been made over the current Term 2023/2024. As such we can point to the fact that the Network has been informed in the International Training Meetings and one-on-one calls about Corporate Identity Rules. Furthermore, the first Public Relations Strategy has been published this year. Prior to this Term we can also see advancements in regards to focusing on regional events so as to increase the internationalisation via ELSA Law Schools as well as support being provided for National and Local Groups in the organisation of local activities such as Moot Courts. Furthermore, marketing materials such as tutorial videos, templates, guides and handbooks have been made available for the Network on the Officers Portal allowing for ELSA to maintain a clear and consistent image towards partners, not only increasing regulations, but also enforcing them via the Marketing Team of the ELSA International Team. Transitions have also progressively improved and attained a greater importance.

Nonetheless, it is of note that Goals 3.2.a.iv. and vi have not been accomplished. Neither, an annual review of the structure and content of ELSA Websites nor of ELSA's Corporate Identity have been carried out. Furthermore, seeing this year's Strategic Goals and Implementation Handbook, it is fair to conclude that there have not been sufficient advancements made in regards to Goals 3.2.a.ii, iii and v as goals similar to these are reiterated.

3.3. Retain Talent

The Strategic Goal

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.

The Progress

Focus on the Goals (in particular Goal 3.1.a.i.) laid out in this section started in the Term 2019/2020 with the formalisation of ELSA's relationship with the newly reformed ELSA Alumni. This relationship aimed at a reciprocal promotion of activities, legal support in the fields of intellectual property, immigration, GDPR and Belgian Association Law, and the creation of advocacy campaigns aligning with the vision of ELSA. The framework of said cooperation was presented during the 77th International Council Meeting Online. During the following terms 2020/2021, 2021/2022, and 2022/2023, cooperation deepened by adding additional elements to it, such as the then Rule of Law Education (ROLE) Campaign (now Rule of Law Education Programme), as well as the celebration of the 40th Anniversary of ELSA. ELSA Alumni were involved in crucial projects such as the newly established Career Launch, the Annual Reception of ELSA, as well as their own established Mentorship Programme. The International Trainers' Pool of ELSA was also actively promoted as a pathway towards creating a bridge between alumni and the current generation of ELSA Officers, passing on any knowledge and expertise forward in the Network.

As for Goal 3.3.a.iv. ELSA Alumni financially supported ELSA in two regards. Firstly, by increasing the accessibility of International Council Meetings by providing scholarships to promising individuals, otherwise not able to attend those meetings and share their valuable input. Secondly, fundraising was also done through the creation of Le Cercle – a system of periodic donations that will allow interested Alumni to directly support the activities of ELSA.

Since the beginning of the Term 2023/2024 the International Board has focused on consolidating and deepening cooperation with ELSA Alumni further. This has been done by increasing the ELSA Alumni participation in the Rule of Law Education Programme, as well as expanding available scholarships for International Council Meetings. Finally, the International Board has solidified its participation at the Annual Alumni Meetings, including the one in Porto, Portugal in October 2023.

Areas that have been overlooked are those of actively encouraging and aiding Officers to partake in the ELSA Alumni and creating an alumni database in collaboration with ELSA Alumni (Goals 3.1.a.ii and iii). While these points have been noted as a part of the Human Resources Model of ELSA, as well as the currently ongoing creation of a Human Resources Strategy, their implementation to this date has been insufficient.

CONCLUSION

ELSA International has accomplished multiple changes in several areas in accordance with these Goals. However, some Goals have not been as successful. For example Goal 1.3. regarding the Secretariat, which was not possible because of not enough financial means, and Goal 3.1.a.ii and iii regarding encouraging Officers to join ELSA Alumni and to collaborate on a database with ELSA Alumni. It is important to keep in mind that the majority of these terms were severely affected by the Covid-19 pandemic and that this might have led to a re-focus of the International Board of ELSA during those years.

Multiple Goals have led to an improvement within the Association, but still have a way to go. These are for example goals such as: 1.1. Advisory Body, 2.2. Speaking out, and 3.2. Community. Multiple sub-goals in this Strategic Plan are therefore also included in the new Strategic Plan 2023-2028. The new Strategic Plan can be found Chapter 2 of the General Part of the International Council Meeting Decision Book and suggestions to have these Goals can be implemented (and therefore also how the work with multiple goals from this Strategic Plan can continue) can be found in the [Implementation Handbook 2023-2028](#).

We cannot stop dreaming, planning and achieving plans on how we can improve ELSA. It is important to persist in this regard, even once the five year term of the plans are complete. This is the purpose of the Final Report, to remind the Network of what we have achieved and the road that we have left incomplete. We must not forget that everything starts with a first step and once this has been completed it falls onto the Network of tomorrow to take the next step. As such future Final Reports must not only analyse the success of the Implementation Handbook 2023-2028 but also check on this Final Report to ensure that we both learn from our past shortcomings and achievements and turn them into ELSAs accomplishments of tomorrow.