



The European Law Students' Association

IMPLEMENTATION HANDBOOK

2023-2028

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INTRODUCTION

At the 83rd ICM Malta 2023 the Strategic Goals for the period 2023 - 2028 were approved by the Network and therefore implemented in the International Council Meeting Decision Book. This Implementation Handbook aims to explain the Goals, give some suggestions and tips and tricks on how the goals can be implemented in the Network. Here you can find inspiration on what can be done to reach each Goal, but also get a better picture when it comes to which resources are needed and which Goal(s) your National Group and National Network have the opportunity to contribute to.

The Implementation Handbook is divided in accordance with the three main Strategic Goals: Accessibility, Structure and Direction. Under each topic the specific Goals related to that area are explained by each Goal first being stated and then suggestions for implementation. The headline *Implementation* includes tips and tricks on how the work can be improved, what should be done and useful information to help in the process of implementing the Goal. At the end of each main Strategic Goal, an evaluation section gives guidelines on how the progress of that Goal can best be analysed.

If you have any questions regarding this document or the creation of your own Strategic Plan feel free to reach out to ELSA International at president@elsa.org.

THINGS TO KEEP IN MIND

As you read through the Strategic Goals and this Implementation Handbook you will realise that each Goal targets one or multiple parts of ELSA's structure. Some of the Goals focus on the work of ELSA International, while other Goals focus on the work of the whole ELSA Network. It is therefore important to remember that even though the Strategic Goals are often described as ELSA International's, they were created with the ELSA Network and need to be implemented and worked towards by the ELSA Network.

It is the National Boards' responsibility to inform their respective Local Groups about the implementation of the Strategic Plan and to motivate them to participate in the process. The process can be structured according to the following steps to make it as easy for the Local Groups as possible:

1. **Knowledge management** - make sure everyone knows about ELSA's structure, its work internationally and the content of the Strategic Plan. Also make sure the Local Groups understand why international strategic planning is important and how it can benefit them. This can also be done by adopting the concept of strategic planning in your Network and creating strategic goals that are aligned with the international ones you wish to implement.
2. **Execution** - after you have familiarised yourself with the situation of each Local Group and they are more aware of the International Network, it is time to discuss the Strategic

Goals. Include the Local Officers in the discussions and the planning of how the Network can contribute to the implementation. The more included the locals are within the process of structuring, the more motivated they will be to align their work with the Strategic Plan. Include suggestions on how to reach each goal and what the impact on the Local Groups will be. You can also host an [ELSA Training](#), a workshop, create a prize for all Local Groups to motivate them or consider translating the goals into your national language.

3. **Transition** - the majority of the Officers change every year and with goals reaching over a five-year period we actively need to work for continuity (which is also one of the main reasons to have a Strategic Plan to begin with). We don't have to reinvent the wheel each year; a structured and well-prepared transition makes sure of that. Always include the international Strategic Plan in your transition by explaining what each goal means, what has been done on an international level and what has been done in your national Network, as well as suggestions on how to continue the work towards the goals, where to find more information about the topic and who to turn to when questions arise. Don't forget to help the Local Boards with their transition, so that Strategic Planning is included there too.

STRATEGIC GOALS 2023-2028

Goal 1: Accessibility

Introduction

The following three goals, all strive to make ELSA more accessible to a more diverse group of members, potential members and externals. The Goal targets this aim from three different perspectives by working with financial accessibility, Code of Conduct and welfare, and access to knowledge and information. This section is about projects, but also about how the everyday work within the Association on the International, National and Local level can be improved to make ELSA a diverse and inclusive association.

1.1. 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

a. Cost of participation and quality of events

The main events that this Goal aims at are those where individuals need to pay a participation fee. These are for example International Internal Meetings and ELSA Law Schools. However, events with high travel costs, such as ELSA Delegations, are also included in this. One of the main problems, especially when it comes to International Internal Meetings, is that the fees for participants are expensive, but not expensive enough to ease the hosting of the event. This has led to the same National Groups always applying for and hosting international meetings. To solve this problem and work in the direction of this Goal, ELSA International needs to find a strategy to make sure that the Hosting Group won't suffer a heavy loss from hosting the event. The fee for participation needs to be regulated continuously and the current regulation needs to be revised. For more details regarding the quality of International Internal Meetings, please refer to goal 2.5.

A way to keep the costs of participation as low as possible while maintaining the quality of the events, is for ELSA International to find partnerships for that specific event. Regarding the International Meetings and ELSA Law Schools, ELSA International can offer third parties the possibility of being the main sponsor of the event and through that help the Hosting Group with financing it without increasing the participation fees. However, it is important to remember that some National Groups have agreements with their main partners which require their involvement in ELSA events.

The sought partnership does not need to be a general partnership: ELSA International can help participants lower their costs by expanding its Member Benefits with travel agencies, airlines, hotels and so on. It is also important that ELSA International makes sure Officers in the Network are aware of the benefits they can gain through these partnerships. ELSA International needs to gain more partnerships, promote its existing ones and support National Groups in looking for event partners.

A recommendation for Goal 1.1. is to assign the work of researching and looking for potential general and specific partnerships to improve the aforementioned aspects to the External Relations Team of ELSA International.

b. Scholarships for attending ELSA events

As of 2023, we have four scholarships for ICMs provided by ELSA Alumni. Anyone can apply for these scholarships and they cover all the costs for participation, excluding the travel costs. The aim with this Goal is to provide more scholarships for ICMs and other projects such as ELSA Law Schools, and ELSA Delegations. To be able to provide this, ELSA International needs to find a new source of income to help with funding. A starting point is to open negotiations with ELSA Alumni to see if it is possible to provide more scholarships that are broader and also potentially applying to other ELSA projects. It is also important that ELSA International explores other options such as partnerships and other existing scholarships. Another circumstance worth considering is the application period for the scholarships. ELSA

International needs to make sure that Members are well informed about the opportunity and that the application period is long enough.

A step in the right direction would be to help Members with finding scholarship opportunities by the creation of a research software tool.

c. Financial compensation for the International Board of ELSA

As the cost of living increases, the compensation for the Members of the International Board of ELSA has not changed over the last couple of years, which has resulted in the compensation being lower today than it was five years ago. People's financial situation should not hinder them from being a Member of the International Board of ELSA, and the financial compensation is therefore important from a democratic perspective to make sure that every Member has the same opportunities. The problem originates from the non-profit character of ELSA International. Financial constraints have remained an impediment over the years, and as of 2023, there are not sufficient means to increase financial compensation or even adapt it in accordance with inflation. ELSA International has been unable to apply for grant support, which is the primary reason for not being able to overcome this issue. Research and planning are required to identify how the compensation can be increased in a sustainable way, how to ensure that the compensation aligns with inflation in the future, and what other factors should be considered (e.g. living costs in Brussels).

ELSA International needs to explore how to functionalise the general part of the budget, so that the money is not locked to a specific project but can support the International Board of ELSA. A partial solution can be for ELSA International to work on the requirements to apply for the Structural Grant of the European Youth Foundation. Important to remember though is that this is not the only option that should be looked into to make sure that the Association does not get too dependent on the grant.

It had been discovered that the previous regulation of the financial compensation of the International Board of ELSA was not in accordance with Belgian law and the regulation was therefore changed at 83rd ICM Malta in the spring of 2023. The new structure of the financial compensation is in accordance with the applicable law. However, the changes have led to ambiguities and ELSA International needs to research and improve the understanding of how the compensation can be used and what expenses it can cover. Can Members of the International Board be compensated for everything or is it only for expenses connected to work? Additionally, the method of administering reimbursements has proved to put an additional and inefficient administrative burden on the International Board, which needs to be addressed through potential further reform. This also includes consultation on the applicable procedures in other student associations with a similar status to ELSA - AEGEE, EPSA, JEE, ESN, etc.

d. Reimbursements for ELSA International Team

While subgoal c. is about increasing an already existing financial compensation, subgoal d. is about creating an opportunity for reimbursements for the ELSA International Team. The Goal especially targets situations where a Member of the ELSA International Team has had expenses,

such as accommodation and travel costs, because of work related to ELSA, e.g. hosting a workshop at an ICM or attending a meeting with a partner. It is a great way for the Association to show gratitude to the ELSA International Team. As is the case for the previous Goals, the current financial capabilities of ELSA cannot cover this cost; therefore, the suggestion is, once again, to look for options to increase and enhance ELSA's budget through grants, partnerships or other means.

1.2. Code of Conduct and Welfare

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

a. Code of Conduct and b. Welfare and the well-being of ELSA Officers

When it comes to the Code of Conduct, the main point is that the procedure needs to be clarified. The behaviours included in the Code of Conduct are not as clearly defined as they could be and should therefore be expanded upon. Specifically, as of 2023, the process is still very vague, especially for the person subject to the violation. It needs to be clear how to make a report, what happens after you have reported an incident, who gets access to the information, who decides what is going to happen and what are the possible results of the report. People are deterred from reporting because they don't want it to become public knowledge and they don't know what will happen after they have reported. It also needs to be looked into how actions as black listing from events go with data protection regulations and what happens if it is a Member of the International Board that gets banned from attending events due to a violation. Making the procedure clearer and increasing people's knowledge about the procedure will probably lead to everyone feeling more comfortable to report a violation of the Code of Conduct.

Although subgoal a. refers to the text and procedure of the Code of Conduct and subgoal b. focuses more on the implementation from ELSA International's side, they relate to the same matter. The Code of Conduct is a preventative measure against violation; we want to prevent certain behaviour to improve and ensure the well-being of ELSA Officers. Welfare also aims to improve and ensure ELSA Officers' well-being, but with positive actions. Concrete actions the Association can put in place to have a stronger welfare mechanism are: taking measures regarding mental health, providing recognition to events such as pride month, making events more accessible and inclusive for people with health conditions or impairments and promoting diversity among the members. Another way is also to use gender neutral questions.

A great way to start the research is to take inspiration from corporations and other associations. The structure of other associations are quite similar to ELSAs, which means we encounter more or less the same issues and can help each other deal with them.

c. Comprehensibility and accessibility of ELSA and ELSA-related activities

It is not an uncommon feedback to the Association that we often are perceived as very closed off to non-ELSA members. One major part to this, is the ELSA terminology and the ELSA abbreviations that make it tricky to understand what is talked about and gives a very unwelcoming feeling. ELSA International, National and Local Groups must work on opening up the Association to people who are not yet part of ELSA.

ELSA International can help National and Local Groups with introducing new people to the Association by creating templates for a welcome package/brochure for regular members. The templates can also be edited by the National and Local Groups to make sure that specific events and practices to that Group are mentioned and promoted. Topics that should be included are: the key areas, main projects such as the flagship projects and our purpose and key partners. It makes it easier for regular members to find information about ELSA since it is given to them and also explains where they can find more information about certain topics. Additionally, ELSA International can help the process by finding an external who can help National Groups in creating their own brochure.

1.3. 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

a. Easy access of all relevant information and materials

The main platform for Active Officers to access relevant information and materials is the [Officers Portal](#). As of 2023, the Officers Portal has not reached its full potential and there are some points that should be improved to make the content on the platform more comprehensive. First of all ELSA International needs to reevaluate what is uploaded on the Officers Portal by making sure documents are up to date and evenly divided in between different areas (e.g. as of 2023 we have five documents for internal regulations, but nothing on data protection).

The Officers Portal would also be more user friendly if it was developed from only being a list of different documents. It would be easier to navigate the platform if short descriptions were given

to headlines or even specific documents. Another important step would be to make Officers Portal a platform where Members can engage in different aspects of ELSA, such as the BEE Academy and ELSA Training, and include interactive parts, such as videos for visual learning (e.g. recordings from previous trainings) and book meetings. Video tutorials could also be used as a tool to give an introduction to different topics and explain where you can find more information about that specific topic. It is easier to look at a short video than to read an extensive document. The envisioned structure would move the concept of the Officers Portal away from being a list of resources, into being an actual platform for Officers.

b. Archiving system that allows for keyword searches

This Goal mainly focuses on the internal work of ELSA International rather than the National Groups and platforms like the Officers Portal. The aim is for ELSA International to have a more systematic archiving system to ensure easy access to important agreements and other documents, including a synergy archive. In other words, the goal is to preserve the history of the Association. It prevents information and knowledge getting lost and instead makes it possible to use information that otherwise might be forgotten or disappear.

c. Transition framework across the Network and for the ELSA International Team

The consistency and development of the Association relies on transitions to transfer the knowledge from one year to the other. The Network is as of 2023 lacking consistency and coherency, which results in major differences in quality between the different National/Local Groups, but also from year to year depending on the current board. ELSA International should not create a step-by-step guide, but instead a framework of what needs to be included, such as the relationship between National and Local Boards, and the relationship with the International Network and ELSA International. It should make sure to explain what a transition is, why it's important, what should be included and create materials (e.g. a powerpoint presentation with all necessary information regarding a topic) that can be used during a transition. The next step is to educate officers on how to use the different supporting tools from ELSA International and implement it in their own transitions.

As of 2023, there is no coordinated system of transition for the ELSA International Team. Not all Members of the ELSA International Team know that giving a transition to their successor is part of the position. A framework needs to be created for these transitions, which includes a timeline and a roadmap with key points that should be included. To make sure that every Member of the ELSA International Team is equipped with the necessary tools for the upcoming year, ELSA International needs to ensure that every Member has a proper transition by supporting the Members hosting and participating in it, by having a training session and preparing concrete steps to follow. The new Officers should first get access to a roadmap/handbook that is followed up by a transition that is given by the predecessor from the ELSA International Team.

A great tool for both transitions across the Network and for ELSA International Team is the Transition Pack. The Transition Pack is a concise preferably 10-12 page introductory document

created to assist Officers as they transition into new and potentially overwhelming roles. This document is tailored to the specific responsibilities of each Officer's role. Its primary purpose is to be a supporting material to the handbooks by guiding Officers in finding and comprehending essential information pertinent to their respective positions, thus helping them navigate their roles effectively. ELSA International should create a basic template that preferably never exceeds nine pages. Once ELSA International has determined the structure and added necessary information, each National Group should, while keeping the document ideally to 11 pages, continue with personalising the template for their National Network. The last step is for Local Groups to further personalise the Transition Pack to their local activities. A potential structure for the Transition pack is:

- Introduction (pg. 1) [created by ELSA International]
- List of most important abbreviations (pg. 2) [ELSA International and National Group]
- List of important contacts (pg. 3) [National Group and Local Group]
- One page summary of pending activities (pg. 4) [National Group and Local Group]
- Summary of different international tools that this position has available, such as ELSA Training (pg. 5) [ELSA International]
- Summary of national activities and tools (pg. 6) [National Group]
- Brief explanation of most important procedures they may need (pg.7) [ELSA International and National Group]
- Useful documentation (pg. 8) [ELSA International and National Group]
- Available resources such as the Code of Conduct, welfare and data compliance (pg. 9) [ELSA International and National Group]

Evaluation

When evaluating the process, it is important to remember what the Goal aims to change. In this case it is to make ELSA more accessible by making it financially easier to participate in activities, by creating a safe and welcoming environment, and by facilitating the access to information. When evaluating the work with the Strategic Plan one cannot only measure if the recommended steps in this Implementation Handbook have been followed. Instead, we also need to ask ourselves if all the actions taken have led to the aimed change: for example, more participants attending ELSA projects due to increased financial support such as scholarships. Remember to therefore always connect the action taken to the aim of the Goal and not only using the suggested actions as a checklist.

To be able to look back at 2023 and evaluate if any changes have been made, ELSA International must gather information and store data. This can be done by creating surveys about the different issues discussed in this handbook and store the data, then repeat the process after having implemented some concrete actions Some questions to help in the evaluation process:

- Is it easier for people from a financial perspective to attend ELSA events?
 - Is it because of partnerships that lowered the participation costs?

- Is it because more scholarships are provided, or any other changes with scholarships?
- Has the improvement of financial compensation for members of the International Board reached a level deemed sufficient when compared to inflation and cost of living?
- Are there reimbursements set in place for Members of the ELSA International Team and do they facilitate or improve the conditions of their work?
- Is ELSA actively taking any positive actions to improve the welfare mechanism?
- Is it easier to access the information in general and at the Officers Portal?
 - Are the documents at Officers Portal up to date and comprehensive?
 - Is it easier to find and understand what documents are about?
 - Is the Officers Portal more interactive?
- Is it easier for ELSA International to access internal information by having an archiving system that allows keyword searches?
- Is the transition framework resulting in more sustainable transitions for the Network and the ELSA International Team?

Goal 2: Structure

Introduction

The easier it is to use a map, the easier it is to get to your destination. It is with this in mind that ELSA has taken on the task to **E**nhance, **L**earn, **S**tructure and **A**dvance as a whole.

Throughout this goal, ELSA will **E**nhance its technical and human resources capabilities.

ELSA will **L**earn from the work already being carried out within the organisations when it comes to organising International Internal Meetings, ELSA Trainings and knowledge management.

ELSA will **S**tructure International Internal Meetings in a clear and manageable way so as to give a clear purpose to all meetings, and will establish procedures so as to ensure internal and external coherence of its Statutes as well as giving the Advisory Body and Human Resources a clear structure.

ELSA will **A**dvance in the field of data protection and marketing, consolidating the ELSA brand and maximising the benefits of the work carried out by the Network's marketing.

2.1. 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

a. Functional and presentable websites and other technical infrastructure

Maintaining uniformity and efficiency while promoting financial sustainability for websites and other technical infrastructure is crucial. The Goal is directed at but not limited to features such as social media and Linktree on Instagram. However, most importantly, Officers lack knowledge regarding the website and other technical features. It is with this purpose in mind that ELSA International will start investigating and shifting towards a new website provider that can provide 24/7 technical support, Search Engine Optimisation tools, interconnected websites (for both national and international needs), storage for files and videos, user accounts with password protection, advanced marketing and analytics tools and more.

When supporting National Groups, ELSA International needs to keep in mind that knowledge management is directed towards Marketeers while technicalities are directed towards Secretary Generals. It is therefore important to promote close collaboration between the areas.

To facilitate the moving process:

1. The International Board of ELSA will assign the task of studying and proposing a provider that fits with the previously mentioned criteria. It is advisable for this task to be assigned to the Director for IT in the ELSA International Team.
2. Once a provider has been selected, the ELSA International Team will either begin with the creation of the website themselves – easily done if the provider is user friendly – or hire a website expert to carry out this task, while also ensuring that all websites maintain the same brand image.
3. To ensure that the ELSA Websites remain active at all times, the domain will only be moved once the new website is fully functional and completed. Before the move is carried out, a complete copy of the current website will be made in compliance with any standing regulations and requirements so as to have a backup in case any digital issues were to arise.
4. Finally, a document will be made available, clearly explaining to Officers the structure of the new website, how it can be used and what its capabilities are. It is essential that this document explains the structure clearly with two purposes in mind:
 - Having a requirement to provide such a clear and instructive document will firstly oblige the International Board of ELSA to select a new provider that provides a service that is easy-to-use and understandable. Secondly, having such a document will allow the Network to have a clear understanding of the new website's capabilities and perhaps even encourage them to change their providers to the

same one. Having National Groups shift to the same provider as ELSA International can allow for easier dissemination of supporting materials and training, as well as easier troubleshooting when people encounter technical issues. Moreover, this would save costs on both a national and international level.

b. Spreading knowledge of technical infrastructure

The website is an essential part of the brand image and as such needs to follow the Brandbook and International Council Meeting Decision Book. Furthermore, this goal can be fulfilled in the following way:

Creating a knowledge management system: In an organisation with 60.000+ members across 43 countries, a robust knowledge management system is essential. It enables seamless collaboration, knowledge sharing, and informed decision-making. In most companies and organisations, knowledge management is carried out by an independent team, either Human Resources or IT. An already-existing knowledge management platform with this potential is the Officers Portal. See Goal 1.3. a. for suggestions on how to develop the Officers Portal.

Example: Knowledge management can be done in a variety of ways, some of which ELSA already employs, such as transitions. An additional idea takes into account the fact that many outgoing Officers compile an Activity Report at the end of the year which could be useful for successors to be made aware of and encouraged to read during the transition. Tutorial videos to briefly introduce new Officers to their roles are also a good idea, as videos and interactive content make complex information easily digestible, engage diverse audiences, and transcend language barriers. Finally, Transition Packs as seen in Goal 1.3.c are a useful tool.

2.2 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

Embracing the GDPR is not only a legal obligation but also a strategic advantage that builds trust, enhances data security, and promotes transparency. To achieve this, ELSA aims to establish a cohesive data protection protocol, seeking guidance from experienced alumni and professionals in the field to ensure network-wide compliance in addition to standardised templates for privacy policies, data processing agreements and other GDPR-related documentation. To achieve this goal ELSA must:

Create a Data Protection Protocol with the aid of a partner or the Advisory Body: This Data Protection Protocol will inevitably be the foundation for all ELSA Groups; as such, this Protocol must be as effective as possible. It is important that the Protocol includes Data Processing Agreements, an Incident Response Plan, Security Procedures, Data Backup Procedures and other essential features.

Learn from the Network's Best practices: Ask National and Local Groups what they are currently doing in relation to data protection, and present the implementable results in a short document for National and Local Groups.

Transition: Most new Officers are generally unaware of the existence of Data Protection Protocols and likely do not know where to begin to look for this information. See Goal 1.3. c. on how transition should be improved.

2.3. 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

Due to language barriers, procedural gaps, and limited Network knowledge, ELSA faces challenges in ensuring that ELSA International's Statutes align with Dutch Civil Law (which applies by virtue of ELSA's legal seat being in Amsterdam, the Netherlands). To address this, ELSA aims to achieve coherence between the Network-approved Statutes and the legally recognised ones, avoiding any inconsistencies to maintain constant compliance with regulatory requirements.

Cooperation with ELSA's Notary: For amendments to ELSA International's Statutes to legally enter into force, a notarial deed must be executed to that extent. Thus, before proposing Statutory amendments, additions, or subtractions to the Council, such should firstly be discussed and verified with ELSA's Notary. This will ensure that any implemented changes do not lead to regulatory incompliance on behalf of ELSA.

Being restrictive with changes in the Statutes: To minimise the risk of the Statutes not being in accordance with the law, the Network should lessen the chance of error by being restrictive with changes in general and not amending the Statutes' content unless necessary. The Statutes will also be easier to keep in accordance with Dutch law if the content only includes the matters strictly required by law.

2.4. 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

a. Creating a comprehensive Human Resources Strategy and Structure

Developing an HR strategy is essential for an international organisation like ELSA. It guarantees alignment with its worldwide mission, enables effective talent management, diversity, and ensures ethical conduct. ELSA's HR strategy should prioritise the four processes, aptly summarised by the Human Resources Model of ELSA (1. Attraction and Recruitment; 2. Training and Development; 3. Engagement and Retention; and 4. Transition and Exit). We must also consider the various HR tools at our disposal, including the [Human Resources Handbook](#), the Code of Conduct of ELSA, Welfare, knowledge management systems, and the Data Protection Protocol. The following must be done to do so:

Create a clear structure for an Human Resources Working Group in the ELSA International Team: A HR Working Group is essential to efficiently implement and manage the aforementioned goals. This Working Group must fall under a clear structure following a cycle whereby they cycle focus points on a yearly basis, focusing on the processes of ELSA's Human Resources Model and then rotating between them. For example:

Year 1: Attraction and Recruitment → Year 2: Training and Development → Year 3: Engagement and Retention → Year 4: Transition and Exit

Structure:

As such, the structure of the ELSA International HR Working Group can be divided into four parts:

- **Supervision:** This body would ensure a clear and effective implementation carried out by the other two bodies ideally under the Director for Human Resources in the ELSA International Team.
- **Main Activity:** This body would be in charge of implementing and planning out the aforementioned annual process from the Human Resources Model of ELSA.

- **Implementation:** This body would be in charge of managing, promoting and implementing HR objectives (the Code of Conduct of ELSA, Welfare, knowledge management systems and the Data Protection Protocol)
- **Create a HR Strategy:** The HR strategy should focus on the Human Resources of ELSA. The creation of a strategy should be carried out by the team for Human Resources under the directive of the International Board of ELSA. The procedure of creating a HR Strategy can be divided into the following four steps:
 1. The HR Working Group will prepare a structure for the HR Strategy which needs to be approved by the International Board of ELSA.
 2. The Working Group will hold meetings with related departments and National Groups in the Network to learn more about how HR can be improved.
 3. The Working Group will draft the first version of the HR Strategy.
 4. The Working Group will publish it for further comments before implementation.

b. Utilising ELSA Training for the development of ELSA Officers.

ELSA Training equips Officers with the skills and knowledge needed to effectively fulfil their roles, maximise their impact, and align with the ELSA Network's mission. The ELSA Trainings ensure consistency, purpose, and coherence within the Association, ultimately strengthening mission delivery and impact. To achieve the best results, ELSA International should rebrand and emphasise that ELSA Training is an opportunity rather than a task, inform all Officers about access to training, and provide certification for the training they complete.

Certification: ELSA should seek to get official certification for the sessions given. For this, it must look at the procedures for getting the training officially recognised. If this is not possible, ELSA should focus on giving the certificates value, rather than just being a piece of paper.

Rebranding: ELSA International should present ELSA Training as the unique and exclusive opportunity that it is, marketing it to new Officers and members, making them aware of what they can access. Digital leaflets with the most important information should be made and sent out via the mailing lists. National Groups can spread the message through their National Officers chats. ELSA Training should be more people oriented by having testimonials, showing the Trainers POV and more. And, finally, it should have a clean cut image coordinating a series of posts to enable its visibility throughout the year and updating the ELSA Training website in accordance with Goal 2.1.

Transition: Most new Officers are generally unaware of the existence of ELSA Training and likely do not know where to look for this information. As such, we refer to the Transition Pack (see more in Goal 1.3. c.).

c. Recognising the work of ELSA Officers, especially the ELSA International Team

Recognising the work of ELSA Officers is crucial for fostering dedication, boosting morale, and attracting and retaining top talent within the organisation. It also serves as a subtle form of

marketing, as Officers often include these recognitions in their CVs. Recognising their work doesn't have to burden the organisation's administration, as much of the process can be automated. Certificates can be automatically issued, and Letters of Recommendation can be personalised, making recognition efficient and effective.

Certificates: Certificates can recognise the work and accomplishments of ELSA Officers. These can be created automatically only requiring the work of creating a template and a Google Form and linking it to systems, like the one we already have named BRYTER. Platforms such as BRYTER allow us to automate documentation easing the process of yearly updates, as well as giving the opportunity to swiftly produce mass documents in a user-friendly manner. Such are granting ELSA the ability to not only emit them for certain specific tasks completed by also in the following way:

- Officer Certificates: Officer Certificates can recognise the work carried out by Officers specifying the post that they worked in at ELSA and the time period they held this post.
- Honorary Certificates: Honorary Certificates can honour actions carried out by Officers or ELSA members. Though they can be issued automatically, it is ideal for them to be issued personally by the responsible board member on the national/international level. ELSA International should previously determine the criteria and the procedure for the issuance of such an honorary certificate.

Letters of recommendation: ELSA Officers can ask their immediate superior to issue them a letter of recommendation in their name. To this end, ELSA International will provide a template of a letter of recommendation. National Groups can further adapt the template to their respective needs, allowing National Officers to use the template as they wish.

d. Revising the structure and utilisation of the Advisory Body of ELSA

Establishing an Advisory Body serves as a valuable tool for accessing expert advice and knowledge from (former) ELSA members and partners with specific expertise. While the Advisory Body of ELSA does exist, there is currently no defined structure or procedure for its efficient use. Therefore, it is imperative for ELSA to work on defining the purpose, utilisation, and internal organisation of the Advisory Body to maximise its effectiveness.

As such, the Advisory Body must be composed of at least three members selected by the International Board with the goal of aiding and advising them in their tasks in a non-binding manner. Each appointed member can remain on the Advisory Body for a maximum period of three years, that can be renewed subject to agreement of the International Board. Furthermore, each member can be dismissed of their responsibility at the International Board's discretion.

If the International Board considers that it requires advice from the Advisory Body, it can go about it in two manners, depending on the type of questions to which advice is sought:

- **Generic questions:** A video call can be set up with the entirety of the Advisory Body so as to pose questions to them for guidance. If the video call doesn't clarify the matter

sufficiently, the International Board can send a Google Form questionnaire with the goal of further clarifying its inquiry.

- **Specific questions:** If the query at hand is for a specific sector of ELSA that only a portion of the Advisory Body has the expertise or knowledge to answer, then a video call can be set up with only those with the desired expertise.

Having established a basic structure and procedure for the interim, the ELSA International Team and/or International Board will be tasked with creating a further defined structure and procedure for the use of the Advisory Body.

2.5 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

a. Increasing the feasibility and effectiveness of ELSA's International Internal Meetings

International Internal Meetings (IIMs) are foundational to ELSA, serving as a guiding force for the organisation. The International Board plays a central role in these meetings. Enhancing these meetings directly contributes to overall organisational improvement. IIMs include three different meetings: ICM, ITM, and ISM, each with their own unique requirements and areas for development. While the proposed solutions are tailored to specific meetings, they may also prove beneficial for other events or even be interchangeable within the Network. For more details regarding financial accessibility of the International Internal Meeting, please refer to Goal 1.1.

International Council Meetings (ICM)

- **Partnerships:** Establishing a partnership with different types of entities, such as hotels and airlines, can be useful to begin to cut costs. However, there already exist certain entities that dedicate themselves to creating and curating these types of partnerships. A partnership with travel agencies can be beneficial for accessing a broad range of discounts as well as receiving external professional help for organising events, taking a large workload off Organising Committees.

- **Supporting Materials:** A clear procedure should be established for the organisation of ICMs in order to help the Organising Committee and partners understand and carry out the work needed for organising the event. ELSA International should develop helpful resources that can be used by the Hosting Group, such as a timeline, templates and budgets for the event as well as marketing materials. These marketing materials should be developed with a mind to allow the entire Network to engage in the promotion of the event, and not just the Hosting Group.

International Training Meeting (ITM)

- **Market Research:** Carry out surveys throughout the Network so as to understand why officers do and don't participate in ITMs. Understanding what makes these meetings attractive for Officers could aid in increasing participation and in rebranding them.
- **Rebrand:** Training is often perceived as a burden to Officers and, at times, doesn't fit into the Network's busy schedules. It is for this reason that the ITM should be rebranded to make it seem more attractive. As such, Market Research should be carried out to understand the Network's perception of ITMs and pinpoint areas that can be improved to increase participation.
- **Record ITMs:** Every year ELSA should record their ITMs allowing those who were not able to attend to still be able to take advantage and learn the material and knowledge offered in them.

International Strategy Meeting (ISM)

- **Purpose:** The ISM's purpose should be aimed at the development of Strategic Goals and an analysis and evaluation of past Strategic Goals.
- **Regularity:** The ISM is not a meeting that must reoccur on an annual basis; however, it could be useful every 2.5 years. This way, Strategic Plans can still be implemented for five years. A re-evaluation of the regularity can thus be considered.

b. Host Attraction Strategy and the hosting application process

Joining an Organising Committee and applying to host an IIM is generally intimidating. However, ELSA can aid the application and event organisation process, offering support to both potential hosts and newly elected ones as they progress through the organisational timeline. Boosting participation in hosting IIMs can increase participation and unity within the ELSA Network. Though some techniques such as planning in advance, creating a timeline and increasing partnerships with travel agencies and other entities have been mentioned in Goal 2.5. a., there are multiple additional ways to attract hosts by understanding their needs and concerns, as well as easing their workload.

- **Feedback:** Once an event organised by an Organising Committee has concluded, the work doesn't end just yet. The Organising Committees should be asked to write a document narrating the timeline of how they organised the event as well as tips, tricks and recommendations for future organisers.
- **Mentoring:** Similarly, to the International Board's Advisory Body, the new Organising Committee should be able to contact past organisers with the aim of getting advice and guidance. Once the Organising Committee completes its work, it can opt to become a member that can be contacted by future organisers for the following three years.

c. Strategy to organise environmentally sustainable International Internal Meetings

Organising environmentally sustainable events is crucial in today's world to minimise environmental impact, promote eco-friendly practices, and enhance our reputation as a socially responsible entity. However, achieving environmental sustainability is not always straightforward and requires a deliberate and conscious effort to overcome certain challenges.

Create a procedure for deciding the mode of transport: ELSA must take into account time constraints, carbon footprint, price and efficiency when deciding what type of transport to use. If the Organising Committee also organises the transport for its participants, it should determine the quotas for choosing different modes of transport (e.g. from x to y km the participant should travel by train).

Create a Guide for the Organising Committee: The ELSA International Team should create a guide for the Organising Committees to direct how and when they should organise different events. For example: in autumn and spring, energy consumption is generally lower or avoiding printing unnecessarily.

Competition for the most sustainable transport: Turn sustainability into an individual competition where each individual determines their mode of transport themselves, rather than by the Organising Committee. At each event, award the Officer who arrived in the most sustainable manner to the IIM.

2.6 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 the 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

Implementing Public Relations (PR) Strategies is essential for ELSA's brand management because it bridges the gap between internal and external perceptions. These strategies are vital for building trust, managing crises, and enhancing brand reputation, leading to long-term success. PR Strategies empower ELSA to initiate and shape narratives in favour of the organisation.

Media: Media is generally interested and limited to reporting on important events and contacting these channels by informing them about significant changes and events in ELSA can grant us access to a broader audience. Inviting media to ELSA International events such as International Internal Meetings and Moot Courts can grant ELSA a unique opportunity to share the activities carried out by the Association and increase the recognition and interest among a broader audience. ELSA International should therefore promote contacting media to National Groups and support them in the process. Important to keep in mind is that, when it comes to media, the relevance of the event's topic is of great significance.

Some examples may be: EuroNews, BBC, Le Monde, RaiNews, El Pais and Der Spiegel. It is probably easier for National and Local Groups to reach out to local media for their events. ELSA International should therefore also take help from National and Local Officers in finding the right media that is interested to cover an event or part of an event.

Non-traditional Media: ELSA's Network mainly consists of young individuals. As such, focusing on non-traditional media can be highly effective. Over the course of the 21st century, many independent journalists have taken to platforms like Twitter/X or YouTube.

Finding these non-traditional news channels that have a focus on the same areas as ELSA can benefit the organisation in advertising both important and less significant events and changes.

Transition: Many new Officers are generally unaware of the existence of ELSA's three PR Strategies and likely do not know where to look for this information. It is therefore important to include information about public relations, and the opportunities with media in the transition, so that new Officers are well aware of this when starting their term. Please refer to Goal 1.3. c. for more details regarding transition and the Transition Pack.

Create promotional materials: ELSA International should develop helpful resources that can help in marketing the event. This is to ensure that the entirety of the Network has the same brand image. The promotional materials can also include materials that allow the entire Network to engage in the promotion of the event. It is also advisable for the Vice President in charge of Marketing to be more involved in the public relations and promotional aspects of project planning to enable effective execution of the projects.

Evaluation

It is important that objective and subjective criteria are established for the evaluation of the completion of these Goals. Looking back at the common thread that connects all of them, we need to ask ourselves if the actions we have put in place have helped ELSA (as a whole or in a specific Network) to gain more Structure. Some example questions that can be posed each year during the evaluation of these goals are:

- Has our website management knowledge increased among Officers? Is the website deemed more comprehensive and comprehensible, both to those who visit it and those who work with it?
- Do National and Local Groups have clear and known Data Protection Compliance Protocols, possibly all coherent with each other thanks to the availability of templates?
- What percentage of the legally recognised Statutes and the Network-approved Statutes are uniform?
- Does the ELSA International Team have a clearly structured HR team?
- Has ELSA Training participation increased?
- How many ELSA Team members (IB, ELSA International Team and Officers) have received a letter of recommendation/Certificate?
- Does the Advisory Body have a clear structure and functionality?
- Have IIMs applications and overall attendance increased?
- Has there been an increase in interested IIM hosts?
- Does ELSA have more and more stable contact points with media channels?
- How many new articles have been written on ELSA and how much has the Association's overall visibility increased?

Goal 3: Direction

Introduction

The sections in this Goal represent the three pillars that founded ELSA: Advocacy, Human Rights, and Legal Education. The aim of this Goal is for us to go back to our roots and again find that focus that gives us strength and meaning. Here are some principles that can be applied to all the three Goals listed below:

The ESC Principle: how to exit from the stalemate

Empowerment = raise awareness among your Network and the public, train your Officers, acknowledge the potential of present and future projects, find a focused realistic purpose within our scope.

Support = ELSA's mission and values are certainly not limited to ELSA; they are often shared with associations elsewhere too. It is thus wise to draw support and inspiration from other

like-minded organisations and initiatives. Empowerment can be also reached through connecting with others that share our same values: the sense of community strengthens our confidence in bringing across a message. Value the importance of participating in other organisations' events, as they provide a great forum for people with similar thoughts and values to connect. It is also needed to be increasingly present within forums where discussions are held and decisions are made. This allows us to have our message be heard directly from policy-makers, to enhance our visibility and to make ourselves and our activity known within such communities. It makes no sense to lose your breath shouting, if no one can hear you!

Change = Act with the purpose of bringing about actual change. When undertaking actions, analyse whether the desired change is taking place at all, and whether it is **caused by your action**. It is important to know why you are doing something, where you started from as well as the direction in which you are headed. To do this, the key is to gather as much information as possible: you need data, data and more data: you better start preparing the surveys for your Network! After you have monitored and analysed the impact you have brought with your actions, you can revise your strategy based on your findings.

3.1. 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

The years have shown us that our community certainly has things to say; granting it the platforms to be heard allows our common ideas as an association to grow and flourish. The main problem when it comes to advocacy is Officers' lack of knowledge regarding what it is and how it can be used in the scope of ELSA. Sharing knowledge and tools, not only with Officers but with all of our Members, empowers them because it makes them understand what can be done, how it can be done, and why it should be done. Empowered people are more likely to get passionate and act upon ideas. However, it is vital to not improvise or solely act on impulse; having a structure for Advocacy efforts within your Network is necessary. This structure can be created through the following 4 steps:

1. Set a Strategy (Elaborated in section 3.1. a.)
2. Integrate the Strategy in your processes:
 - Improve decision-making considering your strategy. Make trade-offs: you cannot do everything at the same time, find some focus and prioritise.

- Align incentives and processes: systematise your approach, create a data collection and monitoring cycle, create incentives for the team to act within the strategy.
3. Optimise:
- Realise what happened and why, and what to do next.
 - Gather your data, validate data, acknowledge missing data.
 - Understand the reasons behind over and under-performance. Adjust your plans and documents; share your knowledge; set new targets and new actions
4. Reinforce:
- Deepen your commitment: integrate it at Board level, describe how the strategy has influenced your decision making, report on your work.
 - Share your commitment: create transparency, share your knowledge and your work with target stakeholders and with the public.

An example: One of the goals in your Advocacy Strategy is to improve the presence of young voices in institutional forums. To **set a strategy**, start from the internal dimension: work on enhancing the importance of this goal throughout your Network. Raise awareness on it and keep it in mind in all your activities, be they new partner acquisitions, projects, training or Open Calls with your Network. Next, to **integrate**, structure and periodically revise your data collection system on the topic: how well are young voices currently being represented within your Network? How does the Network feel about the current presence of young voices at institutional forums? How can this presence be improved/enhanced with concrete actions? For example, perhaps using ELSA Delegations could be an appropriate tool for getting closer to this goal.

Once you have undertaken the actions and implemented the ideas you had, gather the data once again to see what has changed. Has awareness risen? Has your message spread? Have your proposals been taken into consideration? What has gone well and what has gone wrong, and why? Analyse this data and **optimise** your strategy accordingly. Finally, **reinforce** your commitment on the topic. Discuss your results with the Board. Be transparent in sharing all your findings with the Network. Provide reports on the actions you have undertaken as part of your strategy and provide an honest evaluation of how well it has worked. Share lessons learned and commit to improving your strategy.

a. Creating an Advocacy Strategy

To engage in advocacy, it is important to develop a strategy that fosters impactful and meaningful engagement. Here are some steps that are useful to follow:

- **Identifying yourself and where you want to go:** It is hard to define the road to get somewhere if you do not know where you are going. Begin setting up your strategy by asking yourself who you are and where you want to go. Some relevant questions can be:
 - What is ELSA to you (as a whole, and to your specific National/Local Group)?
 - What direction and possibilities do ELSA's Mission and Philosophy Statement give us? Are there any goals that support our mission?
- **Identifying your goals, objectives, and desired outcomes:** Since advocacy aims to bring about change, it is necessary to think of your goals in those terms too. These are some questions worth asking:
 - What change do you want to drive?
 - What outcomes do you want to see in the future to increase your impact?
 - What does our audience expect from us?
 - Are there some fields/topics/projects that are relatively underexplored?

Make sure your goals are realistic and measurable when creating an Advocacy Strategy. Be as specific as you can when defining your goals for yourself and for others: the clearer the objective, the easier it will be to understand it and identify concrete actions towards it. Also keep the following five dimensions of impact in mind:

- **What:** Outcome, consequence you want to cause
- **Who:** who experiences the outcome, target, stakeholders (e.g. members, officers, partners, non-members)
- **How much:** measurable change wanted (scale, depth, duration)
- **Contribution:** measurable change caused by your action
- **Risk:** potential external (e.g. pandemic) or internal (e.g. understaffing) risks and uncertainties that could influence your efforts.

Remember the importance of planning: having a roadmap, a timetable, and a clear allocation of tasks is vital to the effectiveness of your work and the one of your team.

- **Categorise and prioritise:** Next, it is important to categorise and prioritise your goals in order to achieve them with the most desirable results.
 - **How to categorise:** Firstly, set a threshold. This is the situation which you deem to be of acceptable quality/good enough. Then, consider the goals and ask yourself whether the goal:
 - Act to avoid harm (stays below the threshold and looking forward to reduce negative impact),
 - Benefit Stakeholders (maintain and structure a situation already above the threshold), or
 - Contribute to a solution (bring a benefit above the threshold that would not be reached without your action)?

- **Prioritise the Goals:** Now, return to the outcomes you initially envisioned and try to understand which of them matter most to you and your stakeholders. Accordingly, agree upon a way to rank your goals according to how well each goal contributes to achieving your desired outcomes. Be realistic on what actions can be implemented in the short, medium, and long term.

Lastly, theorise how you believe you will bring a change defining an Impact Thesis (an hypothetical “if we do X, then we presume Y will happen”). Focus on how you think you can achieve your goals with concrete actions. Consider your resources and the outputs (concrete products or services) you can create and how do you expect those outputs will change the landscape.

b. Systematic approach to defining focus points for Advocacy

In defining our focus points for advocacy, it is essential to adopt a systematic approach. This means that we evaluate which focus points we wish to devote our attention to as well as which topics our members want us to advocate for. Since we may not always be aware of which focus points matter to the Network, it is vital to remedy this by collecting this information - through the use of surveys, for example.

One way to set concrete and measurable goals could be to gather data around your main activities or specific projects (e.g. flagship projects) that you see reflect the very nature of ELSA, as a whole or in your specific National/Local Group. That way you do not only acquire more knowledge about the strengths and weaknesses of the projects themselves, but you also gain inspiration when it comes to prioritising your goals and aligning them with your activities.

c. Using the advocacy potential in existing ELSA Projects

Since ELSA's focus is on law and human rights, there are countless possibilities for us to advocate. Furthermore, our vast Network allows us to engage in advocacy all across 43 countries. While ELSA's internal focus on the academic side is admirable, it should also look forward to engaging with external actors. We should seek to increase our presence through collaborations, the use of media, and by being present and speaking out where decisions are taken upon the values that we foster as an association.

A few ideas can be thought of when considering our own projects. Looking at the Helga Pedersen Moot Court Competition, the topic is within the field of human rights; as such, there is considerable potential for increasing the advocacy conducted through this. For example, more of an advocacy aspect can be incorporated into the competition by having more influence in the case writing. Additionally, the Academic Programme can be designed to have a stronger link to the Advocacy Strategy. Furthermore, it is worth bearing in mind that the competition creates a strong platform that can be used to promote speakers, institutions, and advocacy-related topics, through, for example, media exposure. Giving people the opportunities to advocate is important – for example, the winners of the competition could go to a human rights-related event and advocate there.

In the Seminars & Conferences area, ELSA Delegates can be provided with better, more comprehensive academic preparation. ELSA Delegations are a fantastic opportunity for us to speak up about the issues that matter. In order to do so, however, it is essential to be well-prepared. For example, Delegates should discuss the agenda before meetings, conduct further research on topics that will be discussed, and have preliminary discussions amongst themselves. Furthermore, some topics discussed at such forums are often spread over multiple sessions; as such, it can be useful to utilise the experience of previous ELSA Delegates, who could even brief new Delegates on the previous discussions and bring them up to speed. Finally, side events at such forums are particularly useful for networking and increasing our advocacy impact.

3.2. 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 about possibilities to incorporate them in projects.
- d. establishing collaborations with human rights organisations.

Implementation

a. Revising the Annual Human Rights Campaign, including ELSA Day

ELSA's Annual Human Rights Campaign (AHRC) is certainly an integral part of ELSA's human rights portfolio. However, utilising it to its fullest potential requires restructuring it to make it clearer and more concrete.

To involve the Network with the AHRC in a more engaging way, it is important for ELSA International to find ways to make it a more unifying project. Making better use of the ELSA Day - an event in which the entire Network can participate - is a good example of how the Network can be unified in a shared project. An additional idea is to provide the Network with an annual human rights forum for it to gather and discuss the topics of the incoming AHRC.

Additionally, local/national events within the framework of the AHRC should be more strictly linked to fostering and raising awareness about human rights. This allows human rights activities to be connected to ELSA's advocacy efforts and to permeate throughout the Network.

b. Guidelines on human rights that apply to all Areas

Although human rights are present in everyone's daily life, they can often be perceived as rather abstract. To solidify ELSA's integration of human rights in its projects and overall activity (not limited to Key Areas), concrete tips and guidance on how to implement a human rights-based

approach should be provided. This can be done through guidelines from the international level or by providing training (great opportunity to employ the use of externals). Forming such guidelines requires gathering data from the different areas, forming multi-area Working Groups, and brainstorming with the Network. This can enable the identification of key human rights-based approaches that can be integrated into ELSA's activity, particularly - although not exclusively - the one of Key Areas.

c. Raising awareness on human rights in the Network

As was the case with advocacy, previously mentioned in Section 3.1 (Advocacy), raising awareness on human rights also relates to knowledge management and empowering our Officers to act upon their ideas. Thus, it is not only important to train our Officers, but also to keep the Network informed with human-rights related facts; this can be accomplished rather well through the power of social media.

Another way to raise awareness within the Network is to provide more supporting material, or organising Open Calls with Officers to discuss on which topics they want to work with or they deem important to promote in a given historical moment. Providing members and potential members with forums such as round tables or talking-cafes to discuss which issues matter and which issues our community wishes to raise its voice about is important.

d. Establishing collaborations with human rights organisations

In the Introduction to Goal 3, a key principle mentioned was support: seek support and be supportive. Collaborating does not only mean receiving support (financial or otherwise) from other organisations, but also supporting them in their initiatives, to learn from them, to connect our people among each other and to make more powerful connections for us as an Association and expand our visibility and presence in the human rights environment. One project with great potential for such collaborations is the Helga Pedersen Moot Court Competition, but it is surely not the only one as human rights are one of the pillars of the whole ELSA.

3.3. 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

a. Strengthening legal writing and b. promoting diversification of topics

As it is vital to work on strengthening our existing Legal Education initiatives before introducing countless new ones, it is also imperative to tailor these initiatives to allow them to reflect the needs and wishes of ELSA's members.

An example linked to the Professional Development Area: in the light of the renewed focus on Human Rights (see Goal 3.2.c), it could be useful to highlight careers in the human rights field, such as by having a whole day on the topic during Career Launch, or to have a page on the website dedicated to human rights-related opportunities.

Diversification of topics also entails the realisation that the skills we provide must be beneficial in the professional world as well. ELSA's activities under the umbrella of legal education should thus be mindful of the changing professional landscape in the legal world, and seek to also impart complementary non-legal knowledge, given its increased importance in the professional world. Examples of such areas include AI, management, sustainability, and compliance. The Network should be interpellated when choosing the topics to implement in our education programs.

In line with the idea of preparing members for professional life in an international world, it is worth bearing in mind that the work of associations does not carry the same weight in each country. As such, we should consider how to get external validation that may provide our work with authority. This would let students to allow their experiences within the Association to add value to their profile in front of employers. For more details regarding certification, please refer to Goal 2.4.

A word needs to be spent as well on the compelling need for ELSA International to again find a publisher for its projects focused on legal writing (namely the ELSA Law Review and the International Legal Research Group).

Evaluation

Asking the right questions is necessary for a fruitful evaluation of any activities conducted. These questions should have the central theme of accurately assessing the impact of your actions. This is best done by collecting data before, during, and after your actions. Analysing your findings will assist you in evaluating the effects of your activities and should also help provide a guide for further actions.

Some example questions for evaluation include:

- Did our training delivery bring to a more active and cohesive Network?
- Did our presence in other organisations' initiatives and our newly established collaborations improve our visibility?

- Did our strategies and projects make us a more recognisable body with regards to our chosen direction?

This is a non-exhaustive list, and you will figure out more specific and concrete questions depending on your strategy and network. Just remember that your goal is always to finally bring a change, and every small action can count if it answers positively to those questions.

Sic parvis, magna!

Greatness from Small Beginnings!