

STRATEGIC GOALS YEARLY REPORT

INTERNATIONAL BOARD OF ELSA
2021/2022



elsa

The European Law Students' Association

Table of Contents

Foreword	1
Introduction	2
Good Governance	2
Living Vision	3
An Engaging Association	3
Good Governance	4
Advisory Body	4
Board Reform	6
Annual Cycle of Meetings	8
Secretariat	9
A Living Vision	11
Refocus	11
Speak Out	14
Continuity	16
Engaging Association	19
Member Value	19
Community	20
Retain Talent	22

Foreword

Dear Network,

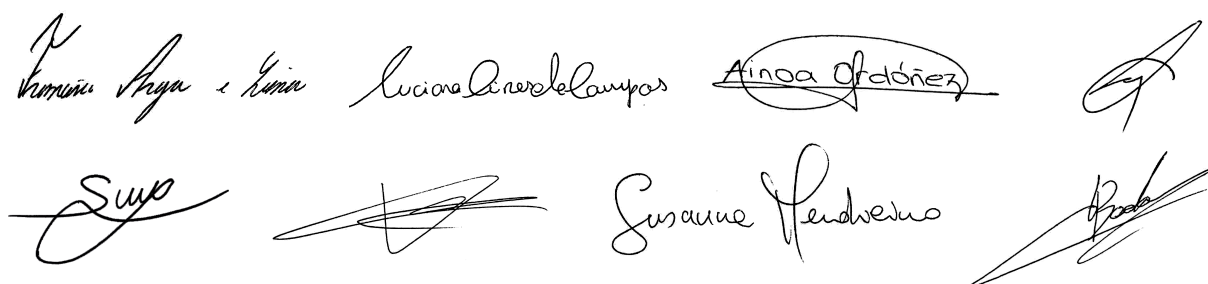
At the end of our term, we present to you our Strategic Goals Yearly Report. Here, you will find an in-depth analysis of each Goal and the approach we took in order to take ELSA on the right path.

We present to you the results of one year of work taken by the eight individuals that composed the International Board 2021/2022, but also of the Network that assisted us every step of the way by brainstorming, helping us implement our ideas or challenging our concepts in order to make our Association better. Furthermore, this work could not have been done without the support of our ELSA International Team, to whom we are deeply thankful.

In this report, you have the conclusions of one year of full-time dedication to ELSA. You have the last thoughts of your International Board on what we believe is the right path for the Association we have all grown to love. It is a report of achievements and mistakes that we share with you so that you may learn from them, agree, disagree, but most importantly take them into account, in whatever shape or form, so that the next International Boards and Networks may accomplish bigger and better things. This is the result of a year of work, tears and happy memories.

Use it well.

Arga, Lucy, Ainoa, Tony, Samira, Mathieu, Susanna and Val
Your International Board 2021/2022

The image displays eight handwritten signatures arranged in two rows of four. The top row contains signatures for Arga, Lucy, Ainoa, and Tony. The bottom row contains signatures for Samira, Mathieu, Susanna, and Val. The signatures are written in black ink on a white background.

Introduction

The Strategic Plan 2023 of ELSA was adopted at the International Council Meeting in Baku, Azerbaijan, in spring 2019. It has been implemented for the past two terms, and 2021/2022 has been the third phase of the implementation of these goals. With this in mind, the International Board of ELSA 2021/2022 focused on providing incremental benefits to all of them as, in our mind, focusing on some Goals and not others will inevitable lead to an unsuccessful implementation. This is due to the fact that the Goals adopted cannot be achieved effectively in a year, meaning that the ones that are not focused on will fall behind. Thus, our strategy was to focus on all of them and put our best efforts into adding useful contributions.

Before going to the main steps taken this year regarding the Strategic Plan, as well as the recommendations for next year, it is important to remember the origins of our current Goals and what they meant to achieve. With that being said, the Strategic Plan of ELSA has three pillars:

1. Good Governance, aimed at creating a sustainable structure for the Association;
2. Living Vision, aimed at focusing on our Vision and implementing it in our activities;
3. Engaging Association, aimed at empowering members and creating a true feeling of community.

The three pillars can be viewed as the three overarching goals that are aligned with the mission of ELSA. Every goal has several objectives associated with it, in the following manner:

Good Governance

Good Governance is divided into four aims:

Advisory Body	An Advisory Body that consults ELSA on long-term projects and planning by giving advice, improving knowledge management, and transition shall be created.
Annual Cycle of Internal Meetings	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.
Board Reform	The sustainability of the association shall be ensured through a board reform allowing the International Board of ELSA to effectively fulfil its mandate.

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

Living Vision

Living Vision is divided into three aims:

Refocus	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.
Speak Out	ELSA shall be the 'voice' of European law students by speaking out.
Continuity	More cohesive, mutually beneficial and long-term relationships with the partners of ELSA, as well as its Officers and Members, shall be ensured.

An Engaging Association

An Engaging Association is divided into three aims:

Member Value	Activities that offer the most value to ELSA members shall be identified and focused on.
Community	A strong ELSA social brand shall be created by uniting members and Officers under one brand and one vision.
Retain Talent	The voluntary involvement and skills of Officers after their active years shall be retained through collaboration with the alumni associations of ELSA.

Good Governance

The Good Governance Goal has been the main focus of the previous two International Boards and thus the one that is the most implemented. This year we aimed at reinforcing those efforts and we can positively conclude on its implementation. Of course, there still are developments to be pursued, but we conclude this Goal as overall implemented with the need for some clarifications and tweaks in the upcoming year.

Advisory Body

The Advisory Body has been a topic that the past two International Boards of ELSA have been focusing on, whether through its inclusion in the International Council Meeting Decision Book or through the invitation of Alumni to join it.

With that in mind, at the start of our term, we had an Advisory Body regulated within our Regulations (IM Part) and a structure aimed at giving support to ELSA in three aspects: advocacy, internal affairs and financial affairs. Furthermore, this body had a formalistic nature, in the sense that it was meant to have plenary meetings, as well as a contractual relationship between the International Board and the members of this Body.

This year we intended to change the structure and purpose of the Advisory Body in order to make it sustainable through time. Indeed, this is not the first time ELSA has had an Advisory Body. Such structures have been tried more than once in the past and more than once they have failed. Trying to understand why it failed in the past was one of the first tasks we took in order to solve potential problems this concept would face. Thus we realised that this body tends to fail due to mainly three reasons: (i) lack of time of the advisors, that cannot reconcile their agendas with those of their peers for regular meetings, (ii) lack of purpose in the sense of the advisors are seen simply as a second opinion without a clear purpose to tackle - ex. financial difficulties, partner hunting, general administration - making the International Boards prioritise other necessities and (iii) youthfulness of its members, whose professional expertise is yet to come, thus limiting the expert support that ELSA needs.

Therefore, this year we aimed to fix these issues so as to make the Advisory Body functional. For that, we focused on making it less formal and more practical through the following achievements:

- **Inclusion of advisors with specific objectives to tackle.** Besides the immediate predecessors, whose objective is to support the International Board on more day-to-day needs, each one of the four new advisors is meant to support ELSA with specific purposes:

administration of the donations system; support in grant applications; Alumni relationship; legal, tax and administrative support in the Netherlands; among others.

- **Inclusion of advisors with a developed professional life to counterbalance the youthful nature of the past immediate International Board members.** The past immediate International Board members have the time and current ELSA knowledge that our oldest Alumni do not have. However, the oldest Alumni have the technical expertise we need. For that reason, we joined both worlds together and got new four advisors that are experts in their respective fields, thus capable of supporting us with the specific tasks entrusted to them.
- **Removal of the need to have regular meetings or a contractual relationship.** The International Board directly contacts its advisors in case of specific needs that each advisor helps tackle.
- **Development of the Patronage as an active role.** The Patronage of ELSA as we know it is a passive role, mostly aimed at reinforcing the credibility of the Association. Nevertheless, it was not always so. In the past, our Patrons actively engaged with the Association with the intent of supporting it in a way very similar to our Advisors. Thus, we intended also to focus on this as a complement to the Advisory Body, bringing someone that possesses the credibility that other Patrons also have, while also knowing our Association and being able to help. For that reason, we invited a new Patron, Sinisa Rodin, former Vice President in charge of Academic Activities of the International Board of ELSA and current Judge of the Court of Justice of the European Union.

These were in short the developments of this year that allowed the role of the advisors to be functional and useful. For the future, there is a need to ensure the continuity of the structure that was created. In that sense, we recommend to next terms the following:

- Ensuring the continuity of the current advisors and the roles they have by actively engaging with them;
- Considering new needs that advisors may assist with, such as human resources management and training; long/medium-term planning; technical support (ex. IT); Corporate Identity and Public Relations; Policy development and Advocacy;
- Avoiding an excessive increase in advisors in a short period, instead focusing on fewer goals with a gradual expansion;
- Developing the role of the Patron and the ways through which they engage (or should engage) with ELSA.

Board Reform

Board Reform has been the main topic discussed at International Council Meetings for a substantial amount of time. This year we aimed to continue the efforts of the last term and create a functional structure for the International Board of ELSA and, later on, the entire Network.

With this in mind, at the start of our term our Key Areas were structured in the following way: Academic Activities focused on Legal Writing, Social Responsibility and the International Focus Programme; Competitions focused on Moot Court Competitions and Academic Competitions (keeping in mind the transition period established between the Area of Moot Court Competitions and Competitions), Seminars & Conferences focused on Study/Institutional Visits, ELSA Delegations, ELSA Law Schools, Webinars and International Conferences of ELSA. Lastly, Professional Development focused on ELSA Traineeships and other projects related to the introduction of our members into the job market.

We focused on making this structure functional and updating it wherever needed. Thus, we had two main goals: creating a clear and logical division of tasks between the Key Areas and reconsidering the projects we organise, given the workload, level of development and benefits they provide. Thus, these were our main contributions:

- **Implementation of the Vice President in charge of Competitions.** We focused on ensuring a sustainable structure for the next Vice President in charge of Competitions to manage both competitions successfully. With that in mind, reconsidering the role the International Board plays within the organisation of the ELSA Negotiation Competition was extremely important, as well as revising the hosting agreements of both projects and institutionalising some of the Regional Rounds, namely the ones that happen outside of Europe;
- **Development of the Vice President in charge of Academic Activities.** With the recent changes, Academic Activities became an Area that lacked content. Indeed, it kept Legal Writing, but in terms of workload, it was not as complete as other Areas. With that in mind, this year we tried to develop the Legal Writing projects of the International Board, namely by exploring the possibility of having LexisNexis as the new publisher of the ELSA Law Review. Furthermore, we focused on projects related to Social Responsibility and Human Rights, thus encompassing the third pillar of our Purpose. Therefore, this Area is now responsible for Social Responsibility (ex. The Rule of Law Education Campaign) and Human Rights (ex. The Annual Human Rights Campaign).
- **Development of the Vice President in charge of Professional Development.** In order to develop the new Professional Development Area, we restructured the Career Launch, to include both practical workshops and a two-day career fair, where we put our partners in

direct contact with our members interested in having an international career. Furthermore, we developed ELSA Traineeships with new providers and a new brand, improving the overall quality of the project.

- **Separation of our academic projects from the ones that are social responsibility-oriented.** With the discussions held regarding the importance of Social Responsibility within ELSA, our main priority was to clearly define the limits between academic projects and social responsibility projects. For that reason, early in the term, we focused on separating the International Focus Programme from the Annual Human Rights Campaign, giving them different topics, brands and objectives. We also focused on giving the Annual Human Rights Campaign a clearer structure to be developed in the future. Furthermore, during our term, we focused on clarifying the Network regarding which projects are mainly intended to give academic value to their participants and which ones are meant to be actions for the good of society. We gave particular emphasis on teaching the Network how to effectively advocate and implement their own campaigns as well as on expanding ROLE.
- **Updating our list of Flagships as well as the requirements needed to consider a project a Flagship Project of ELSA.** One of the issues ELSA faces is its constant cycles of creation and deletion of Flagship projects, thus increasing and decreasing the workload of the International Board in an unsustainable way. For that reason, we revised the list of Flagship projects, ensuring that that list is only composed of the projects that are effectively important to the whole ELSA Network, removing new projects that require development. For that reason, we removed from that list the International Conferences of ELSA and the ELSA Negotiation Competition. Furthermore, we implemented new criteria to assist the Network in defining what is a Flagship project in the future, as well as highlighting that the inclusion or the removal of projects within this list requires the approval of two International Councils, thus ensuring a stronger consensus regarding the importance of these initiatives.

When it comes to recommendations for the future, we advise:

- Developing Academic Activities, making it the Area responsible for Social Responsibility and Advocacy initiatives. For that reason, we recommend effectively regulating advocacy, the structure of the Annual Human Rights Campaign and structures of Social Responsibility projects in ways similar to what is done in other Areas. Furthermore, we recommend expanding the advocacy potential of current projects, such as ELSA Delegations.
- Creation of a stable structure for the Annual Human Rights Campaign, with a clear division of tasks between the International Board and the National Groups, thus focusing on its sustainability through time.

- Expansion of the International Focus Programme so as to create more international awareness of this Programme, namely by the development of international initiatives, as well as changing its competency to Seminars & Conferences, as the Area mainly focused on academic projects.
- Development of Career Launch as the second main project of the Vice President in charge of Professional Development, thus ensuring that the change of the Area is meaningful.

Annual Cycle of Meetings

The goal of revising the Annual Cycle of Meetings was marked by the approval of the new structure during the 77th International Council Meetings, where the International Presidents Meeting, Supporting Area Meeting and Key Area Meeting were substituted by the International Strategy Meeting and the International Training Meeting. This 77th ICM also saw the approval of the first quality standards for International Internal Meetings, which have been, since then, included in the Hosting Agreements for all these events. Lastly, the duration of the Autumn ICM was also changed, from the original seven-day ICM to the new five-day ICM.

Following this restructuring, the International Board 2020/2021 focused on discussing and evaluating the practicality of the International Training Meeting, which resulted in it being changed into a fully online meeting. This allowed for a more extensive selection of trainers to attend, as well as the complete International Board. In addition, following recommendations from the Network, the concept of the meeting was altered accordingly, and knowledge management workshops involving the whole International Board were involved in addition to the training sessions.

With this in mind, during our term, we were dedicated to the implementation of all the changes to the International Training Meeting. The first edition of this meeting was composed of association knowledge workshops aimed at providing basic knowledge about all the areas of ELSA; area workshops consisting of general introductions to each area; training sessions provided by past International Board members as well as members from our International Trainers' Pool. As it was the first edition of the International Training Meeting, some difficulties were encountered, namely in transmitting to the Network what the correct target for the meeting should be, as well as finding the right balance between workshops and training sessions, whilst still maintaining training as the core of this meeting. Our recommendations for the future consist of explaining to the Network the objective and target of the meeting. Additionally, the division of knowledge management and training should gradually become more equal, in line with the expansion of the International Trainers' Pool.

Another new aspect of our term was the first five-day Autumn International Council Meeting. Following long discussions of the Network, we were the proud organisers of its first edition. Noting that it was held in an online format, we were not able to fully explore its efficiency for future physical editions. However, we were able to understand the importance of this shorter ICM for its participants, as it allowed for a larger number of officers to join us without having to miss their academic or professional commitments. We look forward to seeing how it impacts participation in the physical version of the Autumn International Council Meeting. Our general recommendations are that the structure is maintained similar to the first edition, whilst taking into account the particularities of a physical meeting.

Another focus of our term was the II International Strategy Meeting. We maintained the structure of the event as envisioned by the International Board 2020/2021, avoiding the specific area division of participants and dividing the participants instead into smaller groups. Noting that the III International Strategy Meeting will be held in person, our recommendations for the future are that this meeting maintains its structure of a division that is not based on areas, allowing for a broader discussion of topics relevant to all areas of ELSA.

Secretariat

When approved, the goal of having a Secretariat had the objective of building an administrative body that would support the activities of the International Board on the administrative side of their positions, leaving space for the 8 executive members to focus on consolidating, strategising and working on the improvements for their respective areas.

To give some examples, the work from the President would be focused on the relation with partners, Network and Board management, without having to review all contact approval forms submitted by the Network; the work of the Secretary General would switch from daily support of the network regarding administrative requests or compilation of data to being able to focus on Hosting Strategies, Human Resources Strategies, ELSA Training and further development of the area; the Treasurer would be able to have an accountant who worked on daily management, bookkeeping and invoicing, allowing them to focus on Grants applications and Network support. Additionally, one of the focuses of our board was not only to have assistance on administrative matters but also to expand this support to the Vice President in charge of Competitions when handling both Moot Courts.

During the second term of the implementation of these Strategic Goals, the International Board focused on analysing all the implications of this body, from labour law, social security law, and tax law perspectives, and concluded that with the current financial situation of the Association after

two years of the pandemic, it was impossible to reach this goal, and even if achieved it would not be possible to maintain in the long term.

With this in mind, the International Board 2021/2022 has been focused on building the financial sustainability that would allow us to achieve this goal in the future. We have applied for an operational Grant from the European Commission, which even if unsuccessful, has set the basis for the next board to work on this matter, and what priorities to focus on. With it, the association's general administration budget would be balanced to the point that building this body would be feasible.

As for the future, we highly recommend following Boards not only apply for the Erasmus+ Operational Grant but also keep researching further opportunities on how to consolidate the financial situation of the Association as well as gathering all relevant information regarding the implications of this body and how to bring it to life effectively.

A Living Vision

A Living Vision is a Goal that is more abstract in nature and thus more difficult to implement. This year we took this Goal, together with an Engaging Association as our main targets, since they were the least developed. With that in mind, we focused heavily on implementing concrete structures for events and activities, while also bringing clarity to our role as an Association. When it comes to implementation, we conclude as positively implemented, leaving for next Boards the need to solidify the structures created and create Network engagement with the initiatives mentioned below.

Refocus

Regarding Refocus, this Goal intends to go back to our origins (our Philosophy Statement) and focus on the activities that truly bring us closer to a Just World in which there is respect for Human Dignity and Cultural Diversity.

With that in mind, this term we focused first and foremost on educating our Network regarding the Philosophy Statement, as well as its meaning and history. From then on, we aimed at actively promoting it, either through proposals at our International Council Meetings or through the development of new projects as well as the expansion of existing ones. Thus, our main accomplishments were:

- **Focus on internal awareness regarding our Vision and Purpose.** In order for ELSA to get closer to its Vision and Purpose, it is necessary for a joint effort taken by the Network. With that in mind, in all of our Internal International Meetings, the International Board focused on (i) explaining the Philosophy Statement and its areas of action and (ii) bringing concrete discussions aimed at implementing it in practice. It was with this goal in mind that we proposed a new Board Reform Structure, aimed at giving each Key Area one aspect of our Purpose for it to be developed further. Furthermore, it was with this goal that each Key Area focused on educating their peers on Professional Development Initiatives, Social Responsibility and Academic ones - either active or passive - in order to reach the three branches of our Purpose. Lastly, our Supporting Areas focused on aspects related to our community, cultural diversity and human dignity, such as the Code of Conduct, Scholarships for our projects and awareness campaigns on human rights (ex. The Annual Human Rights Campaign).
- **Focus on educating the Network regarding Advocacy.** We did not just focus on explaining the theory of our Association to the Network but also on explaining, in practice, how to do it. That was a priority, especially in regards to the topics that the Network needed more assistance with, such as Advocacy. It was with that intent that we developed

Academies aimed at helping on a one-on-one basis our National and Local Officers with the concept and tools of effective advocacy, thus ensuring the creation of more stable and effective national and local campaigns throughout the Network. In this regard, a considerable amount of Officers took on this challenge of being tutored by the International Board and, at the end of the term, they were able to create new advocacy projects or develop existing ones.

- **Focus on Human Rights and Rule of Law.** As Legal Education is one of our most developed pillars, this term we focused on the pillar that is less developed: Social Responsibility. Thus, we aimed to create sustainable structures for ELSA to have an active role in regards to Human Rights and the Rule of Law. Regarding the first, we aimed at developing new cooperations with organisations dedicated to human rights, of which the Fundamental Rights Agency is the best example. Furthermore, we renewed the cooperation with the Union Internationale des Avocats. With the support of these two organisations, we aimed to bring new expert support to our initiatives, allowing ELSA to have a more active role in defending human rights. We also focused on giving a structure to the Annual Human Rights Campaign on the international level, as well as coming up with some initial ideas for national engagement. Regarding Rule of Law, we finally finished the ROLE curriculum and launched the campaign in the Netherlands, Finland and Serbia, getting us one step closer to its implementation in the Network. Furthermore, we launched the second edition of the ELSA and LexisNexis Essay Competition, gathering submissions from members all over Europe.
- **Focus on developing Legal Education.** Even if Legal Education is the most developed pillar of our Philosophy Statement, this year we aimed at reinforcing its structure and how it is implemented. For that reason, we raised awareness on the Educational Cycle and how each Key Area can contribute to it in a consistent way. Furthermore, we focused on turning the International Focus Programme into an academic programme, giving an academic topic for the Network to follow in the upcoming years. In this regard, we also approved a new International Focus Programme for the next three years: Law and Sustainability.
- **Focus on Diversity & Inclusion and Welfare.** Lastly, our Philosophy Statement is also based on the creation of a safe and inclusive environment for all of our members. We put our best efforts into practice to ensure that we would get one step closer to that goal. In this regard, we developed the Code of Conduct created last term and applied it to all International events. The same is to be done regarding future projects, as the Code of Conduct is now included as an Annex to all agreements - ex. Hosting agreements - signed by the International Board, ensuring that everyone involved shall need to comply with it. Furthermore, this was the first year where we had a Director for Welfare focused on guaranteeing the well-being of the participants of our events. Lastly, we also focused on making our projects more inclusive when it comes to financial limitations, especially with

the return to physical events. For that reason, we returned to the UNECA grant with the idea of ensuring the participation of African teams in the Final Oral Round of the JHJMCC. The same logic was adopted in regards to our first physical International Council Meeting, where, with the help of ELSA Alumni, scholarships were provided to participants. Lastly, and in regards to the war in Ukraine, we ensured that participants from that country were able to participate in our events. Thus, we sponsored the two Ukrainian teams for the JHJMCC as well as the Ukrainian participants at the International Council Meeting.

In terms of recommendations for the future, we have the following topics:

- Assisting the Network with the creation of their social responsibility projects, as well as in the expansion of their advocacy campaigns. This can be done by the creation of models of projects that may be implemented throughout the Network, or by involving National Groups in existing projects such as the ROLE Campaign or the Annual Human Rights Campaign.
- Ensuring an effective impact of the International Focus Programme. Right now, the efforts taken regarding the IFP are mostly done on the National and Local levels, by the organisation of events related to the selected topic. We recommend that a more international engagement is taken in order to involve the three levels of our Network in the Programme, thus developing its impact. In the past, ELSA was known for having IFP-related publications (ex. Law journals) as well as conferences (ex. The IFP Conference). We encourage future Boards to review these projects and implement those that seem appropriate in order to reinforce the importance of the IFP.
- Focusing on welfare and Diversity & Inclusion. Important steps have been taken in this regard, but there is still work to be done. We recommend the national implementation of Codes of Conduct and Welfare Officers, so as to ensure that these structures are available in all events and not just the international ones. Furthermore, we encourage the creation of an anonymous complaint system in cases of violation of the Code of Conduct. We are aware of the difficulties that exist when it comes to these platforms (ex. GDPR and anonymity), making this an idea difficult to implement in one single year. Nevertheless, we recommend that efforts be made for, in the medium-term, ELSA to have an effective complaint system. Furthermore, we recommend exploring new ways of financing the participation of our members in international events, as this would turn ELSA into a more inclusive and accessible organisation to those that are internationally minded.

Speak Out

To some extent, Speak Out is very closely related to Refocus and this year we looked at both goals together. Indeed, the idea of this goal is very much intertwined with the concept of Social Responsibility and Advocacy.

In this sense, this term we focused our efforts on creating campaigns and projects related to specific topics of interest to ELSA and law students in general. With that in mind, these were the efforts taken during the term regarding Speak Out:

- **Focusing on human rights through the Annual Human Rights Campaign.** We aimed to reinforce the structure of the Annual Human Rights Campaign while also encouraging the role National Coordinators play in the campaign. With that in mind, we created guidelines to be used by the Network as well as research tools (ex. Surveys) in order to ensure that the Annual Human Rights Campaign uses objective and truthful data collected by our Officers. Furthermore, we focused on social media campaigns, especially on Instagram, with explanatory materials and polls so as to engage with our members in an informative and interactive way. We also focused on dividing the topic of Privacy in the Digital Age into different topics according to the month in which the social media campaign was taking place. Thus, Internet safety, data protection, consumer rights, etc. were topics we took into consideration when planning our campaign.
- **Focusing on Rule of Law through the Rule of Law Education Campaign and the Essay Competition with LexisNexis.** Another important topic for ELSA is the Rule of Law. Thus, this term we continued the efforts started in previous terms and organised the II Edition of the Essay Competition with LexisNexis. Furthermore, we heavily focused on the Rule of Law Education Campaign and on finally launching it. Thus, as said beforehand we finalised the curriculum, and we also created the marketing templates to be used with the presentations. We applied for grants in order to give the project the financial sustainability it needs, namely when it comes to training the teachers. Additionally, during the 40th Anniversary of ELSA, we showcased the project to our Alumni in order to get more support, especially within the countries where the Campaign is being launched. This way we gathered useful contacts that would assist the National Coordinators with their efforts. Lastly, we consolidated the number of eight pilot countries and had our first trials in the Netherlands, Finland and Serbia.
- **Focusing on youth through the Mental Health Project.** A new topic that we explored this year was the needs of youth so that ELSA is not just the voice of law students, but also the voice of youth when partnering with other student organisations. For that reason, we

partnered with eleven student organisations from different sectors in order to create an interdisciplinary approach to the topic of Mental Health. Within this project, we had workshops and panel discussions on the topic for four days in order to raise awareness on the topic and educate the participants on how to face this issue.

- **Focusing on Diversity & Inclusion through the Code of Conduct and Director for Welfare.** As stated beforehand, welfare and diversity & inclusion were close to our hearts. For that reason, we focused mostly on changing ELSA first, and not so much on influencing externals. Besides the efforts already described, we also aimed at making our social media posts more inclusive and diverse, as well as including workshops related to the topic in our events. It was with that intent that during Career Launch we had a workshop given by LexisNexis on Diversity & Inclusion, thus showcasing to our members the best practices implemented by an international organisation and one of our main partners.
- **Focusing on Environmental Sustainability.** Lastly, even though we did not make an effective campaign regarding environmental sustainability - as we preferred to put our efforts into creating the structures of the former campaigns - we took our first steps toward making ELSA a greener Association. Thus, we reinforced different means of transportation that are not as hazardous as airplanes. It was with that intent that we focused on Flixbus and Flixtain as the first alternatives to flights. We also aimed at being greener with the return to physical events, where we kept online voting systems in order to avoid printing. We furthermore kept the use of paper and printing to a minimum, not only in our Council Meetings, but also in the Final Oral Rounds of our Moot Court Competitions so as to avoid waste. That being said, printing documents is inevitable, so we ensured that the minimum materials we printed could be reused in future editions of the competitions or meetings.

Those being the main achievements of our term, we recommend the following for the future:

- Solidifying the structure of the Annual Human Rights Campaign. Right now, as it has been separated from the International Focus Programme, the Campaign has a purpose of its own. Nevertheless, it is important to explain its structure and goal to the Network in order to ensure the participation of more National Groups. We suggest the creation of explanatory materials, timelines and guidelines at the start of the term. We also recommend regulating the Campaign in the International Council Meeting Decision Book in order to ensure the stability of the campaign throughout the years, thus allowing it to expand.
- Continuing the efforts regarding the Rule of Law Education Campaign. The Campaign has been launched but with embryonic results. We recommend its expansion on two fronts: effective launch of the Campaign in the current pilot countries and expansion of the number of pilot countries. Regarding the first recommendation, out of the eight pilot countries, only three have launched the programme. Thus we recommend a stronger focus

on coaching these National Groups, especially now that Academic Activities has less workload due to Board Reform. Regarding the second one, there are National Groups in the Network that are acquainted with ELSA4Schools but are not piloting ROLE. This is something that could be tackled as these National Groups are in an optimal position to launch ROLE quite easily due to their experience. Lastly, as training the teachers is a fundamental step to expanding this project, we also recommend organising a Train the Teachers event (or even two - one per semester) in a similar fashion as the Train the Trainers for the International Trainers' Pool.

- Usage of ELSA Delegations as an advocacy tool. In the past, ELSA Delegations was the project that took most of the S&Cer's time. This was due to the fact that more time was spent training delegates and creating the reports at the end of the events. This changed with the unification of ELSA Law Schools, and the workload shifted to this new project. With the focus on Advocacy that we have been having for the past years, ELSA Delegations offers a unique opportunity for ELSA to engage with international organisations and policymakers from sectors that are extremely close to ELSA's Vision. Thus, we recommend returning to the former scope of ELSA Delegations, potentially distributing tasks between the S&Cer and the AAer, separating logistical and organisational tasks (S&Cer) from the advocating and speaking out ones (AAer).

Continuity

Continuity is a goal that should guide every aspect of our Association. It is the main principle through which every Board should work to ensure that their successors have a better ELSA, more sustainable and consolidated.

In this sense, the International Board put its best efforts into maintaining the resources and accomplishments of previous years, while also expanding and building on them in order for our successors to continue our work in the best way possible. Thus, our main accomplishments in regards to Continuity were:

- **Maintenance of all General Partners and acquisition of new ones, as well as their involvement in new initiatives.** One important part of continuity is reflected in External Relations. ELSA is known for being quite unstable in this sense, as we lose and gain partners from year to year, making continuity a difficult goal to achieve. For this reason, this year we put our best efforts into ensuring that no general partner was lost, something that we achieved. Furthermore, we aimed to involve them as much as possible in our Association, according to their interests, thus ensuring their satisfaction with ELSA. For that reason, we changed the approach to External Relations, in the sense that our General Partners also engage with projects they are interested in, making them engage - potentially -

with all Areas of our Association and not just with the Presidency. With that in mind, we didn't just maintain current partnerships; we also expanded some of them, in terms of financial contribution or in-kind support, according to their interests.

- **Diversification of sources of income.** ELSA is also known for focusing its fundraising efforts on sponsorships. Even if we paid close attention to this by ensuring that we got new projects (mostly for Professional Development and Competitions) and general partners, we also tried to diversify our sources of income by paying close attention to grants and donations. In this sense, we applied for grants from the EU Commission, EYF and private funds to ensure diversification. Lastly, in regards to external relations, we also tried to adopt different types of financial support, with the objective of getting a monthly contributions to assist the International Board with liquidity, as well as partnerships through which ELSA gets a percentage of the profit the partner obtains through ELSA's promotion.
- **Engagement with our Alumni and development of the International Trainers' Pool.** Moving to a different sector of our Association, the continuity of our Human Resources is also important. We considered that a particular element that needs to be addressed is our Alumni and for that, we tried to engage them back into ELSA as much as possible. For that reason, one of the priorities was to reinforce the International Trainers' Pool with new Trainers, Alumni that could share their knowledge with younger generations of Officers. Furthermore, we also engaged with our Alumni when it comes to our projects - where we had Alumni, for example, in the Final Oral Rounds of our Moot Courts - the administration of our Association, by including them in the Advisory Body, the donations system and as Patrons.
- **Development of our projects and the return to physical events.** An important point regarding continuity was a shift of our online paradigm adopted due to COVID. Indeed as the world returned to physical events, so did ELSA and the International Board took its best efforts to ensure a smooth transition. With that in mind, the Final Oral Rounds of both moot courts were organised physically - in Geneva and Strasbourg - and our first physical ICM after COVID was done in Cosenza, Italy. Regarding this last one, as we did not have a host, it was the International Board of ELSA organising the event, ensuring that the Network did not go through another year of online meetings. Our efforts did not stop there, and we ensured that for the next term, the Network will have hosts for the two International Council Meetings as well as for the International Strategy Meeting, something that has previously been difficult to obtain.

These being our contributions, we recommend the following for the future:

- Focusing on Grants, donations and merchandising as new sources of income for the general budget. This way, the sources of income will be diversified, ensuring the stability of the Association and its growth through time. We particularly recommend that the next

Boards apply for the Erasmus+ Grant, as well as the European Youth Foundation, thus supporting expenses that the International Board has always struggled with, and getting more income in order to provide better working conditions for the Board.

- Focusing on developing project partnerships. The International Board of ELSA focuses mainly on getting General Partners and more often than not project partnerships are neglected. We encourage the next Boards to focus on getting partnerships for the Flagship Projects developed by the Network - i.e. ELSA Law Schools, HPMCC - that currently lack that support.
- Focus on getting institutional support for the Regional Rounds of the JHJMCC organised outside of Europe. With Board Reform, the Vice President in charge of Competitions will face a heavier workload now that that person deals with two moot courts. Thus, in order to ensure the viability of these projects, we recommend the institutionalisation of the Regional Rounds that are the farthest away from us and that cannot get the support of the Network. This year we already started doing so with the American and one of the Asian Rounds. We recommend advancing this process to the remaining ones in order to delegate the work of the Vice President.
- Continue to engage Alumni in our initiatives. Whether through the ITP, donation system, ROLE or other common events, we encourage the upcoming Boards to involve our Alumni in their activities so that they can use their expertise to make our projects stronger and more relevant to our members.

Engaging Association

As with a Living Vision, an Engaging Association was an underdeveloped Goal and for that reason, we also took it as a priority. Nevertheless, while in certain aspects we were able to bring progress - Member Value and Retain Talent - in other spheres we were not as effective as what we wanted. That being said, we conclude that this goal is positively implemented, even if not reaching the desired benchmarks. For future Boards, we recommend taking the Community Goal as the priority and focusing on expanding the achievements of the other Goals.

Member Value

Engaging Association was the goal that, at the start of our term, needed the most effort. Member Value was a clear example of that, whereas in previous years the focus was given to Good Governance and Living Vision. This Goal has the intention of giving value to the membership of ELSA, making them feel welcomed and profiting from joining the Association.

Indeed, the Goal of Member Value is directed at ensuring the development of our members, in whatever aspects they deem necessary. It is ELSA's responsibility to identify these needs and help our members and Officers learn what they desire and encourage them to stay within our Association and take different positions, roles and responsibilities.

With that in mind, our main contributions to this Goal were:

- **Providing international Member Benefits from discounts to services, to special access to legal courses and scholarships.** One of our goals was to ensure that the membership of ELSA had concrete benefits that our Network could share. With that in mind, we developed two types of benefits: special access to services, such as Flixbus, Flixtain, Freeletics, Speechify, Accor Hotels, and special access to legal courses, from Europrivacy, CBL International the GADPPRO Academy. These benefits range from free access to discounted prices. Furthermore, we maintained the scholarships with Católica and IE Law School, actively promoting them to our members.
- **Creation of the Member Benefits page on ELSA's website as well as the member benefits form.** With the benefits acquired, we also focused on their promotion. In that regard, we updated the website with a new page related to member benefits, where we showcased what ELSA International has to offer. Furthermore, we automated the system of granting access to these benefits, by using Bryter. This way, the process of managing these discounts and providing them to all members became more efficient and less time-consuming.

- **Creation of ELSA's membership platform with Dojoko.** An important achievement of our term was the partnership with Dojoko, which allowed us to start creating a membership platform for all ELSA Members. All of our members will have a dedicated ELSA social media through which they can get acquainted with the events of their Local and National Groups, as well as those happening in other corners of our Network and our international events. Similarly, National and Local Groups will be able to share their own events internationally.
- **Exploring the possibility of creating a membership card with ISIC.** Another option we explored was the creation of a membership card with ISIC, an organisation that manages international student cards. The idea of this partnership was to create network-wide cooperation in such a way that the International Board would be responsible for the branding of the cards, while National and Local Groups would be responsible for ordering them and distributing them through their members. This opportunity was presented during the International Council Meeting in Cosenza and due to financial reservations - related to the cost of ordering the cards - this possibility was left on hold as the idea of creating a membership platform seemed more effective and easier to implement.

With this in mind, we recommend the following for the next years:

- Increasing the number of benefits provided and encouraging the Network to get National benefits for their members. As the International Board can only do so much when it comes to Network-wide benefits, we recommend that the Network also takes a step in this direction and assists in this endeavour.
- Developing the membership platform. As the structure is built, we recommend the next Board implement it, ensuring that it reaches our members in most National Groups. This is not an easy task, so we suggest taking it step by step, by focusing on international projects and including some pilot National Groups, ensuring consistent growth through time.
- Developing more effective newsletters and ways of reaching members directly. A good system to use in order to share information within the Association is the mailing lists. We encourage the next Boards to improve the current systems, namely by revising the newsletters in order to not only provide information to our Officers but also to our members in general. We also encourage the usage of the Synergy blog in this sense, so as to share useful information about ELSA with its readers.

Community

Side by side with Member Value, Community was the goal that we decided to put on top of our list of priorities, as we saw it as a difficult one to achieve and one of the least developed ones. Thus, at the start of the term we planned activities in order to take this objective one step forward.

In our mind, the Community goal is based on the way ELSA presents itself to its stakeholders. This includes partners, members but also non-members and civil society in general. In this sense, we did the following:

- **Rebranding of ELSA Traineeships, Helga Pedersen Moot Court Competition, Annual Human Rights Campaign.** At the start of our term, we recreated the brand of these three projects, including logo, palette of colors and template materials shared with the Network. In this sense, we made these brands more modern, appealing and attractive to its participants.
- **Updating of current visual elements and templates.** Following-up on the previous point, we did not just create new brands, we also updated the current visuals. That was visible when it comes to ELSA Delegations and ELSA law Schools for example, where the materials produced were more engaging (ex. videos and testimonials).
- **General Rebranding of ELSA.** The general rebranding of ELSA was without a doubt one of the most demanding objectives that we had. Unfortunately, we did not approve a new ELSA Brand, but we took steps in that sense, with the discussions on a new logo, palette of colours and fonts. Thus, during the year, we discussed with the Network these topics in order to reach compromises where they could be drawn. Nevertheless, our goal of approving a new Brand was not achieved, something that future Boards will have to consider following up upon.
- **Creation of a Public Relations Strategy.** Another important point we focused on was creating a concrete strategy when it comes to Public Relations. Thus, during the term, we developed a detailed document in which the International Board explains how to use its social media, how to increase its reach and how to present ELSA to stakeholders. With this document in mind, we gave the next generations of Marketeers the guidelines they need to successfully reinforce their public relations, thus increasing their engagement and impact.
- **Making the Brandbook a binding document.** Lastly, for our brand to be truly unified, we believed it would be important to make it truly binding. For years we have had an unenforceable Brandbook, and this year we included it into the Decision Book, not only to solve that issue but also to ensure that the changes of our brand are approved by the Network and not under the discretion of the International Board.

Indeed, Community is one of the most demanding goals and one of the priorities that we took for the year that, regrettably, we were unable to fulfil. Nevertheless, we would like to propose some recommendations for the incoming Boards:

- Making Rebranding a Network proposal without jeopardising research over quick results. The Network has different opinions on rebranding, the logo, fonts and colours. With that in mind, quick results will be detrimental to the Association as drastic changes without clear consensus are rarely well implemented. We thus suggest taking time with the research process and changing what is possible to change, given the Network's feedback. We do not recommend changes where the Network is fundamentally divided or the implementation will be extremely difficult on a subject - our image - that should be as unified as possible.
- Reinforcing the materials provided to the Network in order to ensure the uniformity of the International projects. National and Local Marketeers should have the freedom - within the limits of our Brandbook - to create the designs they wish. Nevertheless, our International Projects should be unified and promoted equally. Thus, we suggest (i) expanding the templates and materials provided to the Network regarding these projects in order to guarantee uniformity and (ii) ensuring their involvement in the promotion timeline by informing them of such schedules and encouraging cross-promotion.
- Developing the Brandbook. The Brandbook is currently binding, but it would be important for it to be clearer on how to use our elements in the right way (usage of logo, proportions, pictures, colour proportions, etc.). Thus we recommend focusing on creating more instructions on the Brandbook and enriching it with different possibilities - such as colours - in order to update our Brand.

Retain Talent

Through the Retain Talent goal, we aim to keep the voluntary involvement of ELSA Officers even after their active years, therefore, we aim to improve and develop the collaboration with our Alumni. When referring to our Alumni in general, an aspect already explored by the International Board 2020/2021 was the involvement of several Alumni as speakers in our projects, such as Career Launch. This year we continued this collaboration, by involving, for example, Alumni that have helped shape our year in the Annual Reception of ELSA.

We further developed the involvement of Alumni by actively promoting our International Trainers' Pool as a way for our Alumni to keep their ties with ELSA even after their active years. This way, we welcomed seventeen new trainers to our International Trainers' Pool in the past year. These individuals will actively contribute to the training of our officers in the following years, passing on their knowledge and expertise to the new generations. We recommend that the possibility of

including more Alumni in this project is explored even further, as there is an immense potential to find great trainers in almost any field or area.

In particular, when referring to the relationship with ELSA Alumni, this was already strengthened by the International Board 2020/2021 through the creation of joint initiatives such as the Rule of Law Education Campaign, and it was continued this year with the celebration of the 40th Anniversary of ELSA in Vienna, Austria. Additionally, ELSA Alumni provides members of ELSA with scholarships for the International Council Meetings every year, which enables promising individuals that would not be able to attend our internal meetings due to their financial burden to do so. Our recommendations for the future are that these joint initiatives are developed where possible and that the focus on financial support for ELSA Members is prioritised.

This goal for this term aimed to go even further in our relationship with the Alumni of our Association and engage with them individually when it comes to fundraising by offering them a direct link to ELSA to contribute. With the creation of le Cercle of ELSA, we established a system of periodical donations that will allow them to support the financial sustainability of our Association. For further years, we recommend continuing this relationship with our Alumni as a source of support in all aspects of our Association.