

STRATEGIC PLAN YEARLY REPORT

2024/2025



The European Law Students' Association

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Strategic Goal 1 - Accessibility

Financial Accessibility

The Strategic Goal

- 1.1 ELSA shall strive towards being a financially inclusive association by:
- keeping the costs of participation as low as possible while maintaining the quality of its events;
 - providing scholarships for the attendance of ELSA events;
 - increasing the financial compensation of the Members of the International Board of ELSA;
 - increasing reimbursements for Members of the ELSA International Team.

Implementation efforts

Ensuring accessibility while maintaining quality has been a long-standing goal across ELSA's initiatives. This year, the third edition of the Rule of Law Education Training Conference demonstrated tangible progress in this area. Thirty-five participants from seventeen countries attended five full days of high-quality training, with all costs covered. The programme was extended and upgraded while ensuring that the entire event remained fully reimbursed for all participants, who only had to pay a symbolic participation fee. At the same time, its financial sustainability improved significantly. These results were achieved not by simplifying or reducing the scope of the event, but by effectively scaling it up.

In parallel, a new and comprehensive granting structure was introduced to support national implementation of the project. A 60,000 € Annual Work Plan Grant from the European Youth Foundation was secured by ELSA International to support the Rule of Law Education (ROLE) project at both the international and national levels. Following this, a subgranting system was developed to allow National Groups to receive direct financial support for their local implementation of ROLE. This included preparing the system, publishing the call, and evaluating the applications. Nine National Groups were awarded a total of 29,500 € in support for next term's ROLE. An additional 2,000 € was reserved for another round of applicants, ensuring continuity into the next term. This marks a new step in ELSA's capacity to support local project implementation through international resources. With this system now in place, ELSA is better positioned to help National Groups deliver high-quality activities regardless of local fundraising limitations.

Financial accessibility also continued to be prioritised through ELSA's cooperation with the United Nations Economic Commission for Africa. This year's African Regional Round of the John H. Jackson Moot Court Competition welcomed eleven teams from seven African countries. Teams from Tunisia, Nigeria, Kenya, Uganda, Zimbabwe, Ethiopia and South Africa came together for a successful competition, supported by continued funding from UNECA and additional private donations.

The Round, hosted by Strathmore University in Nairobi, took place alongside a high-level digital services trade conference co-funded by GIZ. This expanded the event's relevance beyond competition, integrating it with broader discussions on trade, technology, and policy development. Financial accessibility in the African context remains a functioning model. The support structure that exists today continues to make participation in international legal

education more equitable and is developing in both scale and scope. This year's round was a clear example of how strong partnerships can maintain accessibility while fostering growth.

Code of Conduct

The Strategic Goal

- 1.2 ELSA shall strive towards being a diverse and welcoming association by:
- continuously improving the Code of Conduct of ELSA and encouraging the implementation of Codes of Conduct across the Network;
 - strengthening the welfare mechanisms to ensure the well-being of all ELSA Officers;
 - increasing the comprehensibility and accessibility of ELSA and ELSA-related activities for its members and third parties.

Implementation efforts

Regarding subgoal number 1.2.a, as the Code of Conduct underwent extensive revision in the previous term, our main focus entering the year was to ensure its implementation and enforcement. However, over the course of the term, together with the Welfare Team of ELSA International, we experienced that the internal procedures for handling Code of Conduct reports were not optimal in their current form. The division of tasks between the Director for Welfare, Assistant for Welfare and the Organising Committee (OC) Welfare Officer, when it came to handling reports, was impractical. Therefore, we started an intensive revision of the internal framework, in an attempt to achieve clearer roles and responsibilities for each Welfare Officer, as well as creating an effective internal structure and feasible routines. We are looking forward to the improvements taking effect.

Next, we have collaborated with the Network on the topic of Welfare in numerous ways. Through the State of the Network Inquiry, we have mapped out which groups already have, or are interested in creating, a National Code of Conduct. The Model Code of Conduct of ELSA has been promoted as a useful tool for this purpose. We have also conducted several workshops on the topic at the International Internal Meetings throughout the year.

Furthermore, we have continued the Welfare presence in the Helga Pedersen Moot Court Competition and the John H. Jackson Moot Court Competition, as well as in the area of Seminars and Conferences, by organising Welfare trainings for organisers of all Competition Regional Rounds and ELSA Law Schools. We have even expanded our efforts and added another Welfare training, specifically for the OC Welfare Officer of the ELSA Law Schools, closer to the event itself. Lastly, we have provided organisers with template presentations to facilitate spreading awareness about the Code of Conduct, as well as summaries of the procedural steps to undertake in case of Code of Conduct reports.

Another project that saw the light of day during our term is the Diversity & Inclusion Initiative: The Bias Campaign. It is a Network-wide social media campaign aimed at combating (potential) conscious or unconscious biases we may harbour in our Association, as well as fostering intercultural understanding and respect. We are happy and grateful to the 12 groups who participated and educated our Network.

Access to Knowledge Management

The Strategic Goal

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

Implementation efforts

This year, we improved the accessibility and usability of ELSA's internal knowledge tools, with work carried out under subgoal 1.3.a of the Strategic Plan. We executed a restructuring of the Officers' Portal. The updated structure groups materials by project or Area instead of by file type, making it easier to navigate and more practical for day-to-day use.

In parallel, we expanded the content of the Portal itself. More than 25 new documents were published across all Areas, including handbooks, checklists, guidelines, and implementation packages. These were developed to provide more comprehensive and relevant guidance to Officers at both the Local and National levels.

We also updated several project websites. While this is also considered a step up in Access to Knowledge Management, you can read more about it below under Embracing Technological Innovations.

Work under subgoal 1.3.c focused on supporting smoother transitions within both the International Team and the wider ELSA Network. At the international level, the ELSA International Team Transition Framework continued for a second term. Directors, Coordinators, and Assistants were supported by their predecessors through early calls and the sharing of structured materials. This process helped new team members become familiar with their responsibilities and begin their work with more clarity. The one-month overlap between the terms of the International Board and the Team remained in place and contributed to more stable onboarding.

Across the Network, transition was addressed during International Internal Meetings through workshops focused on transition preparation and entering new roles. These sessions combined theoretical input and group work to help Officers better understand the transition process.

Several Areas launched new Transition Handbooks and Checklists, tailored to the responsibilities of different roles. These materials offered both technical guidance and suggestions for supporting successors effectively. In the BEE Area, a tailored Transition Curriculum with multiple calls for dedicated learning and setting up transition supported both outgoing and incoming Presidents. We had four sessions: two for incoming Presidents, one for outgoing BEEs, and one joint session. Topics included strategic planning, board and network management, leadership styles, and external relations for incoming BEEs, to give them an introduction to the international work and what they can start with even before their term begins. Outgoing BEEs instead focused on board and network management for the last months

in office, and how the ELSA experience can be useful even when we are no longer active Officers.

Additionally, toward the end of the term, we held several Open Calls dedicated to transition. These created space for discussions between outgoing and incoming Officers and allowed for joint planning before the handover period. The aim was to treat transition as an essential part of every Officer's term and to make it easier to approach in a clear and organised way.

Strategic Goal 2 - Structure

Embrace Technological Innovations

The Strategic Goal

2.1 ELSA shall strive to embrace technological innovations by:

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

Implementation efforts

Despite the ELSA website's struggles this year due to hacking, we have not only maintained the infrastructure to remain operational throughout several full crashes, but also made improvements to how we collect, utilise and present knowledge to the Network using technological tools and new solutions

When it comes to subgoal 2.1.a, we have worked continuously on maintaining the existing infrastructure of the ELSA website. While a bit outdated, it still serves to represent all our projects and ELSA in general, and is still the main tool used for knowledge management in the ELSA Network internally, through project websites and the Officers' Portal.

This year, we have rehailed the Officers' Portal to better suit the data and the Areas it is supposed to guide. We re-sorted it by project as opposed to by document type, and systematised it across the board so it serves incoming Officers with improved clarity.

This year has also seen some streamlining in the usage of forms. ELSA collects a lot of different data sets, and has many different ways of displaying them across different form systems that aren't always compatible. This term, we have converged more and more of ELSA's activity onto the Jotform platform, previously used mostly by S&C. As this platform has been recognised as very extensive, reliable and scalable, we believe this convergence is a great step to making our work simple, yet more expansive in impact. In the future, this platform could be a solution to many obstacles in our data collection and processing services, like ELSA Traineeships, reimbursements, IIM applications, project applications, organiser applications and more.

On top of that, several projects saw the overhaul of their pages/sites, mostly to serve clarity about the international project itself to Officers and externals alike, but equally as important to display the events and organisational efforts of the Network. Firstly, the AHRC got a webpage

for the first time since it transformed from just ELSA Day. This webpage is now available at elsa.org/humanrights, and includes not only a comprehensive yet simple explanation of the entire project for externals, but also includes a map of all AHRC events taking place in the entire Network (in our term, 364 of them), complete with information about each event and links to each organising Groups' socials. This map is updated in real time and allows anyone to comprehend the AHRC as "one big thing", as well as access each of its smallest parts individually within two clicks. Secondly, the ROLE webpage at elsa.org/ruleoflaw has been updated as well. It now includes a more up-to-date description of the project, complete with a map of organising countries, as well as a link to access the work-in-progress ROLE Curriculum Database, only accessible to Officers. In S&C, the ELSA Webinars and International Conferences of ELSA websites were connected to the main website to improve accessibility and visibility, and both were given a breath of fresh air. Finally, after several years of downtime, we relaunched the Study Visits Portal. This update enables organisers to promote their Study Visits again and reach potential participants more easily.

While 2.1.a was obviously highly realised during this term, we have also touched upon subgoal 2.1.b. Together with the overhaul of the AHRC webpage and data collection system, we have implemented new ways to collect data, in which the Network is more actively involved in the collaborative use of technical solutions. Previously, we used to collect AHRC event data in a very simple way: organisers would send Word documents with the requested information, and then ELSA International would copy-paste data around. We replaced this system with a huge shared Google Sheet, where each National Group and its Officers can input their own data while other organisers can view, and ELSA International can control this data in real time as it is being inputted. This way, we not only spread the use of shared technological solutions already at our fingertips throughout the Network, but we also encouraged collaborative work and learning from each other during the entire data entry and analysis process of the AHRC.

Data Protection Compliance

The Strategic Goal

- 2.2 ELSA shall strive towards data protection compliance by:
- supporting National and Local Groups to improve their data protection.
 - continuously raising awareness about data protection.
 - providing training, templates, and materials on data protection.

Implementation efforts

By delivering Data Protection Workshops of increasing complexity at all International Internal Meetings this year, not only aimed at the Area of Internal Management but also for Key Area Officers, we have strengthened awareness and knowledge on the topic, promoted best practices, and reinforced our commitment to safeguarding personal data across the Network.

The biggest project of the term in this area has been the development of the Data Protection Handbook. The Network was actively involved throughout the drafting process, from an initial survey identifying current challenges with Data Protection principles and practices to giving input on the direction of the materials. We are proud to see its release at the end of July as a comprehensive guide and practical tool designed to support National and Local Groups in building their Data Protection frameworks. The Handbook includes templates for a wide range

of needs, including Records of Processing Activities (ROPA), Privacy Policies, and Data Processing Agreements.

Even though the Strategic Goals mainly address the Network, we cannot forget our own backyard. Another goal this year has been to continue improving Data Protection practices within ELSA International. As a step towards legal compliance, we have rehauled privacy policies for close to all areas, followed by consent forms and Joint-Controllershship Agreements, or other Data Processing Agreements, where appropriate. We have, for example, ensured Joint-Controllershship Agreements with all Organisers of Regional Rounds of the Competitions and IIMs. Furthermore, together with the Key Areas, we have focused on Data Retention and Deletion of participants' information collected through projects.

Coherent Regulations

The Strategic Goal

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

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

Implementation efforts

This year, we continued the work of our predecessors, aiming to stabilise the work with our regulations. The Statutes and Standing Orders of ELSA have been thoroughly reviewed in the past terms, culminating in the notarisation of the Statutes last year. Because of this, we knew from the beginning of the year that we did not want to make any further changes, but rather allow the regulations to solidify and take effect. This is a line we stuck to throughout the term, also because we did not see any immediate issues that required our attention.

However, we have had quite a few proposed changes when it comes to the International Council Meeting Decision Book. These proposals have centred around developing projects, as well as making the association and its daily management more effective. We have taken great care when formulating these proposals to ensure uniformity, both within the International Council Meeting Decision Book and across the regulations as a whole. Moreover, the Internal Management Team of ELSA International revised the International Council Meeting Decision Book in June 2025, undertaking grammatical and structural corrections. The International Council Meeting Decision Book is a lengthy regulation, and the process of total harmonisation is a long-term project that future boards will have to continue.

Human Resources

The Strategic Goal

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

- a. creating a comprehensive Human Resources Strategy and Structure.
- b. utilising ELSA Training for the development of ELSA Officers.

- c. recognising the work of ELSA Officers, in particular of Members of the ELSA International Team.
- d. revising the structure and utilisation of the Advisory Body of ELSA.

Implementation efforts

As the Human Resources Strategy 2024-2026 was approved last year, our task has been to ensure it is carried out. As a part of the implementation cycle, we gave a presentation of the progress made on the Strategy's implementation during the LXXXVII ICM Malta, and have started preparations for the submission of the HR Strategy Progress Report in Autumn 2025.

Since we have only six Board Members, instead of eight, a focus point throughout the term has been Human Resources in the International Board of ELSA. For example, we gave a Workshop on the topic at the V International Strategy Meeting Malmö, as well as arranged an open call encouraging people to run as candidates, and guiding them on how to go about the process. Moreover, the HR Team is also working on creating written materials to provide participants with knowledge on the Candidacy process. We see it as a great achievement that a Board of six people has a full Board succeeding it.

Moving on, we have also carried out various initiatives for the ELSA International Team to show appreciation for their work. Preparing and delivering Workshops at International Internal Meetings, frequent mentions in Monthly Reports and the Annual Report, as well as the opportunity to participate in a Training Session during Transition, are all a part of the EIT Recognition Protocol.

Regarding utilising ELSA training for the development of Officers, we are very happy that the Network has made good use of the International Trainers' Pool of ELSA throughout the year, as well as the successful merging of Career Launch and an ELSA Skills Academy soft skill series. Other tasks include assisting National and Local Groups with the development of their own HR Strategies.

While the last part of the Strategic Goal has not been actively pursued this year, revising the structure and utilisation of the Advisory Body of ELSA continues to be recognised as an important opportunity for future growth.

Quality of International Internal Meetings

The Strategic Goal

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

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

Implementation efforts

International Internal Meetings are a cornerstone of the ELSA experience. They serve as the most important platforms for decision-making, community-building, and discussions across the whole Network. In pursuit of Subgoal 2.5, our progress focused mainly on two of the three subgoals: increasing the feasibility and effectiveness of the meetings, and implementing a Host Attraction Strategy.

In line with subgoal 2.5.a, a notable reform was made for the International Training Meeting. After extensive input from the Network, including discussions at the LXXXIV ICM Tbilisi and the IV ISM Brno, the ITM was restructured into a three-day event, rather than four. This adjustment not only increased the feasibility for Officers across the Network to participate in the event but also resulted in a more compact and focused programme. For the IV ITM, we decided to introduce Reporting Time, an important element of in-person meetings, to foster engagement within delegations, even in the online format of the meeting. Additionally, like in previous years, the event featured both Workshops led by ELSA International and Trainings delivered by the International Trainers' Pool. What was new was the introduction of a training allocation confirmation system, which was particularly successful. It allowed us to confirm the attendance of the Officers in the Trainings in advance, and fill the available slots, ensuring that as many Officers as possible got to benefit from the Trainings.

Throughout the year, we also focused on subgoal 2.5.b by raising awareness of the quality standards for IIMs. By promoting clearer expectations and best practices, we made significant strides in making the hosting process more graspable and making it more understandable for hosting Groups how ELSA International supports the organisers in delivering high-quality events. At the heart of making IIMs more accessible and inclusive is the continued implementation of a Host Attraction Strategy. This year, the mentorship programme again proved to be an effective tool: matching prospective hosts with experienced organisers provided hands-on guidance and helped local groups navigate the challenges of event planning.

This approach was exemplified by the V ISM Malmö, hosted by ELSA Sweden, which used the half-and-half model, i.e. utilising separate venues for accommodation and the Workshops. This decentralised model demonstrated that hosting a high-quality IIM is not limited to major cities or large hotels; it can be successfully executed with creative planning and resourcefulness.

Furthermore, we culminated the year's efforts with the release of the International Internal Meetings Host Handbook. This comprehensive resource compiles input from former hosts and outlines best practices, logistical advice, and strategic recommendations for organising future IIMs. It aims to empower more local groups to apply to host and raise the overall consistency and quality of meetings across the Network.

While significant strides were made in enhancing the structure and support mechanisms of IIMs, we acknowledge that environmental sustainability remains an area for growth. Despite our intentions, the development of a dedicated strategy for organising environmentally sustainable IIMs did not progress this term. This subgoal should remain a priority for future Boards, and we encourage continued discussions to ensure our meetings align with ELSA's commitment to responsible and sustainable practices.

With a renewed format of the ITM, clearer guidance on hosting an in-person IIM, and a more inclusive host recruitment strategy, we believe the foundations have been laid for even more

impactful IIMs in the years ahead. The work continues, and we invite the Network to carry this momentum forward - ensuring that every meeting is not only productive, but also representative of the main goals of IIMs - providing a platform for the Network to meet, to discuss, and to make decisions as a unified Network.

Public Relations

The Strategic Goal

2.6 ELSA shall strive towards continuous improvement of its Public Relations by:

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

Implementation efforts

We began the work with Public Relations by raising awareness about what it means for ELSA and how it can be used strategically across areas. We have conducted workshops on Public Relations at all International Internal Meetings - from the International Training Meeting (ITM), through both International Council Meetings (ICM) and the International Strategy Meeting (ISM). During the latter, we have engaged the Network in discussions on the potential direction of Public Relations efforts in ELSA and gathered feedback on what kind of support would be needed from ELSA International in this regard. Arriving at the common consensus that practical materials are needed, we have changed our approach to Public Relations Strategies and turned the PR Strategy II into a “Communication Compass”, aimed at practically guiding Officers from all areas through the process of enhancing the PR of their ELSA Groups.

Throughout the term, we have also worked on making the PR Strategies and the work with them in general more accessible to Officers, no matter their level of involvement in ELSA. For this purpose, we made the PR Strategy I more digestible both in terms of content and its presentation. We have also introduced a “PR Snacks” campaign for Marketing Officers, in the context of which we shared tips and tricks for good daily PR management.

Lastly, ELSA International’s Public Relations significantly benefited from our collaboration with both the Council of Europe on the Helga Pedersen Moot Court Competition and the World Trade Organization on the John H. Jackson Moot Court Competition this term. During the entire year, but especially around the Final Oral Rounds of these competitions in May and June, we closely aligned our promotional efforts, which led to greater exposure of ELSA’s content on the channels of the CoE and the WTO. Such exposure allowed us to showcase our projects to previously untapped audiences and expand our reach and impact.

In terms of strengthening Public Relations further, steps can be taken based on the findings from the discussion we had at the International Strategy Meeting in Malmö. There is great potential in sharing materials with Officers across the Network and the cross-area collaboration on PR efforts, especially within the frameworks of a variety of Key Area projects. Public Relations of ELSA can also be enhanced through greater emphasis on International Internal Meetings and the opportunities that arise for different kinds of stakeholders at these events.

Strategic Goal 3 - Direction

Advocacy

The Strategic Goal

- 3.1 ELSA shall strive towards increasing its advocacy engagement by:
- creating an Advocacy Strategy for ELSA that includes guiding principles and supports National and Local Groups.
 - setting up a systematic approach to defining focus points for Advocacy.
 - using the advocacy potential of existing ELSA projects

Implementation efforts

This year, ELSA's advocacy work focused on creating a more structured and practical approach. Rather than prioritising new definitions or theoretical frameworks, we aimed to build a model based on what we already do best: our international projects.

At the beginning of the term, we recognised that while interest in advocacy was high both within the International Board and across the Network, there was no clear structure to guide this work. To address this, we focused on taking action first. Instead of starting with guidelines or strategies, we began by identifying how ELSA could speak out consistently and objectively. The aim was to move toward a more systematic model, one that is grounded in our existing work and not dependent on individual preferences or external trends.

To do this, we looked at the core content of ELSA's Flagship and international projects. Projects such as the John H. Jackson Moot Court Competition, Helga Pedersen Moot Court Competition, Annual Human Rights Campaign, Rule of Law Education, and the International Focus Programme already contain messages that reflect ELSA's values and priorities. This year, we worked to highlight those messages more visibly. Instead of limiting communication to event promotion, we focused on sharing advocacy-oriented content related to the substance of each project. Topics included rule of law education, the protection of journalists, climate justice, constitutional courts, and non-discrimination. These messages were communicated through short, accessible online pieces designed to reach a broader audience.

In addition to online advocacy, we continued to represent ELSA's values in person at international events. ELSA Delegations participated in conferences such as the UNFCCC COP29, the Summit of the Future, and the World Forum for Democracy. At these events, members of the International Board were able to actively engage with external stakeholders, sharing insights about our Association and its priorities.

We also identified an area for further development: supporting more delegates to engage in in-person advocacy during ELSA Delegations. While members of the International Board are already well-positioned to speak on behalf of the Association, many other delegates lack the tools and context needed to represent ELSA in a structured way. Our Delegates, other than the International Board, submitted several statements, of which 3 were approved, with 2 being successfully delivered across different Delegations. This highlights the growing ambition for advocacy within the Delegations. We held internal discussions on how to improve this within the Board and the International Team. While this will require a long-term effort, we believe that a

gradual and well-prepared approach can make this a realistic goal by the end of the current Strategic Plan.

Taken together, these efforts fulfilled subgoals 3.1.b and 3.1.c of the Strategic Plan. ELSA now has a more consistent system for determining what advocacy topics to focus on, grounded in the substance of our international projects. This provides a clearer path for how the Association speaks out, both online and in person, and sets a foundation for further development in the coming years.

Human Rights

The Strategic Goal

3.2 ELSA shall focus on its human rights commitment by:

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

Implementation efforts

This term brought tangible progress in fulfilling Strategic Goal 3.2 on Human Rights. While subgoal 3.2.b had already been completed in the previous term with the publication of the Human Rights Handbook, we continued its use and visibility by integrating its content and links into the updated Annual Human Rights Campaign (AHRC) Outline and supporting materials. Additionally, the newly published Academic Activities Handbook placed a renewed focus on human rights across the Association. The role of the Academic Activities Officer was clarified to include responsibility for integrating human rights considerations across all board members' work. This emphasis, positioned prominently in the Handbook, strengthens ELSA's commitment to human rights in all activities.

The development and restructuring of the Annual Human Rights Campaign this year contributed to the realisation of subgoals 3.2.a, 3.2.c and 3.2.d. The campaign underwent a comprehensive structural review, which included updates to evaluation and scoring systems, the creation of new supporting forms and the introduction of a data-driven event management system. These changes were supported by workshops, open calls, and extended discussions during internal meetings, particularly at the International Strategy Meeting in Malmö. Topics discussed included the structure and timing of the Campaign, the format of ELSA Day, and the scope of campaign materials and promotion. While several improvements were implemented, others have been documented for the consideration of future Boards.

The strength of this year's campaign and its alignment with ELSA's human rights vision was further recognised through the Council's pre-approval of a proposal to include the AHRC among ELSA's Flagship Projects. This marks the first time such a proposal has been made for any project since the launch of the Flagship project category. A comprehensive Flagship Report outlined how the AHRC meets and exceeds the standards required for this category. The final vote will take place at the 88th International Council Meeting to confirm the project's status.

This year also marked significant progress in the visibility of AHRC events across the Network, contributing to the realisation of subgoal 3.2.c. Promotion was extended to focus not only on the Campaign as a whole, but also on the individual efforts of National and Local Groups. A new [AHRC webpage](#) and interactive map were launched, displaying real-time updates of all registered events and linking directly to organisers' websites and social media. This platform increased the visibility of 364 events organised by 130 ELSA Groups and helped connect human rights work across the continent with external audiences, including participants, partners, alumni and the broader public.

Human rights content was implemented through all Key Areas, largely through the Campaign. According to the AHRC Annual Report, 62 academic activities, 99 seminars and conferences, and 45 competitions organised across the Network were thematically aligned with human rights. Additionally, we saw collaboration between international projects. ICE Tbilisi was organised under the theme of Criminal Justice as part of the AHRC, combining elements of Human Rights and other Key Areas and highlighting the potential for thematic integration across ELSA's portfolio.

Finally, subgoal 3.2.d was supported through improved cooperation with the Council of Europe and new opportunities for the Network. This year, the Council increased the number of promotional packages provided to AHRC organisers by 50 per cent. It also extended its branding permission to all events within the Campaign, a shift from previous years when permission was granted only for materials created by ELSA International. These changes enhanced the recognition of each local event and strengthened the Campaign's profile across Europe. Moreover, the prize for the AHRC Competition was upgraded from just a trophy to a traineeship at the Council of Europe's headquarters in Strasbourg. This change introduced a new level of professional development for the National Coordinators, making AHRC the only ELSA project currently offering a direct personal incentive for its best organisers instead of participants.

These results reflect a consistent and structured effort to advance human rights across the Association. With clearer frameworks, better tools, and broader reach, the Annual Human Rights Campaign continues to grow as a key platform for ELSA's fight for human rights.

Legal Education

The Strategic Goal

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

Implementation efforts

ELSA International's Legal Writing has been struggling, to say the least, as clearly displayed in the very explicit outline of this area in the Strategic Plan. While the International Legal Research Group (ILRG), despite having been "deprioritised" by the Council in 2020, still keeps puffing in the background, the past 5 years haven't been the most gentle to perhaps our most prominent representative of Legal Writing, the currently only Academic Activities Flagship project: the ELSA Law Review. With no publication for the last 4 years, the "annual" journal had long dipped its head under the surface.

At the start of this term, we forged a plan to bring back the ELSA Law Review: re-review, re-edit, re-compile, and finally publish ALL the outstanding texts that were collected but unpublished during the years, restructure the review process, rebuild the Academic Board and open submissions for a new volume of the ELSA Law Review.

We stuck to it. The 2024/2025 term saw the completion of work on the ELSA Law Review that had been deprioritised for multiple years. And now, with a new review process, a new Academic Board, a broader topic and a reinvigorated spirit, the ELSA Law Review is ready to work as a project of ELSA after 5 years.

But if you thought that was all, you were mistaken. Remember the ILRGs? Well, during our term, it was brought to our attention that the Final Report of the ILRG on Human Rights and Technology, prepared in the 2020/2021 term, was never published. Thus, on top of the ELR, we also embarked on this fun journey of checking for relevance and proofreading almost two thousand pages of ILRG Final Report, and preparing it for publication. And we did it! The Final Report of the ILRG on Human Rights and Technology is now published on legalresearch.elsa.org.

As if that was not enough Legal Writing, this term also saw the reintroduction of the LRG Specification Form and matchmaking system after several years. Now, ELSA International provides encouragement, support and matchmaking for all Groups looking to organise an LRG across borders.

On top of that, we significantly strengthened the presence of Legal Writing as a topic of workshops and Open Calls throughout the year, most notably with a large discussion for the whole Network and all Areas conducted at the ISM, where we collected even more opinions and set a strategic direction for Legal Writing to develop in the future. By now, you get the point - if 2024/2025 wasn't a conclusive completion of 3.3.a, nothing will ever be.

When it comes to 3.3.b, this term saw improvement as well. As part of our ELR refreshment package, we introduced a proposal to relieve it of its previous human rights law topic mandate. While ELSA does not waver from its Human Rights commitment, this commitment literally exploded through the AHRC while the ELR was dormant, especially this year. And while Human Rights bring the AHRC its backbone and identity, imposing this as a mandatory topic only ties down the ELR and brings its engagement down. The Council agreed with our suggestion and confirmed this direction, deregulating the ELR's human rights law commitment. This way, we have realised 3.3.b on our only Legal Writing Flagship, setting it up for even more success, and promoting the diversification of topics in Legal Writing across the Network.



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